Lincoln Memorial University

Strategic Plan

2002 - 2007

SECTION 1

INTRODUCTION AND OVERVIEW

I. I. Planning Process

The planning process at Lincoln Memorial University incorporates:

1. 1. commitment from the President and Board of Trustees;
2. 2. broad-based participation at all institutional levels;
3. an integrated planning, budgeting and assessment schedule;
4. compliance with SACS criteria and recommendations;
5. identified institutional priorities; and
6. utilization of sound institutional effectiveness oversight practices.

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty and staff have responsibilities for and opportunities to participate in the process. The University Mission and Purpose and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Six Strategic Goals were identified as critical to achieving regional distinction by 2007. These Strategic Goals are consistent with SACS criteria and recommendations for improvement identified during recent reaffirmation assessments. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish these Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five Year Budget Pro Forma, (2002-2007). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices.

II. II. Mission and Purpose

Lincoln Memorial University is a values based learning community dedicated to providing educational experiences in the liberal arts and professional studies. The University strives to give students a foundation for a more productive life by upholding the principles of Abraham Lincoln's life: a dedication to individual liberty, responsibility, and improvement; a respect for citizenship; a recognition of the intrinsic value of high moral and ethical standards; and a belief in a personal God.

The University's curriculum and commitment to quality instruction at every level are based on the beliefs that graduates must be able to communicate clearly and effectively in an era of rapidly and continuously expanding communication technology, must have an appreciable depth of learning in a field of knowledge, must appreciate and understand the various ways by which we come to know ourselves and the world around us, and must be able to exercise informed judgments.

The University believes that one of the major cornerstones of meaningful existence is service to humanity. By making educational and research opportunities available to students where they live and through various recreational and cultural events open to the community, Lincoln Memorial University seeks to advance life in the Cumberland Gap area and throughout the region.

Reaffirmed by the Board of Trustees 4 May 2001

III.   Values

  I.   I. Lincoln Memorial University values integrity
- • honesty
- • openness

 II.   II. Lincoln Memorial University values excellence
- • teaching
- • learning
- • operations management
- • scholarship
- • leadership

III.   III. Lincoln Memorial University values creativity
- • teaching
- • learning
- • research
- • administration
- • artistic expression

IV.   IV. Lincoln Memorial University values diversity
- • ethnic
- • cultural

 V.   V. Lincoln Memorial University values community
- • communication
- • honesty and integrity
- • teamwork
- • responsibility
- • respect
- • safe and secure environment

VI.   VI.   Lincoln Memorial University values accountability
- • assessment
- • evaluation
- • improvement

VII.   VII.   Lincoln Memorial University values service
- • LMU community
- • Appalachian region
- • academic and intellectual communities

IV.   Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2007.

V.   Strategic Goals

Lincoln Memorial University identified six Strategic Goals to be accomplished during the 2002-2007 time period. These goals were developed by reviewing SACS criteria, SACS recommendations and internal outcomes assessment data. These six goals are reflective of the University Mission and Purpose and Values and are crucial to achieving regional distinction by 2007. Section II of this plan describes the activities, responsibility for accomplishment, time frames, resources, assessment method, and use of results for each objective related to each Strategic Goal.

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

Strategic Goal 2: Implement Comprehensive Enrollment Management Process

Strategic Goal 3: Enhance Academic Quality

Strategic Goal 4: Expand and Improve Campus Facilities

Strategic Goal 5: Maximize Technology

Strategic Goal 6: Enhance External Resources

VI.   Benchmarks for Regional Distinction by 2007

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment
- • Maintain financial stability
- • Balance annual budgets
- • Achieve sufficient funding for institutional priorities
- • Develop accurate budget projections

Strategic Goal 2: Implement Comprehensive Enrollment Management Process
- • Expand undergraduate and graduate student enrollment

- • Improve student satisfaction with orientation and advising
- • Broaden use of success-enhancing services (UACT 100, tutoring, early warning system, Lifestyle Management Services, Student Support Services)
- • Boost satisfaction with resident life
- • Expand participation in campus activities
- • Upgrade campus safety and security
- • Ensure effective use of financial aid to meet student need
- • Raise undergraduate and graduate student retention rates
- • Increase undergraduate and graduate student graduation rates
- • Augment use of placement services

Strategic Goal 3: Enhance Academic Quality
- • Achieve accreditation and state approval of programs
- • Improve faculty salaries
- • Fortify faculty scholarly and professional development activity
- • Boost number of grant applications
- • Amplify use of instructional technology
- • Increase satisfaction with the faculty evaluation process
- • Enhance use of assessment results for academic improvement
- • Intensify use of academic support services

Strategic Goal 4: Expand and Improve Campus Facilities
- • Execute Facilities Master Plan
- • Implement and assess comprehensive safety and security plan
- • Improve use of campus facilities

Strategic Goal 5: Maximize Technology
- • Renovate campus facilities
- • Upgrade technology infrastructure
- • Strengthen use of technology at all levels

Strategic Goal 6: Enhance External Resources
- • Maximize publicity via all media
- • Develop informed alumni and supporters
- • Enhance unrestricted giving
- • Enlarge endowment
- • Increase alumni giving

VII.   Five Year Budget Pro Forma (2002-2007)

The Five Year Budget Pro Forma (2002-2007) reflects the projected expenditures for maintaining institutional operations and accomplishing the Strategic Goals within the anticipated revenue parameters. Projected expenditures were derived from unit and division operational budgets reflecting analysis of outcomes assessments and assigned activities related to the accomplishment of the Strategic Goals. Revenue parameters have been conservatively projected from historical growth trends and attention to a balanced budget. The Five Year Budget Pro Forma (2002-2007) is included as Section III of this Strategic Plan.

SECTION II

Strategic Goal 1:
Strengthen planning, budgeting and assessment

Objective 1.1:
To prepare and revise annually a five-year budget pro forma reflecting strategic institutional priorities for use in departmental budget planning.

Strategies/Action Plans: Evaluate the recent financial history, develop budgetary assumptions and utilize expense and revenue trend data to build a realistic five-year budget pro forma reflecting institutional priorities. Utilize institutional research for trend analysis, unit strategic plans, and outcomes assessment results. The President presents the five-year budget pro forma to the Board of Trustees each fall for approval.

Responsibility: Senior Vice President for Finance and Treasurer, Division and Department Administrators, Budget Committee (President's Cabinet), and President of the University

Time Frame: Annually

Resources Required: Time at all levels

Assessment: Assess through the five-year budget pro forma.

Use of Results: To demonstrate institutional financial stability.

Related to: Criteria Sec- 3.3, 6.3.1, 6.3.3, 6.3.4   Rec. – 13, Special Committee 1

Strategic Goal 1: Strengthen planning, budgeting, and assessment

Objective 1.2:
To produce estimates and develop budget proposals annually for the fiscal year budget.

Strategies/Action Plans: Preparation of a balanced fiscal year budget begins each December. Administrators evaluate the institution's financial performance, the facilitation of the mission, strengths and weaknesses, success in its markets and future trends. Budget proposal forms outcomes assessment data, five-year budget pro forma, unit and institutional strategic plans, facilities master plan, faculty/staff evaluations, institutional research, and other available data are used by division and department administrators for the allocation and/or reallocation of resources.

Responsibility: Division and Department Administrators

Time Frame: Continuous

Resources Required: Administrator time

Assessment: Unit budget proposals

Use of Results: To provide a link between planning, budgeting and assessment in forecasting the future.

Related to: Criteria Sec.- 6.3.3   Rec. – Special Committee 1

Strategic Goal 1: Strengthen planning, budgeting, and assessment

Objective 1.3:
To provide a channel for communicating justifications for budget requests and negotiating funding levels for each division of the institution in the annual preparation of the fiscal year budget.

Strategies/Action Plans: Conduct budget committee hearings in late February and early March of each year in which departmental administrators defend budget proposals and ensure that all estimates are reasonable.

Responsibility: Budget Committee, Division and Department Administrators, and President of the University

Time Frame: Annually (February - March)

Resources Required: Time at all levels

Assessment: Revised departmental budgets

Use of Results: Ensure that funds are distributed fairly according to the goals and objectives established by the institution

Related to: Criteria Sec.- 6.3.3   Rec. – Special Committee 1

Strategic Goal 1: Strengthen planning, budgeting, and assessment

Objective 1.4:
To prepare a balanced fiscal year budget annually for Board of Trustee approval.

Strategies/Action Plans: Each March and April the budget committee assists the President in balancing the budget. The budget committee and the President consider institutional priorities, goals and objectives from the institutional strategic plan in the allocation and/or reallocation of financial resources. The President presents the balanced budget to the Board of Trustees each May for approval.

Responsibility: Budget Committee, President of the University, and Board of Trustees

Time Frame: Annually (March – May)

Resources Required: Time at all levels

Assessment: Minutes of the Budget Committee (President's Cabinet) and Board of Trustees meetings demonstrate accomplishment.

Use of Results: To ensure financial stability.

Related to: Criteria Sec.- 6.3.1, 6.3.3, 6.3.4   Rec. – Special Committee 1

Strategic Goal 1: Strengthen planning, budgeting, and assessment

Objective 1.5:
To plan, control and monitor revenues and expenses to ensure allocation of adequate financial resources for the successful operation of all university divisions, departments, programs, and services and to maintain a balanced budget.

Strategies/Action Plans: University personnel make decisions and set policies that generate revenues and cause expenses. Continuous budget planning, monitoring and control within academic and administrative divisions allow departments to reflect both university and departmental priorities in their budget decisions. Budget reports are distributed monthly or more frequently when requested to department and division administrators by the Assistant Vice President for Finance. Budget adjustments for deviations from projected revenues and expenses are done on a routine basis by divisional and department administrators.

Responsibility: Division and Department Administrators, Senior Vice President for Finance and Treasurer, and Assistant Vice President for Finance and Controller

Time Frame: Continuously

Resources Required: Time at all levels

Assessment: Document through monthly expense and revenue reports and budget adjustment forms

Use of Results: To operate within budget parameters and maintain a balanced budget.

Related to: Criteria Sec- 6.3.1, 6.3.3, 6.3.4   Rec. – Special Committee 1

Strategic Goal 1: Strengthen planning, budgeting, and assessment

Objective 1.6:
To reduce the tuition discount rate for undergraduate students receiving institutional aid from 46% to 36% by the fall semester of 2006-07 in order to increase cash flow without adversely affecting enrollment.

Strategies/Action Plans: Reduce the number of Trustee and Presidential Scholarships awarded with some of these funds being used toward additional O.O. Howard Scholarships, and the creation of selected departmental scholarships.

Responsibility: Director of Financial Aid

Time Frame: Gradually from fall 2002 through fall 2007

Resources Required: Staff time

Assessment: Document through financial reports and institutional research reports.

Use of Results: To demonstrate institutional financial stability.

Related to: Criteria Sec.- 6.3.3   Rec. – Special Committee 1

Strategic Goal 1: Strengthen planning, budgeting, and assessment

Objective 1.7:
To annually review the institutional mission statement, assessment data, and strategic plan.

Strategies/Action Plans: Identify any changes or improvements deemed appropriate, submitted by April 15 for consideration by the President; the President will submit changes deemed appropriate to the Board of Trustees at its May meeting.

Responsibility: Institutional Purpose Committee, Institutional Effectiveness Committee, University President, and Board of Trustees.

Time Frame: Annually

Resources Required: Committee/staff member's time

Assessment: Review of minutes of meetings of the University Mission Committee, Institutional Effectiveness Committee, and Board of Trustees.

Use of Results: To ensure appropriateness of the institutional mission, goals, strategic plan.

Related to: Criteria Sec.- 2, 3   Rec. – 2, 3

Strategic Goal 2:
Implement comprehensive enrollment management process

Objective 2.1:
To enhance student recruiting (message, expectations, marketing) by increasing the total student enrollment incrementally by the year 2004-05 (i.e., including students at all university teaching sites) by 400 full-time freshmen, and 140 part-time freshmen, transfer, and re-admit students, of which 175 are residential.

Strategies/Action Plans: Advertise with local and regional media outlets, send out timely news releases, publicize the University's academic programs, and utilize the World Wide Web for advertisements and news. Increase direct mail to target markets, increase E-mail and telecounseling to applicants and qualified prospects, host preview days and counselor workshops, and expand recruitment effort into more populated areas.

Responsibility: Dean of Admissions and Admissions staff

Time Frame: By fall semester 2002, 335 students; by fall semester 2003, 370 students; by Fall 2004, 400 students; Fall 2005-Fall 2006, 400 students.

Resources Required: $400,000 annually

Assessment: Compare enrollment reports from each semester; copies of advertisements and news releases.

Use of Results: To improve office efficiency and to improve or modify what is or is not effective in student recruitment.

Related to: Criteria Sect- 4.2.1   Rec. - 14

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.2:
To enhance student recruiting (message, expectations, marketing) by identifying new markets and distributing quality recruitment materials that accurately portray the University each academic year.

Strategies/Action Plans: Form a marketing committee; identify new markets; follow guidelines for ensuring accurate information by the Publications Committee; follow established timelines for the production of recruitment materials for new and transfer students meeting SACS expectations; review latest research on what students want when choosing a college and work with printing companies to incorporate information into materials; and develop and maintain a comprehensive Web site for the university. Increase recruitment of international and Puerto Rican students, increase recruitment outside our primary 100-mile radius recruitment area, and focus academic scholarship money on residential population.

Responsibility: Dean of Admissions and Admissions staff

Time Frame: Each academic year

Resources Required: $60,000 per year

Assessment: Track through minutes of marketing committee, publications and statistics, housing reports and weekly admissions report.

Use of Results: To increase student enrollment.

Related to: Criteria Sec- 4.2.1, 4.2.2, 4.4, 4.7   Rec. – 15, 16,18, 22, 23, 26

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.3:
To enhance student recruiting (message, expectations, marketing) by increasing the average ACT score of entering freshmen to 23 and increase to 95% the number of freshmen from top 50% of graduating class by Fall 2004.

Strategies/Action Plans: Target students with ACT composite scores between 20-27 and High School GPA's above 3.0.

Responsibility: Director of Admissions and Director of Institutional Research

Time Frame: Increase by 2 % the average ACT score and the number of freshmen from the top 50% of their graduating class in each successive year 2002, 2003, & 2004.

Resources Required: Staff time

Assessment: Assess with ACT Summary Report, Admissions enrollment report, and Institutional Research Report.

Use of Results: To improve the quality of students at LMU.

Related to: Criteria Sec.-4.2.1   Rec.-14

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.4:
To enhance student recruiting (message, expectations, marketing) by maintaining enrollment levels in the graduate programs (both on and off-campus); 225 in Masters of Education, 70 in Masters in Business Administration, and 600 in Educational Specialist program, with the appropriate faculty to student ratio each semester.

Strategies/Action Plans: Advertise with local and regional media outlets, send out timely news releases, publicize the University's graduate programs, and utilize the World Wide Web for advertising and news.

Responsibility: Dean of Admissions, Director of Public Relations, Director of Publications

Time Frame: Each semester

Resources Required: Included in Public Relations and Admissions budgets, no new funds required.

Assessment: Compare enrollment reports from each semester; copies of advertisements and news releases.

Use of Results: To maintain adequate enrollment in the graduate programs.

Related to: Criteria Sec- 4.8.3   Rec. – 30, 32, 33

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.5:
To enhance student advising by planning and implementing a Freshman Advising Program.

Strategies/Action Plans: Research current trends, identify faculty and staff to participate in the program, develop a training manual for all participants, train all participants in the full advising process which will include, but not be limited to, academics, career interests, expectations, and extracurricular activities by summer 2002.

Responsibility: Vice President for Student Affairs; Associate Dean of the Faculty for Academic Administration

Time Frame: By summer 2002

Resources Required: Less than $500.00

Assessment: Evaluation of the research, identification of personnel, training manual, students' evaluations and comparison study of retention rates.

Use of Results: To improve the advising process.

Related to: Criteria Sec- 4.8.9   Rec. – 34

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.6:
To enhance student advising by increasing undergraduate and graduate faculty awareness of proper/appropriate academic advising.

Strategies/Action Plans: During the 2002-03 academic year workshops will be provided during faculty/staff conference to present policies, procedures and updated information to all faculty members. Review and revise, as needed, the *Academic Advisement Handbook.*

Responsibility: Vice President for Student Affairs; Associate Dean of the Faculty for Academic Administration

Time Frame: By Fall-2002

Resources Required: $1,000

Assessment: Documentation of the advisor workshops and the number of attendees, development of an Advising Handbook and distribution of the *Academic Advisement Handbook.*

Use of Results: To improve the advising system.

Related to: Criteria Sec- 4.8.3, 4.8.9   Rec. – 30, 32, 34

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.7:
To increase student athlete retention rate by one percent each academic year, to increase student retention (undergraduate) by two percent, and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: All coaches will require their student athletes to submit quarterly progress reports signed by their instructors. "Study tables" will be set up and maintained throughout each semester by all coaches for their student athletes. Coaches will follow clearly stated policies pertaining to the recruitment, admission, financial aid, and eligibility of student athletes.

Responsibility: Athletic Director and coaching staff

Time Frame: Each semester

Resources Required: $50 annually.

Assessment: The Registrar remits final grade reports of all student athletes to the Athletic Director.

Use of Results: To improve the eligibility and graduation rates of student athletes.

Related to: Criteria Sec- 5.5.4   Rec. - 50

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.8:
To increase student use of Career Planning and Placement Services by seven percent each academic year to increase student retention (overall) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Research current trends and past evaluations, present a summary of career services during each New Student Orientation, inform faculty regarding introductory courses in career planning, letters to all graduating students, class presentations in UACT courses, identify and serve all students with undecided majors, offer relevant career fairs for each major, career planning class, JOBTRAK registration, and Web site user counter.

Responsibility: Director of Career Planning and Placement

Time Frame: Increase usage of the center by seven percent each year of the strategic plan.

Resources Required: $750

Assessment: Results of evaluations at career presentations at orientation, career classes, website evaluation, career fair evaluations. Share information with faculty, student services personnel, and alumni advisors.

Use of Results: To improve the usage of Career Planning and Placement services.

Related to: Criteria Sec-5.4.3.1   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.9:
To effectively manage high safety and security standards of the University community to increase student retention (overall) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Educate population on all emergency and non-emergency security options; investigate, track, and communicate non-criminal and crime-related incidents to population; participate in security vendor provided survey for product evaluation; report accurate incident data to appropriate local, state, and federal agencies or organizations and to research the possibility of "in house" security, to certify all security personnel and seek grants to defray the cost of security on campus.

Responsibility: Dean of Students and Security Chief

Time Frame: Each academic year

Resources Required: $146,414 annually

Assessment: Periodic survey evaluation; comparison of incident and crime data by semester and year; periodic threat assessment conducted by security team; briefings by local law enforcement on community issues; comparison of University incident and crime date against other similar and non-similar institutions.

Use of Results: To improve safety and security at LMU.

Related to: Criteria Sec- 6.4.3   Rec. - 53

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.10
To provide effective student and organizational advocacy to increase student retention (overall) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Research efficacy of student-related policies; research, attend and participate in appeals processes; promote student advocacy; participate in student representative groups in order to stay current on topics; promote an open door policy on all possible student-related issues or grievances; maintain appropriate involvement with encouragement and mentoring of Student Government Association (SGA); research history and efficacy of bills and resolutions of SGA.

Responsibility: Dean of Students

Time Frame: Each academic year

Resources Required: $1,977

Assessment: Measure through participation in representative organizations and activities; information gleaned from one-on-one student life-related counseling opportunities; periodic surveys reflecting student satisfaction.

Use of Results: To improve student advocacy.

Related to: Criteria Sec- 5.4.3.2   Rec. - 46

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.11:
To increase the maintenance completion rate of requests by 10% for each academic year, continue completion rate of 100% of the housekeeping requests, and meet the developmental needs of residential students to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Maintain maintenance and housekeeping requests lists from each building, have weekly meetings with the Maintenance Supervisor and Vice-President of Administration, do walk-around with Maintenance personnel and Housekeeping Supervisor, train residential life staff, evaluate and improve annual training by the use of Resident Assistant/ Resident Director (RA/RD) Questionnaires, hold weekly meetings with Resident Directors, score and assign rooms based on a fair system, deal with roommate conflicts and housing issues in a professional manner.

Responsibility: Director of Housing

Time Frame: Each academic year

Resources Required: Training residence hall staff - $1,000
Service Master - $26,362.00 (supplies) $30,241.00 (labor)
Maintenance   - $28,483 + labor costs

Assessment: Review results of maintenance and housekeeping lists with Maintenance Supervisor, Housekeeping Supervisor and Vice-President of Administration, Resident Assistants' evaluations done by Resident Directors and shared with Resident Assistants and Director of Housing, satisfaction surveys completed by students shared with Director of Housing and Office of Student Affairs, and Resident Life Staff Training Manual used in training of Resident Directors and Resident Assistants and RA/RD Questionnaires completed by Resident Assistants and Resident Directors used to improve training.

Use of Results: To improve the living conditions in residence halls.

Related to: Criteria Sec-5.4.3.4   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.12:
To increase student use of Lifestyle Management Services by six percent during the 2002-03 academic year to increase student retention (overall) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Research current trends and past evaluations. Network with other staff regarding *Prime for Life* courses, review pre/post test evaluations for each survey, review assessment summaries, review referral sources, review follow-up evaluations with students seen. Research and write for grants to fund the *Prime for Life* program Review utilization of Office of Lifestyle Management contact sheets and outcomes of each contact.

Responsibility: Director of Counseling

Time Frame: After receiving NCAA "Choice" grant an increase of 75% by Fall-2002.

Resources Required: $200 for the first year.

Assessment: Compare students using services with academic performance and overall campus adjustment each semester, review and compare students assessed for alcohol issues each semester for recidivism, review outcomes of referrals made to outside providers. Review informational statistics with other Student Affairs personnel.

Use of Results: To improve the usage of Lifestyle Management Services.

Related to: Criteria Sec- 5.4.3.6   Rec. - 48

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.13:
To increase attendance at New Student Orientations by five percent each semester to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Research current trends and past evaluations, yearly planning committee meetings, set the programs, train student leaders, send letters and invitations to parents and students, set responsibilities, and share and summarize evaluations with committee for necessary positive changes after first orientation.

Responsibility: Vice President for Student Affairs, Dean of Admissions, and Director of Student Support Services

Time Frame: Each semester

Resources Required: $3,500

Assessment: Record of attendance results of New Student Orientations, comparison with previous years figures, comparison of attendance lists with enrollment lists and informing President's Cabinet, Dean of Admissions, faculty and staff of those statistics.

Use of Results: To improve the orientation process from recruitment to enrollment.

Related to: Criteria Sec- 5.4.1   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.14:
To increase freshman enrollment in UACT 100 *Strategies for College Success* **in addition to current Student Support Services program participants by five percent annually to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year**.

Strategies/Action Plans: Present a preview of the class with statistical data during each New Student Orientation, inform all faculty of the importance of the course, and provide follow-up phone calls to all students who attended an orientation and did not enroll in UACT 100 Strategies for College Success. The statistics will be shared with the President's Cabinet, faculty and staff and with the Orientation Planning Committee.

Responsibility: Vice President for Student Affairs and Director of Student Support Services

Time Frame: During each New Student Orientation

Resources Required: $3,500 (within the budget of New Student Orientation)

Assessment: Compare orientation attendance lists with UACT 100 Strategies for College Success rosters; check class rosters with probation list at end of each semester and with enrollment list for the following semester for assessment data.

Use of Results: To improve the process of recruiting students for UACT 100 *Strategies for College Success*.

Related to: Criteria Sec- 5.4   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.15:
To increase the number of faculty participating in the early warning system, i.e. reporting students having academic or attendance difficulties to the Office of Student Affairs by three percent annually to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: The Vice President of Student Affairs will speak to faculty during faculty/staff conference about the importance of reporting students having difficulties, about the importance of having a graded assignment during the first three weeks of each semester, and remind all faculty by e-mail or v-mail to report during week 4 and week 8 of each semester.

Responsibility: Vice President for Student Affairs

Time Frame: Increase the number of participating faculty by three percent each year through 2005-06 for a fifty percent reporting rate.

Resources Required: $200 annually

Assessment: Compare the reporting faculty list with the faculty list, check "early warning" list with probation list at the end of each semester and with school enrollment list for the following semester for assessment data and inform faculty of the statistical data.

Use of Results: To improve the process by which faculty report students having academic or attendance difficulties.

Related to: Criteria Sec- 4.8.3, 4.8.9, 5.4   **Rec. – none**

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.16:
To increase the number of students participating in Student Affairs sponsored activities by two percent each academic year to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Note trends from past activities evaluations, current trends in campus activities (e.g., itinerant entertainment package vendors); canvas student body for new recommendations; and enlist a student committee to aid in planning and marketing of activities.

Responsibility: Director of Student Activities

Time Frame: Each academic year

Resources Required: $10,000 for student activities and programs

Assessment: Analyze activity evaluations, student questionnaires and share results with Student Activities Board and Student Government Association.

Use of Results: To improve student activities and programs participation.

Related to: Criteria Sec- 5.3.2   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.17:
To increase the number of students that participate in campus organizations by two percent each academic year to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Update Student Organization Catalog to include graphics, evaluate and streamline system of accountability between Activities Director and student organizations, provide training to leaders in how to attract new members, raise funds and conduct successful meetings. Conduct a student organization fair within the first three weeks of the fall semester. Follow university policy regarding student publications.

Responsibility: Director of Student Activities

Time Frame: Each academic year

Resources Required: (budgeted for under New Student Orientation)

Assessment: Assess interest surveys, Organization Fair results, Organization files, and Organization Council meetings.

Use of Results: To increase student involvement in campus organizations.

Related to: Criteria Sec- 5.4.3.2   Rec. - 47

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.18:
To maximize the usage rate of the Campus Center by ten percent each academic year to increase student retention (overall) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: To provide new furniture and amenities in the Campus Center, to conduct more activities centered around the campus center, to place two computers on line in Splitters for student use, to enlarge the existing Campus Center by enclosing the Greek Patio.

Responsibility: Vice President for University Advancement for money needed for enlargement of campus center.
             SGA President and Director of Student Activities to improve furniture and amenities of campus center.

Time Frame: *fall-2001 to improve the existing campus center (large screen TV and computers placed in Splitters)
                     **2005 to make additions to the existing campus center.

Resources Required: *$5,000
                     **$500,000

Assessment: Review of student survey results, review campus center usage statistics and Student Government Association meeting minutes

Use of Results: To improve student satisfaction and retention.

Related to: Criteria Sec- 5.4.3.2   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.19:
To identify, select, and recruit eligible "at risk" students for the Student Support Services program at a rate not to exceed 150 participants served each academic year to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Participants will be selected through summer and winter orientations; recommendations from faculty members and Student Affairs Office staff; and recruited in remedial math and English courses.

Responsibility: Director of Student Support Services, Tutorial Coordinator and Advisor

Time Frame: Each semester Student Support Services is funded to serve 150 students.

Resources Required: Included in the grant

Assessment: Measure through retention statistics; results shared in Student Affairs staff meetings, Student Support Services staff meetings, and Student Support Services Performance Reports.

Use of Results: To improve the recruitment for the Student Support Services Program, students' academic performance, and student retention.

Related to: Criteria Sec- 5.4.3   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.20:
To retain through to graduation 60 percent of eligible Student Support Services program participants each academic year to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Student Support Services advisors work with students throughout the semester with academic advising to develop a plan of action that will keep the participating students in school; activities are planned throughout the semester to help students become more involved with the program and the university; and a computer lab is kept up-to-date for student use.

Responsibility: Director of Student Support Services, Tutorial Coordinator and Advisor

Time Frame: Each semester

Resources Required: Included in the grant

Assessment: Compare with previous semester the number of Student Support Services participants who are retained through graduation.   Results will be shared in Student Affairs staff meetings, Student Support Services staff meetings, and become a part of the Student Support Services Performance Reports.

Use of Results: To improve student retention and graduation rates.

Related to: Criteria Sec- 5.4.3   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.21:
To provide academic support so that seventy percent of the eligible Student Support Services (SSS) program participants remain in good academic standing each academic year to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: All new SSS students will be enrolled in a "Strategies for College Success" class; all students will be monitored throughout the semester in their classes; tutoring services will be available; and Student Support Services advisors will be in close contact with students regarding their academic progress.

Responsibility: Director of Student Support Services

Time Frame: Ongoing

Resources Required: Included in grant

Assessment: Monitor retention and recruitment data; Student Affairs staff meetings; SSS staff meetings; and Student Support Services Performance Reports.

Use of Results: To assist students in succeeding academically.

2.3.15 Related to: Criteria Sec.- 3.2, 5.4.3   Rec. – 9, 10

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.22:
To provide tutorial services to all students needing academic assistance at an increased usage rate of two percent each academic year to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: To employ academically talented students at the Junior and Senior levels, and professional staff to work in the Tagge Center for Academic Excellence to provide peer tutoring for students. To ask faculty members to refer students having difficulty in their classes to Tagge Center and to contact the Tagge Center Director concerning the students' needs. To ask faculty members to spend time in the Tagge Center each semester. To have Tagge Center staff, tutors (both SSS and University employed) to conduct test review sessions before major exams.

Responsibility: Vice President and Dean of the Faculty, Director of the Tagge Center, Vice President for Student Affairs

Time frame: Each semester

Resources Required: $10,000 annually

Assessment: Monitor tutoring logs, test review attendance sheets, comparison of students' academic performance, retention, and graduation rate statistics.

Use of Results: To improve student learning, retention, and graduation rates, and promote a positive campus environment.

Related to: Criteria Sec- 5.4   Rec. - none

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.23:

To increase the number of student achievement press releases by the Office of Public Affairs by ten percent to increase student retention (overall) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Re-format the existing Student Information form; advertise the LMU Newsmaker form; release news about student achievements; work with and gather ideas and information from current students for use in marketing the University; and utilize the World Wide Web for advertising and news. Ensure that publications and advertisements are accurate in describing the institution.

Responsibility: Director of Public Relations, Dean of Admissions, and Director of Student Activities

Time Frame: Each academic year

Resources Required: $500.00

Assessment: Analyze retention report maintained in Office of Student Affairs; copies of news releases

Use of Results: To improve student satisfaction, therefore improve student retention

Related to: Criteria Sec- 4.4   Rec. - 22

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.24:
To increase the number of advertisements by two percent to promote University activities through the Office of Public Relations to increase student retention (overall) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Promote University activities; work with and gather ideas and information from current students for use in marketing the University; provide publicity and support for University and organizational functions; and utilize the World Wide Web for advertising and news. Ensure that publications and advertisements are accurate in describing the institution.

Responsibility: Director of Public Relations, Dean of Admissions & Director of Student Activities

Time Frame: Each academic year

Resources Required: $7,500.00

Assessment: Analyze retention report maintained in Office of Student Affairs; copies of advertisements

Use of Results: To improve student satisfaction, therefore improve student retention

Related to: Criteria Sec- 4.4   Rec. - 22

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.25:
To provide attractive student aid awards to at least seventy-five percent of the new, undergraduate students (at the main campus and off-campus teaching sites) to increase student retention (undergraduate) by two percent and graduation rates by five percent by the 2006-07 academic year.

Strategies/Action Plans: Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid; increase funding of Lincoln Grant component of the Financial Aid budget and request additional funding of Federal Supplemental Opportunity Grant. Increase endowed institutional scholarship and loan programs.

Responsibility: Senior Vice President for Finance and Director of Financial Aid

Timeframe: Each semester

Resources Required: Included in the institutional aid budget each year.

Assessment: Examine financial aid statistics and audits.

Use of Results: To improve enrollment, retention, and student satisfaction.

Related to: Criteria Sec- 5.4.1, 5.4.2, 5.4.3.5   Rec. – 43

Strategic Goal 2: Implement comprehensive enrollment management process

Objective 2.26:
To provide financial options to recruit and retain graduate students (at the main campus and off-campus teaching sites); 225 in Masters of Education, 70 in Masters of Business Administration, and 600 in Educational Specialist program, with the appropriate faculty to student ratio by 2004-05 and maintain these enrollment levels through 2006-07.

Strategies/Action Plans: Identify students' financial needs and meet those needs through a combination of assistantships and self-help aid; and provide assistance in securing student loans or participation in innovative payment plans. Have Financial Aid/Finance personnel work closely with graduate students to assist them in the financial aid application and participation processes. Increase endowed assistantship and institutional loan programs.

Responsibility: Senior Vice President for Finance and Director of Financial Aid

Timeframe: Each semester

Resources Required: Included in the institutional aid budget each year.

Assessment: Examine financial aid statistics and audits for graduate programs.

Use of Results: To improve enrollment, retention, and student satisfaction.

Related to: Criteria Sec- 5.4.1, 5.4.2, 5.4.3.5   Rec. – 43

Strategic Goal 3:
Enhance academic quality

Objective 3.1:
Achieve and sustain SACS/other program accreditations

Strategies/Action Plans:
      Meet SACS accreditation requirements
      Secure applicable professional approval for programs in athletic training, education, medical technology, nursing, social work, and veterinary technology
      Secure state approval for programs in education (both graduate and undergraduate) and in nursing

Responsibility: Academic Affairs Council

Time Frame: Ongoing

Resources Required: $30,000 annually (in Academic Unit budgets)

Assessment: SACS accreditation; Program accreditation: Commission on Accreditation of Allied Health Education Programs (athletic training), National Accrediting Agency for Clinical Laboratory Sciences (medical technology), National League for Nursing Accrediting Commission (nursing), Council on Social Work Education (social work), American Veterinary Medical Association (veterinary technology); State approvals: Kentucky Council on Higher Education, State of Tennessee Department of Education, Virginia Council on Higher Education (education), Kentucky Board of Nursing, Tennessee Board of Nursing (nursing).

Use of Results: To improve educational programs.

Related to: Criteria Sec.- 3.1   Rec. – none

Strategic Goal 3: Enhance academic quality

Objective 3.2:
All faculty receive at minimum an increase in salary equal to the increase in the Consumer Price Index (CPI) annually.

Strategies/Action Plans: The President will articulate salary objective to the Board of Trustees using the CPI to establish a baseline increase in salaries.

Responsibility: President; Vice President and Dean of the Faculty

Time Frame: Annually

Resources Required: CPI (built into the budget pro forma and university budget for each academic year)

Assessment: Compare salaries for faculty each year with previous year salaries.

Use of Results: To ensure that faculty are adequately compensated.

Related to: Criteria Sec.- 4.8.5   Rec. - none

Strategic Goal 3: Enhance academic quality

Objective 3.3:
Establish target salary ranges according to faculty rank.

Strategies/Action Plans: Use statistical analysis provided by Office of Institutional Research concerning faculty salaries at peer institutions.

Responsibility: President; Vice President and Dean of the Faculty

Time Frame: By Fall 2002

Resources Required: Research time

Assessment: Examine faculty salary scale for the various faculty ranks.

Use of Results: To adequately and equitably compensate faculty.

Related to: Criteria Sec.- 4.8.5   Rec. - none

Strategic Goal 3: Enhance academic quality

Objective 3.4:
Reduce/minimize/remove inequities in salaries among faculty of similar rank in different schools/departments by 2006-07.

Strategies/Action Plans: The President recommends providing special salary increases to faculty who fall below the target range for faculty of that rank.

Responsibility: President; Vice President and Dean of the Faculty

Time Frame: Progressing annually; completed by 2006-07

Resources Required: $100,000 (over the five year period)

Assessment: Analyze the faculty salary ranges for each school by faculty rank.

Use of Results: To ensure that faculty are adequately and equitably compensated.

Related to: Criteria Sec.- 4.8.5   Rec. - none

Strategic Goal 3: Enhance academic quality

Objective 3.5:
Allow school deans some discretion in recommending annual salary increases for outstanding faculty.

Strategies/Action Plans: The Vice President and Dean of the Faculty will receive recommendations from school deans for salary increases related to outstanding performance.

Responsibility: School Deans; Vice President and Dean of the Faculty

Time Frame: Annually, in conjunction with faculty evaluations

Resources Required: $100,000 (over the five year period)

Assessment: Compare evaluation results, recommend faculty compensation resulting from evaluation and actual contracted compensation of faculty members.

Use of Results: To ensure adequate faculty compensations that reward exceptional performance (merit).

Related to: Criteria Sec.- 4.8.5   Rec. - none

Strategic Goal 3: Enhance academic quality

Objective 3.6:
Move LMU toward parity with similar institutions using national salary surveys as a benchmark.

Strategies/Action Plans: The Vice President and Dean of the Faculty will identify peer institutions for faculty salary comparisons; the Office of Institutional Research will provide the President and Vice President and Dean of the Faculty an analysis of LMU faculty salaries relative to benchmark institutions; national surveys will be used to compare the compensation of LMU faculty to faculty at similar institutions in the U.S.

Responsibility: President; Vice President and Dean of the Faculty; Director of Institutional Research

Time Frame: Annually, each September; completed by 2006-07

Resources Required: Research time (Faculty salary increases which are built into the annual budgets)

Assessment: Report submitted to the President for presentation to the Board of Trustees for action; review of national publications featuring salary comparisons for college and university faculty.

Use of Results: To improve morale among LMU faculty and image of the institution within the larger academic community.

Related to: Criteria Sec.- 4.8.5   Rec. - none

Strategic Goal 3: Enhance academic quality

Objective 3.7:
Increase faculty development activities a minimum 10% annually, for the next five years (with special emphasis on graduate faculty research and scholarly activity).

Strategies/Action Plans: Increase attendance and participation at professional conferences; increase the number of scholarly papers presented at professional conferences and learned societies; increase professional publications; school deans will regularly track the professional development activities of faculty within the school and use this information in faculty evaluations, annually submitting a report on such activities to the Vice President and Dean of the Faculty.

Responsibility: Academic Affairs Council; Faculty Development Committee

Time Frame: Ongoing, with preliminary reports filed each summer, and final reports following faculty evaluations

Resources Required: $25,000 available for the collective faculty and an additional $15,000 specifically designated for graduate faculty scholarship; annually, through 2006-07

Assessment: Monitor faculty vitae, faculty evaluations, professional activity reports, publications, and reports submitted by school deans

Use of Results: To improve the academic programs and faculty members standing within the academic community.

Related to: Criteria Sec.- 4.3.1, 4.8.2.3   Recs. – 20, 28, 29

Strategic Goal 3: Enhance academic quality

Objective 3.8:
By May 2002 articulate and implement a plan for increasing the number of external grant applications submitted by faculty/academic programs, establishing minimum number of applications/dollar amounts expected of each academic school, per academic year.

Strategies/Action Plans: Charge Academic Affairs Council, Associate Dean of the Faculty for Research and Public Service, and the Grants and Contracts Committee.

Responsibility: Academic Affairs Council; Associate Dean of the Faculty for Research and Public Service; Grants and Contracts Committee

Time Frame: May 2002 and ongoing

Resources Required: Time of the above entities

Assessment: Review of articulated/implemented plan, monitoring progress regarding grants applied for and the number and dollar amounts of grants received.

Use of Results: To document scholarly activities among the faculty and academic programs.

Related to: Criteria Sec.- 6.5   Rec. - 55

Strategic Goal 3: Enhance academic quality

Objective 3.9:
Provide at least one instructional technology workshop appropriate to all faculty annually.

Strategies/Action Plans: See Strategic Goal 5.

Responsibility: Director of Academic Computing Support

Time Frame: Ongoing

Resources Required: Contained within the Academic Computer Services budget

Assessment: Document through Instructional Technology Workshop announcement; attendance roster of faculty; training records; and training documentation

Use of Results: To demonstrate enhancement of instructional technology.

Related to: Criteria Sec.- 5.3   Rec. - 41

Strategic Goal 3: Enhance academic quality

Objective 3.10:
Through the Office of Academic Computer Services, improve access and availability of technological support for faculty to enhance use of instructional technology.

Strategies/Action Plans: See Strategic Goal 5.

Responsibility: Director of Academic Computing Support

Time Frame: Ongoing

Resources Required: $150,000 within the annual budgets (2002-2007) of the Department of Academic Computer Services

Assessment: Document achievement through faculty surveys, training records, training documents, emails, and requests for training

Use of Results: To improve instruction and academic programs.

Related to: Criteria Sec.- 3.2, 5.3   Rec. – 9, 41

Strategic Goal 3: Enhance academic quality

Objective 3.11:
Implement revised Faculty Evaluation Process (as approved by the University Faculty) effective academic year 2001-02.

Strategies/Action Plans: Execute appropriate forms, interviews, and concluding reports.

Responsibility: Associate Dean of the Faculty for Academic Administration

Time Frame: Ongoing

Resources Required: Academic Affairs Council/faculty/staff members' time

Assessment: During Spring Semester 2002 (and each even numbered year thereafter) conduct a survey of faculty, department chairs, and school deans to determine perceived improvement in or satisfaction with the revised faculty evaluation process.

Use of Results: To improve the faculty development process.

Related to: Criteria Sec.- 4.8.2, 4.8.10   Rec. – 27, 28, 35, 36

Strategic Goal 3: Enhance academic quality

Objective 3.12:
Develop and implement new academic programs in response to anticipated or demonstrated educational needs.

Strategies/Action Plans: The unit/division prepares a proposal including a feasibility study, curriculum and staffing plan and budget with the assistance of the Office of Institutional Research and submits the proposal to the appropriate dean and the Undergraduate Curriculum and Academic Policy Committee (UCAP) or the Graduate Curriculum and Academic Policy Committee (GCAP) Committee; UCAP or GCAP submits the proposal with its recommendations to the President for approval of the Board of Trustees; when necessary, the President is to ensure compliance with the Commission on Colleges substantive change procedures prior to implementation.

Responsibility: Vice President and Dean of the Faculty; President

Time Frame: Ongoing

Resources Required: Time at all levels

Assessment: Review of curriculum offerings, UCAP and GCAP meeting minutes, Board of Trustees meeting minutes.

Use of Results: To improve the curriculum and meet the changing educational needs of the region.

Related to: Criteria Sec.- 1.2, 3.3, 4.2.3   Rec. – 1, 11, 19

Strategic Goal 3: Enhance academic quality

Objective 3.13:
Establish a formal timetable for 1) reviewing the SACS Criteria related to evaluation of educational programs as they assess and modify current curricular goals and 2) reviewing assessment tools to ensure consistency with SACS Criteria.

Strategies/Action Plans: Draft of timetable completed by the Academic Affairs Council and approved by the Institutional Effectiveness Committee.

Responsibility: Academic Affairs Council; Institutional Effectiveness Committee

Time Frame: Completed by February 2002

Resources Required: Council/committee/staff members' time

Assessment: Document by minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; Approved timetable.

Use of Results: To improve academic programs through improved assessment of curricular goals.

Related to: Criteria Sec.- 3.1   Rec. – 4, 5, 6, 7, 8

Strategic Goal 3: Enhance academic quality

Objective 3.14:
Establish a formal schedule for reviewing recent Outcomes Assessment Reports of academic programs.

Strategies/Action Plans: Draft a schedule to be completed by the Academic Affairs Council by January 2002, and approved by the Institutional Effectiveness Committee in February 2002.

Responsibility: Academic Affairs Council; Institutional Effectiveness Committee

Time Frame: Completed by February 2002

Resources Required: Council/committee/staff members' time

Assessment: Document through minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; Approved schedule.

Use of Results: To improve assessment of academic programs.

Related to: Criteria Sec.- 3.1   Rec. – 4, 5, 6, 7, 8

Strategic Goal 3: Enhance academic quality

Objective 3.15:
Establish a formal process which 1) reports the results of the Academic Affairs Council's work to the Institutional Effectiveness Committee and 2) makes recommendations for improving the assessment process to individual academic schools, departments, and programs.

Strategies/Action Plans: Form and scope of the report to Institutional Effectiveness Committee and to academic programs to be established by the Academic Affairs Council and approved by the Institutional Effectiveness Committee.

Responsibility: Academic Affairs Council; Institutional Effectiveness Committee

Time Frame: Completed by March 2002

Resources Required: Council/committee/staff members' time

Assessment: Document through minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; approved description of form and scope of Academic Affairs Council's report.

Use of Results: To improve the assessment of academic programs and thus the quality of academic programs.

Related to: Criteria Sec.- 3.1, 4.2.2, 4.3.5   Rec. – 4, 5, 6, 7, 8, 17, 21

Strategic Goal 3: Enhance academic quality

Objective 3.16:
The Academic Affairs Council is to complete an annual report that documents institutional coordination of assessment of academic programs and ensures that the results of academic assessment are being used to improve student performance, the curriculum, and the assessment process.

Strategies/Action Plans: The Academic Affairs Council and Institutional Effectiveness Committee adhere to the timetables and schedules described above and establish a deadline for the Academic Affairs Council's report to ensure that schools, departments, and programs have time to review it and make necessary changes in the assessment process.

Responsibility: Academic Affairs Council

Time Frame: May 2002; annually thereafter

Resources Required: Council/committee/staff members' time

Assessment: Document through minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; Academic Affairs Council's annual report; revised assessment processes and assessment tools.

Use of Results: To improve academic programs.

Related to: Criteria Sec.- 3.1, 4.5   Rec. – 4, 5, 6, 7, 8, 24, 25

Strategic Goal 3: Enhance academic quality

Objective 3.17:
Ensure annual budgets for the Carnegie Vincent Library that will support its mission and services provided each educational program.

Strategies/Action Plans: The University budget pro forma will reflect continuous funding to maintain or exceed FY 2001-2 funding for the library.

Responsibility: Director of the Library; Vice President and Dean of the Faculty; President

Time Frame: Ongoing

Resources Required:

FY 2001-02	$587,515
FY 2002-03	$563,833
FY 2003-04	$578,991
FY 2004-05	$596,628
FY 2005-06	$617,150
FY 2006-07	$640.958

Assessment: Records from the Finance Office will demonstrate that 85% of the library's materials budget is directly linked to academic programs.

Use of Results: To improve quality of educational support services to academic programs.

Related to: Criteria Sec.- 3.2, 5.1.1, 5.1.3, 5.1.6, 5.1.7   Rec. – 9, 10, 37, 38, 39, 40

Strategic Goal 3: Enhance academic quality

Objective 3.18:
Carnegie Vincent Library will ensure that it provides all LMU students with requisite resources and instruction to fully explore and understand the body of knowledge within their program of study.

Strategies/Action Plans: The library will 1) systematically analyze and update its collection, 2) maintain an active and viable program for information literacy, and 3) support standards and technology to promote new methods of research and other technological endeavors.

Responsibility: Director of the Library

Time Frame: Ongoing

Resources Required: Director's and staff members' time

Assessment: Assess through statistics - Bibliographic instruction, reference, database usage, circulation. Implementation and assessment of an information literacy program - pre-testing - post-testing; Surveys - Faculty, students on and off-campus.

Use of Results: To improve the quality of the academic programs, campus environment, and public service.

Related to: Criteria Sec.- 3.2, 5.1.1, 5.1.3, 5.1.6, 5.1.7   Rec. – 9, 10, 37, 38, 39, 40

Strategic Goal 3: Enhance academic quality

Objective 3.19:
Improve access to the Abraham Lincoln Museum collections and exhibits.

Strategies/Action Plans: Implement new finding aids for the three-dimensional and two-dimensional collections; open dialogue with faculty concerning the research potential of the Museum's collections, enhance current exhibits, engage Museum Interns in challenging programs and activities; creation of a Public History Program.

Responsibility: Director of the Library, Vice President for Lincolniana, and Academic Affairs Council (AAC)

Time Frame: Ongoing (date to be established for AAC approval of Public History Program)

Resources Required: Director, Vice President, and staff members' time

Assessment: Measure through research logs and student contact sheets; faculty response and involvement; evaluation of exhibits by faculty, students and outside evaluators.

Use of Results: To improve public service functions, academic programs, and help LMU achieve regional distinction.

Related to: Criteria Sec.- 3.2   Rec. – 9, 10

Strategic Goal 3: Enhance academic quality

Objective 3.20:
Evaluate the goals and outcomes assessment processes for all administrative and educational support programs and make any improvements deemed appropriate annually.

Strategies/Action Plans: The Institutional Effectiveness Committee will evaluate the planning and assessment practices of all administrative and educational support services' units on an annual basis to ensure that they are meeting acceptable standards of performance.

Responsibility: Institutional Effectiveness Committee

Time Frame: Annually

Resources Required: Committee/staff members' time

Assessment: Conduct a review of administrative and educational support services' documents to include: unit strategic plans; outcomes assessments; and other applicable reports.

Use of Results: To improve the quality of operations for all administrative and educational support services.

Related to: Criteria Section 3.2, 3.3, 5.1.1, 5.4.1, 5.4.2, 5.5.1   Rec. – 9, 10, 12, 37, 42, 44, 45, 49

Strategic Goal 4:

Expand and improve campus facilities

Objective 4.1:
Provide adequate facilities by updating the Facilities Master Plan annually.

Strategies/Action Plans: Determine additional facilities and grounds needs as dictated by campus growth, change, physical needs, and as educational program needs dictate. The Facilities Master Plan will be updated on a regular basis, with the formal document being reproduced annually. The President's Cabinet will review the Facilities Master Plan on a regular basis. The President's Cabinet will conduct an on-going assessment of the adequacy and the effective and efficient operation of the university's on-campus and off-campus facilities.

Responsibility: Vice President for Administration, Director of Custodial Services and Office of Campus Operations

Time Frame: By August 31, Annually

Resources Required: Service Master annual budget and campus operations annual budget contain the necessary funds.

Assessment: Review and assessment of Facilities Master Plan; Plan for Safety and Security; Student surveys; Plan for Water and Wastewater; Reports from visits to off-campus teaching sites.

Use of Results: Continue to determine additional facilities and grounds needs as dictated by campus growth, change, physical needs, and as educational programs needs dictate.

Related to: Criteria Sec-6.4.4   Rec. - 54

Strategic Goal 4: Expand and improve campus facilities

Objective 4.2:
Ensure Campus Safety by updating the Comprehensive Safety and Security Plan annually.

Strategies/Action Plans: Regular evaluation of the institution's Comprehensive Safety and Security plan to ensure that it is accurate and current in relation to any changes on campus. The Comprehensive Safety and Security Plan must continue to include specific provisions for the appropriate handling and disposal of hazardous waste in addition to other safety concerns. The plan must be evaluated and revised on an as needed basis as well, with a new document being produced annually. The Comprehensive Safety Plan will continue to provide for emergency measures for responding appropriately to a disaster.

Responsibility: Vice President for Administration

Time Frame: As situations warrant and annually by September 30

Resources Required: Comprehensive Safety and Security Plan, evaluation and incident reports, cost included in departmental budget.

Assessment: Compare the Safety and Security Plan each year with the previous year's plan to monitor improvements.

Use of Results: To continuously improve the Comprehensive Safety and Security Plan and make the campus safer.

Related to: Criteria Sec-6.4.3   Rec. – 53

Strategic Goal 4: Expand and improve campus facilities

Objective 4.3:
Objective: Ensure a clean campus by ensuring that Grounds and Custodial Service employees are trained and updated on trends and technology related to grounds management each contract year.

Strategies/Action Plans: Conduct training sessions with new grounds and custodial employees. Conduct regular refresher sessions with all current grounds and custodial services employees.

Responsibility: Director of Custodial Services and Office of Campus Operations

Time Frame: By August 31, Annually

Resources Required: Included in ServiceMaster Contract and Campus Operations budget

Assessment: Review of ServiceMaster Training Manual; Regular personnel reviews and evaluations; Update Facilities Master Plan.

Use of Results: To assure that all employees are trained and capable of fulfilling their assigned task

Related to: Criteria Sec-6.4.2   Rec. – Special Comm. 2

Strategic Goal 4: Expand and improve campus facilities

Objective 4.4:
Ensure a clean campus by encouraging facilities cleanliness throughout the campus network each year during faculty/staff orientation.

Strategies/Action Plans: Increase frequency of facility "walk troughs" by ServiceMaster Supervisor and Vice President for Administration, both on campus and at all off-campus teaching sites.

Responsibility: ServiceMaster Supervisor and VP for Administration

Time Frame: Annually during Faculty/Staff Orientation and routinely throughout the year

Resources Required: $500

Assessment: Assess through review of completed facilities checklist for all buildings on campus and at all off-campus teaching sites. Regular updates from site coordinators at all off-campus teaching sites.

Use of Results: To assure that all facilities are operating efficiently

Related to: Criteria Sec- 6.4.2   Rec. – Special Committee 2

Strategic Goal 4: Expand and improve campus facilities

Objective 4.5:
Install fiber optic cable and upgrade electrical capacity for use of instructional technology equipment in every classroom.

Strategies/Action Plans: Inventory each classroom to determine if changes are needed, purchase and install the necessary equipment following an orderly plan.

Responsibility: Academic Computer Support Team, Maintenance Department

Time Frame: By the end of the 2002-03 fiscal year

Resources Required: 2001-02 $25,800 to purchase 6 Laptop/LCD units to check in/out as needed by faculty/staff and students; 2002-03 evaluate needs annually.

Assessment: Monitor all price quotes, Requisitions/Purchase Orders, usage reports, faculty and student surveys.

Use of Results: Enhance technological capabilities for instructional purposes.

Related to: Criteria Sec- 5.2, 5.3   Rec. - none

Strategic Goal 4: Expand and improve campus facilities

Objective 4.6:
Maximize use of Abraham Lincoln Museum by educating the campus and general community of Museum's Potential beginning fiscal year 2001-02 and each year through 2006-07.

Strategies/Action Plans: Review potential of the Museum building based upon generally accepted Museum Management Practices; inventory building and grounds for possible use; determine ramifications and rewards of utilizing the Museum grounds and interior for alternative activities; consult with other, similar institutions on their policies; stress the public service contributions of the museum.

Responsibility: Museum staff, faculty, and interested community patrons

Time Frame: Study conducted in 2001-02; implementation of expanded use to begin in 2002-03; expand public service functions and service to other university unit (instructional and administrative) as possible over next five years.

Resources Required: To be determined by study conducted in 2001-2002 and assessment.

Assessment: List of Museum physical resources including sizes, limitations and needs; production of a Site Management Policy that provides guidelines for use Museum facility and grounds; compile information from other institutions and encourage offsite visits and consultation visits by professional staff.

Use of Results: To better promote the public service component of the university and to utilize the tremendous potential of the Museum as an intellectual and cultural asset for the university and the region.

Related to: Criteria Sec - none   Rec. - none

Strategic Goal 4: Expand and improve campus facilities

Objective 4.7:

Maximize the use of instructional and other campus space to fully utilize each structure during each academic year

Strategies/Action Plans: Assign classrooms according to course schedule information received from the Vice President and Dean of the Faculty. Make classrooms available for public workshops and meetings thereby promoting public service functions and serving as a cultural asset to the region. Document the use of campus facilities by community groups and promote and advertise the use of facilities like Duke Auditorium, the Arena, campus sports and recreational facilities, campus food services, and open areas for recreation across campus. Maximize use of facilities for summer programs.

Responsibility: Registrar, Director of Campus Scheduling, Faculty and Staff

Time Frame: Each Semester

Resources Required: Staff time

Assessment: Review utilization of classrooms and other campus facilities during semester. Use data to schedule for future semesters. Provide data to Vice President and Dean of the Faculty, President's Cabinet.

Use of Results: To assure that all campus facilities are fully utilized to benefit university, community, and public.

Related to: Criteria Sec- none   Rec. - none

Strategic Goal 4: Expand and improve campus facilities

Objective 4.8:
Work with University Advancement to formulate the Campaign for Lincoln, a capital campaign, to fund facility improvement throughout the campus by end of fiscal year 2003.

Strategies/Action Plans: University Advancement will present to the Board of Trustees in May 2002 a framework for the capital campaign. Focus will be placed on annual fund, endowment, and strategic initiatives that include building renovations. The Class of 1940 has initiated a project to renovate the Duke Hall of Citizenship. Gifts have been received and pledges noted for this project. A three-year time period has been established for fund raising and phasing in the work of the Duke hall renovation project.

Responsibility: Senior Vice President for Advancement & Vice President for Administration

Time Frame: To be detailed in the Campaign Document by July 31, 2002.

Resources Required: *estimated dollars* 2001-02 $75,000 for paving; 2002-03 $75,000 for paving; 2003-04 $75,000 for paving; 2004-05 $75,000 for paving; $290,000 Duke Hall; 1,200,000 LP; 2005-06 $290,000 Duke Hall

Assessment: Document Trustee commitments on pace-setting gifts by May 2002 through pledges and letters of intent will begin the discussion phase.   One third of the campaign funds will be secured by the date we announce the campaign and one third will be raised during the campaign. Pledge progress will be regularly shared with the President of the University, Chairman of the Board of Trustees and Chairman of the Executive Committee.

Use of Results: To assure campus buildings are maintained and meet the needs of current usage.

Related to: Criteria Sec- 6.2   Rec. – none

Strategic Goal 5:
Maximize Technology

Objective 5.1:
Evaluate and upgrade faculty and staff computers annually based on needs assessment survey and inventory management.

Strategies/Action Plans: Survey faculty/staff needs and inventory existing equipment, assess equipment needs, secure price quotes and purchase necessary equipment, upgrade and/or redistribute existing equipment according to needs assessment. The Academic Computer Support team will work with faculty and staff to determine computer equipment needs and develop a maintenance/upgrade schedule.

Responsibility: Academic Computer Support Team, faculty and staff.

Time Frame: 2001-02 complete faculty/staff survey, inventory computer hardware/software, access needs, document a schedule for maintenance and/or upgrade, assure that every full-time faculty (and key staff members) have a personal computer that meets there academic or work needs; 2002-03 begin replacing oldest personal computers based on schedule developed in 2001-02 to replace 1/3 of older computers; 2003-04 follow schedule to replace 1/3 of older computers; 2004-07 follow schedule to replace 1/3 of older computers; repeat annually.

Resources required: $50,000 in year 2001-02; $30,000 per year annually projected throughout the five-year budget pro forma.

Assessment: Use computer Use Survey, Computer Hardware/Software Inventory, Software License Agreements, Price Quotes, Academic Computer Services User files, Requisitions/Purchase Orders to assess progress.

Use of Results: To assure faculty/staff access to innovative technology so they can achieve their educational requirements criteria.

Related to: Criteria Sec- 5.3   Rec. – none

Strategic Goal 5: Maximize technology

Objective 5.2:
Enhance the Student Technical Assistant (STA) Program by hiring and training new STA's each year.

Strategies/Action Plans: Seek recommendations for 2 additional Student Technical Assistants from faculty and train the new STAs at the Annual STA Training sponsored by the ACA; enhance the STA program by developing technical support skills of current STAs; implement an STA Web page containing FAQ, Help Desk Tracking, and documentation.

Responsibility: Academic Computer Support Team, STA employees, faculty, staff and students

Time Frame: 2001-02 add 2 additional STA's, Participate in STA Training, begin developing STA Web Page; 2002-03 replace STA's that graduate and add additional STA's if necessary, maintain STA Web Page, participate in STA Training; continue process annually with evaluation and documentation.

Resources Required: Wages for STAs; $5000 for STA Training materials in year 2001-03; evaluate cost annually

Assessment: Review of STA Applications, Faculty recommendations, training records, Request for Computer Support records, email, phone logs, time cards, STA Evaluation forms.

Use of Results: To provide additional technical support to faculty members who utilize technology in the classroom.

Related to: Criteria Sec-5.3   Rec. - none

Strategic Goal 5: Maximize technology

Objective 5.3:
Provide training and technical support to faculty and staff throughout the academic school year to ensure the effective use of technology during the academic year.

Strategies/Action Plans: Develop a mentoring program to encourage faculty/staff to share their computer skills by training others, secure adequate funds for 2 professional trainers (1 each semester) to facilitate workshops at LMU for faculty/staff, conduct in-house training (by Academic Computer Services staff).

Responsibility: Academic Computer Support Team, faculty and staff

Time Frame: 2001-02 Maintain Academic Computer Support Web Page, conduct beginning and advanced training sessions on Microsoft Outlook/Exchange Email, demonstrate new features of Office XP (new Office Sweet), install Office XP software on key faculty computers; 2002-03 implement Office XP campus wide, plan and develop a software mentoring program, seek professional training for major software packages (JMP, HTML, Java, C++, FrontPage, etc); 2003-04 research and plan for a Technology Center to house necessary training facilities.

Resources Required: Included in the Academic Computer Services budget.

Assessment: Review of training records, Academic Computer Services User files, Price Quotes, Requisitions/Purchase Orders, Training/Trainer Evaluation forms.

Use of Results: To assure that faculty and staff are adequately trained to utilize technology.

Related to: Criteria Sec- 5.3   Rec. – none

Strategic Goal 5: Maximize technology

Objective 5.4:
Continue to support and actively participate in the University's Teaching, Learning, Technology Roundtable (TLTR) each academic year.

Strategies/Action Plans: Promote the TLTR group by publicizing meetings and activities. Research current events at other TLTR groups. Encourage participation in TLTR training and promotion.

Responsibility: Academic Computer Services staff and TLTR members

Time Frame: As scheduled during the academic year

Resources Required: $500 annually

Assessment: Review of meeting records, notes, handouts.

Use of Results: To promote participation in TLTR , which allows faculty to express new methods for using technology in the classroom. Academic Computer Support uses this information to seek and plan for enhanced technology for the University.

Related to: Criteria Sec- 5.3   Rec. - none

Strategic Goal 5: Maximize technology

Objective 5.5
Ensure student access to technology by annually evaluating and upgrading computer workstations that are dedicated to student access.

Strategies/Action Plans: Determine which student access computers need to be replaced or upgraded, negotiate new lease agreement or purchase options for outdated computers (DeBusk 312-Jul 01; Avery 108-Jul 02, Academy 200-Jul 02; Library-Jul 04), survey students to determine peak hours and computer access needs as well as necessary software, purchase or lease the necessary equipment and secure the require software license agreements.

Responsibility: Academic Computer Support Team, faculty, and students

Time Frame: Student computer access labs will be upgraded on a three-year cycle. 2001-02 Replace the computers in DeBusk room 312; 2002-03 replace the computers in Avery 108 and Academy room 200; 2003-04 replace computers in Library, Maryville teaching site (off-campus), and St. Mary's teaching site (off-campus); 2004-05 replace computers in Farr and Schneck and evaluate additional off- campus sites.

Resources needed: 2001-02 $37,500; 2002-03 $55,000; 2003-04 $40,000; 2004-05 $50,000; 2005-07 amount will be determined by current market value in plan revisions for projection purposes the 2004-05.

Assessment: Evaluate student forums, recommendations from students/faculty, email, Price Quotes, Requisitions/Purchase Orders, Software License Agreements.

Use of Results: To determine student needs for access to technology.

Related to: Criteria Sec- 5.2, 5.3   Rec. - none

Strategic Goal 5: Maximize technology

Objective 5.6:
Ensure student use of technology by providing technological equipment for students to use in association with classroom assignments and projects.

Strategies/Action Plans: Survey students and faculty to determine technology needs per curricular goals and assignments, purchase (or redistribute existing equipment), the necessary software and hardware, develop a process that ensures fair distribution of technology tools among students.

Responsibility: Academic Computer Support Team, faculty, and students

Time Frame: 2001-02 work with faculty to determine equipment and software needs for each course, especially courses for new CIS degree to be offered; 2002-03 provide dedicated equipment for student use and develop a system for fair distribution of hardware and software; annually enhance the process.

Resources Required: Included in the Academic Computer Services budget.

Assessment: Track student request to use equipment, Requisitions/Purchase Orders, Computer Hardware/Software Inventory, Equipment Usage logs, Equipment Use Evaluation forms.

Use of Results: To determine what additional equipment (hardware and software) needs to be available for student use.

Related to: Criteria Sec- 5.2, 5.3   Rec. - none

Strategic Goal 5: Maximize technology

Objective 5.7:
Increase Network bandwidth to meet innovative needs of faculty/staff and students as determined by needs assessment documents 2002-07.

Strategies/Action Plans: Conduct network traffic studies, evaluate needs, assess future growth and development.

Responsibility: Director of Campus Networking

Time Frame: 2002-03 add additional T1; 2005-2006 add T3

Resources Required: $18,000 to add additional T1 in 2002-03; $70,000 to add T3 in 2005-06.

Assessment: Review network activity reports and surveys to assess progress.

Use of Results: To determine when increase in bandwidth is needed.

Related to: Criteria Sec- 5.2, 5.3   Rec. - none

Strategic Goal 5: Maximize technology

Objective 5.8:
Enhance the Resident Technical Assistant (RTA) Program by securing and training new students to provide technical support to residential students during the academic year.

Strategies/Action Plans: Evaluate existing RTA program and implement improvements, select RTAs each year, require RTAs to participate in annual Appalachian College Association (ACA) STA Training; Academic Computer Support Team will work with designated members of Student Services (Housing and Career Planning) to staff RTAs in each residence hall.

Responsibility: Academic Computer Support Team, Director of Housing, and Residence Directors

Time Frame: Annual Training in October, New RTA orientation each academic year early August

Resources Required: RTAs stipends (residential costs)

Assessment: Review log of Student Assistance, peer evaluation forms, phone logs, and email to assess progress.

Use of Results: To determine how the program can be improved.

Related to: Criteria Sec-5.3   Rec. – none

Strategic Goal 5: Maximize technology

Objective 5.9:
Work with individual academic schools and departments to enhance, upgrade, and/or develop technological components for instruction 2002 through 2007.

Strategies/Action Plans: Create a plan to digitize the existing Abraham Lincoln Museum collection; provide Internet access to the Abraham Museum's resources; create CD-Rom databases of Museum data for distribution; install public computers in Museum Reading Room, Rare Book Room, Vault, and Galleries. Work with Department Chairs to analyze technology trends

and innovative ways to integrate technology into the curriculum. Develop a plan to create training videos, CD-based course instruction, and interactive training utilizing the staff and resources of Sigmon Communications. Work with Library personnel to promote and encourage the use of electronic research and instruction. Seek grants and funding to support these projects.

Responsibility: Department Chairs, designated faculty, Museum staff, University Advancement staff and Academic Computer Support staff

Time Frame: Begin planning in 2001-02, implement in stages from 2002-07

Resources Required: To be determined as plans are developed.

Assessment: To be determined as individual plans are developed.

Use of Results: To produce innovate technological components that will enhance the integration of technology into the course curriculum.

Related to: Criteria Sec- 5.3   Rec. - none

Strategic Goal 6:
Enhance external resources

Objective 6.1:
Increase unrestricted giving by building a broad base of annual support with a minimum of $250,000. Note time frame for future years.

Strategies/Action Plans: University Advancement will: identify and cultivate 400-500 donors who have the ability to give unrestricted gifts of $100 to $25,000 annually; start with the Board of Trustees and ask that every Board member give an unrestricted gift every year; ask every alum for a gift, ask every University Advancement staff member to make an unrestricted gift each year; increase membership in the President's Club (unrestricted gifts of $1,000 or more given annually); provide training on "Asking for a Gift" to departments outside of University Advancement; i.e. Museum staff, Library staff, Athletics, Cabinet and Trustees.

Responsibility: Primary responsibility of University Advancement staff with support from the President, Board of Trustees, Alumni Board of Directors, faculty, staff and students.

Time Frame: 2002-2003: $350,000
                         2003-2004: $400,000
                         2004-2005: $450,000
                         2005-2006: $500,000
                         2006-2007: $550,000 (estimate)

Resources Required: $100,000 year one; $45,000 year two; average same for years 3,4 and 5. (Note FASBE, CASE cost for raising money)

Assessment: Review call reports at weekly staff meetings; go active with on-line giving June 2001; review and compare on-line weekly giving reports with direct mail and phone-a-thons; review LYBUNT and SYBUNT reports quarterly.

Use of Results: To impact current operating revenue

Related to: Criteria Sec. – 6.2.2   Rec. - 52

Strategic Goal 6: Enhance external resources

Objective 6.2:
Increase unrestricted giving by keeping faculty, staff, students, alumni, friends and parents informed each year of the goals and objectives of the University.

Strategies/Action Plans: Provide quality printed information to alumni and friends considering the fact that approximately 1,000 new names are added to the mailing list each year and the cost of printing continues to rise (i.e*., Blue and Gray* newsletter twice a year for alumni, friends, students, faculty and staff, and *Alumnus* magazine twice a year for paid members of the National Alumni Association); develop and maintain a comprehensive Web site for the University to include on-line giving opportunities. Use the Sigmon Communications Center as a means of informing our constituents on a local level.

Responsibility: Director of Public Relations, Webmaster/Director of Publications, Director of the Annual Fund, Director of Alumni Affairs, and Admissions Office.

Time Frame: Daily. Schedule for publications to alumni and friends are on file with the Director of Publications.
Resources Required: Annually--$50,000 through Pubic Relations budget; Direct Mail costs $31,600.

Assessment: Compare annual giving reports and annual surveys; evaluate effectiveness of all publications and media sources; compare enrollment figures with previous years; and review how many children of alumni are enrolling at LMU.

Use of Results: To increase unrestricted giving to LMU and to provide a more efficient solicitation process.

Related to: Criteria Sec. – 4.4, 6.2.1   Rec. – 22

Strategic Goal 6: Enhance external resources

Objective 6.3:
Increase unrestricted giving through increasing alumni giving by 5% each year for a five year period.

Strategies/Action Plans: Ask every alumnus/a for a gift to the annual fund; increase chapter activity as well as the number of active alumni chapters in the national association; use targeted mailings and phonathons to encourage non-active alumni to give to the annual fund; provide on-line giving for alumni who prefer the convenience of this method.

Responsibility: Director of Alumni Affairs, Director of Annual Giving, and Director of Public Relations

Time Frame: 2001-02; increases annually through WEB appeal and personal contacts.

Resources Required: Four (4) direct mail pieces annually @ a cost of $ 2,000 (postage and printing)

Assessment: Track and code times of solicitation of alumni and compare with monthly giving reports.

Use of Results: To increase annual giving by alumni and to expand our unrestricted donor base

Related to: Criteria Sec.- 6.2.2   Rec. - 52

Strategic Goal 6: Enhance external resources

Objective 6.4:
 Increase unrestricted giving by marketing and promoting the University both locally and regionally to increase donations to LMU.

Strategies/Action Plans: Promote University academic programs; send out timely news releases; utilize the World Wide Web and billboards for advertising; utilize the Abraham Lincoln Museum and the J. Frank White Academy; mail the *Partners In Progress* newsletter (campus newsletter provided to local businessmen/women who contribute to the annual fund).

Responsibility: Director of Annual Fund, Director of Public Relations, Webmaster, Sports Information Director, Abraham Lincoln Museum, J. Frank White Academy, and Sigmon Communications Center (All faculty, staff and students through speaking engagements).

Time Frame: Daily and weekly through news releases, monthly updates of The Insider (web publication for faculty/staff/students), weekly radio and TV ads with Sigmon Communications Center, billboards changed two times per year, direct information to off-campus sites through WEB and direct mail.

Resources Required: $50,600 annually

Assessment: Review weekly feedback from local and regional media sources and review monthly giving -reports with targeted promotions. Compare enrollment activity with specific marketing promotions.

Use of Results: To monitor and improve the marketing plan that will result in increased unrestricted giving reflected in monthly giving reports and provide greater awareness of LMU.

Related to: Criteria Sec.-6.2.2   Rec. - none

Strategic Goal 6: Enhance external resources

Objective 6.5:
Increase endowment for scholarships, faculty support and endowed chairs by $20 million dollars.

Strategies/Action Plans: As per consultant's recommendation to hire three new advancement officers, University Advancement hired a Director of the Annual Fund, and an Assistant Vice President for Foundation Research, who will take over the day to day operations of the division, thereby freeing the Senior Vice President for University Advancement to be on the road. The Assistant VP for Foundation Research will also: revisit the existing 250 foundations with which LMU has had contact with in the past, determining status and re-soliciting the promising ones from that pool; identify new foundations and systematically categorize those, matching them with possible needs on campus; work closely with the campus community to forward potential grant sources for individual programs. Host a Grantsmanship Center Grant Writing Seminar on campus to encourage faculty and staff to write proposals. The third position, an Assistant Vice President for Major Gifts, will be filled in 2001. University Advancement will research, identify, and cultivate 30-50 potential donors who have the capacity to fund endowed chairs at $500,000+, endowed professorships at $250,000+, endowed scholarships at $15,000+, endowed faculty development funds at $15,000+, and increase the number of the Circle of Friends for Endowment gift club by 25 or more each year. University Advancement will: review prospects with the Development Committee of the Board of Trustees, President of the University, Chairman of the Board and Chairman of the Executive Committee; encourage better understanding of endowment by sending each trustee a copy of the Council on Education booklet "Understanding Endowment;" offer estate planning seminars at Homecoming promoting how their estate gift can benefit endowment growth; and feature donors who have already made estate plans in the *Alumnus* Magazine. Please note recent increases in the endowment in the Appendix to this plan.

Responsibility: University Advancement fund raising staff, President, Development Committee of the Board, Chairman of the Board in cooperation with faculty

Time Frame: 2002-2003 $2 million
                 2003-2004   2003-2004 $3 million
                 2004-2005   2004-2005 $5 million
                 2005-2006   2005-2006 $5 million
                 2006-2007   2006-2007 $5 million (estimate)
                 These funds will be used for scholarships and financial aid as well as endowed chairs to enhance faculty
                 compensation, and library resources through an estate plan.

Resources Required: Staff time

Assessment: Review and compare call reports of major gift officers; comparison of five–year endowment giving, i.e. donors vs gifts vs calls

Use of Results: To demonstrate that best practices in fund raising are addressed and maintained, calls are made on a timely basis, and to provide budget relief for academic areas as well as capital projects.

Related to: Criteria Sec.- 6.2, 6.3.3   Rec. - 52

Strategic Goal 6: Enhance external resources

Objective 6.6:
Increase endowment for scholarships, faculty support and endowed chairs by annual membership in the Circle of Friends for Endowment giving club deposited as quasi endowment funds.

Strategies/Action Plans: Provide University Advancement Office with printed materials to assist in fund raising efforts (i.e. Circle of Friends for Endowment brochure); include new scholarships and giving opportunities in at least one issue annually of the *Alumnus* Magazine; develop a comprehensive Web site for the University to include on-line giving opportunities.

Responsibility: Chairman of the Board, President, Senior Vice President for University Advancement, Assistant Vice President for University Advancement Internal, Assistant Vice President for University Advancement External, Faculty, Endowment Committee of the Board of Trustees

Time Frame: # of individuals giving each year plus new members
                    2002-2003   18 (+3)
                    2003-2004   2003-2004   33 (18+15)
                    2004-2005   2004-2005   48 (33+15)
                    2005-2006   2005-2006   63 (48+15)
                    2006-2007   78 (63+15)

Resources Required: $50,000 annually

Assessment: Review and compare endowment earnings for scholarships, endowed chair, and faculty development funds with endowment Committee.

Use of Results: To provide support of endowed chairs, endowed scholarships, and endowed faculty development funds.

Related to: Criteria Sec.- 6.2   Rec. - none

Strategic Goal 6: Enhance external resources

Objective 6.7:
Increase endowment for scholarships, faculty support and endowed chairs by increasing alumni giving by 5% annually.

Strategies/Action Plans: Do research on active alumni to see who is capable of giving amount needed and then cultivate that alumna; publish endowment needs in the *Alumnus* and *Blue & Gray* for non-active alums.

Responsibility: Senior Vice President for University Advancement, Assistant Vice President for University Advancement Internal, Assistant Vice President for University Advancement External, Director of Annual Fund, Director of Public Relations, Webmaster

Time Frame: 2002-2003   8%
             2003-2004   2003-2004   13%
             2004-2005   2004-2005   18%
             2005-2006   2005-2006   23%
             2006-2007   28%

Resources Required: $75,000 (targeted groups, general mailings, travel, etc.)

Assessment: Review and evaluate alumni giving to specified categories (scholarships, endowed chairs, professorships, development/research funds) each month.

Use of Results: To improve alumni solicitation for increased endowment giving.

Related to: Criteria Sec.- 6.2.1   Rec. - none

Strategic Goal 6: Enhance external resources

Objective 6.8:
Increase endowment for scholarships, faculty support and endowed chairs by marketing and promoting the University both locally and regionally to increase donations to the University.

Strategies/Action Plans: Council of Independent College report indicates that on average the following percentages of gift income were generated by these sources: alumni, 21%; foundations, 16%; other friends, 14%; and trustees, 11%. University Advancement has planned and positioned LMU by hiring personnel to aid LMU in meeting endowment objectives. Strategies are directly related to the same marketing and promotion used in increasing gifts to the annual fund. Advancement staff will promote University academic programs, send out timely news releases, utilize the World Wide Web and billboards for advertising, utilize the Abraham Lincoln Museum and the J. Frank White Academy, and mail the *Partners In Progress* newsletter (campus newsletter provided to local businessmen/women who contribute to University Endowment).

Responsibility: Director of Public Relations, Director of Publications and Webmaster

Time Frame: 2002-2003   Add two standing columns in local newspapers on LMU's academic programs. Add to existing investments in the office of public relations and publications. Continue to confer with the Marketing committee of the Board of Trustees.
2003-2004   2003-2004   Communicate more effectively with the persons who will give to endowment efforts, especially specific class
years with one new mailing each year.
2004-2005   2004-2005   Review locations and redistribute billboards with four new billboard sites.
2005-2006   Increase links for giving on line by at least 2 new links each year.
2006-2007   (Budget planning must be assessed by reviewing local and regional demographics for marketing trends.)

Resources Required: Included in Public Relations and Publications budget

Assessment: Assess monthly reports on increased contributions to endowment

Use of Results: To provide timely and accurate information and to help in fund raising and promoting the university.

Related to: Criteria Sect.- 6.2.2   Rec. – 52