



Strategic Plan 2022-2025

Approved by the Board of Trustees, April 1, 2022

Introduction

A new Strategic Plan for Larkin University for the years 2022-2025 was developed through an inclusive and interactive process. The process began with an assessment of the past strategic plan and outcomes. The LU administration as well as the Board of Trustees reviewed the past plan with a vision of strategic intents for the next period. The LU administration, through a process of individual and team meetings with BOT members, university and college leaders and faculty, translated those intents into specific goals and strategies with achievable measures. We consider the LU strategic plan to be a living document that will help us navigate our processes and operationalize growth over the next three to five years. The University is comparatively young and leadership works to be dynamic and nimble to achieve change and address challenges presented in the community, and globally. A qualification to the development of the plan, though it was created during the time of COVID it is not a reaction to the conditions created during the pandemic. The plan provides a 5-year blueprint to; achieve full institutional and programmatic accreditation, grow and expand current programs and colleges, identify need and purpose for new programs, realize opportunities within the Mission of the University. The overarching goal of the plan is to increase diversity in health professions, and accelerate the footprint, impact, and reputation of the University on health professions education and as health professionals in local communities.

The plan provides for operations that allow for sustainable growth over the next three years. In addition, strategies within the plan focus on opportunities for leadership to address (change/add/improve) current activities as well as exploration of new areas of education, research, student services and community outreach. Larkin University is at a crossroads and on a trajectory for growth. Support of this strategic plan enables the university to realize sustainable and healthy growth and thus a positive impact on the institution, community, and the nation.

OUR MISSION

Larkin University is a private non-profit higher education institution focusing on master's and doctoral level programs in health professions to empower diverse graduates who reflect the demographics of the healthcare needs of the communities we serve.

OUR VISION

To become a nationally and internationally recognized university through its educational programs, research and scholarly activity, and development of solutions that promote the common good of health and society.

OUR CORE VALUES

Larkin University is committed to:

- Accountability
- Community Service
- Diversity
- Excellence
- Integrity
- Research
- Social Justice

Strategic Goal 1: Develop LU into a premier university characterized by outstanding teaching, high-quality scholarship, and distinctive curricular programs.

It is the ambition of LU to become a premier university but we also do understand that to achieve this goal by 2025 is beyond the state of the university and LU will not be a true premier university by international standards in 2025. But we will have made major steps towards this goal and set the direction, the quality standards and path for future growth of the university to demonstrate to all stakeholders, the community and the public that this is where we are heading to, and give them confidence in Larkin University and its future.

Action Item 1: To achieve recognition and credentials that characterize the growth and development of the university

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Achieve regional accreditation from Southern Association of Colleges and Schools, Commission on Colleges (SACS-COC).	SACS-COC (Full Accreditation Visit in July 2022)	President, SACS-COC liaison LU Community	Regional accreditation status (Dec 2022 tentative)
Attain full programmatic accreditation from the Accreditation Council for Pharmacy Education.	July 2022	ADAA, COP Dean, COP	Programmatic accreditation status
Secure Title IV funding to allow for increased student financing options for graduate/professional education	Summer/Fall 2022 (timeline and final approval date determined by DOE)	Office of Financial Services CFO	Approval for Title IV funding
Achieve SEVP certification by using SEVIS/ Submit initial Form I-17, "Petition for Approval of School for Attendance by Nonimmigrant Student."	Spring 2023	President, Registrar	SEVP certification

Collaborative Agreements/LOI with national and international universities regarding faculty, student and researcher exchange and/or mutual collaborations in education, research or community outreach	Spring 2023-Dec 2025	President, Deans	Executed Agreements/LOI
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Action Item 2: Continuous development and implementation of an administrative structure to support the needs of the colleges and programs within the university structure to ensure sustainability

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Conduct an assessment of LU's current administrative structure, and identify areas of future needs.	Spring 2023	President Deans HR CFO	Report to President and BOT
Asses current procedures, communication and workflows on the University Level and develop an improvement plan.	Summer 2022	Registrar President Deans HR director CFO	Plan presented to President's council
Implement improvement plan for procedures, communication and workflows	Fall 2022	President Deans HR director CFO	Manuals and Procedures
Implement an office of the Provost and hire a full-time Provost	2024-2025	President Selection Committee HR	Provost and office
Implement an office for Marketing and Branding and hire a full-time Marketing director	2024	President Selection Committee HR	Marketing director

Implement a Bursar's office and hire a full-time Bursar	2023-2024	President CFO Director of Financial Services Selection Committee HR	Bursar
Make the Director for Development position full time and grow the office.	2025	President Deans CFO Selection Committee HR	Full-time Director for Development
Evaluate the necessity of the Vice President/Director for Research position based on available resources and volume of research.	2023-2025	Deans CEO	Research publications, conference presentations, and extramural grant submissions
Implement a university wide integrated CRM solution	2023	IT, President, Registrar	CRM system implementation

Action Item 3: Make the appreciation of outstanding teaching, high-quality scholarship, and distinctive curricular programs part of our University culture.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Create and sustain a culture of recognition and achievement on university and college level.	Fall 2022	Deans CEO	Policies and Procedures Document
Develop Strategic Plans on the College level that reflect the LU Strategic Intentions.	Oct 2023 (COBS) February 2022 (COP)	COBS COP Deans Faculty	Strategic Plan COP Strategic Plan COBS

Action Item 4: Increase enrollment into the existing programs by at least 25%

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Develop and implement a new sustainable and integrated branding, marketing, and social media strategy.	April 2022	Marketing Consultants Deans CEO	Strategy Document Workflows Policy and Procedure Document
Rebuild the LU digital environment	May 2022	Marketing Consultants IT Director CEO	New web pages and tools for disseminating information and communication
Develop a comprehensive university-level enrollment growth plan	Spring 2022	Deans CEO	Policy and Procedure Document
Ensure that the strategic plans on the College level support the enrollment growth plan.	2022-2025	Facilities Manager CAP committee, CFO President	Facilities masterplan Annual Budget

Action Item 5: Improve and Develop the Larkin University Campus.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Develop a proposal for the development of the expansion area in the 2nd floor.	Fall 2023	Facilities Manager Contractor CFO President	Report to the BOT
Development of the expansion area in the 2nd floor.	2024	Facilities Manager Contractor CFO President	Photographs of the new space
Reflect the increased anticipated enrollment in the facilities masterplan, and the budget, capital and space allocations.	2022-2025	Facilities Manager CAP committee CFO President	Facilities masterplan Annual Budget

Increase on campus healthy food options	Fall 2022	Facility Management	Availability and usage statistics
Redesign of faculty lounge in the 2nd floor into real social space	2022 (committee appointment January 2022, realization April 2022)	Redesign committee President Facility manager	Pictures of new space
Develop a redesign plan for the entrance/reception	Fall 2022	Facilities management HR Director Deans President	Proposal to CAP Annual Budget
Implement the redesign plan for the entrance/reception	Spring 2023	Facilities management	Pictures of new space
Redesign and modernize the four break out rooms to support student learning in a friendly and welcoming environment	June 2022	Facilities management President Chairman BOT	Secured donation Pictures of New Spaces
Develop and implement a redesign plan for parking spaces on the swale	Fall 2022	Facilities management President BOT	Proposal to CAP Annual Budget Pictures of Redesigned Space

Action Item 6: Enhance training opportunities for non-degree based post-graduate training (e.g., continuing professional education, residency, post-doctoral fellowship).

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Conduct a stakeholder meeting with internal and external constituents.	Spring 2023	Dean COBS Dean COP HR Director	Report to the President and BOT
Complete feasibility study to determine the viability of enhanced opportunities.	Fall 2023	Exploratory Committee	Report to President and BOT
Implement additional training opportunities as proposed and approved	Spring 2024	Dean COBS Dean COP President, HR Director	Training offered, Activity logs

Action Item 7: Expand healthcare related graduate programs.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Evaluate options for implementing and enrolling students into the CIE licensed programs on the PhD and Master level that currently do not enroll students	Spring 2023	Dean COBS COBS and COP faculty	Report to the President, SACS liaison and BOT
Develop exploratory committee for new programs.	Spring 2023	President	Committee appointment and charges
Conduct feasibility study for new programs identified.	2023	Exploratory Committee	Report to the President and BOT
Implement and gain SACS-COC approval for new programs	2023-2024	President COBS/COP	Programs offered

Action Item 8: Increase Fundraising for the University

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Develop donor cultivation plan and processes	March 2022	Dean COBS COBS and COP faculty	Report to the President, SACS liaison and BOT
Implementation of respective policies, procedures and development of templates for gift, sponsoring and endowment agreements	April 2022	Director of Development President Deans BOT	Policies and Procedures, Agreement templates
Utilize fundraising CMR software	March 2022	President	Committee appointment and charges
Outreach to prospective donors	ongoing	Director of Development President Deans BOT	Report to the Director of Development

Receive naming gifts and pledges for \$1 Mil in donations by December 2022 and continue to grow the donor base to receive continuous donations of a similar size in the consequent years.	2022-2025	Director of Development President Deans BOT	Gift Agreements
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Action Item 9: Improve university educational technology infrastructure to enhance course delivery and student learning.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Maintain current technology to ensure full functionality by students, staff, and faculty.	Ongoing	Office of Information Technology	Report to Deans, President
Implement continuous training for current technology for students, staff, and faculty.	2023	Office of Information Technology	Agenda, presentations, and sign-in logs for presentations
Hire additional IT software and training support staff	2023	Office of Information Technology	New Staff member
Develop and implement plan for improvement and enhancement of technology	2022 and annually	Office of Information Technology Deans President	Proposal to CAP Annual Budget

Strategic Goal 2: Increase LU’s productivity and innovation in research, scholarship and creative activities that impact economic and societal development.

Action Item 1: Obtain research facility certification and accreditation.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Submit for research facility certification and accreditation.	Continuously	Research Advisory Committee Deans CEO	Accreditation certifications including GMO, Biosafety Levels 1 & 2, Department of Health, Fire department

Action Item 2: Develop and Implement a Research Mission and Vision for Larkin University

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Develop a strategic plan for research	Jan 2022	BOT Research and Development Committee President Research Advisory Committee Faculty	Strategic Plan Proposal for Board Approval
Implement Research Strategic Plan	April 2022-Dec 2025	President CFO Deans Facility Management Research Advisory Committee Faculty	Annual reports
Ensure the Research Strategic Plan is reflected in the Strategic Plan of both Colleges	Feb 2022 (COP) Oct 2023 (COBS)	President Deans Faculty	Strategic Plan COP Strategic Plan COBS

Action Item 3: increase extramural research by at least each year 25%

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Develop a multi-level, continuous improvement process that facilitates research, scholarship, and creative accomplishments	July 2022-2025	President Deans Research Advisory Committee Faculty Affairs Committee	Policies and Procedures
Implement screening and alerting services for grant opportunities	Fall 2022	President	Communication logs
Facilitate faculty grantsmanship and provide grant proposal writing training, guidance and assistance	Ongoing with emphasis on spring 2023	President HR director Chairs Deans	Logs of services provided, Sign-in sheets Policies and procedure related to research support Extramural Grants
Create a database of potential PI's or Co-PI's and their expertise that can be made available to potential research partners.	Spring 2023	President RAC	Database

Action Item 4: Maintain and adapt physical facilities to accommodate the research needs comparative to peer institutions.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Develop a proposal for the development of storage space and adjacent rooms into research space.	Fall 2023	RAC Facilities Manager Contractor CFO, President	Report to the BOT
Development of storage space and adjacent rooms into research space.	2024-2025	Facilities Manager Contractor CFO President	Photographs of the new space

Reflect the increased anticipated enrollment in Research Strategic Plan in the facilities masterplan, and the budget, capital and space allocations.	2022-2025	Facilities Manager RAC CAP committee CFO President	Facilities masterplan Annual Budget
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Action Item 5: Create endowed faculty positions.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Complete proposal for the creation of endowed faculty positions.	Fall 2022	Office of Development and Alumni Affairs Deans President	Proposal to the BOT
Solicit donors for endowment.	Spring 2023-Fall 2024	Deans President	Funding allocated to endowed faculty position
Hire an endowed faculty member.	Fall 2024	Deans President	Recruitment and hiring of endowed faculty member

Action Item 6: Enhance and update library information resources to match the evolving needs of the LU community.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Complete needs assessment of students, faculty, preceptors, and staff to determine the adequacy and appropriateness of collections, services, and related resources (e.g., satisfaction surveys).	Fall 2022	Library Executive Committee Director of Library	Report to the Deans/President
Proposal to address the identified needs	March 2023	Library Executive Committee Director of Library	Report to the Deans/President

Complete peer comparisons of library and learning/information resources.	Fall 2022	Library Executive Committee Director of Library	Report to the Deans/President
Proposal to update the library and learning/information resources to be comparable to peer institutions.	March 2023	Library Executive Committee Director of Library	Report to the Deans/President

Strategic Goal 3: Enrich the learning and work environment by providing an accepting, inclusive community which attracts and supports a diverse faculty, staff and student body representative of the communities we serve.

Action Item 1: Increase fundraising for student stipends.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Increase merit-based stipend opportunities to incentivize high achieving diverse students	2023	President Deans Admissions	Enrolled students
Initiate and implement a sustainable annual fundraising campaign for need-based student stipends for diverse students.	2022	Director for Development	Goal 200K raised by spring 2023
Implement fundraising CRM software	March 2022	Director for Development	Software implementation

Action Item 2: Strengthen and enhance recruitment, matriculation, retention and graduation to continue to attract and retain a diverse faculty and diverse student body

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Enhance and improve academic and student support	2022-2023 Academic Year	LU/COP/COBS	Procedures, Support services offered
Improve assessment on the University level	2022	Registrar Assessment Committee	Procedures, new reporting workflows
Develop long-term reporting processes for licensure, programmatic and national accreditation	2022	LU/COP/COBS	Procedures, Workflows
Organize outreach activities to attract diverse high achieving students	2023-2024 Academic Year	Admissions COP/COBS	Admissions reports
Promote alumni participation in recruitment to encourage minority representation in the health professions.	ongoing	Admissions COP/COBS	Admissions reports
Promote alumni participation in Professional Medical and Pharmacy organizations to enhance minority representation in the health professions.	2023-2024 Academic Year	Director for Development and Alumni Affairs	Report to President
Quartely luncheon of the student leaders with the President	ongoing	President	Minutes
Provide and Improve Environment for Student and Community Events on Campus	ongoing	Facilities/President	Log of Activities

Action Item 3: Establish articulation agreements with colleges and universities for matriculation of students into Larkin University programs.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Maintain ongoing articulation agreements.	2022-2023 Academic Year	Admissions COP/COBS	Admissions annual reports
Procure additional articulation agreements with new colleges/universities.	2023-2024 Academic Year	Admissions COP/COBS	Admissions annual reports

Action Item 4: Establish affiliation agreements with universities for matriculation of graduates from Larkin University programs.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Maintain ongoing articulation agreements.	2022-2023 Academic Year	Dean COBS	Annual report COBS
Procure additional articulation agreements with new colleges/universities.	2023-2024 Academic Year	Dean COBS	Executed agreements

Action Item 5: Organize community events that demonstrate appreciation for diversity

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Implement appreciation of diversity into recurring celebrations	2022	HR director	Event report
Organize a variety of activities with LU community participation that highlight achievements of various minorities and educate about cultural differences	2022-2025	HR director Student Organizations/Students Faculty	Event reports/Participation records

Action Item 6: Engage with the local community to provide health-related education and services.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Promote student organizations to provide community service.	Ongoing	ADSAA, COP Director of Student Services, COP Student Organization Advisors, COP Academic Coordinator, COBS	Report submitted to Deans/CEO/BOT
Explore opportunities to connect and collaborate with other healthcare institutions in our community to provide health-related education and services.	October 2023	Dean COP Dean COBS Student Organizations Faculty COBS and COP	Activity log Survey for participants Report of services provided
Reach out to HS student to increase their awareness of health professions and research.	October 2023	Dean COP Dean COBS Student Organizations Faculty COBS and COP	Activity log Survey for participants

Action Item 7: Integrate internal and external students and post-graduate trainees in university research.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Offer research opportunities to current Pharm.D. and M.S. students.	2022-2025	All Faculty (Oversight from the Department Chairs and Deans)	Research publications and conference presentations
Offer national and international short-term research internships (1-3 months).	2022-2025	All Faculty (Oversight from the Department Chairs and Deans)	Research publications and conference presentations
Recruit short-term undergraduate students.	January 2023	All Faculty (Oversight from the Department Chairs and Deans)	Research publications and conference presentations
Institute a research trainee visa program.	August 2023	Deans President Registrar	Research publications and conference presentations

Strategic Goal 4: Provide opportunities and resources that enhance the recruitment and retention of outstanding faculty and staff.

Action Item 1: Establish clear channels of communication for all LU employees which encourage cross-departmental collaboration and consistency.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Implement a staff council	Fall 2022	President	Council appointed
Establish regular quarterly town halls for all employees	Spring 2022	President	Report from needs assessment
Revitalize the monthly newsletter	Summer 2022	President HR Director Dean COBS Dean COP CFO	Published Newsletter
Implement monthly research seminars to facilitate research collaborations across all colleges and departments	Jul 2022-Jul 2025	COP/COBS	Participation logs
Restructure President's council to allow stand-by members	Spring 2022	President	Agenda/minutes
Fully Digitalize Approval Workflows	Spring 2022	President CFO Human Resources	Software and workflow implemented
New Intellectual Property Policy that incentivizes faculty	Spring 2022	President Faculty Affairs Committee Attorney	Policy and procedure
Review all communication workflows and propose improvements	Autumn 2022	President's Council	Report implementation of new workflows

Action Item 2: Enhance employee benefits for improved recruitment and retention of highly qualified faculty and staff.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Conduct an employee needs assessment/employee satisfaction to evaluate current benefits, including health insurance, professional development opportunities and funding, time-off, and retirement contributions.	Fall 2022	Human Resources Director President	Report to President
Review current benefits to determine alignment with employee needs assessment.	Spring 2023	Human Resources Director Deans CFO President	Report to President
Implement new strategies for improved recruitment and retention of faculty and staff.	Fall 2023	Human Resources Director President	Policies, Changed benefits, Opportunities
Review of current on board processes, training and introduction to technology of the colleges and university	Fall 2022	Human Resources Director President	Updated procedure
Determine areas of strength and for improvement to support diversity among students, staff, and faculty.	Spring 2023	Human Resources Director President	Report to President
Implement strategies to improve a supportive culture of diversity for staff and faculty.	Fall 2023-Spring 2024	Human Resources Director President	Policies, Initiatives, Activities

Action Item 3: Explore educational opportunities for the LU community.

Action Step	Timeline	Person(s) Responsible	Outcome Indicator
Implement continuing education opportunities designed for the needs for the LU community.	Fall 2022-2024	HR Director Dean COBS Dean COP	Enrollment in educational program and successful completion

CEO=Chief Executive Officer; BOT=Board of Trustees, COP=College of Pharmacy, COBS=College of Biomedical Sciences, ADAA=Assistant/Associate Dean of Academic Affairs and Assessment; EC=Executive Committee; ADSAA=Assistant/Associate Dean of Student Affairs and Admissions; CFO=Chief Financial Officer