Lincoln Memorial University

Part I

Strategic Plan Overview and Introduction

2004- 2009

(Includes updates by President's Cabinet June 10, 2004)

I.   Planning Process

The planning process at Lincoln Memorial University incorporates:

1. commitment from the President and Board of Trustees;
2. broad-based participation at all institutional levels;
3. an integrated planning, budgeting and assessment schedule;
4. compliance with SACS requirements;
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 Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Six Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS expectations for improvement. 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, (2004-2009). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices.

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 May 2003)

III.   Values

  I. Lincoln Memorial University values integrity
- honesty
- openness
- commitment to principles

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

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

IV. Lincoln Memorial University values diversity
- ethnic
- cultural
- belief systems

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

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

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

VIII. Lincoln Memorial University values the process of life-long learning

IV.   Vision Statement

Lincoln Memorial University strives to achieve regional distinction as a student-centered, educational, and service-oriented intellectual and cultural community defined by excellence, creativity, and diversity in its people, procedures, and programs.

V.   Strategic Goals

Lincoln Memorial University identified six Strategic Goals. The Strategic Goals were developed from a review of SACS expectations, internal outcomes assessment data, and external factors influencing the University. These six goals are reflective of the University Mission and Purpose and Values and are crucial to achieving regional distinction. 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: Maintain Enrollment at a Sufficient Level to Support the Fiscal Integrity of Lincoln Memorial University

Strategic Goal 3: Enhance Academic Quality

Strategic Goal 4: Ensure Adequate Physical Resources and Efficient Use of those Resources on Campus and on any Extended Sites

Strategic Goal 5: Make Effective and Efficient Use of Technology

Strategic Goal 6: Enhance External Resources

VI.   Benchmarks for Regional Distinction

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment
- Conduct annual University financial audit.
- Balance annual fiscal year operating budget.
- Produce five-year operating budget pro forma.
- Secure necessary funding levels for institutional strategic initiatives and priorities.

- Produce Annual Performance Report

Strategic Goal 2: To Maintain Enrollment at a Sufficient Level to Support the Fiscal Integrity of Lincoln Memorial University
- Conduct annual comparative analysis of PR activities.
- Conduct Preview Day evaluations.
- Utilize potential student market analysis/trends/demographic measures and research.
- Increase residential enrollment.
- Improve student academic and racial/ethnic profiles.
- Track enrollment patters, trend analyses for academy, undergraduate, and graduate students.
- Improve retention and graduation statistics for all categories of students.
- Survey results measuring students' use of, satisfaction with, and success resulting from student support services.
- Improve financial aid participation rates, award profiles, and satisfaction with services.

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

Strategic Goal 4: Ensure Adequate Physical Resources and Efficient Use of those Resources on Campus and on any Extended Sites
- Update and improve Facilities Master Plan.
- Conduct Facilities Assessments (specific to building/site physical and learning environment).
- Monitor compliance with Comprehensive Safety and Security Plan.
- Maintain OSHA, ADA, and other regulatory compliance assessments.

Strategic Goal 5: Make Effective and Efficient Use of Technology
- Develop comprehensive Technology Plan.
- Use technology user survey results to make improvements.
- Monitor technology problem tracking logs.
- Assess effectiveness of technology training for faculty, staff, and students.

Strategic Goal 6: Enhance External Resources
- Monitor trends in unrestricted giving
- Increase faculty/staff participation in annual fund giving.

- Raise alumni participation and giving levels.
- Grow the endowment.
- Increase in student scholarship support and faculty development funding
- Conduct a successful of integrated marketing and promotion campaign.
- Monitor CAE report for peer institutions.
- Conduct trend analyses for all types of fund raising
- Monitor comprehensive capital campaign and capital projects status.

Progress Report on Previous Year's Strategic Goals
(Includes only the most significant accomplishments.)

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

Objective 1.1: To use the institutional mission statement as the foundation for all planning, budgeting and assessment processes.
Progress:
   a. The institutional mission statement now appears in all major university publications and demonstrated linkage with the mission statement is a required component of all unit planning, budgeting and assessment documents.
   b. A major new service initiative is set to begin fall 2003 for students receiving institutional scholarships. Students are expected to perform services at LMU and within the community. This is tied directly to the institutional mission statement and represents a commitment to its accomplishment.
   c. Some students have already started working (summer 2003) on campus assisting maintenance in exchange for campus housing.
   d. LMU has applied for grant funding tied closely to the fulfillment of the institutional mission (pending decisions of granting agencies).
   e. On August 13, 2002, a Substantive Change Prospectus was submitted to SACS requesting approval of the new West Knoxville Teaching Site offering the following programs:

   > B.B.A., M.B.A., B.S. in Elementary Education, Post-Baccalaureate Certification Program, Master of Education degree programs, and Educational Specialist degree programs.

   On October 10, 2002, the Commission on Colleges approved the new West Knoxville Teaching Site contingent upon satisfactory response to questions concerning one subsection of the Criteria and justification of instructors' credential for two proposed classes.
   On December 4, 2002, a response to the Commission's concerns was submitted.
   On February 28, 2003, the Commission on Colleges notified LMU that the response was accepted and no further information was requested concerning the West Knoxville site.
   f. On April 15, 2003, a Substantive Change Prospectus was submitted to SACS requesting approval of the new Blount County Teaching Site offering the A.S. in Nursing degree.
   On June 6, 2003, the Commission on Colleges approved the new Blount County Teaching Site and complimented the university by writing, "We wish to commend you on a coherent and informative prospectus, thank you."

Objective 1.2: Prepare a balanced fiscal year operating budget annually for Board of Trustee approval.

Progress:

a. The annual operating budget development process began fall semester with the department chairs preparing budget requests and submitting them to the Academic Deans and/or Vice Presidents for review, refinement and approval.

b. Documentation of utilization of outcomes assessment results, unit, division and institutional strategic plans accompanied the budget proposals.

c. Budget hearings were held with the President and Vice Presidents to discuss the funding requests. The President's Cabinet functioned as the Budget Committee and assisted the President in balancing the budget.

d. The $23,000,000 balanced budget was presented to the Board of Trustees and approved.
   The budget is based on the following assumptions:
   1. No LMU undergraduate tuition increase
   2. Slight increase for graduate tuition of 1.8%
   3. Increase of $85 (or 2.3%) for JFWA
   4. Increase graduate enrollment by 100/ undergraduate enrollment by 25/ JFWA by 6/ Kanto by 70
   5. Non-donor supported undergraduate discount rate of 40.6%
   Strategic Initiatives include:
   1. Administrative software for DATATEL payment ($196,500)
   2. Area Bonds ($415,000) being called for payment (current pay interest $313,790 for a total of $728,790)
   3. Budgeted 5% for salary/wage increase.

e. LMU's fiscal year now begins July 1, which represents a Board of Trustees approved change.

Objective 1.3: To prepare a rolling five-year operating budget pro forma that reflects strategic institutional priorities.

Progress:

a. LMU has a 5- year operating budget pro forma (revised each year).

b. Outcomes Assessment Reports were submitted in May. Some departments and programs requested extensions of the usual deadline to improve the quality of their reports. Since some academic departments have new leadership the extensions are appropriate.

c. SWOT analysis was requested of each department for use in the revision of their unit and institutional strategic plans.

d. A subcommittee of I.E. developed a list of peer institutions. More detailed information must be collected on the peer institutions.

e. A planning retreat was budgeted, scheduled, and held (July 14-15) to update the strategic plan.

f. Budget assumptions have been developed for LMU's five-year operating pro forma. Budget assumptions were fine-tuned at the planning retreat.

g. The five-year budget pro forma is revised annually by department chairs and Vice Presidents.

   h.   The budget pro forma will be presented to the Board of Trustees in the fall as a part of the revised Strategic Plan.

Objective 1.4: To make data-based decisions.
Progress:
   a.   LMU has purchased administrative software from the Datatel Corporation.
   b.   Software training across the various units of the university for implementation of the new system has begun and is expected to require from 18 to 24 months.
   c.   LMU's finance staff has set parameters for the financial piece and chart of accounts which is the key to producing financial information for use in future decision-making. Core team members are setting parameters for other modules of the Datatel software system (admissions, student services, university advancement, human resources/payroll).
   d.   Standardized academic core curriculum and program assessment instruments have been recommended to the appropriate Academic Deans and program Chairs for consideration.
   e.   Standardized instruments for general college and university environment/services outcomes assessments have been recommended to the appropriate administrators for consideration.

Objective 1.5: To document status of strategic goals in an annual report.
   Progress on achievement of each strategic goal is reviewed at the annual Institutional Effectiveness/Strategic Planning retreat and the result is an annual report of progress.

Strategic Goal 2: Implement Comprehensive Enrollment Management Processes

Objective 2.1: To enhance student recruitment by identifying new markets and by distributing high quality marketing and recruitment materials that accurately portray the University.
Progress:
   a.   Contracted with the marketing firm of Stein from Atlanta, GA.
   b.   New brochures will be available for the 2003-04 academic year.
   c.   Contracted with a consultant, Dr. Bill Turner.
   d.   More names were purchased.
   e.   Pre-view day was re-vamped.

Objective 2.2: To increase first-time, full-time freshmen to 250 (with 25 being minorities) and full-time transfer and re-admitted students to 150 with 175 being residential students by 2007.
Progress:
   a.   Results are being calculated on a weekly basis with each area having more students when compared to 2002-03.

Objective 2.3: Maintain and increase where possible and appropriate enrollment levels in the graduate program; achieve enrollment expectations in new programs and at new sites.

Progress:

a. Advertising was conducted that brought an increase to the Post Baccalaureate and MBA programs at West Knoxville.

Objective 2.4: The J. Frank White Academy will increase enrollment to 72 students by Fall-2003.

Progress:

a. Hired personnel specifically for marketing and recruitment (SACS recommendation to improve and enhance marketing).
b. New brochure (from the Stein group)
c. Speaking engagements scheduled and presented.
d. Enrollment increased from previous year.
e. Retention from spring-2001 to fall-2002 was the best ever.

Objective 2.5: To improve freshman retention by developing and maintaining a freshman advising program.

Progress:

a. The Advising Program has been research and will be developed during the 2003-04 academic year for freshman advising during the summer New Student Orientation s of 2004.

2.6   Improve first-time, full-time freshman retention rate by an average of 1% per year, overall undergraduate retention rate by an average of 2% per year, and the graduation rate an average of 1% per year.

Progress:

a. Freshman retention from first semester to second semester was 85%.
b. Overall retention from Spring-2002 to Fall-2002 was 79%.
c. Overall retention from Fall-2002 to Spring-2003 was 84%.
d. Graduation rate was 49%.

Objective 2.7: To increase the number of students using student services by an average of 1% per year.

Progress:

a. This number rose 5% from 2001-2002 to 2002 -2003

Objective 2.8: To increase the maintenance completion rate of housing requests by 10% and continue the housekeeping completion rate of 100% for each academic year.

Progress:

a. Maintenance requests were completed at an over percentage rate for fall-2002 and spring-2003 at 42%.
b. Housekeeping requests continues at a completion rate of 100% for both semesters.

Objective 2.9: To create an enrollment management team.
 Progress:
   a.   Created

Objective: 2.10: To increase the number of participating faculty in the early warning
        system, i.e., reporting students having academic or attendance difficulties to the
        Office of Student Services, to 100%.
Progress:
    a. An average of 49.5% of the faculty reported students to the Office of Student
        Services during the Fall-2002 and Spring-2003 academic year.

Objective 2.11: To provide appropriate student aid awards to eligible students.
Progress:
    a. Additional staff hired for the 2003-2004 academic year.
    b. Development of the matrix for scholarship awards.
    c. Supplemental Grant increase by $32,000.00.

Strategic Goal 3: Enhance Academic Quality

Objective 3.1: Connect all academic planning, implementation, assessment, and
            improvement of curricula and programs to the University mission and
            budgeting processes.
Progress: All items below emerged from a process that linked mission, academic needs,
and budgeting processes.
    a. New academic administrative structure with streamlining of departments and
        colleges (graduate and undergraduate)
    b. New leadership with the VPAA/Provost and the Dean of the College of
        Undergraduate Studies
    c. Additional faculty members in growth programs and University financial support
        for faculty development leading to advanced degrees for continuing faculty
    d. Significant salary increases for faculty based on merit, equity, and across-the-
        board considerations; projections for continued increases at significant levels
    e. Comprehensive approach to upgrading technology
        (computers/telecommunications) for academic purposes among all faculty
        members
    f. Accrediting processes successfully completed (Nursing and JFW Academy) and
        several begun in other programs (Education, Social Work, Medical Technology,
        Veterinary Science)
    g. Study of new academic programs such as criminal justice (approved for
        implementation), several additional health sciences, and both masters and doctoral
        programs in professional areas
    h. Significant growth in Library holdings (both traditional books/journals as well as
        electronic acquisitions) and in professional library staff
    i. Refurbished governance structures to facilitate academic/financial planning and
        implementation

j. Institutional effectiveness discussions and decisions on the effective choices of survey instruments, both for continuing and additional data collections
k. A new extended campus site serving both undergraduate and graduate program needs was established in West Knoxville; an additional site in partnership with Blount Memorial Hospital is under construction; all extended campus sites are routinely reviewed in light of this goal and objective

Objective 3.2: Bring average faculty compensation to within mid-range of peer benchmark institutions (compared by faculty rank), in teaching responsibilities, in service, in research and scholarship, and in the percentage of faculty holding terminal degrees.
Progress:
a. Benchmark institutions have been identified by the Institutional Effectiveness Committee
b. Salary increases have been significantly funded, with implementation of the salary increase plan projected out five years; equity factors represent and important criterion for salary increases
c. Teaching responsibilities (and other workload factors) have been broadly discussed, with the most current Faculty/Staff Handbook reflecting the general agreements reached
d. Faculty holding the highest degree in field represent 65% of the 2002-03 faculty and will represent nearly 72% of the 2003-04 faculty

Objective 3.3: Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, that ties evaluation to faculty development opportunities, merit pay considerations, and improvement in professional performance.
Progress:
While the University has a faculty evaluation process that includes self-evaluation, student evaluation, and Chair evaluation, the process has lost credibility over time.

This year (2003-04) will see the development of a comprehensive faculty evaluation process with broad-based participation in its development, with improvement of professional performance as its aim. The University is committed to such a process and has budgeted adequate funds for faculty development opportunities and merit pay considerations.

Strategic Goal 4: Ensure adequate physical resources and efficient use of those resources, on- and off-campus.

Objective 4.1: Provide for the orderly development and use of the physical resources of the institution.
Progress:
a. The existing facilities master plan is in the process of being updated. We are investigating the possibility of having an outside firm create a comprehensive Facilities Master Plan.

b. An administrative assistant was hired Jan. 2003 to handle work orders and maintain the calendar of notes for Security and maintenance.
c. Datatel's work order system will soon be implemented.
d. Campus inventory is being updated both on- and off-campus. A maintenance employee was assigned to update the inventory and make OSHA compliance inspections. This person will become OSHA certified.
e. A web based work request was developed that emails tasks directly to the administrative assistant. This allows faculty, staff and students to request repairs directly.
f. Specific projects completed:
    1. Instalation of a 50,000 gallon storage tank and controls for Middlesboro Bottling Company.
    2. Excavation, construction and paving of a new North Entrance. Equipment and labor donated by a Trustee; City of Harrogate.
    3. Construction of a file storage area at Duke Hall (1st floor).
    4. Constructed new offices for Computer Services (1st floor Duke Hall).
    5. Constructed new offices for Registrar (1st. floor Duke Hall).
    6. Set up classrooms at Knoxville Campus.
    7. Re-location of campus dumpsters.
    8. Clean-up of old dump area behind Tex Turner Arena.
    9. Replaced compressor in Farr Hall chiller.
    10. Replaced compressor in Avery Hall chiller.
    11. Replaced tube bundle in Library chiller.
    12. Painter interior of J. Frank White Academy.
    13. Remodeled apartment at Byram Hall.
    14. Replaced damaged main feed breaker at DeBusk School of Business.
    15. Installed water monitoring equipment in Cudjo's Cavern.
    16. Painter interior of Grant-Lee Hall. Utilized student work for summer housing.
    17. Renovated and painted Robertson House.
    18. Campus paving. Widened roads behind Library. Extended parking behind Farr Hall and behind DeBusk School of Business.
    19. Lights repaired in Mars Gym.
    20. Removed several large diseased trees on campus.
    21. Painted office in Avery.
    22. Sodding of bare areas on campus.
    23. Relocation of natural gas main line.
    24. Set up offices at Corbin teaching site.

Objective 4.2: Provide a healthful, safe and secure environment.
Progress:
a. Health and Safety Committee formulated.
b. OSHA training by safety consultant from Willis (insurance provider).
c. Accessibility study conducted by an ADA consultant. We have the completed report and are starting to address identified problems.

  d. Chemical and biological waste removal contract in place for waste removal from labs, athletic training, and vet tech. (Armor, Chemical, Stericycle)
  e. Outdated chemicals were removed from Farr Hall chemical storage and shipped to an approved disposal facility.
  f. Membership on the Claiborne County Local Emergency Planning Commission.
  g. Coordinated with local Red Cross to store emergency supplies in Tex Turner Arena.
  h. CPR certification for coaches.
  i. Sexual Harassment Workshop training April 2002.
  j. Rape Prevention Workshop for commuter and residential students. (August 2002)

The following projects (related to this goal) are currently underway:
  a. Glass entrances and new windows at Mary Mars Gym.
  b. Repair of doors and replacement of windows at Annan Pool.
  c. Mapping of parking areas and striping of all campus roads and parking lots.
  d. Construction of two restrooms on the ground level of DeBusk School of Business.
  e. Grading and installation of a sprinkler system on the soccer practice field.
  f. Painting and re-carpet of several offices in Farr Hall.
  g. Installation of safety shower/eye wash stations in Farr Hall.
  h. Ground fault outlets installed in Farr Hall lab benches.
  i. Painting of hallways and several rooms at LP Hall.
  j. Renovation of Admissions Offices.
  k. Glass entryway to be installed in front of the Datatel training room (DeBusk School of Business)
  l. Instalation of 800 ft. 36 inch drain pipe on the farm.
  m. Repair to Vet Tech waste water line.
  n. Coating of Vet Tech Building and barn roof.
  o. Refurbish electrical system at Annan Pool.
  p. Renovation of Duke Hall office suite (3rd. Floor).
  q. OSHA compliance inspection.
  r. Grading of new practice field at Harrogate City Park.
  s. Installation of 250 ft. of drain line on LMU property next to A&A Cleaners.
  t. Repair field bed for A&A Cleaners on LMU property.
  u. Started GIS system to map all campus properties including utilities.
  v. Contractors contacted for Duke Hall roof repairs.
  w. Vaughn & Melton working on a repair plan for Abraham Lincoln Museum.
  x. Re-tube of LP Hall boiler.

Strategic Goal 5: Make Effective Use of Technology

Objective 5.1: Revise the Technology Plan to include both academic and administrative systems in order to maximize the effective use of available resources.
Progress:
  a. Have reviewed technology plans from other institutions, as well as existing unit plans at LMU.

b. Have held regular meetings with both administrative and academic computer services staff. One outcome is the consolidation of all existing servers in a new sever room, which freed up two offices.

c. Plan to formalize and consolidate existing unit plans into a comprehensive technology plan by the end of the calendar year.

Objective 5.2: Secure funding to implement technology plan.
Progress:
a. Submitted a Title III grant proposal to U.S. Department of Education, which requested approximately $1.75 million over a five-year period for classroom and video-conferencing technology.

b. Submitted a joint proposal for Distance Learning Technology (DLT Grant with Union College and Cumberland College).

Objective 5.3: Continue to provide and enhance university computing infrastructure (i.e., networks, servers, and support personnel).
Progress:
a. Upgraded the LMU Internet connection from T1 to DS3 (1.5 to 3.0 Mbps), with the capability to go up to 45 Mbps if necessary.

b. Installed a new T1 line for long distance service and switched this service from AT&T to BellSouth. This prepares LMU to use both Voice over IP (VolP) and video-conferencing capabilities.

c. Installed a bandwidth management tool on a trial basis to help manage the use of our bandwidth (e.g., help to control students downloads of MP3 and similar file-swapping activities. (An ACS grant will help to pay for the purchase and support of this tool.)

d. Added a Windows utility server to provide inventory and software maintenance support for computers on the campus network.

e. Installed UNIX Servers for the Library System and the Datatel System.

f. Added two support personnel to the Computer Services staff.

g. Improved Web capabilities by upgrading FrontPage server extensions and implementing Microsoft SharePoint web portal services.

h. Undertook a major study of campus printing, copying, faxing, and scanning. Major cost savings appear to be possible based on preliminary analysis.

i. Initiated a recycling program for toner cartridges.

Objective 5.4: Provide resources (hardware and software) for faculty and staff to meet their computing needs.
Progress:
a. Installed two mobile laptop carts (with 30 Dell wireless laptops) and four dedicated computer workstations at the West Knoxville teaching site for student use.

b. Upgraded Avery Hall Lab, room 108 (replaced 18 Pentium II computers with 20 Dell Pentium IV computers).

c. Redistributed the 18 Pentium II computers (from Avery Hall Computer Lab) to Faculty/Staff members who either had no computer or had Pentium I computers

(these computers were upgraded with additional memory and hard drives to improve their performance).

d. Disposed on or relocated the Pentium I computers to areas that needed limited computer service.

e. Upgraded several of the dedicated labs to Windows 2000 and Office XP (Maryville, St. Mary's, Avery 108, DeBusk 312, Farr, Library, Tagge Center).

f. Performed an extensive inventory and documented in Excel spreadsheet.

g. Relocated 5 LCD's to Library for easy check-in/check-out.

h. Plan to replace computers in the J. Frank White Academy computer lab during fiscal year 2003-2004 with Pentium IV computers.

Objective 5.5: Develop and implement plans for training faculty and staff.
Progress:

a. Collaborated with the Faculty Development Committee in the planning and execution of faculty/staff training.

b. Addressed the faculty/staff training plan in the Title III Grant.

c. Held the first faculty/staff workshop just before the start of the Spring Semester.

d. Held a second faculty/staff workshop during Spring Break.

e. Created a faculty/staff training room to support the Datatel Implementation Project. This training room can also be used for general faculty/staff training.

Objective 5.6: Provide faculty/staff technical support.
Progress:

a. Focused the new Computer Support Technician primarily on providing PC support to faculty and staff.

b. Used a half-time graduate assistant to assist with faculty/staff and student technical support.

c. Maintained call logs for problem tracking. The Hot Line number exists, but it is underutilized. A more effective plan needs to be developed.

d. Evaluated several problem tracking packages.

e. Hosted the ACA (Appalachian Colleges Association) sponsored STA (Student Technical Assistants) training session in October 2002. Six LMU students participated in the training.

Objective 5.7: Provide computing support for students.
Progress:

a. Used seven Residential Technical Assistants (RTA) to provide residence hall support.

b. Used six-eight work study students to assist in the Library and in campus academic computer labs.

c. Deferred the Student Technical Assistant program to FY 2003-04 due to space limitations in Computer Services.

Objective 5.8: Reenergize the charge for the University's Teaching and Learning with Technology Roundtable (TLTR) or its successor committee.
Progress:

    a.   This committee was eliminated during the reorganization of university committees in Fall 2002.
    b.   This initiative was taken over by the new Library and Technology Committee.
    c.   Information literacy, information fluency, and instructional technology are being reviewed by this committee.
    d.   A survey of information literacy and a faculty survey of technology wants and needs were completed this year.

Objective 5.9: Assist faculty with the development of instructional modules that use technology.

Progress:
    a.   Participated in and provided technical support for LiveText as the choice for the Electronic Portfolio for Teacher Education students.
    b.   Participated in the evaluation of lab monitoring software with Business Faculty and made a joint recommendation for a product (software will be installed by Fall 2003).
    c.   Ran a pilot project using both traditional classroom instruction and online instruction during Spring Semester 2003 (Business faculty member Dr. Souren Sombatiants taught the course).
    d.   Assisted several faculty members in setting up SharePoint Web sites.
    e.   Included online collaboration in the video-conferencing grant (DLT Grant).
    f.   Plan to use the Datatel Web capability to support either WebCT or Blackboard for online course in the future.

Objective 5.10: Investigate opportunities and techniques for online instruction (both on- and off-campus).

Progress:
    a.   Continued LMU participation in an ACA-sponsored online course project with Lee University and the University of Charleston, using Web Course in a Box.
    b.   At the urging of the above project team, ACA installed a server for WebCT (with reduced cost to LMU due to partial funding form the ACA grant).
    c.   Worked with three LMU faculty members, who have committed to putting courses online using WebCT for Fall 2003.

Objective 5.1: Develop a model "smart" classroom to test ideas/techniques for instructional technology use.

Progress:
    a.   Plan to use Datatel faculty/staff training room as a model for testing ideas and techniques for instructional technology use.
    b.   Plan to upgrade Avery Hall 108 Computer Lab to incorporate technology (e.g., ceiling-mounted LCD projector.
    c.   Plan to install permanent LCD projectors and computers on carts (Smart Podiums) in several classrooms around campus prior to Fall Semester 2003.

Objective 5.12: Enhance and/or replace the current Administrative System to meet the needs of the University.

Progress:

a. Researched the options available for LMU during the summer and fall of 2002. Visited Datatel offices in Fairfax, VA, for briefing in November 2002, LMU signed a contract with Datatel in December 2002.
b. Following Datatel's SmartPath plan, which calls for implementing the essential parts of the system in an 18-month period.
c. Installed UNIX servers from Sun Microsystems in March 2003. Datatel's Colleague and Benefactor software products were installed on these servers in April 2003.
d. Created a Faculty/Staff Traininf Room, with 11 desktop computers, a ceiling-mounted LCD projector, and a conference table. This room will be the focal point for the Datatel system implementation.
e. Set a goal to go live with Datatel Financial on July 1, 2003, and Human Resources on January 1, 2004.
f. Held several workshops on the financial systems at LMU (April and June). Brought up Datatel Financials (General Ledger, Purchasing, and Accounts Payable) on July 1, 2003.
g. Held additional workshops on Core, Student, Admissions, and Human Resources systems. Plan to set a "go live" date for Admissions soon.

Objective 5.13: Investigate the possible use of Video-Conferencing to support multi-location courses.

Progress:

a. Submitted Title III grant proposal, which included video-conferencing equipment.
b. Submitted joint proposal with Union College and Cumberland College, which was focused primarily on video-conferencing.
c. Received expression of interest form the chair of the Business Department in using video-conferencing for classes (e.g., MBA) which are now taught in both Harrogate and Knoxville.

Strategic Goal 6: Enhance External Resources

Objective 6.1: Increase unrestricted giving by building a broad base of annual support.

Progress:

a. Unrestricted dollars raised = $386,213
b. Chapter meetings
c. Homecoming
d. Targeted mailings to alumni and friends
e. Reassigned territories to University Advancement staff
f. Updated e-mail and physical addresses for alumni and friends, which has generated gifts
g. Trustees have sent appeal letters
h. Increased Public Relation presence

Objective 6.2: Increase endowment for student scholarships and for faculty development,
        including research, endowed chairs and continuing education.
Progress:
   a. Grant activity has increased
   b. Estate Planning is advertised in the *Alumnus*
   c. Estate Planning newsletter sent to target audience (classes of 1960-1974)
   d. Dr. Moody sent out Endowment appeal to previous donors
   e. Six new Endowed Scholarships ($61,269.96), two new Endowed Funds ($71,000)
   f. Homecoming
   g. Completed a list of all English majors
   h. Salsburg Seminar
   i. Publicize all student scholarships, faculty/staff development
   j. Prospect research
   k. Two Concerts to benefit Endowed Scholarships

Objective 6.3: Increase targeted marketing and promotion of the University locally,
        regionally, nationally, and internationally, by the use of all electronic and non-
        electronic media sources.
Progress:
   a. Kanto will have a Fall and Spring group
   b. Kanto program promotes LMU through school and home visits
   c. Increased enrollment
   d. Undergraduate applications increased at each site
   e. Advertising
   f. Homecoming
   g. Graduate program continues to have a waiting list
   h. Branding, Lincoln image
   i. More effective web-site
   j. Publications-all majors have brochures
   k. Marketing campaign for the Reality Team

Objective 6.4: Design and implement the planning phase for a residence hall capital
        campaign and continue planning for a comprehensive campaign to fund capital
        projects, endowment growth and annual fund.
Progress:
   a. Funds in place to build and furnish 36 bed unit $165,055 in hand
   b. Plans for phone-a-thon during Homecoming to benefit new Residence Hall
   c. Steps 1 and 2 from development committee minutes
   First steps of a capital campaign, which are as follows:
           I.   Review Internal Readiness
                  Strategic Plan, institutional leadership, development staffing,
                      organizational budget:
                  Build plan that covers what capital projects will be addressed with the
                      Finance, Development and Properties Committees;
                  Look at internal workings of the University
                  Work with Academic and Student Life Committees;

Review Board of Trustee readiness to commit to raising 20-50% of
campaign goal.
II.   Review the External Readiness:
Public perceptions of institution;
Perceptions of our mission;
Potential for major gifts;
Selection of campaign leadership

Objective 6.5: Enhance the University Advancement program by focusing additional
staff and resources for planned giving, major gifts, foundation support, and
prospect research.
Progress:
a. Reassigned territories to University Advancement staff
b. Prospect research
c. Organize majors
d. New group pools
e. Instituting SSI which will bring new prospects
f. Homecoming

Part II

Strategic Plan: 2004-2009

(Revised July, 2004)

Strategic Goal 1:

Strengthen planning, budgeting and assessment

(Includes updates by President's Cabinet June 10, 2004)

Strategic Goal 1: Strengthen planning, budgeting and assessment

Objective 1.1
To use the institutional mission statement as the foundation for all planning, budgeting, and assessment processes.

 Strategies/Action Plans:
   - The Institutional Effectiveness Committee will annually review the institutional mission statement and submit recommendations to the President on or before March 1 for consideration by the Board of Trustees.
   - The mission, goals, and objectives of the divisions, departments, and units will demonstrate alignment with the University mission, goals, and objectives.
   - Align budgeting with the institutional mission, goals, objectives, and strategic initiatives.
   - Assess outcomes and use the results for continuous improvements.

Responsibility: The Institutional Effectiveness (IE) Committee, the Cabinet, the President, and the Board of Trustees

Time Frame: Annually

Resources Required: Time

Assessment: The Institutional Effectiveness Committee will review documents; IE meeting minutes, DDU (division, department and unit) plans, DDU outcomes assessments, budget reports, and Annual Performance Reports.

Use of Results: Document alignment of planning, budgeting, and assessment process or make appropriate revisions.

Strategic Goal 1: Strengthen planning, budgeting and assessment

Objective 1.2
Prepare a balanced fiscal year operating budget annually for Board of Trustee approval.

Strategies/Action Plans:
- Preparation of a balanced fiscal year operating budget begins each September. 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 operating budget pro forma, unit and institutional strategic plans, facilities master plan, faculty/staff evaluations, institutional research, and other available data are used by DDU Administrators for the allocation and/or reallocation of resources.
- Conduct budget committee hearings by late February and early March of each year in which DDU Administrators present budget proposals and provide supporting documentation to ensure that all estimates are reasonable.
- During March and early April, the Budget Committee (President's Cabinet) 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.
- Budget adjustments for deviations from projected revenues and expenses are done on a routine basis by DDU Administrators. Budget reports are distributed monthly or more frequently when requested to DDU Administrators by the Finance Office.

Responsibility: The DDU Administrators, the Budget Committee (President's Cabinet), the Board of Trustees, and Finance Office

Time Frame: Continuous

Resources Required: Timely input by administrators, adequate data from administrative computing system regarding prior revenues, expenses, and budget to actual date.

Assessment: Balanced fiscal year operating budget

Use of Results: For use and preparation of future budgets and budget pro forma to sustain financial stability.

Strategic Goal 1: Strengthen planning, budgeting and assessment

Objective 1.3
To prepare a rolling five-year operating budget pro forma that reflects strategic institutional priorities.

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

Responsibility: Vice President for Finance, DDU Administrators, Budget Committee (President's Cabinet), and the President

Time Frame: Annually (August-October)

Resources Required: Time at all levels, properly functioning administrative system from which to retrieve data.

Assessment: Review the alignment of five-year operating budget pro forma with institutional priorities as reflected in Budget Committee (President's Cabinet) minutes.

Use of Results: To plan effectively and to aid in preparing annual operating budgets.

Strategic Goal 1: Strengthen planning, budgeting and assessment

Objective 1.4
To make data-based decisions

Strategies/Action Plans:
- To collect and analyze data.
- To distribute results of analysis to inform the decision making process for improvement of the institution.
- To evaluate the use of data in the decision making process.

Responsibility: Director of Institutional Research and Accreditation, IE Committee

Time Frame: Continuous

Resources Required: Institutional Research Departmental Budget

Assessment: DDU minutes, outcomes assessment reports, IE Committee minutes

Use of Results: Improve and inform the planning, budgeting, and assessment processes.

Strategic Goal 1: Strengthen planning, budgeting and assessment

Objective 1.5
To document status of strategic goals in an annual report (President's Report).

Strategies/Action Plans:
- IE Committee will evaluate performance against previously established benchmarks institutions.
- Produce an annual performance report (President's Report) prior to the fall meeting of the Board of Trustees.

Responsibility: Institutional Effectiveness Committee, President's Cabinet, President

Time Frame: Annually

Resources Required: Time

Assessment: Annual performance report (President's Report)

Use of Results: To inform constituents of the institution on progress and provide direction to the Strategic Planning revision process for the next year and for communication.

Strategic Goal 2:

To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Strategic Goal 2: To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Objective 2.1
To enhance student recruitment by identifying new markets and by distributing high quality marketing and recruitment materials that accurately portray the University.

Strategies/Action Plans:
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's academic programs.
- Use 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.
- Expand recruitment effort into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools.

Responsibility: Director of Admissions and Admissions staff, Director of Public Relations, Director of Publications/Webmaster, Director of Marketing

Time Frame: By Fall semester 2004, 400 students (Total = 853 FTE); Fall 2005, 400students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885) and Fall 2008, 425 students (Total = FTE 900).

Resources Required: $150,000 annually (00-550044)

Assessment: Compare enrollment patterns through trend analysis for undergraduate and graduate students each semester; copies of advertisements and news releases, review survey results.

Use of Results: Enhance student recruitment by improving office efficiency and procedures designed to enhance student recruitment. Compare LMU trends with those of benchmark institutions. Revise marketing plan and recruitment materials.

Strategic Goal 2: To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Objective 2.2
To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and full-time transfer and re-admitted students to 150 (with 175 being residential students) by 2009.

Strategies/Action Plans:
- Maintain two marketing committees (Board Committee and University Committee).
- Identify new markets.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new and transfer students.
- Review latest research on why students choose a college and work with printing companies to incorporate information into materials.
- Maintain and update a comprehensive Web site for the University.
- Increase recruitment of international, Hispanic, and other minorities.
- Increase recruitment of undecided majors.
- Increase recruitment outside the primary 100-mile radius recruitment area.
- Focus academic scholarship money on new students, academically gifted students and residential students.
- Coordinate the recruiting efforts of athletic coaches and the admissions office.

Responsibility: Director of Admissions and Admissions staff, Director of Publications/Webmaster, Director of Marketing and Public Relations, Vice President of Enrollment Management and Student Services, Athletics Director, and Director of Financial Aid

Time Frame: By Fall semester 2004, 400 students (Total = 853 FTE); Fall 2005, 400students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885) and Fall 2008, 425 students (Total = FTE 900).

Resources Required: $400,000 per year (00.550044)

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

Use of Results: To increase undergraduate, residential student enrollment.

Strategic Goal 2: To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Objective 2.3
Maintain and increase where possible and appropriate enrollment levels in the graduate program; achieve enrollment goals in new programs and at new sites.

Strategies/Action Plans:
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's graduate programs.
- Use the World Wide Web for advertising and news.

Responsibility: Dean, College of Graduate Studies, Director of Public Relations, Director of Publications/Webmaster

Time Frame: Each semester

Resources Required: Included in Public Relations and Admissions budgets (00.140025).

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

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

Strategic Goal 2: To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Objective 2.4
The J. Frank White Academy will increase enrollment by 5% annually until enrollment reaches 160.

Strategies/Action Plans:
Strategy 1 - Recruitment
- To implement an aggressive recruitment plan incorporating the following methods of targeting students and building a name base of potential students:
  - Referrals - Get names from satisfied people associated with the Academy including current students and their families, alumni and their families, as well as friends of the academy such as businesses, churches and community leaders and donors
  - Other schools in our service area - Get names of potential students directly from their records. Visit the students at the school and give presentations about the Academy.
  - Identify Home School Students - These students' names are available through the local school districts and the state departments of education.
  - Other methods of getting names - Collect names of students visiting the campus for museum tours, sports camps and other programs. Get mailing lists from area sports leagues.
  - Walk-ins and phone inquires - Follow up with parents who visit the school for information or call with inquiries or ask about the school through those associated with the Academy.
- To develop and implement a development plan targeted at offering more scholarships by increasing fundraising.

Strategy 2 - Marketing
- To market the academy to the targeted groups
  - Direct one-on-one home visits.
  - Presentations at schools or local civic group meetings
  - Academy web page
  - Newsletter
  - Press releases to hometown newspapers
  - Advertising methods — newspaper ads for specific events; image ads, radio ads, billboards, mailouts; drop boxes or posters placed at local restaurants and other businesses

Objective 2.4 (continued)

Strategy 3 - Retention
  o   To analyze retention information.
  o   Survey the satisfaction of current students and students who leave or do not choose to attend.

Responsibilities: Director of Recruitment, Principal

Time Frame: 2004-2009

Resources Required: Adequate funding for effective marketing efforts (00.140023).

Assessment: Enrollment statistics

Use of Results: To increase enrollment.

Strategic Goal 2: To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Objective 2.5
Improve first-time, full-time freshman retention rate by an average of 1% per year, overall undergraduate retention rate by an average of 2% per year, and the graduation rate an average of 1% per year.

Strategies/Action Plans:
- Develop and maintain a Freshman advising program.
- Inform each department (administrative and academic) of their role in the Retention Plan.
- Assist each department with the development of a retention initiative.
- Educate all faculty and staff on the importance of satisfied students and how improved retention benefits all University constituencies.
- 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
- Increase the number of successful interventions resulting from the early warning system.
- Maintain the high percentage of student athletes who remain eligibility to participate at the NCAAII level.
- Develop and use a systematic process for identifying "student at risk".
- Identify and reward students whose academic potential has been previously unidentified.
- Implement the Noel-Levitz Advising Program.

Responsibility: Vice President for Enrollment Management and Student Services; Enrollment Management Team; Dean of Undergraduate Studies and all University staff

Time Frame: Summer 2004 and continue into the future.

Resources Required: $20,000 annually (00.550005) (00.440004) (00.760071)

Assessment: Evaluation of the research, identification of personnel, training manual, students' evaluations and comparison study of retention rates and Comparative Computer Retention Program

Use of Results: To improve retention and graduation rates.

Strategic Goal 2: To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Objective 2.6
To increase the percentage of students using student services.

Strategies/Action Plans:
- Research current trends by department.
- Inform students of the services provided by the University.
- Provide courses in specified departments.
- Maintain and update web pages for each department.
- Communicate with the LMU community with informational data.
- Seek grants to defray costs of specified departments.
- Network with University personnel.
- Share evaluation summaries with the LMU community.
- Canvas the LMU student body for recommendations concerning programming.
- Provide written materials in the form of catalogs, handbooks and other handouts.
- Provide amenities for student use.
- Provide personal, academic and financial information to individual students.
- Improve and maintain residential housing facilities and programs.

Responsibility: Vice President for Enrollment Management and Student Services and each department head that reports to the division

Time Frame: Annually

Resources Required: Adequate funding to support Career Planning, Security, Student Advocacy, and Student Activities (00.550005) (00.650053)

Assessment:
- Collect statistics on the number of students served by each department
- Student Satisfaction surveys

Use of Results:

- Use assessment data to improve the services provided by each department within Student Services.

Strategic Goal 2: To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Objective 2.7
To provide appropriate student aid awards to eligible students.

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.
- Request additional funding of Federal Supplemental Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.
- Employ the financial aid matrix (grid) rewarding students with demonstrated academic potential.
- Package financial aid awards for current/returning students prior to end of spring semester each year.
- Provide financial aid awards to new students within five days of completing their financial aid files.

Responsibility: Vice President for Enrollment Management and Student Services, Director of Financial Aid, Admission Staff, Awards Committee, Vice President for University Advancement

Time Frame: Each semester

Resources Required: Included in the institutional aid budget each year (00.550045)

Assessment: Examine financial aid statistics and audits.

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

Strategic Goal 3:

Enhance Academic Quality

Strategic Goal 3: Enhance academic quality

Objective 3.1
Connect all academic planning, implementation, assessment, and improvement of curricula and programs to the University mission and the budgeting processes.

Strategies/Action Plans:
- Proposals from departments (including feasibility study, staffing plan, mission compatibility, and all budgetary implications) for substantive changes will go through the appropriate University curriculum committee and dean, and then be forwarded to the VPAA/Provost for consideration and presentation to the President's Cabinet. The Institutional Effectiveness Committee will be informed after the Cabinet's review.
- Each department will establish and implement a process and a plan that demonstrate evidence of assessment results to be used to improve curricula and programs and to support the annual departmental budget proposal. That plan will be submitted to the appropriate dean for discussion in University budgetary decision making and in mission fulfillment.

Responsibility: VPAA/Provost and deans, department chairs, program directors/coordinators, Director of Institutional Research

Time Frame: Ongoing. Curricular changes will normally be completed by March 1, with implementation in the fall term, to allow all changes to be included in the budgeting processes, in the new catalogs, and in the schedule of classes.

Resources Required: Commitment of time; collection and analysis of data; and budgeted resources for program development and accreditation processes

Assessment: Annual review, by deans and VPAA/Provost, of budget proposals in light of departmental and program plans and needs identified by assessment activities

Use of Results: To create, maintain, and document a connection among academic planning, budgetary decision making, and mission fulfillment.

Strategic Goal 3: Enhance academic quality

Objective 3.2
Bring average faculty compensation to within the mid-range of peer benchmark institutions (as continuously surveyed and compared by faculty rank), in teaching responsibilities, in service, in research and scholarship, and in the percentage of faculty holding terminal degrees.

Strategies/Action Plans:
- Identify peer benchmark institutions using such criteria as size of budget, endowment, undergraduate and graduate student enrollment, geography, mission, and other relevant criteria. (Completed Spring, 2003)
- Continue to collect, analyze, and interpret the data from those identified peer benchmark institutions
- Develop a database of LMU faculty profiles for comparison with those benchmark institutions
- Develop and recommend a plan for faculty compensation as prioritized below:
  a. adjust the institutional inequities of full time faculty
  b. implement the plan to bring full time faculty salaries to mid-range of benchmark institutions
  c. implement and sustain a merit pay system, with an evaluation system to support it
  d. address the issue of competitive compensation for adjunct faculty
- Use peer benchmark institutional data to inform LMU discussion of professional workloads
- Establish an ad hoc committee to recommend to the Institutional Effectiveness Committee an overall action plan, using all data collected

Responsibility: President, VPAA/Provost, deans, departmental chairs, program directors, Director of Human Resources, and Director of Institutional Effectiveness

Time Frame: Collection, evaluation, and interpretation of data in 2004-05, with full implementation in stages by 2008-09

Resources Required: Time commitment; data collection, analysis, and interpretation; funding for salary adjustments

Assessment: An annual report of progress from the office of the VPAA/Provost

Use of Results: Use data to chart improvement and suggest needed actions to promote and sustain improvement

Strategic Goal 3: Enhance academic quality

Objective 3.3
Continue to strengthen the University libraries/museum and their services by
- **maintaining goals and objectives consistent with the broader institutional mission**
- **anticipating informational needs; acquiring necessary technologies, materials or access; and promoting use of these resources through direct user support services, cataloging, and other forms of access**
- **providing physical protection for their collections as well as comfortable work, display, and study spaces for their users.**

Strategies/Action Plans:
- The library budget will rate among the top 25% of peer libraries to ensure adequacy of funding.
- The libraries and museum will pursue grants and leverage area resources to support and extend LMU library collections.
- Special funding resources will be sought to address the growth and development of new and existent programs on all campus sites
- The library will maintain a program on information literacy, evidenced by students' research, technology and communication skills.
- The new library system will provide greater student/faculty support and will assist the museum in managing the Lincoln collections.
- The libraries and museum will improve their facilities with functional, comfortable furniture, workstations, and equipment to ensure environments conducive to research and study.
- The museum, through its rich and varied holdings, will continue its outreach to area schools, community groups, tourists, and scholars by means of exhibits and publications.

Responsibility: VPAA/Provost, Directors of the Carnegie Vincent Library and the Abraham Lincoln Library and Museum and their staffs, the Institutional Advancement staff

Time Frame: Ongoing

Resources Required: Adequate funding both from institutional budgets and from external grants and gifts

Assessment: Analysis of peer library survey results as well as internal data that demonstrate how well the dedicated library resources serve the various LMU teaching sites; assessment tools and testing will indicate whether and how well students possess information literacy; user satisfaction surveys will indicate the extent to which the objectives are being met

   Use of Results: for the improvement of services and support of the University's mission
Strategic Goal 3: Enhance academic quality

Objective 3.4
Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, that ties evaluation to faculty development opportunities, merit pay considerations, and improved professional performance.

Strategies/Action Plans:
- Charge a taskforce to develop and suggest implementation of a faculty evaluation process based on professional and institutional expectations and on "key performance indicators," such as student evaluations, self evaluations, and chair evaluations. Other performance indicators such as student contacts, credit hour production, scholarly activity, student advisement, and committee service should be considered.

Responsibility: VPAA/Provost, deans, university faculty

Time Frame: Develop process/plan in Fall, 2004. Approve process/plan in Spring, 2005. Implement during 2005-06 academic year

Resources Required: Time commitments. Faculty Development Funds.

Assessment: Meeting timeframes for development, approval, and implementation of the faculty evaluation model

Use of Results: To create a faculty evaluation model that shall promote a qualified, effective teaching staff whose professional needs are met with appropriate financial and other resources and considerations

Strategic Goal 4:

Ensure adequate physical resources and efficient use of those resources on campus and on any extended sites

Strategic Goal 4: Ensure adequate physical resources and efficient use of those resources on campus and on any extended sites

Objective 4.1
Provide for the orderly development and use of the physical resources of the institution.

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 annually.
- The President's Cabinet will review the Facilities Master Plan annually.
- 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 extended campus sites' physical resources to include routine, preventative and deferred maintenance of the buildings, equipment and grounds.
- Maintain documentation of the projects completed and underway.
- Assess and respond to information provided by the Artifacts Find Committee.

Responsibility: Director of Properties & Physical Plant, President, the President's Cabinet, Artifacts Find Committee

Time Frame: Annually and continuous

Resources: Physical plant budget, plant fund

Assessment: Minutes of President's Cabinet and the updated Facilities Master Plan

Use of Results: Improve physical resources of the institution while preserving and protecting the historical integrity of such assets.

Strategic Goal 4: Ensure adequate physical resources and efficient use of those resources on campus and on any extended sites

Objective 4.2
Provide a healthful, safe, and secure environment.

Strategies/Action Plans:
- Regular assessment and continuous improvement of the institution's Comprehensive Safety and Security plan, to be known as the OSHA Standards and Safety Resources Manual, in order to ensure that it is in compliance with all requirements.
- The OSHA Standards and Safety Resources Manual must continue to include specific provisions for the appropriate handling and disposal of hazardous waste.
- The President's Cabinet will review the OSHA Standards and Safety Resources Manual annually.
- The OSHA Standards and Safety Resources Manual will continue to provide for emergency measures for responding appropriately to any emergency or disaster.
- The Health and Safety Standards Committee will oversee and conduct, where appropriate, safety training for faculty, staff, students and contract services.
- Provide an emphasis and focus on the health and well being of faculty, staff and students.

Responsibility: Director of Properties & Physical Plant, President's Cabinet, Dean of Students, and the Health and Safety Standards Committee

Time Frame: As situations warrant and annually by September 30

Resources Required: Printing and distribution of OSHA Standards and Safety Resources Manual, evaluation of incident reports, costs integrated into the physical plant budget.

Assessment: Monitor the Safety and Security Plan results annually for necessary changes. Implement and evaluate safety and security plan procedures as required or annually.

Use of Results: To continuously improve the OSHA Standard and Safety Resources Manual to enhance the safety and security of the on campus and extended campus sites.

Strategic Goal 5:

Make Effective and Efficient Use of Technology

Strategic Goal 5: Make Effective and Efficient Use of Technology

Objective 5.1: Plan and budget to maximize the effective and efficient use of available resources.

Strategies/Action Plans:
- Develop and maintain a University Technology Plan.
- Prepare budget requests and grant proposals.

Responsibility:
- Chief Information Officer and Information Services staff
- Technology Committee

Time frame:
- 2004-2009

Resources required:
- Included in CIO budget

Assessment:
- Integrated technology plan

Use of results:
- To maximize effective use of computing and telecommunications resources

Strategic Goal 5: Make Effective and Efficient Use of Technology

Objective 5.2: Provide networking/computing infrastructure and implement technology solutions for faculty, staff, and students.

Strategies/Action Plans:
- Complete the transition to the Datatel Colleague/Benefactor administrative system
- Train support personnel
- Maintain and update networks and servers
- Provide computer resources for faculty, staff, and student labs
- Assess pilot use of techniques for online instruction; continue pilots if warranted
- Begin pilot use of videoconferencing to support multi-location courses
- Develop a model smart classroom to test ideas/techniques for use of instructional technology
- Assess the technology requirements for new Visitor's Center
- Perform a study on phone numbers posted on Web site for prospective students/change setup if warranted
- Investigate feasibility of implementing 24-hour video coverage of both primary entrances to campus

Responsibility:
- Chief Information Officer and staff

Time frame:
- 2004-2009

Resources required:
- Basic resources included in CIO budget
- Additional resources requested through grants

Assessment:
- User survey and management evaluation of performance monitoring data

Use of results:
- To ensure faculty/staff/student adequate response time and availability of university networks

Strategic Goal 5: Make Effective and Efficient Use of Technology

Objective 5.3: Provide Training and Support for Faculty, Staff, and Students

Strategies/Action Plans:
- Develop/implement a continuous, comprehensive Faculty/Staff Technology Training Plan that includes sustained follow-up and ongoing updates as technology changes
- Support faculty with development of instructional modules that use technology
- Provide improved level of technical support for faculty, staff, and students
- Investigate a computer purchase/lease program for faculty, staff, and students
- Develop and implement an assessment plan for technology services

Responsibility:
- Information Services staff

Time Frame:
- 2004-2009

Resources Required:
- Included in CIO budget

Assessment:
- Problem Tracking Logs
- User Survey

Use of Results:
- To determine user satisfaction levels

Strategic Goal 6:

Enhance external resources

Strategic Goal 6: Enhance external resources

Objective 6.1
Increase unrestricted donations through giving and alumni participation by building a broad base of annual support.

Strategies/Action Plans: University Advancement will identify and cultivate donors who have the potential to give unrestricted gifts of $100 to $25,000 annually. The following constituencies will be solicited:
- Continue to solicit members of the Board of Trustees to commit a yearly gift to the Annual Fund.
- Ask all members of the President's Cabinet to participate in the Annual Fund.
- Encourage University Advancement staff to continue to contribute to the Annual Fund.
- Encourage all members of the Alumni Board to contribute to Annual Fund.
- Increase current faculty/staff participation: (2002) is 38%; by 2004-2005, participation will be 75%.
- Explore feasibility of identifying departmental agents and intracampus fundraising challenges.
- Increase current alumni giving (2003-2004 is 5.3%); by the year 2007, the participation will be 33%; graduate and undergraduate as administered through the class agents program, alumni chapter participation, and other alumni initiatives.
- Increase efforts to solicit friends, defined as potential donors who are not alumni. (Pursue re-visiting our history initiative.) Increase personal calls by fundraising staff to a minimum of 40 per fiscal year.
- Improve donor recognition system to include revising the Recognition Society and adding at least one special event to honor upper level donors.
- Involve parents of current students.
- Involve current students through a "senior project" or other initiatives.
- Provide training in "Asking for a Gift" to departments outside of University Advancement; i.e. Museum staff, Library staff, Athletics, Cabinet and Trustees.
- Implement Datatel Benefactor component to improve LMU's alumni/donor management information system.
- Encourage increased advisory board activity in academic areas through Cabinet administration.
- Create on-line matching gift information.
- Target mailings to new graduates to obtain correct e-mail and physical address.
- Train Human Resources personnel on payroll deduction procedures.
- Solicit corporate sponsors for Lincoln Ambassadors.
- Upload the University Advancement website with information on giving options.
- Continue trustee letters to target groups.

- Solicit LYBUNTS donors who gave last year but not this year) and SYBUNTS (donors who gave some year, but not this year) by state according to divided territory.
- Museum staff will develop a list of contacts for annual support to include the Lincoln Herald list, the Lincoln Letters, the Lincoln Scholars, East Tennessee Historical Society, Tennessee Historical Commission, the Lincoln groups, former donors to the Museum, and the Museum visitors' list. Names will be compiled into a master solicitation list.
- Offer Lincoln Mercantile items on-line and add email addresses to master contact list.
- J. Frank White Academy staff will continue to develop a list of contacts for annual support to include parents and relatives and graduates of the Academy.
- Continue to develop a list of contacts with the Athletics staff for annual support to include graduates who participated in athletics. Former athletes may do targeted mailings. Prepare for $ million dollar campaign with athletics to keep LMU athletics competitive.
- Partner with athletics on annual golf tournament and auction and other fundraising activities.
- Continue to develop the role of volunteers in the overall fundraising program.
- Address academic areas through chairs to encourage giving to an endowed fund.
- Work with Staff Assembly/Senate to address giving options.
- Establish restricted and unrestricted dollar goals for Athletics, the Museum and the Academy.
- Continue to cultivate the existing relationship with Kanto International High School and monitor revenue and expenditures for the program.
- Build historical information about alumni, friends and potential prospects by reviewing newspaper clippings and other media sources.
- Reassign existing personnel to include systematic prospect research duties.

Responsibility: Primary responsibility of University Advancement staff with support from the President, the Cabinet, and the Board of Trustees, appropriate Museum, Athletics and Academy personnel.

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:
- 2003-2004: $80,000   (630003-61100) (61105) (61200) (61250) (61300) (613250 (65105)
- 2004-2005: $90,000

- 2005-2006: $100,000
- 2006-2007: $110,000
- 2007-2008: $120,000

*Calculated at $.20/dollar

Assessment: (Benchmark with CAE report on peer institutions to be added when report is in)
- Review call reports at weekly staff meetings.
- Continue to track on-line giving.
- Continue to review and compare on-line weekly giving reports with direct mail and phone-a-thons.
- Continue to review LYBUNT and SYBUNT reports monthly.
- Compile and review call reports from Academy, Museum and Athletics personnel.

Use of Results: To support current operating expenses.

Strategic Goal 6: Enhance external resources

Objective 6.2
Increase endowment participation by 5% annually for student scholarships and for faculty development, research, endowed chairs and continuing education, physical plant and athletics.

Strategies/Action Plans:
- University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at $500,000+, endow professorships at $250,000+, endow scholarships at $15,000+ and endow faculty development funds at $15,000+. Review endowed chairs to determine which ones are currently fully funded.
- Increase recognition opportunities for donors who contribute to endowed funds.
- Continue to increase the number of the Circle of Friends for Endowment gift club by 10 or more each year.
- Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University, the Chairman of the Board, and the Chairman of the Executive Committee.
- Continue to feature donors in the *Alumnus* magazine who have already made estate plans.
- Continue to target the Classes of 1960-1974 to receive the new Legacy newsletter.
- Investigate feasibility of utilizing a national prospect research service.
- Continue and expand solicitation of foundations and corporations that support endowment endeavors.
- Continue prospect research to identify prospects in various areas, such as honorary degrees holders, Algernon Sydney Sullivan recipients, etc.
- Continue to code all alumni by their majors.
- Continue to sponsor concerts to benefit endowed scholarships.
- Seek to endow all physical projects to ensure funds will be available for future maintenance.
- Address academic areas through chairs to encourage giving to an endowed fund.
- Work with Staff Assembly/Senate to address giving options.
- Continue to assist Athletics with identifying donors for endowed athletic funds.
- Establish restricted and unrestricted dollar goals for Athletics, the Museum and the Academy.
- Continue to aggressively pursue grants from private foundations and government agencies for the Museum, especially those to fund redesigning and construction of core exhibit.
- Reassign existing personnel to include systematic prospect research duties.
- Establish and fund endowment levels required for upkeep for each facility on campus.

Responsibility: University Advancement fund-raising staff, President of the University, the Development Committee of the Board, and the Board of Trustees, with the cooperation of the faculty and staff.

Time Frame: Annually

Resources required: $50,000 (61100) (61105) (61200) (61250) (61300) (61325) (61340) (61315) (65105)

Assessment: (Benchmark with CAE report on peer institutions to be added when report is in)
- Review and compare call reports of major gift officers.
- Compare five-year endowment giving, number of donors vs. number of gifts vs. number of calls.
- Evaluate actual endowment acquired for facility upkeep versus goal amounts.

Use of Results:
- To increase endowed scholarships to enable students to attend LMU a cited in our mission statement.
- To increase communication to and involvement with the Board of Trustees and alumni through the class agents program, friends of the University, and foundations and corporations and other granting agencies.
- To demonstrate that best practices in fund raising are addressed and maintained, ensure that calls are made on a timely basis, and to ensure that budget relief for academic areas, as well as capital projects, is provided.

Strategic Goal 6: Enhance external resources

Objective 6.3
Market and promote the University locally, regionally and nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans.

Strategies/Action Plans:
- Update Marketing plan to ensure effective promotion of the University's programs through the assistance of the Director of Public Relations, the Director of Publications and Webmaster, Director of Marketing, Director of Recruitment for the J. Frank White Academy and the Sports Information Director by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Increase promotion of Lincoln Memorial University, The Abraham Lincoln Library and Museum, the J. Frank White Academy, Sigmon Communications Center and the Tex Turner Arena locally, regionally and nationally.
- Create University-wide Marketing Committee.
- Assist individual academic departments with increased visibility via Web sites, including all extended campus sites.
- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, and publish the *Insider* via direct mail and e-mail.
- Increase international partnerships through Kanto, parents, faculty exchange programs, international residents from the community.
- Increase corporate endorsements and sponsorship opportunities.
- Utilize members of the Student Service Initiative Program for campus and community outreach.
- Increase corporate sponsorship.
- Expand Speakers' Bureau project.
- Develop and initiate Intra-net for on-campus communication.
- Develop a University style manual.
- Continue to promote the University through promotional items such as t-shirts and other branded items.
- Publish donor recognition notices in appropriate media.

Responsibility: Director of Public Relations, Director of Publications, Webmaster, Director of Alumni Services, and the Sports Information Director.

Time Frame: Annually

Resources Required: 2002-2003: $100,000.00 (61100) (65600)
                                 2003-2004: $198,908.75
                                 2004-2005: $205,065.00
                                 2005-2006: $212,932.72
                                 2006-2007: $215,341.86
                                 2007-2008: $248,095.20

Assessment: (Benchmark with CAE report on peer institutions to be added when report is in)
- Continue to track increased contributions to unrestricted and endowment giving through monthly reports and trend analysis.

Use of results:
- Improve integrated marketing and brand awareness. Improve goodwill through improved personal relationships between regional community leaders and University officials, faculty and staff. Provide accurate information to aid effective marketing and promotion of the University.

Strategic Goal 6: Enhance external resources

Objective 6.4
Continue planning for a comprehensive campaign by increasing revenue to meet the identified seven fundraising priorities: increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; construction of new residence halls; renovation of Lafrentz Poole Hall; The Duke Hall of Citizenship renovation; and new instrumentation at Sigmon Communications Center.

Strategies/Action Plans:
University Advancement will identify, cultivate and solicit donors to provide revenue for initiatives identified in the following seven fundraising priorities.

Annual Fund
The Annual Fund allows LMU to place resources where they are most immediately needed or where opportunities are greatest. Strategies for meeting the Annual Fund goal will include:
- University Advancement will reinstate the Recognition Societies which will be maintained by the Director of Foundation Research, Grants and Contracts.
- Direct mailings for the Annual Fund will reflect target groups designations, such as class years, special interests and majors and will be closely monitoring for success rate.
- Annual Fund appeals will appear in publications such as The Insider, Alumnus, Blue and Gray, and will include self mailer formats where appropriate.

Endowment
A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid through endowed scholarships, and ensures that facilities are adequately maintained. Strategies for increasing endowment include:
- Systematic cultivation of solicitation of the "World War II" group for increased planned gifts and will provisions by the fundraising arm of the University Advancement staff.
- Increase in proposals for grants to endowment projects.

Capital Projects:
Lincoln Memorial University currently has five major capital projects in the strategic plan.
- Residence Halls: ($3.3 million goal)

Continue to seek donors to participate in the naming opportunity for the one as yet unnamed residence hall. Funding has been secured to build and furnish two. University Advancement staff will seek to secure endowment goal of $500,000 for the facility from new gifts or unrestricted gifts through the reallocation of geographic areas and the intensification of solicitation of donors capable of making major gifts level donations ($25,000 and above).

- Lafrentz Poole ($1 million goal).
  Place $100,000 each year from the strategic initiative fund into this project.
- Duke Hall of Citizenship ($1.+ million goal).
  Continue to solicit class of 1940 to support this project through annual gifts and estate plans.
- Sigmon Communications Center ($500,000 goal).
  Consider strategic initiative dollars for the improvement of instrumentation at Sigmon.
- New Science Facility ($10 million goal).
    - Increase diversity among the faculty, staff, advisory boards, and trustees to strengthen proposals to private foundations, federal agencies and other funding sources.
    - Increase the broad base of support in 2004 through increased personal calls by the University Advancement fundraising staff. Total face to face, non-repeat calls goal for 2004-2005 fiscal year is 500.
    - Discuss with the Executive Committee plans for costing this project.
    - Prepare for call to Kresge on this project during December 2004.
    - Submit a challenge grant to the Kresge Foundation for bricks and mortar and science instrumentation in spring of 2005.
    - Consider unrestricted estate gifts that could be used toward this initiative (i.e., Dishner, Reed, Hamilton bequests).

Responsibility: The Board of Trustees, the President, the University Advancement staff.

Time Frame: Annually

Resources Required: 2004-2005: $
2005-2006: $
2006-2007: $
2007-2008: $

Assessment:

Use of Results: