Transformation
The LeMoyne-Owen College Transformation Plan 2008

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Delivering a new brand of urban education for leadership, opportunity, and change

In 2007, LeMoyne-Owen College embarked on a journey in collaboration with community stakeholders to chart a course for the next stage of our evolution. With the participation of over 100 leaders from government, business, education, social service, and neighborhood organizations, we now have a roadmap that builds on our proud 145-year history to meet current and future community needs.

The stakes are high. Memphis and Shelby County have a critical need for effective “human capital” development. Compared to our peer communities, our local workforce is behind in educational attainment, critical twenty-first century competencies, and overall growth. In particular, our African-American population lags behind. The statistics are compelling:

- African-American academic achievement and graduation rates are significantly lower than other students in our public schools
- In Shelby County, 13% of African-Americans hold a Bachelor’s Degree or higher compared to 35% of white residents
- Among the 25 cities with the largest African American populations, Memphis is at the bottom 20% of overall African American employment in high-tech industries and occupations
- In 1997, minority-owned businesses captured only 1.5% of gross business receipts in Shelby County

The key to turning this around is quality education – particularly education that can help close the gap between African-Americans and others. LeMoyne-Owen College is uniquely equipped to meet this challenge.

We have produced top African-American leaders in education, business and the arts for 145 years. Today, though we welcome and serve students from all ethnicities, we continue to enroll more African-American students than any other local private college. Finally, our graduation rate for African-American students is more than double comparable local private colleges.

We understand that today’s changing student and community needs require bold approaches to educational success. We also recognize that every institution must continually change to meet changing needs. Now is such a time for LeMoyne-Owen College. Our Strategic Transformation Plan 2008 is our roadmap that will guide our next phase of growth to deliver the highest value to our community.
Transformation Plan Approach
Building on historic strengths and current assets to meet community needs

The Transformation Plan 2008 was guided by a comprehensive needs and opportunity assessment that pinpointed community needs and the unique niche we are best equipped to fill. We discovered that LeMoyne-Owen College has a special role in the minds of our internal and external stakeholders. Simply put, our passionate mission-driven culture is what sets us apart.

As Shelby County’s only historically Black College (HBCU), we provide a unique educational experience infused with the highest values and virtues of the African-American experience. Our culture instills positive self-image and confidence to motivate, nurture and inspire our students for success in mainstream culture.

Our commitment extends beyond transforming students to helping transform our urban community in a myriad of positive ways. We uphold a proud African-American heritage in a community that is largely African-American. We are also the only local college physically and historically imbedded in the urban heart of the City. Our history and expertise in educating urban students is distinctive among local private colleges. Our impact has been felt from community-based educational, health and social programs to hundreds of millions of dollars in development in the Soulsville area driven by our affiliated LeMoyne-Owen College Community Development Corporation.

The Transformation Plan 2008 builds on these assets to target specific needs defined by local employers and community leaders to support overarching economic development goals. Our plan addresses these needs and will guide the development of a distinctive educational option only available from LeMoyne-Owen College:

- Small, supportive atmosphere with individualized faculty support
- Welcoming to students of all races, cultures and religions
- Intentional focus on preparing African-American students for success in diverse mainstream cultures
- Access and support for students at all levels of academic achievement
- Many opportunities for student and community leadership
- Access to, and a focus on, hands-on learning experiences in urban settings
- Exposure and connections to locally-based national and global employers
- Specialty academic programs with a focus on success in urban careers and leadership
- Highly diverse faculty in terms of ethnicity, nationality and religion
- Flexible options for non-traditional students

College Vision
To be an exemplary historically black college providing an excellent liberal arts education that transforms urban students, institutions and communities.

College Mission
LeMoyne-Owen College provides a transformative experience educating students for urban-focused leadership, scholarship, service and professional careers.

Plan Goals
1. Reestablish LeMoyne-Owen College role as a vital resource to meet community education and professional/career preparation needs
2. Ensure financial self-sustainability

Plan Objectives
1. Claim leadership “niche” in urban higher education by building on our expertise in teaching urban students and catalyzing urban community development
2. Improve perception and visibility of College and surrounding neighborhood through aggressive rebranding and marketing
3. Rebuild revenue-producing functions, including Recruitment, fundraising and grant management
4. Improve overall instruction through individualized student assessment and intensified community learning experiences
5. Establish “beacon” academic programs that build on strengths, address student demand, and meet industry needs
6. Elevate the quality of all College functions and areas through adequate resources and clear accountabilities

Transformation Plan Implementation Strategies and Tactics

Strategy 1: Sound stewardship through high performing leadership and governance
   Tactic 1: Strengthen board structure, roles and responsibilities
   Tactic 2: Strengthen mechanisms for monitoring organization performance and accountability

Strategy 2: Distinctive, high quality, academic programs greatly valued by students and the community
   Tactic 1: Establish the Center for Active Student Education to transform the instructional environment for increased learning effectiveness, student achievement, and community engagement
   Tactic 2: Establish the Center for Urban Education as a “beacon” program to attract and educate students in urban teaching
   Tactic 3: Establish the Urban Center for Urban Leadership and Public Action as a “beacon” program to attract and educate students interested in civic leadership, social services, public health, criminal justice, and non-profit management, and as a foundational liberal arts program
Tactic 4: Expand and develop Division of Science and Mathematical Services as a “beacon” program in *Scientific Student Research, Community Outreach and Career Experiences* to attract, motivate and educate students interested in research, development and professions in the sciences, mathematics, engineering and health fields.

Tactic 5: Strengthen and focus Division of Business on specialized programs that effectively prepare students for business careers in the local urban and global sectors, including biosciences, logistics, and community development.

Tactic 6: Strengthen and focus Division of Fine Arts and Humanities as a program in *Artistic and Cultural Community Engagement and Growth* with programs that promote strong foundation liberal arts competencies and for those interested in the arts, entertainment and communications.

Tactic 7: Ensure that the Library serves as a foundation for the development of the information literacy competencies of the 21st Century and that it meets all accreditation standards and needs of new programs.

**Strategy 3: Effective recruitment and retention of traditional and non-traditional students**

Tactic 1: Implement mass and targeted marketing campaign to reach range of prospective students.

Tactic 2: Increase recruiting presence, partnerships and events to reach prospective students.

Tactic 3: Strengthen enrollment management process, including financial aid and scholarship availability for recruitment and retention.

Tactic 4: Provide proactive, individualized advisement, coaching, and intensive student support through a new Student Success Center.

Tactic 5: Expand and leverage sports programs for student marketing, recruitment and retention.

Tactic 6: Expand on-campus student services and activities, as well as leadership opportunities.

Tactic 7: Expand and improve student living centers.

Tactic 8: Implement short- and long-term campus beautification plan.

**Strategy 4: Stable, diversified revenue through sustained, comprehensive fund development**

Tactic 1: Build and enhance the fundraising infrastructure and capacity of the Office of Institutional Advancement, the Board of Trustees and fundraising volunteers.

Tactic 2: Implement and sustain integrated fund development campaigns as defined in the *Major Gifts and Sponsored Student Recruitment Plan*.

Tactic 3: Explore the development of a not-for-profit organization with the sole purpose of fund development for the College and a Booster Club for sports-focused fundraising.

**Strategy 5: Student-centered culture of quality, accountability and collaboration**

Tactic 1: Implement balanced “scorecard” to monitor and proactively report on college performance indicators, including student, fiscal, and operational outcomes.

Tactic 2: Reinstate and strengthen internal strategic planning and management accountability process across the organization.

Tactic 3: Develop and implement fiscal office processes, policies and procedures to ensure accuracy and high level of customer service.

Tactic 4: Develop and implement human resources processes, policies and procedures to support effective hiring, retention and performance development.

Tactic 5: Develop and implement risk management processes, policies and procedure to ensure stability of the College.

Tactic 6: Implement framework for assessing productivity of academic resources within the College’s strategic goals.

Tactic 7: Implement technology applications to support mission-critical functions.

“I came to Memphis from New Orleans. It was a traumatic time. LeMoyne-Owen saved my life...I had been a student before, but at LeMoyne-Owen I became a scholar...they took the light that was within me, and helped me manifest it.”

Post-Baccalaureate student pursuing certification to teach young children.
Transformation Planning Process Participants

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The LeMoyne-Owen College Transformation Plan 2008 was prepared by Consilience Group, LLC in partnership with TRUST Marketing and Saad & Show.