

**Lincoln University**  
**of the Commonwealth System of Higher Education**  
**2021-2022 Operational Budget Request**

President's Statement

Founded in 1854, Lincoln University is the oldest chartered historically Black university in the nation. A viable contributing higher educational institution in the Commonwealth of Pennsylvania, Lincoln has an international focus and provides degrees at both the undergraduate and graduate levels. With a strong commitment to the liberal arts and an entrepreneurial spirit, Lincoln prepares students to succeed in a rapidly changing economy. Additionally, the university produces graduates with a special appreciation for social and global concerns.

As the Commonwealth continues to distinguish itself as a leader in higher education, Lincoln is a major player. One of only two historically Black institutions in the state, Lincoln University provides an important niche in the diverse array of educational options provided by the state. While the University serves a diverse student population, it has an especially positive impact on individuals from under-resourced families. Lincoln University ranked number one among all four-year universities in Pennsylvania for student mobility (percentage of students who come from families in the bottom fifth of incomes and end up in the top fifth of incomes) according to a 2017 study published by the Equality of Opportunity Project.

Lincoln University also contributes significantly to the local and regional communities. A recent study published by the United Negro College fund revealed that Lincoln generates about \$115 million in total impact for the surrounding economies. Lincoln University has strong partnerships throughout the state and employs more than 400 individuals making it one of the largest employers and major contributor in sustaining the economy of southern Chester County. The study further shows that for every job created on the Lincoln University campus, another 1.3 public –and private sector jobs are created off campus because of the institution's related spending.

We are grateful to the Commonwealth for the generous increase in support offered over recent years and the CARES funding that the State provided to institutions of higher education to assist with the many needs that arose due to the Covid-19 pandemic earlier this year. These increases help the University address high priority areas. The nearly \$730,000 increase to our base appropriation is being used to further support tuition discounts and scholarships as well as to support new faculty and staff positions. Some of the dollars are also supporting internships and undergraduate research opportunities for our students.

Early data is suggesting that these efforts are having a positive impact on student success. Most important is that we were able to offer more institutional grants to students with the greatest need retaining nearly all of our students who fall short of the financial resources needed to remain enrolled. We had more than a quarter of our students participate in high impact activities such as internships, study abroad, undergraduate research and community service learning. We have also been able to increase our faculty numbers by five and are prepared to hire four more new faculty members this academic year.

These efforts are helping to improve the university's overall reputation. Most significantly, Lincoln was reaccredited by the Middle-States Commission on Higher Education in June, 2019. Being reaffirmed signals that Lincoln University continues to meet strict and rigorous quality standards which helps in

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maintaining a valid, credible reputation among fellow institutions, students and the public. Additionally, recent rankings in U.S. News and World Report continue to place Lincoln University in the top 20 among all historically Black institutions. Another ranking of note is that Lincoln is ranked among the top public universities in the Northern region. Finally, upgrades in our credit rating also signals a positive trend for Lincoln. Moody's Investor Services upgraded Lincoln from a stable to a positive outlook. The agency credited our solid operating performance and timely support from the Commonwealth as the reasons for the upgrade. None of these positive evaluations could have been achieved without the generous support of the State.

We are asking that the University's level of support from the Commonwealth be increased further so that we can continue to transform the lives of the students we serve. Our current Appropriation accounts for about 20% of our overall operating budget. While 1/3 is used to offer tuition discounts for the more than 53% of our students (graduate and undergraduate) from the State of Pennsylvania, 2/3 of the Commonwealth dollars support crucial aspects within our educational enterprise.

Another 70% of our operating dollars are derived from student tuition and fees. Lincoln has experienced healthy enrollments over the last several years, however tuition dollars never fully cover the marginal costs associated with offering a high quality education. Tuition revenue versus educational expenditures are further compressed because of the institution's tuition freeze policy which maintains a student's tuition at the same level for a four-year period allowing families to better plan for educational expenses. While this has contained costs for our students, we continue to experience increases in utilities, health insurance and other fixed costs associated with operating a campus. Moreover, donor dollars only contribute about 3% to our overall operating budget. This means that, basically, costs associated with educational goals and auxiliary functions are outpacing Lincoln's levels of revenue.

Our greatest need continues to be additional dollars to support increasing the sizes of our faculty and staff so that we may better achieve our educational goals. This is especially the case because we serve a large first-generation, low income group. Nearly half of our students come from families whose yearly income is below \$40,000. Students from these backgrounds possess great potential, but have not had the broad experiences that prepare them to be good consumers of educational opportunities. Lincoln University needs sufficient personnel to help guide these students along the trajectory of excellence.

Then too, it is imperative that we garner more resources to support co-curricular opportunities such as internships, undergraduate research and study abroad. Data shows, for example, that college graduates who have had the opportunity to participate in at least one paid internship are 15% more likely to land a job than those who have not had such opportunities. Moreover, these types of experiences are found to positively affect the depth and complexity of learning. This has been found to be especially so for individuals from low-income families, ethnic minority backgrounds and those who score relatively low on standardized tests. These statistics reflect a large portion of the students served at Lincoln University.

Additionally, funding support is needed to invest in faculty and staff development towards best practices for developing and honing essential skills. The 21<sup>st</sup> century economy is best characterized as global, dynamic and knowledge based. Many of the shifts and changes in industry are fueled by rapid advances in science and technology. As a result of these factors, the world is experiencing unprecedented levels of

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global competition and market disruptions. In response, many higher education experts suggest that universities redouble efforts to develop and hone students' intellectual and interpersonal skills towards producing graduates able to tool and retool as warranted. Ensuring that Lincoln's curricular and co-curricular opportunities serve as vehicles for practicing and mastering important skills like writing, critical-thinking, teamwork, cultural-competency and leadership will require greater investment in the development of faculty and staff.

Finally, more state support towards building and sustaining ubiquitous information technology on our campus is greatly needed. High quality education must be supported by a state-of-the-art living and learning environment. At the heart of this goal are a stable technology infrastructure and the ability to keep pace with changes and advances. Additionally, like many institutions of higher learning, Lincoln was faced with the need to implement and devise many technological systems and tools to navigate the changes in the delivery of education brought on by the Covid-19 pandemic. Dedicated investment from the Commonwealth for this need would guarantee that Lincoln remains current and able to support a stellar living-learning experience for our students.

Lincoln University has been transforming the lives of individuals from vulnerable communities since 1854, more than 10 years before the emancipation of the race. This is a distinction held only by the State of Pennsylvania. The University has benefited greatly from the Commonwealth's support for many years. We appreciate the funding and hope that the State considers increasing its investment.

Sincerely,

*Brenda A. Allen*

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President

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**\$17,000,000**

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The State Appropriation helps Lincoln University keep its tuition and fees competitive, thereby reducing barriers to access and opportunity. Moreover, this fund helps to support several aspects that directly impact the quality of education offered by the institution.

The funding will help Lincoln to:

- Provide tuition and fee support in the form of tuition discounts and scholarships. \$9,000,000
- Increase faculty size to support increased enrollments (20 new positions). \$2,000,000
- Increase Academic and Student Support Staff (8 new positions). \$ 500,000
- Increase funding for Co-Curricular Opportunities (Internships, Undergraduate Research, Study Abroad -- 100 additional opportunities). \$ 600,000
- Increase funding to support faculty development specifically in areas of teaching related to 21<sup>st</sup> century skill development. \$2,000,000
- Provide support for other faculty development opportunities towards increasing excellence as teach/scholars. \$ 500,000
- Modernize the network infrastructure (complete campus network wiring and switch upgrades in buildings; complete VoIP phone system upgrade from old analog PBX; acquire technology consulting/staffing to support new technologies, particularly important during the new delivery methods of education required due to Covid-19; complete the installation of wireless capability for entire campus. \$1,000,000
- Support progress towards the replacement and upgrading of the academic/administrative software systems. \$ 500,000
- Deploy upgraded modern computer systems and software for our students to increase their preparedness and competitiveness in a highly technology driven 21<sup>st</sup> century. \$ 500,000
- Provide upgraded and modernized computer systems and software for our faculty and also provide increased professional development opportunities utilizing modern technologies. \$ 400,000

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**HISTORY OF COMMONWEALTH FUNDING  
2016 – 2021**

	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Actual 2020-2021	Requested 2021-2022
Commonwealth Appropriation	\$14,436,000	14,869,000	15,166,000	15,166,000	17,000,000

For Lincoln University’s 2021-2022 Operating Budget Request, we are requesting \$17,000,000 from the Commonwealth of Pennsylvania to continue providing a positive educational environment as we seek to Advance Lincoln University’s Legacy of Excellence. This represents a \$1.9 million increase to our base appropriation, an additional investment that will help to support our campus and our state.