MISSION, VISION, AND VALUES

Building on nearly 200 years of innovative teaching, Lindenwood University is committed to providing a world-class education that is accessible and affordable.

OUR MISSION
Real Experience. Real Success.
Enhancing lives through quality education and professional preparatory experiences.

OUR VISION
The Next Great Learner-Centric University
Lindenwood University, a nationally recognized institution of higher learning, delivers comprehensive student-centric learning and engagement through innovative, relevant, and forward-thinking academic and experiential programs.

OUR VALUES
Excellence  Integrity  Service
Creativity  Teamwork  Dedication
To achieve our vision, we must continuously bring clarity, focus, and alignment to our strategy.

A lack of alignment, according to a poll of global CEOs, is the number-one obstacle between strategy and execution.”

— Measure What Matters, by John Doerr

Strategic Approach

Strategy is a disciplined conversation around how we’re going to get from where we are to where we want to be.

- Where are we?
- Where are we going, and why?
- How are we going to get there?

PIVENS’ BARRIERS TO STRATEGY

- Only 10% of organizations execute their strategy.
- Only 5% of the workforce understands the strategy.
- Only 25% of managers have incentives linked to their strategy.
- Only 40% of organizations link budgets to strategy.
- Only 15% of executive teams spend more than one hour per month discussing strategy.
Lindenwood’s strategic plan was preceded by the most disruptive era in the history of modern higher education. We refer to this period as the “Decade of Disruption.”

**DECADE OF DISRUPTION**

2011
- Stanford University offered the first massive open online course (MOOC) with 160,000 students registered and over 20,000 completing the course.

2012
- MOOC provider Coursera launched. It is now the world’s largest provider of online courses, partnering with 150 top colleges to serve over 82 million users.

2013
- The nation experienced its first two-year decline in college enrollment since the 1990s. Nationally, enrollment fell by 2.2 million students between 2011 and 2020 (-12%).

2014
- Western Governors University held its first Missouri commencement, graduating nearly 200 students. WGU now has more than 3,200 Missouri students. All are online.

2015
- President Obama launched the College Scorecard to help consumers compare the cost and value of U.S. colleges and universities.
During this Decade of Disruption, Lindenwood’s enrollment declined 40 percent from its peak in 2013 – a loss of 4,831 students.

**2016**
Georgia Tech successfully concluded its experiment with online provider Udacity to deliver world-class computer science master’s degrees at half the price.

**2017**
Purdue University, a top 50 land-grant institution, completed its acquisition of the for-profit Kaplan University and launched Purdue Global.

**2018**
As a slew of news articles began to appear touting top companies that no longer required college degrees, 61% of Americans felt higher ed was going in the wrong direction (Pew Research).

**2019**
Nationally, student loan debt reached $1.6 trillion. Between 2019 and 2020, Generation Z experienced the largest year-over-year increase in student loan debt at 39%.

**2020**
In the spring of 2020, a global pandemic significantly disrupted higher education when colleges were required to cancel all in-person instruction.
A new generation now expects colleges to anticipate what they need and deliver it when and how they need it. This requires LU to take a more “learner centric” approach.
ADAPT, BUILD, ENGAGE

HOW LINDENWOOD PLANS TO BECOME
THE NEXT GREAT LEARNER-CENTRIC UNIVERSITY
STRATEGIC FRAMEWORK

Lindenwood’s strategic framework identifies our Big Opportunity, outlines our Change Vision, and defines our Strategic Pillars – Adapt, Build, and Engage.

BIG OPPORTUNITY

LEARNER NEEDS AND EXPECTATIONS HAVE CHANGED. A new generation of learners expect colleges to anticipate what they need and deliver it when and how they need it. Most colleges like ours are not designed around meeting these needs and expectations. As a result, our value has declined. An opportunity exists to redesign the university around learner needs and expectations and expand our audience over the next five years. With our incredible team and the right plan, we can do this. But it will require seeing everything through the eyes of the learner.

ADAPT

How will we adapt to meet their needs and expectations?

BUILD

What’s missing that we need to build?

ENGAGE

How will we engage them to win their hearts and strengthen the relationship?

CHANGE VISION

WITHIN FIVE YEARS we will be known as one of the most relevant, diverse, and beloved universities in the Midwest. We will positively impact tens of thousands of lives. We will help strengthen our local and regional economies. We will attract the best faculty and staff to join our team. We will have healthy and diverse revenue streams. Our brand will receive national recognition. And we will be well on our way to becoming THE NEXT GREAT LEARNER-CENTRIC UNIVERSITY.

STRATEGIC PILLARS

ADAPT

We will adapt our people, processes, and programs to meet the needs and expectations of a new generation of learners.

BUILD

We will build speed to match the demands of the market, skills to meet “in-and-out” learner needs, and affordability to address the “crisis of cost.”

ENGAGE

We will reach new learners in our market, attract them by demonstrating our difference, and retain them by loving our Lions.
At the center of Lindenwood’s strategy is “The New Majority,” which represents a new generation of learners that is focused on value, relevance, flexibility, and cost.

A new generation of learners called “The New Majority,” which includes adults, students of color, veterans, and first-generation students, represents the largest number of college-bound students. They are average to above-average learners looking for accessible, quality higher education at an affordable price. The New Majority falls into three types of learners: on campus, online, and on demand. Our strategy is to diversify our academic offerings around these three learner types. We call this strategy the “40-40-20 plan.” The plan calls for enrollment revenue to be 40% on campus, 40% online, and 20% on demand.

On-campus learners value a traditional campus experience that offers multiple learning modalities leading to a degree. These learners are either commuting to or living on campus and see the campus as their home base.

Online learners want degree pathways that provide the speed, flexibility, and accessibility to fit into their already busy lives. They are cost-sensitive and prefer all their courses and interactions to be online.

Acquisitions will play a key role in growing our “40-40-20” academic offerings.

On-demand learners want instant access to non-degree education to help them make progress toward acquiring a specific skill or career outcome. On-demand learners include those with and without college degrees.

TARGET AUDIENCE

LINDENWOOD 2026: ADAPT, BUILD, ENGAGE

VALUE, RELEVANCE, FLEXIBILITY, COST
Our strategic plan aims to achieve four outcomes by Fall 2026. The table below shows the milestones to be achieved as the plan progresses.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>Fall 2024</th>
<th>Fall 2025</th>
<th>Fall 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,000 Students</td>
<td>7,282</td>
<td>8,172</td>
<td>8,346</td>
<td>9,912</td>
<td>12,000</td>
</tr>
<tr>
<td>100 New Partnerships</td>
<td>12</td>
<td>25</td>
<td>50</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td>Top-of-Mind Brand 1</td>
<td>55%</td>
<td>58%</td>
<td>60%</td>
<td>63%</td>
<td>66%</td>
</tr>
<tr>
<td>$165 Million in Revenue 2</td>
<td>$102.3M</td>
<td>$105.7M</td>
<td>$117.6M</td>
<td>$141.1M</td>
<td>$152.4M</td>
</tr>
</tbody>
</table>

1 Aided advertising recall. Baseline score in 2021 was 52% via Zeitgeist study.
2 Excludes CARES funding.
3 A $12.6 million challenge remains and will likely be achieved through inorganic growth.
Lindenwood will be the most innovative learning community in the Midwest by diversifying its faculty, staff, leadership and board of trustees to create a learning environment where transformative ideas are shared, deliberated, and enacted.

Lindenwood will deliver rapid, on-demand skills development at scale through a state-of-the-art micro-credential infrastructure to meet the growing “in-and-out” learner needs.

Lindenwood will create an online division that provides an intuitive, well-branded, online educational experience that adapts to students’ individual learning styles and achieves their personal, academic, and professional outcomes.

Lindenwood will develop a corporate services division offering tier one and tier two support services to regional companies which will provide experiential learning and advanced career opportunities for students and a new revenue stream for the University.

Lindenwood will develop an emotionally engaging brand and storytelling framework that differentiates the university from its competitors and saturates the 100-mile radius around the St. Charles campus resulting in a significant increase in awareness and mindshare.

Lindenwood will transform the university and the City of St. Charles into the go-to destination for cultural, civic, and athletic events that attract student interest, community and corporate support, and love and appreciation for our Lions.
According to a recent EAB study, Gen Z learners are more likely than their predecessors to opt out of college completely. The study says, “Doubts about affordability and value make up a sizable share of the reasons why students are opting out.” Between 2019-2021, national enrollment declined 6.5%, the largest two-year decline in the last 50 years.

The same EAB research also shows that Gen Z students, post pandemic, are craving an educational experience that is fun and immersive, but one that is also affordable, provides the services they need, and is valuable in helping them obtain a good job upon graduation.

Lindenwood will create a best-in-class educational experience that raises the bar on our commitment to student success, displays our dedication to engaged learning, and delivers the value, relevance, flexibility, and affordability our learners need and expect.

We will position our four colleges as marketplace leaders in our region.

We will be a first-choice partner for impactful educational opportunities.

We will create a first-year experience that helps our students know they belong at Lindenwood.
SUPPORTING THE CORE

SIX STRATEGIC INITIATIVES SUPPORT THE ACADEMIC CORE INITIATIVE
**THE INSIGHT**

Increasing diversity is a moral imperative but a Boston Consulting Group study of more than 1,700 companies around the world also shows that diversity increases the capacity for innovation by expanding the range of a company’s ideas and options, leading to better financial performance.

**THE NEED**

Learners need and expect to learn from and alongside those with diverse perspectives and backgrounds. They want to form relationships with those who can respect, mentor, teach, and connect with diverse learners, and who involve a wide range of perspectives when creating solutions.

**VISION FOR TRANSFORMATION**

Lindenwood will be the most innovative learning community in the Midwest. To realize this vision, the university will diversify its faculty, staff, leadership and board of trustees to create a learning environment where transformative ideas are shared, deliberated, and enacted.

**STRATEGIC OUTCOMES**

- Increased recruitment and retention of diverse faculty, staff, and trustees
- Increased number of innovative solutions
- Increased mentoring for career advancement
- Improved learning environment
- More welcoming community

**ADAPT**

We will adapt our people, processes, and programs to meet the needs and expectations of a new generation of learners.
Meeting the needs and expectations of today’s learners will require Lindenwood to provide upskilling and reskilling opportunities for today’s ever-changing job market.

We will adapt our people, processes, and programs to meet the needs and expectations of a new generation of learners.

According to Strada Education, 2 in 3 (68%) adults considering enrolling in education prefer nondegree pathways, up from 1 in 2 (50%) a year ago.

MARCH 9, 2021 — Southern New Hampshire University acquired Kenzie Academy to expand access to in-demand micro-credentials.

A growing number of learners need to develop specific skills to enter the job market more rapidly, without pursuing a four-year degree, while others need to learn new skills to stay current in their existing jobs, or transition to new jobs.

Lindenwood will deliver rapid, on-demand skills development at scale through a state-of-the-art micro-credential infrastructure to meet the growing “in-and-out” learner needs.

VISION FOR TRANSFORMATION

Lindenwood will deliver rapid, on-demand skills development at scale through a state-of-the-art micro-credential infrastructure to meet the growing “in-and-out” learner needs.

DEFINITION: Micro-credentials are a digital form of certification indicating demonstrated competency/mastery in a specific skill or set of skills.

STRATEGIC OUTCOMES

• Increased partnerships with employers; co-created educational offerings
• K-12 pathways and remediation offerings
• Stackable options leading to degrees
• Career advancement opportunities for alumni
• Enhancements to current degree offerings
To serve the 39 million adults with some college but no credential, Lindenwood will need to provide pathways to degrees beyond the traditional semester-based system.

THE NEED

According to a joint report by the Boston Consulting Group and Arizona State University, the overall post-secondary student enrollment has been seeing a yearly decline of 1% to 2%, while the number of students taking online courses grows 5% annually.

THE INSIGHT

Millions of adults with some college but no degree or credential need 24/7 learning opportunities that allow them to pursue education on their own terms. The University needs to provide accessible, affordable, high-quality online education to meet the growing needs of today’s learners and drive a greater share of its revenue.

STRATEGIC OUTCOMES

• Create an online infrastructure that will revolutionize how we serve students and enable us to scale our operation and expand our reach
• Provide students with a consistent, high-quality online education experience
• Provide faculty with guidance, standardizations, support and incentives needed to best serve students

VISION FOR TRANSFORMATION

Lindenwood will create an online division that provides an intuitive, well-branded, online educational experience that adapts to students’ individual learning styles and achieves their personal, academic, and professional outcomes.

BUILD

We will build speed to match the demands of the market, skills to meet “in-and-out” learner needs, and affordability to address the “crisis of cost.”
**THE NEED**

Learners need hands-on learning experiences and skill sets that prepare them to enter the workforce with a good paying job. Companies need job-ready graduates who can contribute on day one. And the University needs alternative revenue sources to help sustain its mission.

**THE INSIGHT**

An opportunity exists to leverage our IT expertise and students and provide product-specific help desk support to corporations focusing on cyber security, networking, and IT while giving our students real-world experience.

**VISION FOR TRANSFORMATION**

Lindenwood will develop a corporate services division offering tier one and tier two support services to regional companies which will provide experiential learning and advanced career opportunities for students and a new revenue stream for the University.

**STRATEGIC OUTCOMES**

- Providing students with real-world experience in growing tech fields
- Providing opportunities to increase partnerships with regional employers that lead to student jobs
- Providing the University with an alternative revenue stream to help sustain its mission
To create a brand that matters, we must capture the essence of the Lindenwood experience and tell our story to a new generation of learners.

**ENGAGE**

We will reach new learners in our market, attract them by demonstrating our difference, and retain them by loving our Lions.

**THE INSIGHT**

Generation Z prefer brands that are authentic, with 82% saying they trust a company more if it uses images of real customers in its advertising. Product quality, positive ratings and reviews and customer service are the top three characteristics that establish trust in a brand among Gen Z, according to the Center for Generational Kinetics.

**THE NEED**

Learners need to emotionally connect with their university in ways that differentiate it from other options resulting in a brand vision that they can see themselves participating in.

**VISION FOR TRANSFORMATION**

Lindenwood will develop an emotionally engaging brand and storytelling framework that differentiates the university from its competitors and saturates the 100-mile radius around the St. Charles campus resulting in a significant increase in awareness and mindshare.

**STRATEGIC OUTCOMES**

- A compelling brand with positive reviews
- A storytelling framework that makes it easy to talk about the Lindenwood difference
- Increased awareness in our critical target markets
- Increased students and donors; thrilled alumni
- A warm feeling when people think of Lindenwood
To attract more students to campus, we must create a compelling campus experience that positions Lindenwood as the go-to educational destination in our region.

**THE NEED**
Lindenwood sees an opportunity to create a college town experience that helps attract and retain students and builds community coalitions that mutually benefit the City and the University.

**THE INSIGHT**
Learners need to feel that Lindenwood is a welcoming community that provides the full “college town” experience they have come to expect from well-established universities. They need to feel involved and know that the town they are in loves their school and its students.

**VISION FOR TRANSFORMATION**
Lindenwood will transform the university and the City of St. Charles into the go-to destination for cultural, civic, and athletic events that attract student interest, community and corporate support, and love and appreciation for our Lions.

**STRATEGIC OUTCOMES**
- Attract and retain students with a “home-away-from-home” experience
- Expose the community to the rich history and resources of the university
- Form new community coalitions that benefit our students and our university
- Strengthen our brand and increase our brand awareness
GOALS AND OBJECTIVES

NINE GOALS AND 29 OBJECTIVES SHOW WHAT WE WILL DO THIS YEAR TO MOVE US CLOSER TO OUR VISION
GOALS AND OBJECTIVES – 2022-23

ADAPT  We will adapt our people, processes, and programs to meet the needs and expectations of a new generation of learners.

**GOAL 1**

Develop first-in-class processes that increase program efficiency and effectiveness resulting in greater value for our learners.

**Objective 1:** Design and implement a repeatable business process review and refinement model that supports continuous improvement through process performance assessment and adjustment.

**Objective 2:** Improve budgeting process to create budget expectations, priorities, and timelines.

**Objective 3:** Develop real-time revenue forecasts for enrollment, housing, and retention.

**Owner:** TJ Rains, CIO, VP for Information Technology

**Owner:** Rick Baniak, CFO, VP for Financial Affairs

**Owner:** Sara Wiedman, AVP for Financial Planning and Financial Operations

**GOAL 2**

Strategically adapt our educational offerings to meet the changing needs and expectations of today’s learners and prepare them to be job ready.

**Objective 1:** Develop learner-centric strategic plans for each of our four colleges that align to the university vision and strategic outcomes.

**Objective 2:** Reduce the go-to-market process for new program development.

**Objective 3:** Develop an instructional design process that allows us to quickly pivot successful programs to Lindenwood Global.

**Owner:** Bethany Alden-Rivers, Provost

**Owners:** Bethany Alden-Rivers, Provost and Joe Sallustio, Sr. VP for Strategic Enrollment Management and LU Global

**Owner:** Chief Digital Learning Officer

**GOAL 3**

Create a culture of high performance, inclusion, and teamwork.

**Objective 1:** Implement the Diversity, Equity, and Inclusion (DEI) four pillars of excellence.

**Objective 2:** Launch training programs that foster high-performance teamwork.

**Objective 3:** Implement a recognition system that encourages employees to live out our core values.

**Owner:** Emily Pitts, Chief Diversity Officer

**Owner:** Brittany Brown, Director, Employee Development, Human Resources

**Owner:** Deb Ayres, Sr. VP, Human Resources
## GOALS AND OBJECTIVES – 2022-23
### BUILD
We will build speed to match the demands of the market, skills to meet “in-and-out” learner needs, and affordability to address the “crisis of cost.”

<table>
<thead>
<tr>
<th>GOAL 4</th>
<th>Build a seamless enrollment system that matches the speed of the market.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong></td>
<td>Develop a learner-centric sales system that anticipates student needs and quickly moves them through the decision-making process.</td>
</tr>
<tr>
<td><strong>Objective 2:</strong></td>
<td>Develop learner-centric speed-to-lead capability that surpasses our regional competitors.</td>
</tr>
<tr>
<td><strong>Objective 3:</strong></td>
<td>Develop a system to turn around financial packages within 24 hours of admission.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 5</th>
<th>Build a learner-centric education system that disrupts the region and delivers Real Experience and Real Success for our students.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong></td>
<td>Develop LU Global model to transform 20% of our top online programs into eight-week, multi-start online programs by fall 2023.</td>
</tr>
<tr>
<td><strong>Objective 2:</strong></td>
<td>Prototype and launch a workforce development platform that provides affordable, co-created, and stackable credentials to serve regional adult learners.</td>
</tr>
<tr>
<td><strong>Objective 3:</strong></td>
<td>Create a customer journey map for each student type that highlights critical touchpoints leading to a successful student experience.</td>
</tr>
<tr>
<td><strong>Objective 4:</strong></td>
<td>Acquire leading learner-centric institutions that will help us achieve our vision.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 6</th>
<th>Build an efficient and effective cost structure that increases the value and competitiveness of our residential, online, and hybrid programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong></td>
<td>Conduct a brand value and price elasticity study of our top programs.</td>
</tr>
<tr>
<td><strong>Objective 2:</strong></td>
<td>Develop pricing categories that make price and value clear to the learner.</td>
</tr>
</tbody>
</table>
ENGAGE

We will reach new learners in our market, attract them by demonstrating our difference, and retain them by loving our Lions.

**GOAL 7**

Develop an engaging brand platform that captures the hearts and minds of a new generation of learners.

**Objective 1:** Develop a value proposition and storytelling framework that leverages Lindenwood’s value and uniqueness in the region.

**Objective 2:** Create a visual identity and brand architecture that captures the learner-centric vision of the university.

**Objective 3:** Redesign our website to create an outstanding learner-first user experience.

**Objective 4:** Leverage our NCAA Division 1 transition to differentiate the LU brand.

**Owner:** Joe Sallustio, Sr. VP for Strategic Enrollment Management and LU Global

**GOAL 8**

Create an NCAA Division 1 collegiate experience that surpasses anything in the St. Louis market.

**Objective 1:** Complete the transition to NCAA Division 1, Ohio Valley Conference and additional conferences needed for Division 1 competition.

**Objective 2:** Create an exceptional game-day experience that attracts students, employees, and community members to campus.

**Objective 3:** Develop a revenue stream from sponsorships and commercial programs that generates $500,000 annually.

**Owner:** Jason Coomer, VP, Intercollegiate Athletics

**GOAL 9**

Develop an irresistible, home-away-from-home student experience that attracts and retains residential students.

**Objective 1:** Conduct a comprehensive analysis to illuminate factors influencing traditional undergraduate persistence challenges and outline a set of recommendations.

**Objective 2:** Develop a community experience plan that engages students outside of the classroom to create bonds with fellow students.

**Objective 3:** Create a campus-wide, early alert system that effectively retains learners.

**Owner:** Bethany Alden-Rivers, Provost

**Owner:** Kelly Moyich, AVP, Student Affairs Community, Equity and Inclusion

**Owner:** Kate Herrell, Assistant Provost, Academic Affairs
**Action Plans**

Action plans were created for each objective to help ensure the successful execution of our strategic plan.

<table>
<thead>
<tr>
<th>A</th>
<th>Action Steps</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Leverage LindenCircle for Student Engagement Retention</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Build-out more sophisticated Intervention within LindenCircle. The intervention will be a list of &quot;rules&quot; that trigger automated messages on conditions including but not limited to academic calendar, student attributes, and performance.</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Establish optimal Touchpoint Timeline. The Touchpoint Timeline is the schedule for timely communication with students through the academic year.</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Automate Targeted Communication Nudge Awareness via LindenCircle</td>
<td></td>
</tr>
<tr>
<td>2.0</td>
<td>Assess incoming cohort of FTFTF to better understand their characteristics, risk, and needs.</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Administer Intake Survey to incoming first students that collect information about attitudes such as motivation, self-regulated efficacy, and involvement.</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Merge data from intake survey with GPA attributes (e.g., First Gen, Race, Gender, GPA, etc.)</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Faculty and Staff review FTITIF data and action</td>
<td></td>
</tr>
</tbody>
</table>

**Action Plans**

<table>
<thead>
<tr>
<th>A</th>
<th>Action Description</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Review Staffing: SFS Counselors &amp; SFS Cues</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Demo of Anthology</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Relocation of Bursar to Spelman</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Anthology Development</td>
<td></td>
</tr>
<tr>
<td>2.0</td>
<td>Reimagine SFS/Bursar Dept. utilizing staff in specific positions</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>OAMS vs Anthology</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Create a student experience from Administrative handoff to SFS</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Revise Packaging methodology</td>
<td></td>
</tr>
<tr>
<td>3.0</td>
<td>Develop Process Integration Expectations and Support Standards</td>
<td></td>
</tr>
<tr>
<td>6.0</td>
<td>Review Business Process Documentation for Anthology impacted processes (Completed Fall of 2021) and determine processes for re-engineering or enhancement.</td>
<td></td>
</tr>
<tr>
<td>7.0</td>
<td>Pilot Methodology (ADVISOR PROCESS) - Conduct business process re-engineering workshop for selected process.</td>
<td></td>
</tr>
</tbody>
</table>

**LINDENWOOD 2026: ADAPT, BUILD, ENGAGE**

**OUTCOME:** Improved business process efficiency, quality of communications, and integration between departments/units.
The strategic plan is governed by the Strategy Council which meets weekly to discuss the refinement and execution of our strategy.
LINDENWOOD UNIVERSITY

THE NEXT GREAT LEARNER-CENTRIC UNIVERSITY

“ADAPT TO THEIR NEEDS, BUILD WHAT’S MISSING, ENGAGE THEIR HEARTS”

For more information regarding the strategic plan, please contact
Rob Westervelt, Vice President for Strategy and Innovation
rwestervelt@lindenwood.edu