

LINCOLN™

Invites Applications and Nominations for the
Position of:

PRESIDENT

DEDICATED TO
THE OFFICERS AND SOLDIERS
OF THE 62ND AND 65TH
UNITED STATES
COLORED INFANTRIES

Greenwood/Asher
& ASSOCIATES, LLC

The Opportunity

The Board of Curators of Lincoln University, located in Jefferson City, Missouri, invites nominations and applications for the position of President. This position is an opportunity for a transformational leader who is an accomplished, innovative change agent prepared to move the institution to the next level, and can build and leverage the partnerships and resources available at this critical time in the history of the University

The Role of the President

The President is responsible for leadership of all University operations, outreach, and initiatives, including overseeing academic and administrative functions; fundraising; budgeting; developing strategic partnerships; stimulating economic growth; leading student success initiatives; actively engaging with all constituents to include alumni, faculty, staff, and students; and leveraging all resources to maintain an inclusive, collegial environment for all.

Responsibilities

Reporting to a nine-member Board of Curators, the President will articulate the University's vision and guide the strategic direction. The development and implementation of a new strategic plan in the coming years will guide and transform the University to fulfill its mission and identified goals; and this effort will need to be inclusive of the University stakeholders and a culmination of a comprehensive institutional assessment.



The President will aggressively identify, pursue and secure new sources of revenue from the corporate and government sectors at the local, state, and federal levels. The President will present a compelling case and effectively tell the Lincoln University history, vision, and strategic goals to support the University's fundraising efforts, public and private partnerships and raise the visibility of the University. The ability to thrive in the public sector with well-developed political and diplomatic skills is essential.

The 62nd & 65th Regiments Legacy Foundation is a private organization and works closely with the President to support Lincoln students by administering scholarship and endowment funds. The foundation has raised between \$8 million and \$9 million to support Lincoln University students over the past several years. The President will establish and maintain a harmonious, fruitful and constructive relationship with the foundation leadership and staff and will work in close partnership with the head of the foundation to raise funds to support Lincoln University students.

The President must develop robust programs and partnerships with the business community across the state and nation to improve statewide internships, meet the community's employment needs, and strengthen networks within the community.

The President will look strategically at enrollment, to include developing new programs, growing existing programs, and improving student success initiatives focused on recruitment, retention, and graduation, with an eye toward encouraging and fostering an environment of innovation in developing programs that will meet the workforce needs of the region.

The strategic expansion of Lincoln University's areas of distinction and increasing investments in new programs and demonstrate clarity to improve enrollment outcomes will be critical for this role, with strengthening relationships with K-12 and other higher education partners an important focus area.

The President provides the critical leadership necessary to achieve educational excellence through innovative academic programs and services, with a keen focus on student achievement by offering diverse programs, quality, targeted student support services (e.g., academic, socio-economic, mental health, community/social, culture) that meet the holistic student life that addresses the unique needs of our community.



The President will be responsible for building an effective, collaborative senior leadership team that sets a shared governance tone and ensures continued cooperation across the campus to pursue a shared goal of supporting and educating students. Lincoln University has a dedicated staff of administrators, faculty, and staff who go above and beyond the call of duty in putting the students first and working to meet their needs. This value is a vital characteristic of the University that must be honored, recognized, and supported, with the expectations that all senior leaders will exemplify collaboration, innovation, accountability and shared responsibility to set a tone of collaboration and shared purpose.

Qualifications

The successful candidate will have a demonstrated track record of working in a diverse environment and with underserved populations; long- and short-term strategic planning; involvement with community building through civic and economic engagement; and developing and fostering strategic partnerships. Preference will be given to candidates with an earned terminal degree, progressive administrative and fiscal leadership experience, fundraising experience, student success, and strategic enrollment experiences. The following qualifications, knowledge, characteristics and experiences are preferred.

Diversity:

Asian	1%
Black/African American	37%
Hispanic/Latino	3%
International	2%
Multi-racial	2%
White	48%
Unknown	4%

Students:

- > Enrollment: 1882
- > 40% male
- > 60% female

Financial Aid:

- > 63% of students received Pell Grants in 2019-2020
- > 90% of students receive some sort of financial assistance

Student/Faculty Ratio:

- > 15:1

Budget:

- > 2020-2021 Operating \$36,8M

Faculty

- > 130

Staff

- > 300

Professional Knowledge and Experience

- › A track record of success having demonstrated financial acumen
- › A track record of working with diverse communities
- › Demonstrated evidence of building leadership teams
- › Knowledge of all phases of the strategic planning process with demonstrable outcomes
- › Lead differentiator and change agent with organization
- › Strategic enrollment management experience
- › Higher education experience at the dean's level or above

Personal Characteristics

- › Excellent communication and collaboration skills
- › Bold; Courageous; Charismatic; Confident
- › A transparent and collegial leadership style
- › Sensitivity to community and campus culture
- › Trustworthy; Resourceful
- › Ability to build trust and delegate
- › Strong visibility on campus and in the community
- › Politically astute with high emotional intelligence
- › Data-driven decisionmaker
- › Innovator



About Lincoln University

Lincoln University (LU) was founded by the soldiers and officers of the 62nd and 65th United States Colored Infantries. As a historically black, public land-grant university, LU educates and empowers students to lead their communities and change the world. Lincoln offers a rigorous liberal arts education to a diverse student body of approximately 1,800 students in more than 60 undergraduate and graduate programs. Spanning over 174 acres and with an annual budget of over \$36 million, the campus is supported in its mission by more than 130 faculty and almost 300 staff members.

At the close of the Civil War, soldiers and officers of the 62nd United State Colored Infantry, stationed at Fort McIntosh, Texas, but composed primarily of Missourians, took steps to establish and educational institution in the State of Missouri. They named it Lincoln Institute.

Members of the 62nd Colored Infantry contributed \$5,000 and members of the 65th Colored Infantry contributed approximately \$1,400 towards the formation of the Lincoln Institute. On January 14, 1866, Lincoln Institute was formally established under an organization committee. By June of the same year, the committee became the inaugural Board of Trustees. Richard Baxter Foster, a former first lieutenant in the 62nd Infantry, was named first Principal of Lincoln Institute. On September 17, 1866, the Institute opened its doors to its first class in an old frame building in Jefferson City.

In 1870, the Institute began to receive aid from the State of Missouri for teacher training. In 1869, Lincoln Institute moved to its present-day campus. College-level work was added to the curriculum in 1877, and passage of the Normal School Law permitted Lincoln graduates to teach for life in Missouri without further examination. Lincoln Institute formally became a state institution in 1879 with the deeding of the property to the state. Under the Second Morrill Act of 1890, Lincoln became a land-grant institution, and the following year, industrial and agricultural courses were added to the curriculum.

In 1921, the Missouri Legislature passed a bill introduced by Walthall M. Moore, who was the first African American to serve in the legislature, which changed the name from Lincoln Institute to Lincoln University and created a Board of Curators to govern the University.

The North Central Association of Colleges and Secondary Schools accredited the high school division in 1925, the teacher-training program in 1926, and the four-year College of Arts and Sciences in 1934. Graduate instruction began in the summer session of 1940, with majors in education and history and minors in English, history, and sociology.

In 1954, the United States Supreme Court handed down its ruling in *Brown v. Board of Education*, and Lincoln University responded by opening its doors to students of all ethnicities who applied and met its entrance criteria. Today, Lincoln University serves residential, non-residential and a growing community of on-line, students, conducts a variety of research projects, and offers numerous public service programs in addition to an array of academic programs.

In 2016, Lincoln University celebrated its 150th anniversary and paid due tribute to its monumental role in the education of Missourians and others and its service to individuals and communities throughout the state, the nation, and around the globe. To further enhance the impact and footprint of the University, the Lincoln administration and community began a strategic planning process in the fall of 2014 with an invigorated commitment to improving academic and support programs, strengthening infrastructure, and expanding access and deepening its reach to meet the needs of the populations it strives to serve.

Mission Lincoln University of Missouri is a historically black, 1890 land-grant, public, comprehensive institution that provides excellent educational opportunities including theoretical

an applied learning experiences to a diverse population within a nurturing, student-centered environment.

Academics

The [College of Arts and Sciences](#) consists of three academic units: the Department of Humanities and Communications, the Department of Science, Technology and Mathematics, and the Department of Social and Behavioral Sciences. This unit currently employs approximately seventy (70) faculty and staff members. There are just under forty (40) degree programs including certificate programs as well as associate, bachelor, and master's degrees. This college also oversees the academic programs offered through library science and military science. The campus radio and television stations report to the College of Arts and Sciences.

The [College of Professional Studies](#) consists of three academic units: the School of Business, the School of Education and the School of Nursing. This unit employs approximately 60 faculty and staff members located both on main campus as well as on our Fort Leonard Wood location. This college hosts just over twenty (20) degree programs ranging from associate to master level programs. The majority of the programs in these disciplines are individually accredited in addition to the university's accreditation status.

The [College of Agricultural, Environmental, and Human Sciences](#) consists of three functional units: the Department of Agriculture and Environmental Sciences, Cooperative Extension, and Cooperative Research. In addition to the agriculture academic degrees this unit employs roughly one hundred faculty and staff members to run various research and extension programs related to agriculture. These programs are found on main campus as well as at our Urban Impact Centers in Kansas City and St. Louis, and outreach centers in Sikeston, Lilbourn and Caruthersville, in Southeast Missouri. Lincoln University also has active research taking place on our three university research farms.

[Accreditation](#) Lincoln University is currently accredited by the Higher Learning Commission and is a member of the North Central Association (NCA). The next reaffirmation of accreditation is scheduled for 2022-2023; the comprehensive evaluation is scheduled for February 27, 2023.

Students

Lincoln offers students the opportunity to participate in a robust Greek life, athletics and other registered student organizations. Academic and professional affiliation groups complement the classroom experience and further prepare students for success in the job and post-graduate markets. Students are required to live on campus during their first two years, contributing to the family atmosphere at Lincoln. Students at Lincoln are given an opportunity for growth and are supported by faculty and staff who are mission driven and action oriented towards student success.



The "Marching Musical Storm" is the university's marching band. It was founded in 1948 and is one of the largest student organizations on campus. The band performs at all home football games, select basketball games, and other school-sanctioned functions throughout the year. In addition to performing all over the United States, the band has performed at St. Louis Rams and Kansas City Chiefs National Football League games. Student activities also include *The Clarion* newspaper, produced by

journalism students and internships at *KJLU* radio station, the public radio voice of Lincoln, which Lincoln University owns. Greek life is well represented on campus to include nine fraternities and sororities.

Athletics

Lincoln University student scholars compete at NCAA Division II level, Mid-America Intercollegiate Athletics Association (MIAA). The University offers four men's and five women's sports, basketball, golf, track and field and men's football and women's cross country and softball. The mascot is the Lincoln Blue Tigers.



Jefferson City, Missouri



Jefferson City, Missouri, is located on the banks of the Missouri River and is centrally located in the middle of the United States. It has a population of 44,170 with a metropolitan population of more than 155,000, covering four counties: Callaway, Moniteau, Cole, and Osage. It is a great place to live, work, and play, and was voted "Most Beautiful Small Town in America" by Rand McNally. Jefferson City offers high quality of life, low cost of living, and tremendous job growth because of the city's ability to

attract new businesses to the area. As the state capital, Jefferson City offers a strong economic base supported by healthcare, manufacturing, finance, education and government sectors. With upward trending high school graduate rates, Missouri provides for an educated, skilled workforce of adult learners.

Challenges and Opportunities

Attracting financial resources is a critical role for the President. The President must be an entrepreneurial thinker to recognize and identify opportunities that may not be otherwise evident. The successful candidate must have a strong ability to articulate a clear and compelling case on

behalf of the University; be a good steward of all financial support; and make difficult decisions balancing the institution's current, strategic, and aspirational needs.

The expectation of the person assuming this position will include establishing roots in the Jefferson City community and leveraging current relationships and building new ones with Jefferson City families, many of which include Lincoln alums is critical to maintaining the visibility of Lincoln University in the community. Many multi-generational Lincoln alumni are committed to the area's long-term success; therefore, the success of the University is inextricably tied to community engagement. The President must have an appetite for fundraising, the capacity to represent Lincoln University compellingly to donors, and the ability to energize alumni to support the University at a level consistent with its aspirations.

With more than 90% of the University's student population receiving some financial assistance, coupled with the Covid-19 pandemic, the needs of our students are often dire, and the impact goes beyond their academic needs. Lincoln University created the Blue Tiger Resource Center in 2021 to help address food insecurity and other conditions outside of the classroom, including housing, and clothing insecurities. Sodexo contributed 1,000 dollars, and the Teamsters National Black Caucus clothing donation started the closet to help address clothing insecurities. The President must lead the efforts to increase and identify new sources of revenue, scholarships, internships and partnerships targeted to support students and meet the unique needs of our community.



Traditional brick and mortar University facilities and the online presence of Lincoln University is poised for an upgrade. Development and implementation of a strategic facilities master plan and a comprehensive strategic plan with well-defined objectives are opportunities to expand upon current relationships with business and industry and improve the distance learning experience and strengthen the infrastructure. Establish public/private partnerships and explore innovative approaches to reframing our living learning communities to enhance academic success.

Enrollment has declined, since reaching a peak of 3,000 in 2010. Enrollment has largely focused on the state of Missouri and retention at Lincoln University has been low, but stable over the past 10 years. Working with the enrollment management team, the President will lead the development and implementation of a comprehensive strategic enrollment management plan focusing on the identified current and future opportunities available in the national marketplace. Therefore, the President, with a focus on increasing enrollments must: 1) possess an understanding of national and regional enrollment trends and the factors that contribute to successful growth including partnerships and alternative methods of education delivery; 2) have a lens of expansion to include more non-traditional learners, stackable credentials, and innovative degree pathways; and 3) stay informed and knowledgeable on trends and growth potential for the undergraduate, graduate, and adult learner pipeline.

As an HBCU, competitive academic program development to meet the needs of regional and national employers is essential. The President will work with the Provost and faculty on assessment and improvement of existing programs and introduction of new program offerings targeted to prepare students for professions projected to be in high demand over the next decade

(e.g., healthcare, technology, business, manufacturing) in the state and nationally as well as graduate education. Learning extends outside of the classroom and as the University's leader, the President will seek out opportunities for continued robust internships, secure resources and opportunities for students to work closely with businesses through a variety of programs with industry partners in addition to service learning and research.

Nomination and Application Process

Salary

Salary will be competitive and commensurate with qualifications and experience.

How to Apply

Greenwood/Asher & Associates, LLC is assisting Lincoln University in this confidential search. Applications and nominations are now being accepted. Confidential inquiries, nominations, and application materials should be directed to Greenwood/Asher. Applications must include a cover letter, CV/Resume, and list of five references. Submission of application materials as PDF attachments is strongly encouraged. Nominations and applications will be accepted until the positions are filled.

All confidential inquiries, nominations, and application materials to:
Marion Frenche, Practice Leader, Diversity, Equity & Inclusion,
Search Manager and Senior Executive Search Consultant
Email: marionfrenche@greenwoodsearch.com
Web <https://greenwoodsearch.com>



Lincoln University is "An Equal Opportunity/Affirmative Action/ADA Employer."