STRATEGIC PLAN

LINDENWOOD 2026: ADAPT, BUILD, ENGAGE
(FISCAL YEAR 2023-2024)
Building on nearly 200 years of innovative teaching and learning, 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
Delivering comprehensive student-centric learning and engagement through innovative, relevant, and forward-thinking academic and experiential programs.

**OUR VALUES**

- We put our students first
- We thrive together
- We do what’s right
- We have grit
Our strategy is to serve “The New Majority,” a diverse and growing student population, by creating a lifelong-learning ecosystem that adapts to their evolving educational needs.

“THE NEXT GREAT LEARNER-CENTRIC UNIVERSITY”

By 2026, Lindenwood will grow to 12,000 students by offering lifelong, learner-centric education to “New Majority” students through a learning ecosystem that anticipates what learners need and delivers it when and how they need it.

Objective (Ends)
Scope (Domain)
Advantage (Means)
The New Majority includes adult students, students of color, military families, and first-generation students. They are average to above-average learners looking for accessible, quality higher education at an affordable price.

46% of public-school students in the United States are from diverse backgrounds

40% of college students are the first in their families to attend college

40 million adults have some college but no degree or credential

Over 1 million veterans receive GI Bill benefits (80% are enrolled full time)
The New Majority expects colleges to anticipate what they need and deliver it when and how they need it. This requires Lindenwood to take a more “learner-centric” approach.

**EXPECTATIONS HAVE CHANGED**

Gen Z learners want shorter, less expensive, more direct-to-career pathways in high-demand industries.

Nearly 75% of college students are “nontraditional,” defined as over 25, often with full-time jobs (59%) and children of their own.

More learners want online education and experts predict online students will make up 25% of all college students within five years.

Today’s learners expect proactive outreach and a simplified and streamlined enrollment process through their smart phones.

Employers increasingly tout their willingness to “train on the job,” with 50% of IBM’s U.S. job openings not requiring a college degree.

40 million adults have some college but no degree or credential. 678,566 of these adults live in Missouri. 1.94 million live in Illinois.

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Question the Quo, 2022

The Hechinger Report, 2022

Education Dynamics, 2022

Chronicle of Higher Education, 2022

Gallup, 2021

National Student Clearinghouse, 2023
STRATEGIC APPROACH

To meet the evolving needs of The New Majority, Lindenwood will diversify its academic offerings and services around three learner types: on campus, online, and on demand.

Our “40-40-20 plan” strategically diversifies our academic portfolio with 40% on campus, 40% online, and 20% on demand options. This approach aims to directly address learner concerns about the value, relevance, flexibility, and cost of their education.

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.

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.

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

LINDENWOOD 2026: ADAPT, BUILD, ENGAGE
As our strategy evolved, in 2022, we developed the Lindenwood Education System, enabling us to acquire institutions with minimal disruption. With the acquisition of Dorsey College in 2023, our lifelong-learning ecosystem began to take form with Lindenwood Global playing a key role in developing online pathways for adult learners. We foresee the contraction of the higher education market leading to three types of sustainable universities: tier one intuitions, scalable online universities, and dynamic learning ecosystems, like the Lindenwood Education System.

LIFELONG-LEARNING ECOSYSTEM

“COMBINE TO COMPETE” ACQUISITION STRATEGY

Combining diverse institutions of higher learning within the Lindenwood Education System forges a more robust and resilient system, strengthened by its extensive scale and wide range of educational offerings.
STRATEGIC APPROACH

To achieve our strategic vision, we must continuously bring clarity, focus, and alignment to our strategy.

Strategy is a set of integrated choices that enables us 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?

“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

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.

Paul Niven, author of Balanced Scorecard, Step-by-Step
ADAPT, BUILD, ENGAGE

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

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.
Seven strategic initiatives will help advance our Real Experience, Real Success mission and enable us to become The Next Great Learner-Centric University in the Midwest.

- **Real Experience, Real Success**
  - **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.**

- **Academic Core Initiative**
  - **Value, Relevance, Flexibility, Cost**
    - **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.**

- **Adapt, Build, Engage**
  - **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.**
STRATEGIC OUTCOMES

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 ¹</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 ²</td>
<td>55%</td>
<td>58%</td>
<td>60%</td>
<td>63%</td>
<td>66%</td>
</tr>
<tr>
<td>$165 Million in Revenue ³</td>
<td>$102.3M</td>
<td>$105.7M</td>
<td>$117.6M</td>
<td>$141.1M</td>
<td>$165M</td>
</tr>
</tbody>
</table>

¹ Includes total enrollment throughout the Lindenwood Education System.
² Aided advertising recall. Baseline score in 2021 was 52% via Zeitgeist study.
³ Includes total revenue throughout the Lindenwood Education System; excludes CARES funding.
STRATEGIC INITIATIVES

ADVANCING OUR MISSION
The Academic Core Initiative contributes key deliverables in the areas of academic program quality, academic success, and academic engagement with our community.

**THE INSIGHT**
In a constantly changing educational landscape, responsiveness to today's learners is paramount. University students increasingly seek degrees that directly prepare them for careers or advanced study. They are discerning in their choice of institutions, prioritizing those that align with their learning preferences and needs. Flexibility, quality, relevance, and affordability are vital for both current and future learners.

**THE NEED**
Today’s students desire education that enhances employability with real-world skills for the next two decades. Increased access to higher education necessitates varied support and flexibility for academic and career success. They seek active engagement in learning to create change in their personal and professional lives through personally meaningful experiences.

**VISION FOR TRANSFORMATION**
Lindenwood’s Academic Core prepares students for the next 20 years with relevant programs, a core curriculum nurturing sought-after attributes, and opportunities to be change agents in their careers and communities. The RISE Framework for teaching and learning offers intellectual challenge, a sense of belonging, and a supportive environment for students to thrive. Flexible options will empower learners to tailor their education.

**STRATEGIC OUTCOMES**
- Lindenwood will position itself to compete on the quality of its academic offering.
- Lindenwood will raise the bar for how it supports the success of our students.
- Lindenwood will continue to foster academic engagement with its community.
Becoming The Next Great Learner-Centric University in the Midwest will require an innovative and diverse leadership team.

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.

**THE INSIGHT**

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.

**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 40 million adults with some college but no credential, Lindenwood will need to provide pathways to degrees beyond the traditional semester-based system.

**THE INSIGHT**

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 NEED**

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.

**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.

**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.
To provide “Real Experience and Real Success” in today’s tech economy will require Lindenwood to create its own “earn and learn” workplace experience for students.

**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.

**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
DESTINATION 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 INSIGHT
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 NEED
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 23 OBJECTIVES SHOW WHAT WE WILL DO THIS YEAR TO MOVE US CLOSER TO OUR VISION
ADAPT  We will adapt our people, processes, and programs to meet the needs and expectations of a new generation of learners.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>Objective 1</th>
<th>Objective 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leverage degree audit functions to systematically optimize course planning and financial management, ensuring a more efficient and cost-effective educational experience for students while effectively managing the university's resources and budget.</td>
<td>Design and implement an institutional AI-based support application that delivers personalized student, faculty, and staff services through the MyLindenwood portal and aligns to industry standard AI tools, like Open AI’s Chat GPT.</td>
</tr>
<tr>
<td>2</td>
<td>Strategically phase out underperforming or low-interest programs to efficiently reallocate resources towards strengthening high-interest programs, ensuring a more responsive and impactful academic portfolio for our students and the institution.</td>
<td>Champion and facilitate pathway flexibility, embracing innovative approaches such as competency-based education, to empower students with diverse learning journeys to customize their educational paths and achieve their academic and career aspirations more effectively.</td>
</tr>
<tr>
<td>3</td>
<td>Strategically develop and implement transformative processes aimed at actively nurturing a unified and collaborative organizational culture that fosters synergy, innovation, and shared success.</td>
<td>Design and execute high-impact skill development programs within the Learning Academy, propelling individuals and teams toward high-performance excellence, enhancing their capabilities, and fueling the continuous growth and success of our institution.</td>
</tr>
</tbody>
</table>

Create a culture of high performance, inclusion, and teamwork.
### GOALS AND OBJECTIVES – 2023-24

**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</th>
<th>Objective 1</th>
<th>Objective 2</th>
<th>Objective 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Elevate the university's online presence by prioritizing a website transformation that places the student experience at the</td>
<td>Define and rigorously implement transparent standards for acceptable enrollment procedures, ensuring a seamless and</td>
<td>Develop a comprehensive and intuitive customer journey map enriched with well-defined touchpoints and workflow to expertly</td>
</tr>
<tr>
<td></td>
<td>forefront, offering a user-centric digital environment that effortlessly caters to the needs and aspirations of our students.</td>
<td>equitable enrollment process that enhances accessibility and trust for all prospective students.</td>
<td>guide both prospective and current students, facilitating their academic journey with clarity, support, and personalized attention.</td>
</tr>
<tr>
<td>5</td>
<td>Create an all-encompassing ‘one-stop shop’ support system, meticulously tailored to meet the unique needs of ‘The New Majority’ students, providing them with comprehensive assistance and resources, ensuring their seamless journey towards academic success.</td>
<td>Elevate and enrich the support and services specifically designed to cater to the diverse needs of our online student community, offering a robust virtual ecosystem that fosters their academic growth, engagement, and success.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Conduct an exhaustive university-wide program expense review, driven by the ambitious target of achieving a break-even point by FY24, meticulously scrutinizing our financial landscape to ensure fiscal sustainability and long-term viability.</td>
<td>Establish and execute highly effective university-wide portfolio management practices, enabling data-driven resource allocation decisions that align with our strategic objectives, ensuring optimal utilization of our assets and resources.</td>
<td>Proactively reallocate financial resources to align with our strategic priorities, fostering agility and adaptability in responding to evolving needs and opportunities.</td>
</tr>
</tbody>
</table>

LINDENWOOD 2026: ADAPT, BUILD, ENGAGE
| GOAL 7 | Objective 1: Develop an inspiring and deeply resonant brand promise that not only attracts new students but also fosters lasting connections, encouraging their continued enrollment and engagement in our academic community.  
Objective 2: Innovatively leverage digital marketing and communication channels to tell compelling stories that showcase the university's impact on students’ lives, creating an emotional connection that resonates with current students, and inspires prospective students to join our community. |
|---|---|
| GOAL 8 | Objective 1: Strategically assess and optimize our athletic program offerings, tailoring them to align with the university's budgetary goals while preserving our commitment to competitive excellence and the holistic development of our student-athletes.  
Objective 2: Innovatively create an inclusive and dynamic D1 experience that extends its benefits beyond athletes to include non-athletes and faculty, fostering a vibrant campus culture and elevating retention rates across the entire university community. |
| GOAL 9 | Objective 1: Establish and consistently uphold student experience standards across key areas such as food services, housing, and community spaces, guaranteeing an exceptional and harmonized environment conducive to learning, growth, and well-being.  
Objective 2: Cultivate a dynamic culture of engagement that inspires and empowers all students to actively participate in and wholeheartedly embrace the full college experience, fostering connections, personal growth, and lasting memories throughout their academic journey. |
Action plans were created for each objective to help ensure the successful execution of our strategic plan.

**ENGAGE: We will reach new learners in our market.**

**GOAL 3:** Develop an irresistible, home-away-from-home experience.

**OBJECTIVE 1:** Create a campus-wide, early alert system.

**RATIONALE:** We have existing systems (LindenCircles) and research-based approaches to providing timely intervention.

**OWNER:** Kate Herrell, Assoc. Provost for Academic Affairs

**OUTCOME:** Formalize a protocol for using existing data.

**ACTION PLANS**

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

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

**BUILD: We will build speed to match the demands of the market.**

**GOAL 4:** Build a seamless enrollment system that matches aspirations.

**OBJECTIVE 3:** Develop a system to turn around financial attrition.

**RATIONALE:** We have an inefficient business process that builds confusion to the customer/student, thus branding.

**OWNER:** Cesar Perez, AVP Student Financial Services

**OUTCOME:** An efficient and improved process across the campus.

**ACTION STEPS**

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Leverage LindenCircle for Student Engagement Retention</td>
</tr>
<tr>
<td>1.1</td>
<td>Build out more sophisticated intervention within LindenCircle. The intervention list of “rules” that triggers automated messages on conditions including but not limited to academic calendar, student attributes, and performance.</td>
</tr>
<tr>
<td>1.2</td>
<td>Establish optimal Touchpoint Timeline. The Touchpoint Timeline is the schedule for timely communication with students through academic year.</td>
</tr>
<tr>
<td>1.3</td>
<td>Automate Targeted Communication Needs Awareness via LindenCircle</td>
</tr>
<tr>
<td>2.0</td>
<td>Assess incoming cohort of FTFY to better understand their characteristics, risk, and motivation.</td>
</tr>
<tr>
<td>2.1</td>
<td>Administer intake survey to incoming first-year students that collects information about attitudes such as motivation, self-regulatory efficacy, and involvement.</td>
</tr>
<tr>
<td>2.2</td>
<td>Merge data from intake survey with GPA, SAT, ACT, and other attributes (e.g., First Gen, Race, Gender, Disability, GPA, early application, etc.)</td>
</tr>
<tr>
<td>2.3</td>
<td>Faculty and Staff review FTFY data and action plans</td>
</tr>
</tbody>
</table>

**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 business processes that increase program/service efficiency and effectiveness resulting in greater value for our learners.

**OBJECTIVE 3:** Design and implement a repeatable business process review and refinement model that supports continuous improvement through process performance assessment and adjustment.

**RATIONALE:** University business processes are currently designed and managed with minimal oversight and integration between units/departments. As such, anecdotal evidence suggests that the lack of integration between processes has created an environment where students are underserved, confused, and/or frustrated with the duplicative steps and ill-structured process outcomes.

**OWNER:** Ti Rains, CIO and VP of Information Technology

**DUE DATE:** 3/1/2023

**OUTCOME:** Improved business process efficiency, quality of communications, and integration between departments/units.

**ACTION STEPS**

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Action Description</th>
<th>Measurement</th>
<th>Start Date</th>
<th>End Date</th>
<th>Responsible Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Identify and form BPR steering committee - Schedule bi-weekly status meetings. Steering Committee Membership includes VP for IT (Chief), Director of Enterprise Systems, AVP for SFS (Co-Chair), AVP for UG (Global), AVP for Traditional, Director of Graduate, Registrar, Bursar, Assistant Provost for Academic Affairs, and Unit Process Owners.</td>
<td>Formed and Chartered? Y/N: Commitment of Members Received</td>
<td>7/1/22</td>
<td>7/18/22</td>
<td>Ti Rains</td>
</tr>
<tr>
<td>2.0</td>
<td>Form the Core Team - Unit Process Owners; Cesar Perez Team Lead</td>
<td>Comprehensive Training Plan 100% Complete, Ready for Execution. Training Materials and Video Content Prepared for Distribution.</td>
<td>7/1/22</td>
<td>7/18/22</td>
<td>Ti Rains, Cesar Perez</td>
</tr>
<tr>
<td>3.0</td>
<td>Design and launch BPR Methodology, Artifact Storage and Team Collaboration Site.</td>
<td>BPR Methodology Designed, Validated, and Approved by the Steering Committee</td>
<td>7/1/22</td>
<td>7/15/22</td>
<td>Ti Rains, Cesar Perez</td>
</tr>
<tr>
<td>4.0</td>
<td>Review Methodology with Cabinet and Obtain Approval to Proceed</td>
<td>Cabinet Approval Received? Y/N</td>
<td>7/18/22</td>
<td>7/18/22</td>
<td>Ti Rains, Cesar Perez</td>
</tr>
<tr>
<td>5.0</td>
<td>Develop Process Integration Expectations and Support Standards</td>
<td>Documented Standards Complete? Y/N</td>
<td>7/1/22</td>
<td>7/15/22</td>
<td>BPR Steering Committee</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 refinement.</td>
<td>Process Inventory Development with Disposition for Each (Accept, Refine)</td>
<td>7/18/22</td>
<td>7/22/22</td>
<td>Core Team</td>
</tr>
</tbody>
</table>

LINDENWOOD UNIVERSITY

REAL EXPERIENCE. REAL SUCCESS.
The strategic plan is governed by the Strategy Council which meets weekly to discuss the refinement and execution of our strategy.
FY23 STRATEGIC OUTCOMES

THE MILESTONES AND RESULTS ACHIEVED DURING THE 2022-2023 FISCAL YEAR
We made incredible progress on our strategic outcomes in fiscal year 2022-2023 and exceeded each milestone we set out to achieve by Fall 2023.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Fall 2023 GOAL</th>
<th>Fall 2023 RESULTS</th>
<th>% OF GOAL MET</th>
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<tbody>
<tr>
<td>12,000 Students ¹</td>
<td>8,172</td>
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</tbody>
</table>

¹ Includes total enrollment throughout the Lindenwood Education System.
² Aided advertising recall. Baseline score in 2021 was 52% via Zeitgeist study.
³ Includes total revenue throughout the Lindenwood Education System; excludes CARES Act funding.
PLANNING BACKGROUND

THE FACTORS THAT SHAPED OUR STRATEGIC DIRECTION AND DECISION MAKING
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.”

**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.

DECADE OF DISRUPTION

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.
Although our strategic planning process kicked off in the middle of the pandemic, we strived to create a collaborative and inclusive process focused on transformational change.

- Strategic Task Force of 12 senior leaders, board members and faculty led the process
- 167 stakeholders participated in an official capacity in the development of the strategic plan
- Completed a four-part design thinking workgroup involving 31 leaders resulting in 245 transformative ideas
- These ideas were narrowed down through a pitch process to 8 transformative ideas that were formally pitched
- Formal pitches were reviewed and voted on by an additional 42 campus leaders
- Created a strategic framework identifying the “Big Opportunity,” “Change Vision,” and Strategic Objectives
- Met with Faculty and Staff Councils to socialize the Strategic Framework

- Developed three “triad teams” which expanded the 8 transformative ideas to 12 strategic initiatives
- Held four Town Hall meetings with an average of 243 attendees to socialize the strategy and get feedback
- Built 12 business cases, one for each strategic initiative
- Huron Consulting conducted external validation of the 12 initiatives using a weighted validation rubric
- 89 employees ranked all 12 initiatives in order of their importance
- Triad teams took this information refined business cases and narrowed the plan to six final strategic initiatives
- The Academic Core Initiative was added later to emphasize our focus on academic excellence
- The strategic plan launched on July 1, 2021
LINDENWOOD UNIVERSITY

THE NEXT GREAT LEARNER-CENTRIC UNIVERSITY