LIVINGSTONE COLLEGE

Strategic Plan

2021 – 2026
Livingstone College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award certificates and the associate and baccalaureate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4501 for questions about the accreditation of Livingstone College.
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Livingstone College
Integrated Planning and Evaluation Process
(Institutional Effectiveness)

Phase I
- Review and Revise Mission Statement
- Establish Institutional Goals and Planning Assumptions

Phase II
- Outcomes, Expected Results and Administrative Objectives (Unit Assessment Plan)

Phase III
- Program and Process Improvements, Modifications and Adjustments

Assessment Results Feedback: Distribution of Findings

Conduct Means of Assessment for Outcomes and Objectives

Implementation of Unit Performance Activities to Accomplish Activities

Phase I Strategic Planning
Phase II Operational Planning
Phase III Results Management
Since I became the Twelfth President of Livingstone College in 2006, our campus has with the publication of this new strategic plan, we indicate the close of a significant period of growth, progress, and student success at Livingstone College. We begin anew, to execute our newly developed five-year strategic vision of continued improvement and direction. This plan is designed to elevate the College to the next level. Yet, most profound, impactful, and unexpected was a pandemic that painfully injected itself in the life of the College. Despite the challenges created by COVID-19, we continued to press toward the mark of excellence, toward student success, persistence to degree, and institutional effectiveness.

Parallel to our effort to realize continued organizational accomplishment was our aim to create and foster a culture of assessment to document institutional improvement. This initiative and vehicle, devised to drive the College to its anticipated outcomes, is what we call the Holistic College. This program is the foundation for a wide spectrum of academic and social development tools which address issues, prevalent among first generation college students that often dislodge the aspirational desires and targets of students and families seeking, and striving for a college degree.

The creation and introduction of the Holistic College was a watershed moment in the life of the College. What we now envision, what we execute now, what we project as our strategic vision and direction will provide the framework for what we will strive to achieve and what will be our new institutional reality—or a new normal. The new normal at Livingstone College will be in effect what we create. It will be the pathway on which the College will navigate over the next five years.

As the 12th President of Livingstone College, I am pleased to share the transformative work exercised by the College community. Several key indicators or benchmarks illuminate some of our accomplishments:

- Accredited academic programs
- New academic programs
- Programs important to workforce development
- New construction of academic programs and student housing
- Restoration of historic buildings
- Institutional debt reduction of more than $10 Million
- Significant increases in net asset value

With all that we have achieved and sought to accomplish, there could not have been a projection which would have forewarned of a pandemic or its associated challenges that would disrupt the safety and wellbeing of our campus community. The newly created Pandemic Task Force and the assigned members of this team will inform our planning going forward. I am confident that this presentation of our strategic plan will give you assurance and confidence that we will achieve an even higher level of accomplishment. Over the ensuing pages, you will find the new Livingstone College strategic plan.

Respectfully,

Jimmy R. Jenkins, Sr., PhD.
VISION

Livingstone’s vision is to meet students where they are, take them where they need to be, so that they can command their rightful place in the global society.

Livingstone College will focus on the following areas to implement this vision:

1. Academic Excellence and Global Education.
2. Effective and Efficient Procedures for Comprehensive Management.
3. Human and Physical Resources.
4. Quality of College and Community Life.

MISSION

Livingstone College, a private, historically black institution, is secured by a strong commitment to quality instruction, academic excellence, and student success. Through a Christian-based environment suitable for holistic learning, Livingstone provides excellent business, liberal arts, STEAM, teacher education, and workforce development programs for students from all ethnic backgrounds designed to promote lifelong learning and to develop student potential for leadership and service to a global community.

CORE VALUES

Core Values are fundamental principles that guide the institution in carrying out its mission. Livingstone College values the academic and religious communities that play a critical role in the continued growth of Livingstone’s students, faculty and staff. Core values of the Livingstone College community include:

- Teaching and learning as essential to the holistic environment.
- Student engagement as the foundation for servant leadership.
- Liberal arts training as essential to the development of societal contributors.
- Lifelong learning as a part of the institutional identity
- Communities of learners with engaged students, faculty, staff and alumni.
EXECUTIVE SUMMARY

Livingstone College presents the 2021-2026 Strategic Plan for the Future of Livingstone College. Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization’s direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. (Business Dictionary, 2010)

THE STRATEGIC PLANNING PROCESS

This 2021-2026 Strategic Plan reflects a process through which Livingstone College will ensure its future by establishing procedures and operations to achieve its mission and goals. The Strategic Plan will guide the institution by clearly articulating the vision, mission and goals, and the strategies by which the mission will be achieved. This Plan describes in a broad and definitive manner the Goals and Strategies established by the Strategic Planning Committee with input from the various units within the College.

The strategic goals are supported by Unit level strategies that are intended to position Livingstone as a premier Liberal Arts Institution, while maintaining its traditional mission of a Historical Black College. The President’s vision is that Livingstone College will become an institution that approaches the education of young people in a holistic way. This approach requires developing the student academically while also teaching about health and wellness, social responsibility, volunteerism, debt management, technology, and faith-based strategies for the enhancement of the quality of life.

The College’s goals focus on recruiting, retaining, and graduating well-prepared students. In addition, the institution is committed to preparing graduates for roles in the global society by developing a more scholarly culture among students, faculty, staff and administrators. The expansion of knowledge through research, public service and creative activity produces a faculty and staff of the highest quality. The development of supportive partnerships and relationships ensures sufficient fiscal and physical resources.

The Mission and Goal statements provide a comprehensive and practical context for the Strategic Plan. These statements are subject to continuous review and revision; therefore, it is important for this Plan to be regarded as an “instrument” for continuous enhancement and improvement of all areas of campus operation. It should not be considered as a static and permanent blueprint for the future of the College.

Livingstone College has experienced an increase in enrollment over the recent years. Livingstone College will focus on internal and external strengths, weaknesses, opportunities and threats as we
continue to assess the changes over time. The institution must continue to be sensitive and responsive to the changes and challenges to ensure that the planning process is sustainable, systematic, and current.

This 2021-2026 Strategic Plan includes goals, objectives and strategies established by the Strategic Planning Council and other units of the College, who will guide the implementation of the plan. The first phase of the plan focuses on the following:

- Identification of each unit’s specific goals.
- A brief description of the objectives and tasks to be carried out by the responsible unit.
- A timeline for completion of the tasks.
- An assessment of the extent to which the tasks were completed and accomplished.

This implementation phase is a critical component because it provides a means of ensuring that the plan is carried out in a complete and timely manner. Assessments of the extent to which goals are accomplished, completed and recorded at specific intervals during the academic year. Weekly, monthly, quarterly and year-end reports provide a comprehensive explanation of the accomplishments of each unit within the College to the Senior Staff and the Board of Trustees.

This 2021-2026 Strategic Plan is organized according to the vision articulated by the President of the College. Therefore, the vision is the foundation of the plan that demonstrates a focus for creating an effective, efficient institution focused on holistic learning through the following goals:

**Goal 1:** Implement Academic Excellence and Global Education Programs that Reflect Learning in a Holistic Environment.

**Goal 2:** Implement Effective and Efficient Procedures for Overall Management of the College.

**Goal 3:** Develop Human and Physical Resources that Strengthen the Capacity of the College to Achieve a Significant Role in a Global Society.

**Goal 4:** Enhance the Quality of College and Community Life Through service and Outreach Programs.
This Strategic Planning Model illustrates the steps that will guide the College’s strategic planning process. It entails the long-range and operational planning procedures that serve to guide each of the College's units in an effective planning and assessment process.

**Determine/confirm the Institution's Vision and Mission**

**Environmental Planning Assumptions**
- External / Internal

**5-Year Projections**
- Enrollment / Budget

**Develop and Identify Goals & Strategies**

**Develop a Plan for Implementing Strategies**
- (College departments responsible for timelines & activities)

**Identify and Prioritize Needed Resources**

**Assess and Evaluate Performance**

**Report Use of Results**
ENVIRONMENTAL CONTEXT

COLLEGE PROFILE

Ministers from The African Methodist Episcopal Zion Church (A.M.E.Z.), who desired to foster self-reliance among newly freed slaves, established Livingstone College in 1879 – thus becoming the first institution of its kind founded and operated by African-Americans for the purpose of educating the descendants of freed slaves. In 1882, the College was invited to re-locate to the, "Old Delta Grove" by the citizens of Salisbury - who also gave the college financial support to become the first college established in Salisbury, North Carolina. Since its establishment in 1879, Livingstone College has celebrated a rich history. One of the nation’s great educators, W.E.B. Dubois once referred to Livingstone as the “Harvard of The South.” For over 140 years the doors of Livingstone College have been open to men and women regardless of race, nationality, or ethnic origin. However, the mission of Livingstone College has remained consistent – providing educational opportunity for young men and women regardless of their socio-economic status.

The College is committed to the philosophical principle that one's beginnings need not dictate one's future. We provide an environment for students to see challenges as opportunities rather than obstacles. Additionally, we seek to combine our legacy and strengths with value-centered initiatives. Our educational experience is aimed at preparing and producing students who will have a positive impact on communities. As a result, students who have chosen Livingstone are prepared to offer innovative means to a changing world.

Our 272-acre campus is located in historic Salisbury, Rowan County, North Carolina; a town of approximately 33,604 within an hour's drive of two major metropolitan areas: Charlotte and the Piedmont Triad of Greensboro, Winston-Salem, and High Point. Currently, the college has an enrollment of approximately 1,200 students from 28 states, the District of Columbia and several foreign countries.

Although Livingstone College is supported by the A.M.E. Zion Church, its programs are entirely nonsectarian. However, throughout the college’s 140 plus-year history, The A.M.E. Zion Church has been committed to the growth and expansion of Livingstone College. Each year, Livingstone College receives over one million dollars in annual support from The A.M.E. Zion Church, thus making the A.M.E. Zion Church one of the College’s largest supporters. During the periods of financial hardships, and fiscal challenges, The A.M.E. Zion Church has been the body that has provided the necessary additional resources to address many of those challenges.

Livingstone College has been successful during its 140 plus-year history. In fact, the college has many firsts to its credit. Livingstone College produced the first African-American neurosurgeon, the first African-American President of the National Education Association, and five Presidents of Historically Black Colleges and Universities. Livingstone College also has the distinction of playing in the first Black Collegiate football game.
Today, Livingstone College is a living symbol of the educational and social progress of African-American people. The institution reflects the ideals of self-help, self-development, and self-determination, which are essential expressions of a Livingstone College education.

**STRATEGIC SCAN**

As part of the strategic planning process, President Jenkins developed a Strategic Planning Council (SPC) to conduct a SWOT analysis: Strengths, Weaknesses, Opportunities and Threats faced by the College. The SPC also considered the Council on Postsecondary Education requirements, and those of the Southern Association of Colleges and Schools Commission on Colleges. These considerations and the College's vision and mission statement are the foundations on which the *Strategic Plan* is predicated.

**SWOT ANALYSIS**

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<th>STRENGTHS</th>
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<tr>
<td>• Holistic approach</td>
<td>• Declining enrollment</td>
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<td>• Small class sizes</td>
<td>• Lack of adequate resources in critical areas.</td>
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<td>• Dedicated and committed administrators, faculty and staff.</td>
<td>• Low retention rate.</td>
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<tr>
<td>• Diverse advocates for Livingstone comprised of its alumni, the African Methodist Episcopal Zion Church, local community, and the corporate and foundation communities.</td>
<td>• Low graduation rate.</td>
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<tr>
<td>• Cadre of alumni with the financial means to make substantial financial contributions to Livingstone.</td>
<td>• Deferred maintenance (facilities).</td>
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<td>• Scholarship has increased with the hiring of a larger number of faculty and administrators with doctoral degrees.</td>
<td>• Turnover in personnel (faculty and staff).</td>
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<td>• Management of fiscal records and resources for greater fiscal accountability.</td>
<td>• Funds under-resourced to provide adequate scholarship support for growing student enrollment.</td>
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<td>• Resources committed to the academic enterprise, campus beautification, and residence hall life.</td>
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<th>OPPORTUNITIES</th>
<th>THREATS</th>
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<tr>
<td>• Enhance recruitment efforts.</td>
<td>• Inability to retain students.</td>
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<td>• Increase retention rate.</td>
<td>• Inadequacy of traditional funding resources.</td>
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<tr>
<td>• Increase graduation rate.</td>
<td>• Inability to recruit and retain top faculty.</td>
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<tr>
<td>• Capital campaign to increase fund-raising.</td>
<td>• Declining state and federal resources.</td>
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<td>• Marketing the institution through tv, radio, and social media platforms.</td>
<td>• Ever-evolving legislative changes that impact higher education.</td>
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<td>• Outreach and engagement with the local Salisbury community.</td>
<td>• Competition with local community colleges, other HBCUs, and PWI institutions to attract and retain students.</td>
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<tr>
<td>• Strengthen resource development through external funds.</td>
<td>• The ability to recruit and retain top faculty.</td>
</tr>
<tr>
<td>• Connect new and innovative visions with rich legacy of the past.</td>
<td>• Declining state and federal resources.</td>
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<tr>
<td>• Establish Livingstone College as a leading institution of implementing a</td>
<td>• Competing with community colleges and majority institutions to attract and retain students.</td>
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<tr>
<td>holistic approach to learning.</td>
<td>• Legislative changes that impact Higher Education.</td>
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<tr>
<td>• Strengthen our communities, state, nation and the global society.</td>
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<tr>
<td>• Provide leadership to enhance diversity</td>
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<td>• Collaborations with internal and external stakeholders.</td>
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STRATEGIC GOALS (2021-2026)

Based upon the College Vision and Areas of Emphasis, the following are proposed Goals for Livingstone College for the 2021-2026 academic years. These will be modified and refined based on additional feedback and analysis.

Goal 1: Implement Academic Excellence and Global Education Programs that Reflect Learning in a Holistic Environment

Livingstone College seeks to foster an atmosphere conducive to furthering students’ intellectual, moral, physical, and spiritual growth. Academic programs respond to meet the changing and expanding educational needs of an increasingly diverse student population. The Center for Holistic Learning promotes the awareness and mastery of health and wellness, cultural and social awareness, volunteerism and public service, political action and social responsibility, conversational Spanish, debt management, technology and computer literacy, individual and organizational leadership. The College continues to focus on providing educational opportunities such as internships, study abroad and digital learning opportunities to ensure that students are prepared to meet the challenges of and take their place as leaders within a highly competitive global society.

Objective 1.1 Create new strong, distinctive academic programs with curricula that is rigorous, engaging and produces 21st century leaders.

Strategy 1.1.1 Complete annual programs reviews for continuous program improvement.

Strategy 1.1.2 Identify and close low-degree producing programs.

Strategy 1.1.3 Enrich, expand and diversify portfolio of course and program offerings.

Strategy 1.1.4 Create more workforce development programs.

Strategy 1.1.5 Complete substantive changes for the college’s new degree programs.

Strategy 1.1.6 Cultivate an honors curriculum that will enhance the Honors Program on campus.

Strategy 1.1.7 Seek accreditation for Livingstone’s Hospitality Management program through Accreditation Commission for Programs in Hospitality Management (ACPHA).
**Objective 1.2** Expand distance and online education programs at the college.

**Strategy 1.2.1** Develop and implement digital learning into the curriculum as a mode of instruction.

**Strategy 1.2.2** Develop a teaching and learning center for faculty professional development.

**Strategy 1.2.3** Develop an expanded portfolio of blended, hybrid and online course offerings.

**Strategy 1.2.4** Expand the number of online degree programs at the college.

**Strategy 1.2.5** Provide distance and online education options to increase enrollment in the Evening and Weekend College (EWC) program.

**Objective 1.3** Expand Livingstone College’s portfolio of degree offerings to include a graduate program.

**Strategy 1.3.1** Investigate the requirements for developing graduate level programs.

**Strategy 1.3.2** Recruit talented, qualified nationally and internationally recognized faculty needed to staff a graduate level program.

**Strategy 1.3.3** Identify and secure the resources necessary to sustain a graduate program.

**Strategy 1.3.4** Secure a substantive change approval from SACSCOC to offer the college’s first graduate program—Master of Business Administration—in addition to four other new graduate programs.

**Strategy 1.3.5** Continue to demonstrate compliance and maintain SACSCOC regional accreditation by completing successful Fifth-Year Interim & QEP Impact reports (2026).

**Objective 1.4** Establish a satellite campus.

**Strategy 1.4.1** Determine the needs and the requirements to establish and organize programs to be offered on sites other than the main campus.

**Strategy 1.4.2** Identify possible strategic locations for opening a satellite campus.

**Strategy 1.4.3** Identify resources to sustain a satellite campus.
Goal 2: Implement Effective and Efficient Procedures for Overall Management of the College

As Livingstone College seeks to enhance its campus infrastructure, state-of-the-art communication and technology systems, accountability and management of resources and vital records are central to ensuring that the institution maintains accelerated administrative systems that protect and secure the campus environment.

Objective 2.1 Enhance the campus infrastructure.

  Strategy 2.1.1 Communication System.

  Strategy 2.1.2 Renovate buildings with priority on residence halls and selected academic buildings.

  Strategy 2.1.3 Continue to implement and enhance the campus master plan to improve space and facilities for academic and administrative operations.

Objective 2.2 Improve the Technology Infrastructure.

  Strategy 2.2.1 Redesign and install administrative systems to accelerate learning, inquiry and engagement of faculty, staff and students.

  Strategy 2.2.2 Provide state-of-the-art hardware and software.

Objective 2.3 Monitor and enhance the Auxiliary Services and Operations.

  Strategy 2.3.1 Maintain and enhance programs and facilities that contribute meaningfully to a comfortable and safe campus environment that stimulates and complements health, spiritual and intellectual growth, supports academic preparation, and provides the campus community with quality leisure opportunities.

  Strategy 2.3.2 Continue to develop collaborative grants to be submitted to diverse agencies for physical improvement and development of the campus.
Objective 2.4  Monitor and enhance the Institutional Data and Technology Program.

Strategy 2.4.1  Evaluate the effectiveness of the institutional research program for its ability to provide the information and date required for management decision-making, planning, budgeting, and assessment.

Strategy 2.4.2  Develop, maintain and monitor an institutional effectiveness program to evaluate all aspects of the college on a continuous basis.

Strategy 2.4.3  Assess campus-wide systems, programs, and activities for effectiveness.

Strategy 2.4.4  Continue to develop and to maintain a state-of-the-art technology infrastructure.

Strategy 2.4.5  Develop an information technology center to support faculty in their application of technology to support course instruction and student learning.

Objective 2.5  Improve the culture of customer-service on campus.

Strategy 2.5.1  Increase the level of customer satisfaction such that everyone is treated with the highest level of service on campus.

Strategy 2.5.2  Enhance the customer-friendly and student-centered philosophy culture of the institution.

Strategy 2.5.3  Develop new customer service programs to meet specific needs of faculty, staff and students.

Strategy 2.5.4  Provide an extensive orientation program for new employees to include information on Livingstone College’s mission, vision, values, strengths and the customer-friendly and student-centered methodologies that capture the total holistic philosophy of Livingstone College.

Strategy 2.5.5  Conduct regular customer satisfaction surveys throughout the year to obtain regular feedback, evaluate results, and implement improvements in service.

Objective 2.6  Create a safe and secure learning environment for the Livingstone College community.

Strategy 2.6.1  Ensure a comfortable and safe campus environment that stimulates and complements intellectual growth, supports academic excellence, and provides the campus community with quality co-curricular and extra-curricular activities and programs.
**Strategy 2.6.2**  Establish an environment in which the college provides efficient services and a comfortable environment for the greater campus community.

**Strategy 2.6.3**  Implement plans to utilize technology to facilitate a safe and secure learning environment at Livingstone College.

**Objective 2.7**  Monitor and enhance Financial Management and Accountability through the effective maintenance and management of the financial records and resources of the institution.

**Strategy 2.7.1**  Enhance the system that continuously monitors the financial management and accountability of the College.

**Strategy 2.7.2**  Provide timely budgetary and fiscal information to all appropriate college continuities.

**Objective 2.8**  Improve communications to internal and external publics of the College utilizing technologies, mediums and methods appropriate to reach institutional audiences and stakeholders.

**Strategy 2.8.1**  Reposition the College through an effective public relations and marketing campaign that incorporates technology and multimedia.

**Strategy 2.8.2**  Increase awareness of transformative initiatives implemented by the President.

**Strategy 2.8.3**  Utilize a marketing consulting firm to promote the College locally, regionally, nationally and globally.

**Strategy 2.8.4**  Execute a solid communications/marketing campaign that relies, in part, on feedback about the College from alumni, donors and other key stakeholders of the campus community.

**Strategy 2.8.5**  Thoroughly examine the College’s academic image and educational needs, focusing in large measure on potential students, and adjust accordingly.

**Strategy 2.8.6**  Seek input from community groups while ensuring the College assumes the lead role in joint initiatives and partnerships.
Goal 3:
Develop Human and Physical Resources that Strengthen the Capacity of the College to Achieve a Significant Role in a Global Society

Livingstone College functions as an institution of higher education that prepares students to command their rightful place in the global society. Recruitment and retention of top tier, highly qualified and motivated faculty will be central to the mission. Furthermore, the allocation of resources to adequately prepare and expose faculty to professional development opportunities will enhance teaching, learning, and pedagogical skills. This will be of central importance, as the College seeks to increase enrollment, retention and graduation rates.

Objective 3.1  Recruit more qualified and motivated faculty.

Strategy 3.1.1  Pay competitive salaries to faculty.

Strategy 3.1.2  Develop a merit pay system to offer monetary incentives to faculty.

Strategy 3.1.3  Offer other incentives (course release time, sabbaticals) to motivate faculty to complete research and publications.

Objective 3.2  Provide faculty and staff with professional development.

Strategy 3.2.1  Offer professional development workshops throughout the year.

Strategy 3.2.2  Revive weekly Brown Bag sessions for faculty development.

Strategy 3.2.3  Support faculty research and writing circles.

Strategy 3.2.4  Secure resources for QEP and assessment consultant workshops.

Strategy 3.2.5  Ensure that campus Blackboard Coordinator continues to provide Blackboard training, ECHO 360: Lecture Capture, and RedShelf e-book trainings for faculty (in particular those teaching online).

Objective 3.3  Provide internships that are closely aligned with the student’s major.

Strategy 3.3.1  Require all degree programs to incorporate internship into their curriculum plans of study.

Strategy 3.3.2  Expand transformational education experiences through community service.

Strategy 3.3.3  Expand transformational education experiences through innovative study-abroad opportunities.
**Objective 3.4** Obtain sufficient financial resources for the institution with effective identification, cultivation and solicitation of prospects and effective stewardship of investments made in the institution.

- **Strategy 3.4.1** Secure external funding from grants and contracts.
- **Strategy 3.4.2** Reactivate and full staff the Office of Sponsored Programs.
- **Strategy 3.4.3** Provide grant writing workshops for faculty and staff.
- **Strategy 3.4.4** Ensure that faculty and staff are engaged in active grant writing that results in proposals being funded.
- **Strategy 3.4.5** Increase college partnerships, particularly with local community businesses and vendors.
- **Strategy 3.4.6** Pursue local, state, national and international partnerships.

**Objective 3.5** Increase enrollment by 25% percent.

- **Strategy 3.5.1** Offer greater financial support for students to include grants, scholarships and other incentives.
- **Strategy 3.5.2** Refocus recruiting strategies and admissions efforts.
- **Strategy 3.5.3** Recruit more international students.

**Objective 3.6** Increase retention rate to 70% percent.

- **Strategy 3.6.1** Develop and implement a campus-wide retention plan.
- **Strategy 3.6.2** Develop a recruiting strategy to focus on attracting North Carolina’s best high school graduates into the Honors Program at Livingstone College.
- **Strategy 3.6.3** Increase the academic standards for entering students.
- **Strategy 3.6.4** Increase scholarship funds to enhance the quality of high achieving students.
- **Strategy 3.6.5** Strengthen learning community approach.
- **Strategy 3.6.6** Provide better training for faculty and staff advisors.
Objective 3.7  Increase graduation rate to 50% percent.

   Strategy 3.7.1  Strengthen advisement and pre-registration processes.

   Strategy 3.7.2  Increase student support services.

   Strategy 3.7.3  Increase career services programming.

Objective 3.8  Complete Capital Campaign projects.

   Strategy 3.8.1  Continue with Blue Bear brick initiative.

   Strategy 3.8.2  Continue to reach out to alumni and donors for gift contributions.

   Strategy 3.8.3  Attract key external stakeholders to invest in Livingstone College.

Objective 3.9  Assess and monitor the student support services programs.

   Strategy 3.9.1  Ensure that program learning outcomes are being assessed with regard to all programs and services offered by various staff offices.

   Strategy 3.9.2  Continue to deliver comprehensive assessment, advisement, and career counseling services.

   Strategy 3.9.3  Deliver robust college-wide cultural affairs programs that capitalize on the resources and strengths of college programs and the local arts community.

   Strategy 3.9.4  Secure external resources to support cultural events.

Objective 3.10  Monitor and enhance financial management and accountability through the effective maintenance and management of the financial records and resources of the institution.

   Strategy 3.10.1  Design a planning and management system that continuously monitors the financial management and accountability of the College.

   Strategy 3.10.2  Ensure that all approved tuition and fees are billed, collected, and accounted for.

   Strategy 3.10.3  Ensure that all disbursements are processed in an accurate and timely fashion.
**Strategy 3.10.4** Provide valid, reliable, and timely budgetary and fiscal information to the President, Vice President, Deans and others as warranted.

**Strategy 3.10.5** Maintain an effective, valid, reliable, and efficient payroll system for the purpose of compensating college employees.

**Strategy 3.10.6** Comply with institutional, state, federal, and accreditation policies and regulations (Title III, Title IV, Title IX, and SACSCOC).

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**Goal 4:**

**Enhance the Quality of College and Community Life Through service and Outreach Programs**

Servant leadership is at the heart of Livingstone College’s mission. In order to lead, one must serve. The campus community seeks to engage faculty, students and staff alike in research, outreach and service opportunities within not just the campus community but the local Salisbury community as well as professional organizations in surrounding areas.

**Objective 4.1** Develop a common understanding of engagement and its relationship to teaching, research, outreach and service.

- **Strategy 4.1.1** Provide resources for service-learning opportunities.
- **Strategy 4.1.2** Continue to find external resources to support cultural events on campus.
- **Strategy 4.1.3** Build a college-wide cultural affairs program that capitalizes on the resources and strengths of the college’s programs and the local arts community.

**Objective 4.2** Develop College, department, division and unit mission statements that reflect linkages with their natural community constituencies and counterparts.

- **Strategy 4.2.1** Increase the participation of college personnel in community organizations and in the promotion of cooperative links with community, church, academic, business and professional organizations for mutual benefit with Rowan and surrounding counties.
- **Strategy 4.2.2** Update and uniformly brand all department brochures, newsletters, pamphlets, and other informational and recruitment materials.
EVALUATION PROCESS

The Livingstone College Strategic Plan incorporates divisional and unit area processes. This comprehensive approach will require all areas of the College to review their successes in contributing to the achievement of the College mission, vision, goals and objectives.

To date, the mission, vision, and preliminary goal(s)/objectives have been identified and reviewed by the President and other key persons. The next step in the process involves establishing the Strategic Planning Committee to oversee the following College activities:

**Oversight:**
- Refine the Strategic Planning cycle of activities and timelines.
- Oversee the work of the Division responsible for each goal.
- Review the status of each goal/objective annually.
- Determine if goals/objectives or performance measures should be added or deleted.

**Documentation:**
- Obtain documentation annually and catalog the status of each goal, objective and measure.
- Review progress of performance measures.

**Effectiveness:**
- Incorporate accountability and other performance measures, where appropriate.
- Assess outcomes.

**Report:**
- Provide the President with an annual update on the Strategic Plan.
- Provide the President with recommendations for the revision of goals, objectives and/or measures, and revisions to the planning process and timeline.

In addition to the work of this Strategic Planning Council, each divisional vice president and unit coordinators will establish a work group to oversee the activities mentioned above.
APPENDICES

Appendix 1: Strategic Planning Committee Members

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
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<tbody>
<tr>
<td><strong>Dr. Jimmy. R. Jenkins, Sr.</strong></td>
<td><strong>President of Livingstone College</strong></td>
</tr>
<tr>
<td>Dr. State W. Alexander, III</td>
<td>Executive Assistant to the President &amp;</td>
</tr>
<tr>
<td></td>
<td>Vice President for Communications and Public Relations</td>
</tr>
<tr>
<td>Dr. Anthony J. Davis</td>
<td>Senior VP for Institutional Advancement &amp; COO</td>
</tr>
<tr>
<td>Dr. Kelli V. Randall</td>
<td>Vice President for Academic Affairs</td>
</tr>
<tr>
<td></td>
<td>SACSCOC Accreditation Liaison</td>
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<tr>
<td></td>
<td>Dean of Liberal Arts &amp; Humanities</td>
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<tr>
<td>Mr. Reginald O. Dickens</td>
<td>Vice President for Business &amp; Finance</td>
</tr>
<tr>
<td>Dr. Orlando W. Lewis</td>
<td>Vice President for Student Affairs</td>
</tr>
<tr>
<td>Ms. Terri Stevenson</td>
<td>Associate VP for Student Affairs</td>
</tr>
<tr>
<td>Mr. Robert McInnis</td>
<td>Director of Institutional Effectiveness &amp; Research</td>
</tr>
<tr>
<td>Mrs. Laverne Macon-Jamison</td>
<td>Assistant Director of Institutional Effectiveness &amp; Research</td>
</tr>
<tr>
<td>Ms. Helen Turner</td>
<td>QEP Director</td>
</tr>
<tr>
<td>Dr. Dawn McNair</td>
<td>Dean of Mathematics &amp; Science</td>
</tr>
<tr>
<td>Dr. R. D. Sharma</td>
<td>Dean of the School of Business</td>
</tr>
<tr>
<td>Dr. Mary Steltz</td>
<td>Dean of Education, Psychology &amp; SWK</td>
</tr>
</tbody>
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Appendix 2: Livingstone College Organizational Chart

LIVINGSTONE COLLEGE
ORGANIZATIONAL CHART

Board of Trustees

Special Assistant to the President for Community

Vice President of Academic Affairs/SACSCOC Liaison

Vice President of Student Affairs

Director of Athletics

PRESIDENT

Executive Assistant to the President and Vice President of Communications

Administrative Coordinator

Assistant Director of Public Relations

Executive

Senior of Vice President of Institutional

Vice President of Business Affairs and Director of Human Resources

Director of Campus Security