

Commemorative issue 2017

LYNN



President Kevin M. Ross with students in the Mohammed Indimi International Business Center, one of several new facilities called for by *Lynn 2020*.

“To all of you who have been a part of the *Lynn 2020* journey—employees, students, alumni, parents and friends—thank you for believing in our vision and helping us achieve it.”

Kevin M. Ross
president

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The journey that was *Lynn 2020*



Dr. George C. Keller

In January 2005, we engaged Dr. George C. Keller, an award-winning strategic planner and one of America's leading scholars of higher education, to help us create a strategic plan for Lynn University.

Over the next four months, George got to know us well, conducting interviews and research, and meeting regularly with our 17-member strategic planning committee. The result was *Lynn 2020: The Strategic Plan for Lynn University*. "2020" referred to the 15-year plan's projected end point and the three "I's" in its vision statement, which became a sort of campus clarion call: "Lynn's vision is to be recognized as one of the most innovative, international and individualized small universities in America."

Now, here we are, less than 13 years later, with the plan and a couple of extras—the 2012 presidential debate and iPad initiative—complete. Well done, everyone! This accomplishment belongs to all of you. George called it a "major and persistent act of the faculty, trustees, alumni, president, vice presidents, teams and coaches and interested friends of venturesome higher learning." I say it another way: "Lynn gets it done."

It's been a journey filled with ups and downs, but overwhelmingly ups. With the Dialogues and iPad initiative, we've transformed teaching and learning, and with amazing new facilities and enhanced technology, we've transformed the campus. We've created new learning models including accelerated degree programs and academic partnerships. We've fostered Fighting Knights champions with an unwavering focus on spirit, service and strength. We've enhanced our efforts to help students become successful global citizens, with expanded study abroad, service learning, internship and career opportunities. We've improved the Lynn experience by creating 24/7 campus dining, peer mentor and leadership development programs, and a new take on student orientation called Lynn Launch.

Along the way, we've learned a lot about ourselves. We've developed a sort of persistent patience to pursue the right opportunities at the right time—and in the proper sequence.

Call it the perfect blend of strategy and serendipity. Here's a powerful example. The completion of the Keith C. and Elaine Johnson Wold Performing Arts Center in 2010 provided an ideal venue for the 2012 presidential debate. The many campus improvements—new entrances, added parking, new energy plant, relocated nature preserve and more—paved the way for important future facilities, such as the Mohammed Indimi International Business Center, the Mary and Harold Perper Residence Hall, Bobby Campbell Stadium, Perper Intramural Field, Snyder Sanctuary and Christine E. Lynn University Center. The technology upgrades provided the infrastructure essential for the iPad initiative.

You'll read all about it in this special edition of *Lynn* magazine. To all of you who have been a part of this journey—employees, students, alumni, parents and friends—thank you for believing in our vision and helping us achieve it. I especially thank our donors who generously funded scholarships and our new buildings. Without their support, our accomplishments would not have been possible. I'm grateful, too, to George Keller. George passed away in 2007, and our strategic plan was his last masterwork. While he didn't live to see us complete it, he was confident we would.

What a journey *Lynn 2020* has been. When you venture out into new territory, you're filled with anticipation and excitement—and a little uncertainty. You have an idea of how you'll reach your destination, but you're not 100 percent sure about it until you arrive.

We have arrived—not at our destination, but at a significant milestone. Today, Lynn University is recognized as one of America's most innovative, international and individualized small universities. We're on our way. Wait until you see what's next.

Kevin M. Ross
President

A handwritten signature in black ink that reads "Kevin M. Ross". The signature is written in a cursive style.

College reimagined.

“Lynn will recast, partially restructure, and intensify the focus of its academic offerings.”

Lynn 2020:
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Dr. Matteo Peroni, assistant professor of marketing in the College of Business and Management, uses an iPad and device measuring brain activity to show how consumers react to commercials.

It was no accident that *Lynn 2020's* first priority was academics. After all, to build what plan author George Keller called a “modern house of higher education,” you must start with the foundation.

Faculty took on the first major task: reinvent Lynn’s core curriculum to more fully engage students and better prepare them for success in a global society.

“It was hard work,” President Kevin M. Ross said, “and they did it in one year.”

The result, the Dialogues core curriculum, capitalizes on two Lynn strengths—innovative teaching and small class size. Emphasizing in-depth reading and discussion, the Dialogues teach students to think critically, communicate effectively and solve problems creatively—skills highly prized by employers.

As part of the Dialogues, faculty created a new academic term called January Term or J-Term.

During its three weeks between fall and spring semesters, students explore subjects beyond their majors. Sophomores through seniors can study abroad to learn firsthand about language and culture. Or they can get a head start on the future by taking career and graduate school preparation courses. But in freshman year, everyone focuses on community service through the Citizenship Project J-Term course.

It’s a commitment dating back to Lynn’s early years as Marymount College, when faculty and students assisted children of migrant farm workers. Since then, our students and faculty have helped many more people in need around the world—including Haiti. During a Journey of Hope service trip to that nation in 2010, four students and two faculty members died during a massive earthquake.

“In many ways, it was a turning point for us as an institution,” said Gregg Cox, vice president for academic affairs. “It crystallized the importance of our students’ and faculty’s work abroad.”

“These six individuals are forever a part of our history and heritage,” said President Ross. “Our growing social impact efforts build upon their important work.”



The 2010 Journey of Hope included (seated, from left) Paul Tyska, Lindsay Doran, Nikki Fantauzzi, Richard Bruno, Christine Gianacaci, Daniela Montealegre, Britney Gengel, Stephanie Crispinelli, (standing, from left) Patrick Hartwick, Michael DeMatteo, Courtney Hayes, Julie Prudhomme, Thomas Schloemer and Melissa Elliott.



Praise for the Dialogues

“Lynn’s newly articulated educational vision is inspirational. ... Lynn has created a dynamic and coherent design for the college curriculum and for student accomplishment.”

Association of American Colleges and Universities
newsletter (Jan./Feb. 2010)

“Lynn University in Florida finds a way to answer general critiques of academic quality: a return to a retooled core curriculum.”

Inside Higher Ed
“Ramping Up Rigor” (Feb. 2, 2011)



Students help those in need through The Citizenship Project and Knights Unite Day of Caring.

Learning at Lynn is active and engaging, with in-depth class discussions and community service.

iPad-powered learning

With the Dialogues established and new technology infrastructure enabled by debate preparations (see 2012 presidential debate section beginning on page 13), Lynn was ready to move forward with its next innovation: iPad-powered learning.

Lynn's leaders envisioned a modern learning companion that would deliver the Dialogues curriculum in a rich, interactive environment. After evaluating various devices, Lynn chose Apple's iPad and tested it in a small pilot program.

"The technology made it easy for us to take the written word and enhance it with videos, quizzes and other things," said Cox.

On Aug. 25, 2013, Lynn launched one of the most extensive tablet-based learning efforts in all of American higher education, handing out more than 600 iPads to incoming students. In one lightweight, robust device, students had their course materials, including free Lynn faculty-written textbooks, plus productivity-boosting apps.

Not only do Lynn's digital textbooks deliver substantial cost savings to students (up to 90 percent, compared to traditional textbooks), they better engage students. Students no

longer merely read content; they experience it. And the content is created by their professors specifically for Lynn's curriculum.

The ability to create digital textbooks "has reinvigorated the faculty," Cox said. "It's given them the opportunity to go back to their discipline, delve into current research and produce something that's timely and useful to their students."

They're doing so in increasing numbers. Forty-two Lynn faculty members have authored 60 texts, up from 15 faculty writing seven texts in 2013. To support their work, Lynn created the Lynn University Digital Press, the only university press in Florida and one of a few nationally dedicated to producing faculty-written e-books. Overseen by library director Amy Filiatreau, four staff members provide editing, design and copyright compliance.

Faculty have also tapped into the iPad's potential to become more creative teachers. Each year, they learn new techniques and exchange ideas in faculty development sessions coordinated by Mike Petroski, Lynn's director of faculty development and an Apple Distinguished Educator. To date, Lynn has offered more than 500 sessions. Nearly 30 faculty members have the certification Apple Teacher.

Continued on p. 10



The iPad inspires creativity and fosters collaboration inside and outside the classroom.



"If I need some feedback on a piece of music I'm working on, I play the recording for my professors on my iPad and I get their comments right there."

Alfredo Cabrera
senior, music composition

iPad success

Lynn's iPad-powered learning is a hit with students. Take a look at these findings from a fall 2016 survey:

89%

say the iPad better connects them with their classmates.

97%

think the iPad will contribute to their learning experience.

77%

say the iPad influenced their decision to attend Lynn.

63%

say Lynn's faculty-written digital textbooks are more effective than traditional books.



Better, faster, cheaper

Lynn rethinks college textbooks

Lynn University's digital textbooks benefit not only learning, but also students' and parents' wallets. In 2016–17, Lynn's free faculty-written textbooks saved them an estimated \$250,000.

It's welcome relief. According to Bureau of Labor Statistics, the cost of traditional college textbooks has soared by more than 1,000 percent since 1977. More and more, students and families are feeling the pinch. Consider these statistics*:

- 49 percent of students say they'd choose one university over another if textbooks were free.
- Students say having no textbook expenses is more important than small class sizes, a high graduation rate or renowned faculty.
- 65 percent of students have opted out of buying a textbook due to high cost. Of those, 94 percent say they worried their grades would suffer as a result.
- 82 percent of students say they would perform better in a class if the textbook were free.

And for students who need printed texts? Lynn again has found a better way. The Lynn Library has built a collection of traditional print texts, including at least one copy of every required textbook. Students can check them out and scan or copy what they need, eliminating the need to buy the texts.

"This option is extremely popular," said Amy Filiatreau, Lynn Library director. "These texts were checked out more than 3,100 times during 2016–17. Plus, the library is working with faculty to gradually replace print textbooks with open-access, freely accessible content or library-licensed e-books. Replacing just five traditional textbooks with these e-resources saved Lynn students about \$70,000 last year alone."

*Sources: Neebo Spring Textbook Survey, 2014; "Fixing the Broken Textbook Market," U.S. PIRG Education Fund; Student Textbook and Course Materials Survey (March and April 2016), Florida Virtual Campus

A new college for digital artists

In purchasing the assets of Digital Media Arts College (DMAC), Lynn will offer a combined curriculum providing students hands-on practice in animation, design and media.

Lynn's new Eugene M. and Christine E. Lynn College of Communication and Design will include programs in graphic and web design, game art, animation, visual effects, advertising, public relations, multimedia journalism, and film and television.

The agreement allows Lynn to add new programs, faculty, technology and facilities. It also ensures DMAC students will enjoy the same programs by the same faculty at the same tuition rates. DMAC students will gain access to additional academic majors and enhanced student services on Lynn's campus including student housing, 24/7 dining, health and wellness facilities, recreation center and career center.

"Lynn and DMAC both share a focus on learning by doing. The newly combined programs will blend hands-on theory and practice in design and media to cultivate innovative thinking and career-oriented creators," says Lynn President Kevin Ross. "This agreement supports our *Lynn 2020* strategic plan by expanding our academic offerings and our local footprint."

Lynn will gain 33,600 square feet of additional space approximately 1 mile from the main campus. This expansion will be used to create studios and offices for faculty and staff.

New learning models

Lynn 2020 called for Lynn "to become a forerunner institution, a different kind of learning center, an independent, innovative 21st century university that is unusually devoted to preparing students for the future."

Lynn's answer? New learning models to better meet students' needs—from expanded communication offerings and accelerated degree programs to academic partnerships offering specialized study in technology and social entrepreneurship.

"It's all about offering students more opportunities," Cox said, "and you won't find programs quite like these elsewhere. We're always looking for ways to add value to students' education."

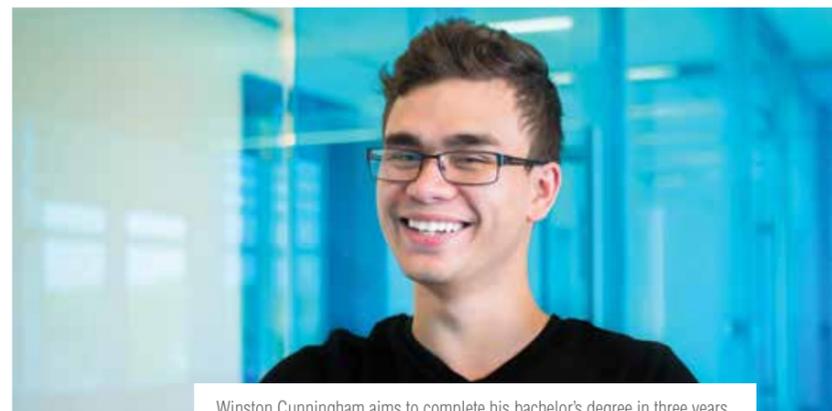
In September, Lynn announced that it signed an agreement to purchase the assets of Digital Media Arts College (DMAC), providing students additional academic offerings in graphic and web design, game art, animation and visual effects. With the expansion, Lynn's College of International Communication becomes the Eugene M. and Christine E. Lynn College of Communication and Design. (For details, see sidebar at left.)

Lynn's accelerated options include 3-year bachelor's, 3+1 master's and 3+3 law degree programs. More and more, highly motivated students are choosing them to save time and money. When it launched in 2009, the 3-year degree program enrolled 27 students. Today, more than 600 students are enrolled.

Winston Cunningham, a junior majoring in hospitality management, is one of them. "You save about \$50,000 by doing the accelerated program," he said, "and when you add the master's degree, you save a ton of money. I can complete my education faster and start my career sooner."

Through Lynn's academic partnerships, students' learning isn't limited to the boundaries of campus. In addition to their Lynn degree, students gain high-demand job skills via these options:

- Lynn+ Amani Institute:** Students pursue an MBA in social innovation management, learning business and management skills at Lynn and taking part in Amani's nine-month program: four months of on-site study in Brazil, Kenya and India, and five months of online study with international peers.
- Lynn+ Watson Institute:** Students earn a B.S. in entrepreneurship in 30 months, studying global development, social entrepreneurship and more via this partnership with Boulder, Colorado-based Watson.
- Lynn+ Wyncode Academy:** Bachelor's and master's students can gain coding expertise through bachelor's and master's programs of study offered with Wyncode, a leading development boot camp in Miami.



Winston Cunningham aims to complete his bachelor's degree in three years.



Founder of ASSET Education Tessa Zimmerman '16 is the first graduate of the Lynn+ Watson program.



President Kevin M. Ross (left) and Watson Institute at Lynn University President Andrew Lippi '13, '14. Their orange capes symbolize Watson's promise to "protect your courage" for entrepreneurs working to solve the world's toughest challenges.



Amani Institute class



Digital media students collaborating

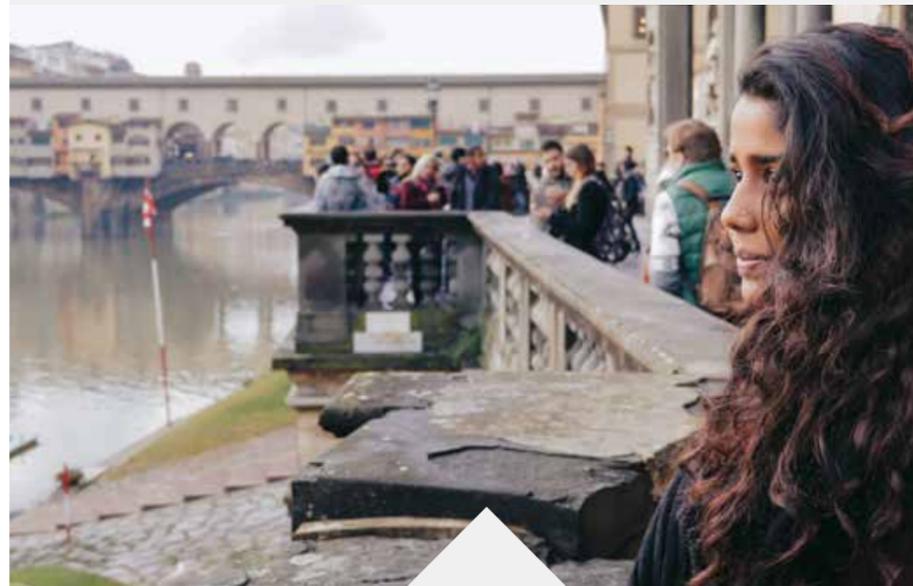


A Wyncode Academy class in Miami



9

times more Lynn students today participate in long-term versus short-term study abroad than five years ago.



“I studied business and psychology courses in Florence, Italy, and they all transferred back to my Lynn degree. And my parents loved that it was the same price.”

Shivani Shinde
junior, international business management

Important conversations happen here.

Expanded study abroad

Lynn 2020 outlined several initiatives for the university to build upon its international strengths. A key one was to “add programs abroad ... for immersion in their respective languages and cultures.”

In 2012, Academic Affairs revamped Lynn’s study abroad program, creating the Center for Learning Abroad. Its mission: to ensure every student has the opportunity to study abroad and experience a new culture during their time here. The center offers short-term, semester and year-long programs worldwide, and coursework completed abroad can be applied toward students’ degrees at Lynn.

Working with leading professional partners, the center today offers more than 50 courses in 20 countries. Since the center’s creation, the number of students studying abroad has increased by 80 percent. In 2016–17, the center awarded more than \$150,000 in study abroad scholarships.

“A university must innovate continually to take advantage of the changing demographic, technological, intellectual, and economic developments in society.”

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One of many pre-debate rallies on campus



Jennifer Murillo '14 honed her reporting skills during the debate.



Kevin Studer '15, '16 displays a few of his debate keepsakes.

There's not a word about hosting a presidential debate in *Lynn 2020*—or the iPad-powered learning it paved the way for. But, as the strategic plan advised, Lynn's leaders did recognize an unparalleled opportunity to educate students, engage employees and the community, and improve the campus.

And so, Lynn submitted its application to the Commission on Presidential Debates (CPD). The new 750-seat Keith C. and Elaine Johnson Wold Performing Arts Center and an ideally situated campus made Lynn a top contender. But most of all, as President Kevin M. Ross has said, "it was the collective will of everybody to get it done."

Did you know?

Lynn was the youngest school to host a modern presidential debate.

On Oct. 21, 2011, the CPD sent Lynn good news: Lynn would host the third and final presidential debate on foreign policy between incumbent President Barack Obama and former Massachusetts Governor Mitt Romney. It was a win-win. Hosting the final debate in a hotly contested election assured high viewership, and foreign policy was a perfect theme for a university with students from 100 nations.

Lynn had a year to prepare and immediately went to work, building two new entrances and parking, moving the campus nature preserve, configuring the Wold Center to the commission's exact specifications, transforming the gym into a media filing center, and creating an independent power system, candidates' dressing rooms, and dining and catering spaces.

IT put into place essential technology, including a wireless network to support 3,000 to 5,000 additional users, a separate data center and a 1,300-line telephone system. The upgrades were critical for Lynn's future iPad initiative to launch in August 2013.

Campuswide, employees collaborated on election-themed events, a presidential history library exhibit, transportation services, volunteer coordination and credentialing.

Faculty masterminded the educational component, tailoring more than 100 Lynn classes to the debate. "Our classes were completely debate-focused," said Kevin Studer '15, '16, today an adjunct professor in the College of Communication and Design. "Our professors used their class time to educate us about the candidates. As a first-time voter, it was incredible being able to walk into the polls and know exactly what each candidate stood for and against."

Faculty also created a K-12 debate curriculum available for download, and several of them, including the College of Arts and Sciences' Dr. Robert Watson and Dr. Marcheta Wright, were regularly interviewed by media.

"I spoke to dozens of journalists and politicians from across the country," said Watson, professor of American studies. "Many of them commented to me that they had been to several presidential debates, but the Lynn debate was, by far, the best-run. They felt that the people at Lynn were the friendliest, most accommodating debate hosts."

Students also did their part, serving as volunteers assisting the CPD. Studer said, "I worked events, worked with the press and even changed the debate countdown signs nightly."

When the big day came, Lynn was ready. More than 59 million people worldwide watched the debate on TV—numbers that call to mind a famous annual football game.

"Hosting a presidential debate is like hosting the Super Bowl," Watson said. "The debate put Lynn on the international stage and gave us a chance to show the world that this campus is a special place. But I think the real highlight of the debate was that Lynn students had a front-row seat to history in the making."

And some had actual seats—Studer among them. "I was one of the lucky few to win a ticket into the debate hall," he said. "Being only two and a half months into school and sitting in the same room as the president and the man who could've been the next president was an experience I'll never forget. I still smile with pride when I say I was part of something so incredible."

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Robert Watson
professor of American studies





We don't do clock towers.

“Lynn will complete the construction of its campus and provide for better technological and scientific equipment.”

Lynn 2020:
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Christine Lynn, center, reviews blueprints for the Christine E. Lynn University Center.

College administrators love accolades lavished on their universities. But old-school Top 10 lists—“Best Gothic Architecture” or “Tallest University Clock Tower”—are categorically un-Lynn.

“We don’t do clock towers,” said President Kevin M. Ross.

What do we do?

We do sleek, efficient, state-of-the-art buildings that tell the story of higher education today: environmentally friendly and student-friendly spaces designed to nurture mind, body, spirit and community. Lynn’s buildings multitask, serving many functions and a variety of users, so nothing is wasted, including the sunshine (massive glass walls and windows are a hallmark of the new Lynn aesthetic).

Nowhere is the school’s what’s-next thinking more evident than in the building projects of the *Lynn 2020* master plan. Lynn understands that today’s digital-native students are accustomed to a phone upgrade every year and having dinner delivered via an app, so campus planning must be just as flexible and innovative.

“You can do amazing things with a strategic plan that’s lofty, that stretches you,” said Greg Malfitano ’73, ’75, senior vice president for development and administration. “But you also have to have the drive and the love for the school to get things done.”

Key word: *done*. *Lynn 2020* called for a new residence hall, business school, performing arts center and student center, four building projects in all. Remarkably, by fall 2017, Lynn had completed 12 major campus enhancements (see timeline on p. 24). The school’s largest project to date, the Christine E. Lynn University Center, is also well under way.

“That’s the big one, the dream,” Malfitano said. “But every project is special to us.”



The construction site for the brand-new university center can be seen here at the center of campus.

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Greg Malfitano
'73, '75, senior vice president for development and administration

In addition to new construction, the unprecedented over \$100 million raised for *Lynn 2020* also ensures upgrades of current facilities. The Assaf academic building and the Lynn library are receiving state-of-the-art upgrades to systems and equipment. The Eugene M. and Christine E. Lynn College of Communication and Design and the Burton D. Morgan College of Aeronautics stay ahead of trends in equipment and technology, another priority specified in the plan. Some upgrades, like energy-efficient windows and new science labs, are funded by Lynn’s deferred maintenance plan, but still help the college achieve its *Lynn 2020* goals.

“Our physical plant is 55 years old,” Malfitano said. “Maintenance is important.”

New construction, though, points to our future.

The model is the Mohammed Indimi International Business Center. It is designed for collaboration and multiple modes of learning. Its modern classrooms and offices are connected by bright glass corridors, reinforcing community

even in passing. Next-era technology in suites, labs and study rooms creates its own digital world, linked to the larger digital universe.

“And it’s a beautiful building,” Malfitano said. “That’s Lynn, too, making it beautiful and functional.”

The Indimi Business Center also reflects the college’s commitment to sustainability. It features 100 percent reflective roofing, 21 percent of building materials made from recycled content, and maximized exposure to natural light.

The result is an honor that is categorically Lynn: LEED Platinum certification, awarded by the United States Green Building Council. The two projects that followed the example of the Indimi Business Center—the Mary and Harold Perper Residence Hall and the forthcoming Christine E. Lynn University Center—are also on track for LEED certification.

Building boom

Take a photographic tour of a few of the new campus projects inspired by *Lynn 2020*.

- 2010** Perper Tennis Complex
Keith C. and Elaine Johnson Wold Performing Arts Center
- 2012** Sheetz main entrance and guard house
Remembrance Plaza
Benjamin Olewine III Preserve
- 2014** Bobby Campbell Stadium
Mohammed Indimi International Business Center
- 2015** Snyder Sanctuary
Mary Ann and Harold Perper Intramural Field
- 2016** Sylvester Center at the Institute for Achievement and Learning
Yvonne S. Boice Circle of Flags
Expanded parking
- 2017** Mary and Harold Perper Residence Hall
- 2018** Christine E. Lynn University Center



Keith C. and Elaine Johnson Wold Performing Arts Center

Opening act.

In 2010, the Wold Performing Arts Center kicked off Lynn’s building boom. Audiences love the setting for Live at Lynn and the Philharmonia, but it’s a must for history buffs, too. A commemorative coin is adhered to the Wold’s stage floor, the actual coin tossed to determine who would speak first at the 2012 presidential debate. Mitt Romney won the toss. President Barack Obama, of course, won the election.



Remembrance Plaza

A place of reflection and inspiration.

When an earthquake struck Haiti in 2010, four Lynn students and two faculty members were killed while performing community service there. To honor its beloved community members, the campus mobilized to build a memorial that would forever tell their stories.

“You can’t plan for tragedy,” Malfitano said. “But we knew as a community that we had to do something that would honor their legacy long beyond our own lives.”

In 2012, Lynn dedicated the Remembrance Plaza in honor of Stephanie Crispinelli, Britney Gengel, Christine Gianacaci, Courtney Hayes, Dr. Richard Bruno and Dr. Patrick Hartwick.

Game changers

Bobby Campbell Stadium and the Indimi Business Center take Lynn to a new level.



Bobby Campbell Stadium (top)
Mohammed Indimi International Business Center (bottom)

Function and form.

In 2014, two big projects made function as important as that sleek Lynn style. Bobby Campbell Stadium keeps fan families happy, with fenced green spaces so parents of small children can watch the game without worrying where their kids have wandered. The Indimi Business Center's openness and technology make collaboration simple and seamless.



Snyder Sanctuary

Old school versus new school.

In 2015, Lynn created something completely new school in contrast to the old school landmark of a campus clock tower. The all-faiths Snyder Sanctuary stands as an emblem of the university's modern vision, an elegant, sculptural design inspired by nature's spiral forms.



Yvonne S. Boice Circle of Flags

A banner idea.

In 2016, businesswoman Yvonne S. Boice funded an endowment to maintain the 100+ flags offering a warm welcome to campus visitors. The flags had been installed on the university's 40th anniversary in 2002 at her suggestion and were officially dedicated 14 years later. The flags represent the home countries of Lynn's student body.



Mary and Harold Perper Residence Hall

This is a dorm?

In 2017, Lynn's upperclassmen moved into their new digs at the Mary and Harold Perper Residence Hall. The apartment-style suites feature contemporary furnishings and top-of-the-line common spaces (stainless steel gas grills and big-screen TVs), plus a location on campus that can't be beat.

The suite life

The Mary and Harold Perper Residence Hall offers stylish, loft-style housing to Lynn upperclassmen. It has all of the amenities of a modern apartment, but the convenience and perks of on-campus living.



Mary Ann Perper



Christine E. Lynn University Center

Coming
soon

The Christine E. Lynn University Center will be much more than just a stunning building; it will create a central gathering place for the social, artistic and intellectual lives of Lynn students and community. The center will be home to dining, collaboration rooms, a campus store and mailroom, student government offices and activities rooms.

All styles
welcome.

“The admission office should develop a recruiting plan, with a clear strategy and priorities to enhance even greater geographical diversity, while maintaining its excellent percentage of international students.”

Lynn 2020:
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A smart, cheerful tour guide makes a powerful first impression (especially when it's 82 degrees in February).

When building its game-changing admission tour, the university focused on five clever touchpoints to prospective students.



2. Feed them.

Two words: ice cream. If a student doesn't fall in love with on-demand soft-serve, there's always the vegan station.

"We anchor the tour around lunch," Hamill said. "At Lynn, we love to eat and we love to talk. Lunch gets them in on the conversation."

Gareth Fowles '99, '01, vice president for enrollment management, said the recruitment program that supports the tour is meant to attract students who really want to be at Lynn.

"Connecting with the right student correlates to better retention rates," he said, "and better graduation rates."

Welcoming all styles means in-state, out-of-state, international, Institute for Achievement and Learning students and athletes, from all backgrounds, lactose-loving or vegan. The goal, Fowles said, is a student body that looks like the world.



4. Walk slowly by the hammocks.

The focus of Lynn's campus tour is on outcomes (jobs), internships, safety, faculty members and course offerings.

It doesn't hurt to take a detour by the hammocks, though. "The campus itself and the weather are still selling points," Hamill said. "But they're just one part of the Lynn experience."

The students who lead the tour are given weeks of preparation, focused on school offerings and its history, as well as public speaking tips. But Fowles insists that every tour follow its own unique path, not a script.

"I want our ambassadors to tell their own stories and to tell the whole authentic story of Lynn," he said. "Parents might not want to hear it, but when the tour guide tells what actually happens in college, the student knows they're hearing the truth."

1. Say their name.

Students who visit Lynn for the admission tour see their names on display no less than six times, from a monitor in the lobby to a reserved table in the dining commons.

"Even the person manning the guardhouse knows their name," said Taryn Hamill '08, '10, associate director of enrollment management. "It's a great first impression and reinforces that we're glad they chose to visit Lynn."

That personal touch impacts students' enthusiasm level: 92 percent of admitted students in the classes of 2015 and 2016 said Lynn was their first- or second-choice school.

Even years later, that first glimpse of their name on a personalized parking space remains a bright spot.

"They light up when I ask them about that signature moment," Hamill said. "It's a big deal."



3. Grab a professor.

Before *Lynn 2020*, the admission tour took place four times a day for an hour. Now, the tour is three hours long, twice a day, by appointment. Counterintuitively, this change has increased the number of tours per year by 570.

The tour is intentional and academic-minded: Entrepreneurship students might ask questions of a business professor in the Snyder Idea Lab; an aviation student might check out the planes with a flight instructor.

"Faculty have made this program successful," Hamill said. "It's like we have an army of admission counselors across campus."

Like the tour, Lynn in general has become more academic, incrementally tightening its selectivity since the start of *Lynn 2020*. The grade point average of entering freshmen has jumped from 2.7 to 3.0, and SAT scores have increased by 65 points.



It's working. Students who visit Lynn for the admission tour are 71 percent more likely to enroll.



5. Welcome all ages, too.

A high school junior making the rounds the summer before senior year is the typical tour. But Lynn isn't typical.

The college has worked hard to attract graduate students, and its enrollment increase of 78 percent is one of the most remarkable successes of *Lynn 2020*.

"I can't say enough about (director of graduate and online admission) Steve Pruitt and his team," Fowles said. "They have created so many educational partnerships with local companies, including Office Depot and Jardin. The response has resulted in the largest graduate enrollment in the history of the college."

A graduate tour focuses on what matters to a 25- to 50-year-old student: the bottom line. In most cases, it's just one year to complete a master's degree, with no GMAT required, and it costs less than \$26,000.

Praise for Lynn's campus visit experience

"Students and parents regularly comment on how different the experience is from the tours they've gone on at other colleges and universities."

Inside Higher Ed

"The faculty member at lunch has been briefed on your hometown and intended major. How do they know all this stuff? Visitors preregister and are then called to find out their interests."

The New York Times

Work hard. Play hard.

“A major effort should be undertaken to improve student life, retention and services.”

Lynn 2020:
The Strategic Plan for Lynn University



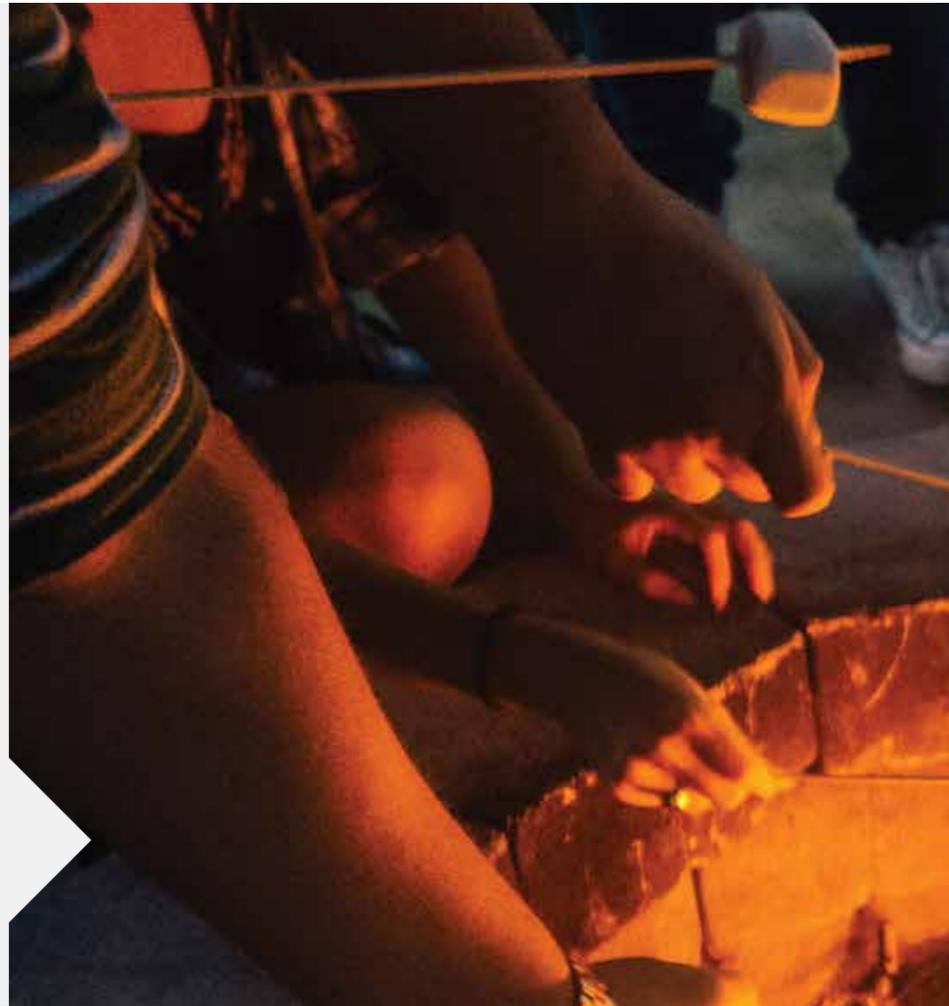
Student affairs is broad, encompassing many programs, students, staff and initiatives—everything from Greek life to parking, campus ministry to housing. Appropriately, it was given a broad directive simply to “improve” in the *Lynn 2020* strategic plan.

Student affairs, however, chose to be very specific in response.

They created (or improved) programs to prepare Lynn students for future success, and just as many to help them blow off a little steam. Therein lies the tricky yin-and-yang of student affairs, a work-hard, play-hard approach that is the very essence of modern college life.

“We have been very intentional over the past seven or eight years to focus on the needs of our students,” said Dr. Anthony Altieri '09, interim vice president for student affairs. “It’s all about fostering a relationship with the student, from Day One through graduation.”

Here’s a sample of what *Lynn 2020* inspired.



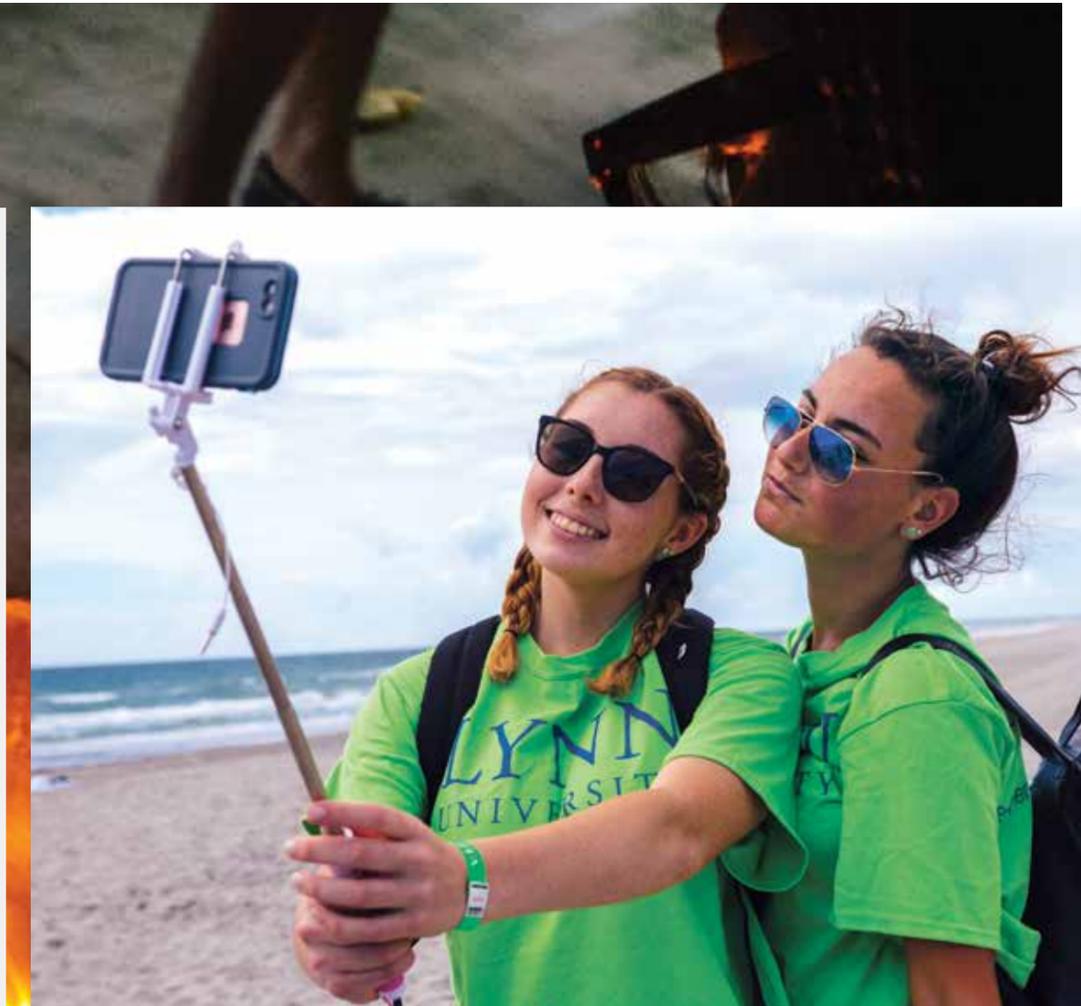
Lynn Launch

Work hard

Admitted students live on campus to learn how to be college-ready: study habits, campus traditions, safe sex. Leadership training rounds out the experience.

Play hard

Launched students make friends around the fire pit, hit the beach and head to Disney, ready to have some fun now that they’ve got a head start on college.



Welcome Weekend

Work hard

Freshmen learn how to be good roommates, where to go for help in a crisis and how to get involved with clubs, projects and student

Play hard

Picnics, field fun and the solemn, memorable experience of convocation lay the groundwork for students’ lifelong connection to Lynn and their classmates.



Student affairs shares its rules to live by

Construct
community

Strive
for excellence

Promote
civility

Maximize
potential



First Forty

Work hard

"We focus on three core competencies: accountability, willpower, self-esteem," Altieri said. "The first six weeks are critical for students to feel connected."

Play hard

The Involvement Fair, laser tag, movies—all feature in 40 days and nights of events. Peer mentors have a goal: well-adjusted freshmen feeling at home and having fun.



Hannifan Center for Career Connections

Work hard

In the 2013–14 academic year, only 33 students completed internships. Three years later, that number became 565, an astounding growth curve. Vice President for Academic Affairs Gregg Cox gives credit to Barbara Cambia '80, executive director of Career Connections, for revitalizing Lynn's internship process.

Play hard

When a student is matched with the right internship, it hardly feels like work at all. "The student has a great experience, learns a lot, comes back, tells their friends," Cox said. "The employer has a great experience and asks for two interns from Lynn next semester instead of one. That's how it's grown."

Lynn Leadership Institute

Work hard

Staff identifies first-year students with leadership potential and a passion for service. The group has grown from 11 to 54 students, who make a four-year commitment to focus on causes like pediatric oncology at St. Mary's Hospital. "We'll have a pool of 100 positive role models on campus before you know it," Altieri said.

Play hard

The first guest speaker every year is President Kevin M. Ross. "He's a rock star," Altieri said. "His presence tells the students that Lynn values the program." Their final year, members work directly with the CEO of a nonprofit.



24/7 dining

Work hard

Staffing round-the-clock dining would make an administrator at even the largest university think twice. But Lynn saw the value in keeping students well fed and on campus, all hours. "We're good at being adaptable," Altieri said.

Play hard

Midnight crammers, international students still on home-time and athletes returning from road games pack the Elmore Dining Commons even in the wee hours. "It's always busy," Altieri said. "At 2 o'clock in the morning, that's when it really gets going."





Counseling Center

Work hard

“Our biggest concern, always, is a student in crisis,” Altieri said. “I never want anyone to feel isolated on this campus.” Lynn counselors, who have earned International Association of Counseling Services accreditation since 2010, never charge a fee to help students deal with social or behavioral issues, and they are trained to recognize and offer referral to a student who needs services beyond the scope of the center.

Play hard

The Counseling Center fuses curricular elements with meaty therapeutic programs, then infuses levity. “If you have a difficult message about sexual assault,” Altieri said, “there’s no reason you can’t make it more relatable. Talking heads standing at a lectern do not help students in their social development.”

Student involvement

Work hard

Maybe it’s the Black Student Union or Knights of the Round Table. Maybe it’s a spiritual calling, like Hillel. Student involvement is designed to help students pursue any passion. “We used to be really rigid about it,” Altieri said. “But if a student comes to us with an idea and only four people to join her, we’ll help her make it successful.”

Play hard

“This is the only time in their lives,” Altieri said, “to explore who they want to be.” A colorful example of playing hard as they make this self-discovery is the Color Run. Started five years ago by students, it combines the exuberance of Holi, the Hindu festival of colors, with a 5K distance race. It is one of the most popular traditions on campus and, Altieri said, the kind of experience that makes great memories for future alumni.



Spirit. Service. Strength.

President Kevin M. Ross congratulates the Fighting Knights men's soccer team, winners of the 2014 NCAA D II National Championship.

“To maintain its tradition of athletic excellence, Lynn should continue its recruitment of superior student athletes.”

Lynn 2020:
The Strategic Plan for Lynn University





Krissy gets a fist-bump from athletics director Devin Crosby.

The values of spirit, service and strength have guided the Fighting Knights program as it pursues the recruitment of superior athletes. Meet one mighty Fighting Knight in particular to understand how Lynn does it.

Playing to strength

Team practice doesn't begin until 2, but junior golfer Kristina Ortiz is there early every day. It's a minimum of an hour with her putter on the practice green, followed by an hour working on her chip shot. Then she plays a round with her teammates.

"I don't really bother with the driving range too often," she said. "I spend most of my time chipping and putting to make sure my short game is precise."

Short game is a bit of a running joke with Krissy, who is not quite 5 feet tall.

"I'm not the tallest person on the team," she said, laughing. "But one of the stats they keep is most fairways hit. And that's me. I'm not the longest, but I am always on the fairway. And then it's up to my short game to take advantage of that drive."

Like Krissy, the Fighting Knights play to their strengths.

"We're a small school," said Devin Crosby, athletics director, "but we recruit Division I athletes because we have attributes that allow us to compete with the big schools."

Crosby points to exceptional coaching, from veteran tennis head coach Mike Perez, who has 1,000 career wins; to women's cross country coach Chris Wood, who heads Lynn's 15th sport, women's track, competing for the first time this academic year.

Fantastic new facilities close the deal with many recruits. Added during the Lynn 2020 era are Bobby Campbell Stadium, Perper Tennis Complex and the Perper Intramural Field, which encourages a culture of sport on campus for all students. A renovation that modernized the gymnasium reinforces Lynn's reputation as a small school with big presence.

Another of Lynn's strengths is its focus on academics. Crosby knew this was key to the parents of many recruits, so he brought Jason Sangha on board as academic coordinator.

"Not many D II schools have an academic coordinator," Crosby said. "It sets us apart."

Sangha '13, '14, a standout center back for the Fighting Knights in two of its championship seasons, knows what it takes to succeed during college and after. He played professional soccer in Sweden before Crosby hired him back to Lynn.

"I'm the go-to guy whose job is getting the best out of these student athletes," Sangha said. "I work with professors and the registrar and Career Connections. I do study hall, and I have at least 45 one-on-one meetings with athletes every week. My goal is to get every student athlete at or above a 3.0 GPA."

In 2016, 13 of 14 teams hit that benchmark. Last season, Krissy, an international business major, was named to the All-American Scholar team. The minimum GPA is 3.5. Four of her teammates also earned the honor.

"I'm at Lynn to be an athlete, but I'm there first to study," she said. "Being successful inside the classroom gives me the focus to do well in my sport, too."



Krissy's recruitment story

When she was only 14, Krissy Ortiz traveled from her home in Puerto Rico to play in a junior tournament in Palm Beach Gardens. She drew the attention of the Fighting Knights' golf coach, who encouraged her to visit the Lynn campus.

"I immediately fell in love with it," Krissy said. "I was only 14, but I knew Lynn was the school for me."



Recruits value Lynn's first-class facilities, including the renovated gym.



Athletes learn sign language, part of the Fighting Knights' service to the community.



Fighting Knights share the joy of baseball at a Miracle League event.

Inspired by service

Her first year at Lynn, Krissy embraced the Fighting Knights principle of serving others. She signed up for the Student-Athlete Advisory Committee, comprising Lynn athletes who act as a voice for all athletes. Today, she is not only co-president of the campus chapter, but also an active and vocal member of the national committee.

“At the national level, we’re raising awareness of mental health issues and removing the stigma associated with it,” she said. “At Lynn, we’re organizing group conversations with student athletes with a sports psychologist to address the problems of stress and anxiety and depression, and we’re making flyers to raise awareness across campus.”

As a group, our athletes raise funds for critically ill children through the Make-A-Wish Foundation and other causes. Individually, athletes like baseball player Rigo Beltran take service to heart, helping physically and mentally challenged children play baseball with the Miracle League. He also spent part of his summer on a clean-water project in Nicaragua.

That’s the spirit!

Student athletes today are natural social media ambassadors for their teams. They post photos of their workouts on Instagram, Snapchat about bloopers on the field and rally fans on Facebook ahead of big games.

“I like to share positive things on social media,” Krissy said. “But I also use it to get my friends to come out to games and support the school.”

Lynn has a goal of delivering the friendliest experience in college sports, greeting every fan individually and thanking them for coming. Outreach is fundamental, too, with Saturdays at Lynn events and Family Fun Day.

Spirit is more than action, though. It’s attitude.

“Fighting Knights are honorable, loyal and fun,” Crosby said. “Students have to see that in each other and in the coaches. Our mission is audacious. We want to create a better world with our students. We recruit athletes who feel compelled to be part of that.”

“Fighting Knights are honorable, loyal and fun. Students have to see that in each other and in the coaches. Our mission is audacious. We want to create a better world with our students. We recruit athletes who feel compelled to be part of that.”

Devin Crosby
athletics director



Lynn blue goes with everything.



“Lynn taught me that a relentless pursuit of innovation will prepare me to tackle the world’s most challenging issues and craft sustainable solutions.”

Rigo Beltran
senior, entrepreneurship
with a minor in environmental science



“Lynn has given me a lot of opportunities to grow my game on and off the field, and the coaches have great connections that will help me down the line.”

Austin Jerhoff
’17, forensic science,
former Fighting Knights lacrosse
player signed with New Westminster
Salmonbellies



The stat book

The numbers show the impact of *Lynn 2020*.

	2005	Today
Number of teams	11	15
Number of athletes	160	270
Spring-term honor roll athletes	102	193



487

Number of Fighting Knights named NCAA or NAIA All-Americans since the athletics program began

\$1 million

Four-year deal with Adidas, making it the official athletic footwear, apparel and accessory brand of the Fighting Knights

23

National championships

38

Sunshine State Conference championships

\$100,000

Funds raised by the Robino Golf Classic in 2017, designated for athletics scholarships

94+

Fighting Knights in the pros

6

Number of NCAA Division I universities Lynn challenged to a face-off in the first-ever South Florida Showdown, a David-and-Goliath matchup to prove to the world that Lynn's D II athletes are every bit as talented as D I

Making our mark.

“Lynn’s vision is to be recognized as one of the most innovative, international, and individualized small universities in America.”

Lynn 2020:
The Strategic Plan for Lynn University



“We haven’t heard of you either” was Lynn University’s humorous catch phrase during the 2012 presidential debate. It’s a label hardly fitting the college Lynn is today—even in jest.

Lynn began its pursuit to be recognized as an innovative, international and independent college with the launch of *Lynn 2020* in 2005. Since then, it has received national recognition in these areas plus more. The university has consecutively been named an Apple Distinguished School, a Great College to Work For by *The Chronicle of Higher Education*, and a *U.S. News & World Report* Best College, among others.

All-America Selections

Student athletes earned 222 selections.

Apple Distinguished School

Twice recognized for outstanding innovation, leadership and educational excellence.

College Degree Search’s Most Amazing Campus Art Centers

Recognized for the Keith C. and Elaine Johnson Wold Performing Arts Center.

College of Distinction

Twice noted for demonstrating a commitment to engaged students, teaching, community and successful outcomes.

Customer Service Satisfaction in Dining

Ranked five out of 332 partner colleges in the 2016 Sodexo Consumer Loyalty Survey.

Top 25 Low Debt Private Colleges 2017

Forbes placed Lynn 19 on the list.

LEED Platinum Certified

Mohammed Indimi International Business Center achieved the highest level of endorsement awarded by the United States Green Building Council.

Most Promising Places to Work in Student Affairs

Ranked by *Diverse: Issues in Higher Education* for workplace diversity, staffing practices and work environment.

NCAA National Championship

Fighting Knights have taken the national championship six times in 12 years.

Stevie Award for Women in Business’ Consumer Marketing Campaign of the Year

“College Reimagined” received two gold awards for “Consumer Marketing Campaign of the Year” and “Small-Budget Marketing Campaign of the Year.”

Student Athlete Honor Roll

Fighting Knights are consistently recognized for shining in the classroom. As of June 2017, Lynn student athletes averaged a 3.34 GPA.

Sunshine State Conference

Fighting Knights earned 23 titles.

The Chronicle of Higher Education’s Great Colleges to Work For

Three times recognized in categories such as Compensation and Benefits, Respect and Appreciation, Supervisor/Department Chair Relationship, and Work/Life Balance.

The Princeton Review’s Green Ratings

One of 861 colleges listed.

Top Colleges for Students with Learning Disabilities

College Magazine ranked Lynn eight out of 10.

U.S. News & World Report Best Colleges

Most Innovative Colleges

Twice ranked among the “Most Innovative Colleges” in the nation.

Most International Students

Consistently ranked among the top 10 most international universities.

Best Online Programs

Named for best online graduate programs for veterans, online bachelor’s degree, online graduate education program and online MBA programs.

2015 President’s Higher Education Community Service Honor Roll

The highest federal recognition for commitment to community, service learning and civic engagement.

20 voices of *Lynn 2020*.

“If the entire Lynn University family works to implement this strategy, Lynn could emerge as a noted and different force in America’s galaxy of higher education.”

Lynn 2020:

The Strategic Plan for Lynn University

The completion of *Lynn 2020* was a university-wide accomplishment, involving students, faculty, staff, alumni, parents and friends. Here are personal favorites about *Lynn 2020* from 20 Lynn community members. Submit your own favorite and a photo, and see more submissions at lynn.edu/WeAreLynn.



“It’s fun and exciting to see new donors who believe in the school and want to donate to something that is close to their hearts. It’s exciting to me because I find that it’s **everyone together** that makes something very successful, not just one person or two, but it’s everybody, the whole community.”

Christine E. Lynn
chair, board of trustees and philanthropist

“**The Dialogues** have been transformative to the undergraduate curriculum. They were designed to embody who Lynn was, who we are today and who we hope to become. ... The Dialogues were created to educate the hearts and minds, and reflect our commitment to see our students not only survive, but to thrive in this complicated 21st-century global economy.”

Dr. Katrina Carter-Tellison
academic dean; dean, College of Arts and Sciences;
Dialogues chair



“The always-open invitation at Lynn is what makes the university home to me. I’m an alumna of a very unique and special family—and I can’t wait to see what the **new university center** has in store.”

Caryn A. Morris
'17 and current M.Ed. student

“I believe our people make us extraordinary—we are devoted to student success. When we set out to create a new kind of **campus visit**, we put people at the front line. The entire campus community is on stage with us when a prospective student steps onto campus, and the student just feels special. The best part, though, it’s authentic to Lynn.”

Taryn Hamill
'08, '10, associate director of enrollment management





"I think iPads make the learning experience more real. At conferences, I often joke that the boss never gives you a multiple choice test. That's not the real world. ... It's more about tasks. And I think that's what we do differently. It's applied learning."

Mike Petroski
director of faculty development and academic assessment



"I have seen the campus grow from a small residential college to a university campus. ... Along with this physical growth, I have seen the incredible development of landscaping. I love walking across campus and viewing the beautiful landscaping, lakes, buildings and **Remembrance Plaza**."

Dr. Ann Crawford
professor of psychology, College of Arts and Sciences



"I am grateful to be the recipient of Lynn University's **Presidential Scholarship**. With this generous financial assistance, my dreams have become a reality. No longer do I have the pressure to work while pursuing my degree. ... I have more time to join intramural sports, be involved in clubs and prepare for my desired career, while living the college experience."

Nicholas Harguth-Galayas
student



"The highlight for me is the **Siemens Energy Project**. We upgraded lights and water fixtures and built a brand-new chilled water plant. And that's really helped reduce our energy consumption, saving energy and money and reducing our carbon footprint."

Alex Keller
'15, assistant project manager of construction and sustainability



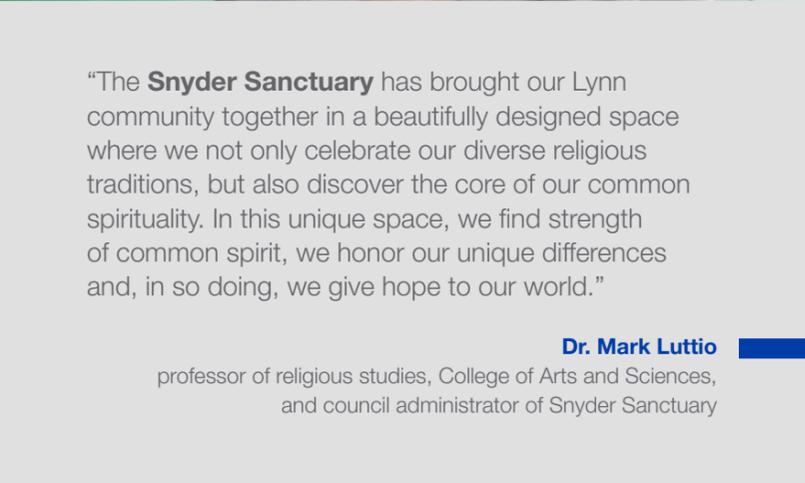
"The **Mohammad Indimi International Business Center** represents significant attributes of Lynn University. The technological features in both the classrooms and study rooms permit more current, relevant learning, and the design of the classrooms promotes a greater sense of community."

Dr. Ralph Norcio
senior associate dean, College of Business and Management



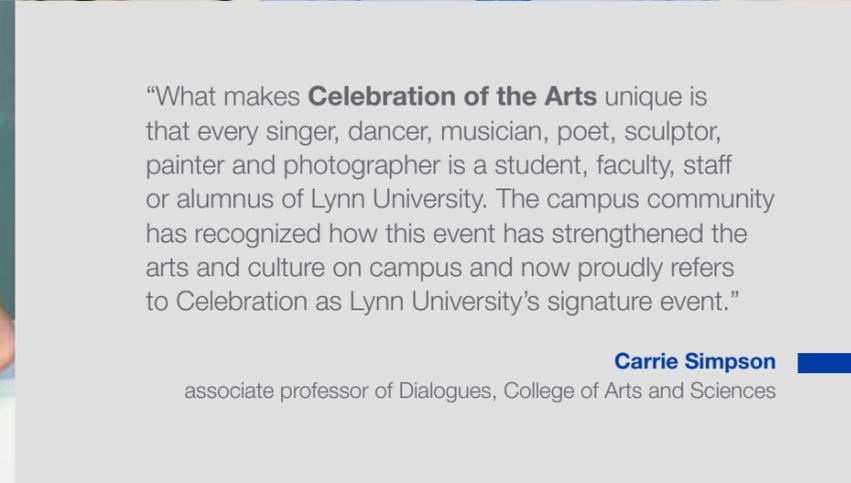
"The **presidential debate** was an extraordinary event that brought recognition to the university in ways one could only dream. I'm blessed and pleased that I was able to partake in organizing the debate. I was responsible for most of the physical spaces and plant operations outside of the debate hall."

Matt Chaloux
'05, director of auxiliary services



"The **Snyder Sanctuary** has brought our Lynn community together in a beautifully designed space where we not only celebrate our diverse religious traditions, but also discover the core of our common spirituality. In this unique space, we find strength of common spirit, we honor our unique differences and, in so doing, we give hope to our world."

Dr. Mark Luttio
professor of religious studies, College of Arts and Sciences, and council administrator of Snyder Sanctuary



"What makes **Celebration of the Arts** unique is that every singer, dancer, musician, poet, sculptor, painter and photographer is a student, faculty, staff or alumnus of Lynn University. The campus community has recognized how this event has strengthened the arts and culture on campus and now proudly refers to Celebration as Lynn University's signature event."

Carrie Simpson
associate professor of Dialogues, College of Arts and Sciences





“Lynn has helped me find ways to lend my **helping hands**, ... I’ve spent Thanksgivings in soup kitchens, advocated for natural preservation in the Galapagos Islands of Ecuador and received the Christine Gianacaci Journey of Hope Award, which granted me the opportunity to raise community awareness in the Dominican Republic, feed orphans and help build a basketball court for an impoverished village.”

Sydney Putnam
'14, '15, marketing coordinator



“The **Keith C. and Elaine Johnson Wold Performing Arts Center** is an absolute jewel. We in the conservatory are blessed to have the opportunity to play in such a magnificent place. The quality of our playing, the quality of everything we do has now taken another step forward. That’s what art does for art, and this building is a work of art.”

Dr. Jon Robertson
dean, Conservatory of Music

“I was at Saint John Paul II next door. I watched Lynn play college games on our high school field because they didn’t have a field to play on. I was recruited by Lynn but already committed to another school. That was before Lynn had **Bobby Campbell Stadium**. When I saw it, it changed my mind. A lot of colleges don’t have a field like this.”

Michael Urso
student



“The university’s **growth** has been amazing—from the physical plant to technology in the classrooms and learning environment. Education evolves and so did Lynn. I’m so proud of my colleagues who have made this all happen over the years. Lynn University was once a hidden gem. Not anymore!

Diane DiCerbo
assistant professor of mathematics, College of Arts and Sciences;
director of academic advising; director of Pine Tree Camps



“The **Perper Tennis Complex** ... to see the excitement on students’ faces when they see a complex like this and knowing that we definitely have one of the best complexes in D II tennis in the country ... you want to work harder.”

Mike Perez
head coach, men’s and women’s tennis



“Seeing what Lynn has become makes me so proud. I **love this place** so much, and having the privilege to talk to students, families and educators about my alma mater in **my role** in the Office of Admission makes me incredibly happy.”

Stefano Papaleo
'96, '00, director of undergraduate admission

“I am really excited to move into the Mary and Harold **Perper Residence Hall** because it will be nice to have apartment-style living on campus with my own space to relax in after a long week of basketball and class. And the common area is bigger, which gives my friends and me a larger space to hang out in.”

Morgan Garrison
student



“We are still a big **family** after all these years. We have not lost the warm, **nurturing environment** here at Lynn. I love the whole experience.”

Angela Juliano
'03, '05, director of box office



What's next

The university's next strategy, which will be announced in early 2018, will focus on expanding more new learning models to more students and engaging students and alumni with even more personalized support.

As Lynn constructs its brand-new university center, celebrates the successful completion of *Lynn 2020* and prepares to embark on its next strategic plan, it's clear that the school is just warming up for even bigger things ahead.

For the past several months, students, faculty, alumni and administrators have been designing the future of Lynn through design thinking. Led by CIO Chris Boniforti MBA '02, the interactive, hands-on design thinking sessions have resulted in impactful ideas and different perspectives.

"Design thinking begins with a focus on 'end users,' and their unmet needs and priorities. It provides a framework for Lynn's community to work collaboratively to solve problems," said Boniforti, who attended Stanford's d.school Design Thinking Bootcamp last spring.

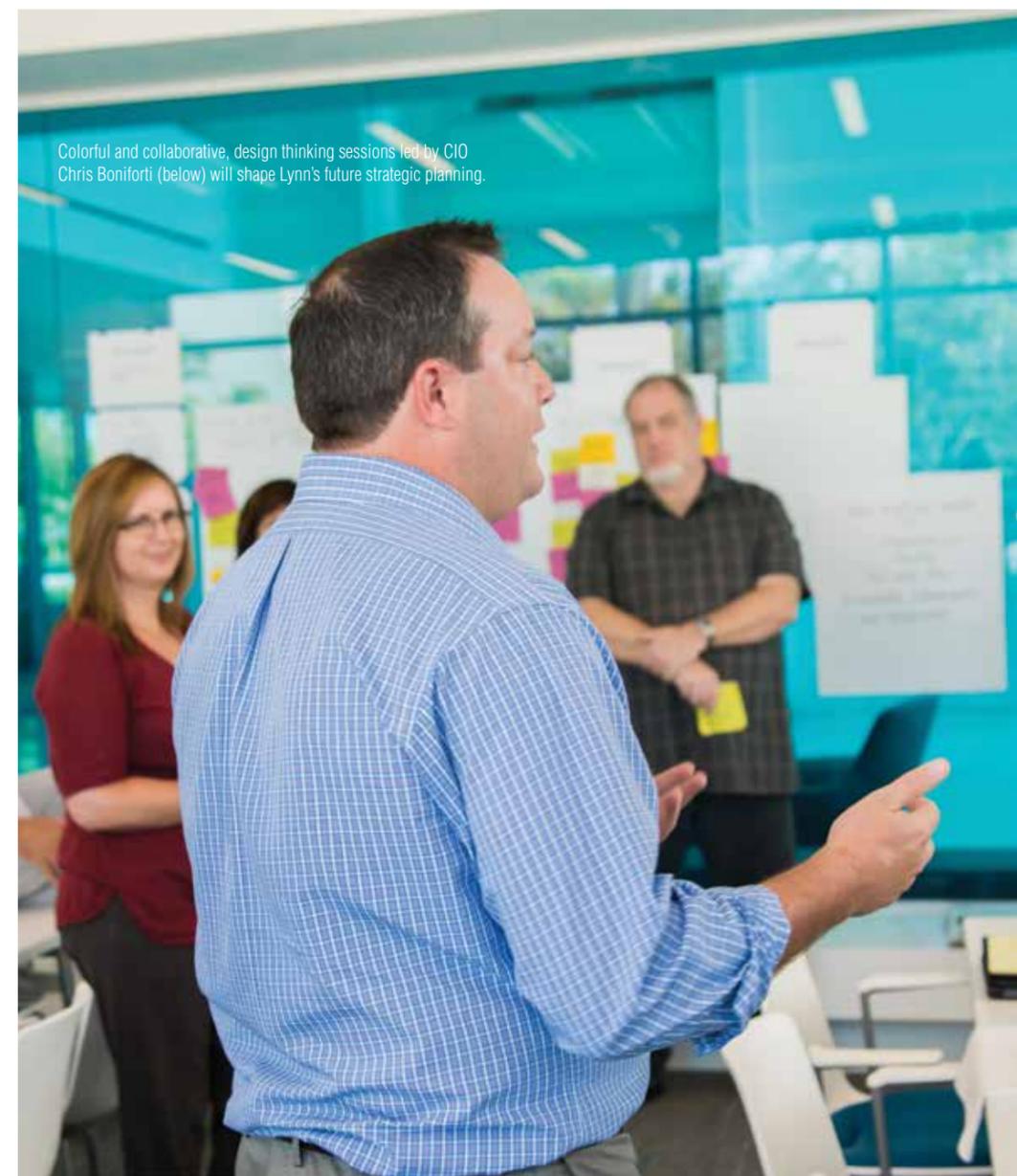
Based on insights from student life, athletics, faculty, staff, alumni, the cabinet and board of trustees, Boniforti says an ambitious new plan is already starting to take shape. The university's next strategy, which will be announced in early 2018, will focus on expanding more new learning models to more students and engaging students and alumni with even more personalized support.

"The best ideas are not always from one person or a singular source, but are built upon. A design thinking approach has allowed us to engage across our campus community to develop creative strategies to further improve our university," said President Kevin M. Ross.

For example, Lynn has plans to develop new academic programs in social entrepreneurship, healthcare administration and computer science. It will also expand partnerships with like-minded organizations such as Watson, leveraging mobile technology to create new opportunities for students on and off campus.

The new university center, a crowning achievement of *Lynn 2020*, will become the heart of Lynn's campus and a cornerstone of the university's new plans to provide personalized support. Its infrastructure and technology are designed to provide students with spaces for 24/7 collaborating, studying, socializing and innovating. Plans for the space also include virtual and physical resource hubs to connect students, alumni, faculty and staff.

Looking back on the successes of *Lynn 2020*, President Ross said, "I wondered what we were going to do after all this. I don't wonder that anymore. There are some things coming our way right now that are huge."



Colorful and collaborative, design thinking sessions led by CIO Chris Boniforti (below) will shape Lynn's future strategic planning.



"We get it done!" Lynn University faculty and staff celebrate the completion of *Lynn 2020*—two years ahead of schedule.

President, **Kevin M. Ross**
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