



**LINCOLN MEMORIAL UNIVERSITY**

**VALUES • EDUCATION • SERVICE**



# Strategic Plan

**2008 - 2013**

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# Strategic Plan Overview and Introduction

## I. Planning Process

The planning process at Lincoln Memorial University incorporates:

- ☛ Commitment from the President and Board of Trustees;
- ☛ Broad-based participation at all institutional levels;
- ☛ Results of institutional research and outcomes assessments;
- ☛ An integrated planning, budgeting and assessment schedule;
- ☛ Compliance with SACS-COC accreditation requirements;
- ☛ Identified institutional priorities; and
- ☛ 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 institutional planning process. The University's Mission and Purpose and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Seven Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS-COC expectations for institutional 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 (2008-2013). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by the institutional effectiveness process.

## 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; recognition of the intrinsic value of high moral and ethical standards; and a belief in a personal God.

The University is committed to teaching, research, and service. 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 through its teaching, research, and service mission.

(Reaffirmed by the Board of Trustees May 5, 2006)



## INSTITUTIONAL GOALS

Lincoln Memorial University is a private, independent, non-sectarian University with a clearly defined mission that distinguishes it from other educational institutions. While the University cherishes its heritage and rich traditions, it recognizes that dynamic growth and change are required to meet the needs of today's students. The University has identified the following institutional goals (which are congruent and aligned with LMU's Strategic Goals), derived from its mission and reflecting its vision for the future:

1. Secure and maintain fiscal integrity in all its activities, programs, and operations through concerted efforts to continuously increase its endowment and financial standing.
2. Provide quality educational experiences that have their foundation in the liberal arts, sciences, and professional studies, that promote high personal standards and that produce graduates with relevant career skills to compete in an ever-changing, increasingly global economy.
3. Make educational opportunities available to all persons without reference to social status. The University seeks to stabilize undergraduate enrollment by strengthening recruitment efforts and increasing student retention through the creation of an academic and social environment that facilitates success and rewards achievement.
4. Advance the Cumberland Gap and tri-state area through community service programs in continuing education, leadership development, recreation, and the fine and performing arts.
5. Continue to be a critical educational, cultural, and recreational center for the area; and to develop and maintain facilities which are safe, accessible, and conducive to the development of body, mind, and spirit.
6. Attract and retain a highly qualified faculty and staff, committed to teaching, research and service, by providing the best compensation program possible.
7. Commit resources to support the teaching, research and service role of the institution and the faculty.
8. Continue to strengthen the faculty and staff development program with priority for allocation of resources determined by institutional needs.
9. Increase technology for all educational sites. Specifically, the University seeks to continuously improve its computer and other technological resources for faculty, staff and students.
10. Develop and implement academic programs in response to anticipated or demonstrated educational needs, and to continuously evaluate and improve the effectiveness of current programs.
11. Continue the tradition of providing a caring and nurturing environment where students, faculty, and staff with varied talents, experiences, and aspirations come together to form a community, and where diversity and growth in the pursuit of academic and career goals are encouraged. The University seeks to develop students' potential in a supportive environment while challenging each student to grow intellectually and personally.
12. Provide high quality educational opportunities through selected programs to award associate, baccalaureate, masters, specialist and doctorate degrees to students who live or work a significant distance from the Lincoln Memorial University main campus, and for whom other options are not as accessible or satisfactory.



### 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 seven Strategic Goals, developed from a review of SACS expectations, internal outcomes assessment data and external factors influencing the University. These seven goals are reflective of the University's 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:*


**Continue to Assess and Enhance Academic Quality**

 *Strategic Goal 2:*


**Actively Recruit and Retain Students so that Enrollment will be Maintained or Increased to Develop Knowledgeable and Productive Citizens of Society in Accordance with the Mission of Lincoln Memorial University**

 *Strategic Goal 3:*

**Strengthen Planning, Budgeting and Assessment**

 *Strategic Goal 4:*


**Ensure the Adequacy and Efficient Use of Physical and Human Resources on Campus and at Extended Sites**

 *Strategic Goal 5:*

**Make Effective and Efficient Use of Technology**

 *Strategic Goal 6:*

**Enhance Resources**

 *Strategic Goal 7:*












**Assess and Enhance University -Wide Research**



## VI. Benchmarks for Regional Distinction










### Strategic Goal 1:

#### **Continue to Assess and 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 the number of grant applications.
-  Amplify the use of instructional technology.
-  Increase reliability of the faculty evaluation process.
-  Enhance use of assessment results for academic improvement.
-  Create and/or revise academic programs based on assessed/demonstrated need when consistent with the University's Mission and Purpose.
-  Intensify use of academic support resources and services.
-  Strengthen the library and museum and their services.
-  Integrate information literacy skills across the curriculum.


### Strategic Goal 2:

#### **Actively Recruit and Retain Students so that Enrollment will be Maintained or Increased to Develop Knowledgeable and Productive Citizens of Society in Accordance with the Mission of Lincoln Memorial University**









-  Conduct annual comparative analysis of public relations activities.
-  Conduct Preview Day/College Day evaluations.
-  Utilize potential student market analysis/trends/demographic measures and research to direct enrollment and retention efforts.
-  Increase residential enrollment.
-  Improve student academic and racial/ethnic profiles.
-  Track enrollment patterns, trend analyses for academy, undergraduate, graduate and doctoral 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:*


**Strengthen Planning, Budgeting and Assessment**

-  Review/Revise University's Mission and Purpose Statement as appropriate.
-  Maintain Expanded Statement of Institutional Purpose articulating linkages between Institutional Mission Statement and all institutional units emphasizing shared values.
-  Revise Institutional Strategic Plan annually.
-  Conduct annual University financial audit.
-  Balance annual fiscal year operating budget.
-  Update the five-year operating budget pro forma.
-  Secure necessary funding levels for institutional strategic initiatives and priorities.
-  Produce Annual Performance Report.






 *Strategic Goal 4:*

**Ensure the Adequacy and Efficient Use of Physical and Human Resources on Campus and at Extended Sites**


-  Update and improve the Facilities Master Plan.
-  Conduct Facilities Assessments (specific to building/site physical and learning environment).
-  Monitor compliance with Comprehensive Safety and Security Guidelines and Plans.
-  Maintain OSHA, ADA, and other regulatory compliance assessments.
-  Enhance Human Resources and provide and encourage staff development.

 *Strategic Goal 5:*










**Make Effective and Efficient Use of Technology**


-  Maintain a 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.
-  Improve technology for both academic and administrative operations.








 *Strategic Goal 6:*

**Enhance Resources**

-  Monitor trends in unrestricted giving
-  Increase faculty/staff participation in annual fund giving.
-  Raise alumni participation and giving levels.
-  Strengthen the endowment.
-  Increase student scholarship support and faculty development funding
-  Conduct a successful 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 status of capital projects.

 *Strategic Goal 7:*

**Assess and Enhance University - Wide Research**

-  Monitor integration of research with institutional planning, budgeting, assessment and evaluation processes.
-  Improve infrastructure to support research activities.
-  Increase and support research activities of undergraduate, graduate and doctoral faculty.
-  Identify and develop appropriate research facilities.
-  Reward research efforts in the faculty evaluation system.













## VII. 2006-7 Goal Progress Reports

### Strategic Goal 1:

#### **Continue to Assess and Enhance Academic Quality**

##### *Objective 1.1:*

Connect all development, improvement, and implementation of curricula and programs to the University's Mission and Purpose; and planning, budgeting, and assessment processes.

-  New academic program proposal forms were developed and used by the Academic Council for program endorsement purposes. Endorsements are recorded in the minutes of the Academic Council.
-  SACS-COC:
  - Approved proposal for Level V degree-granting to confer the Doctor of Osteopathic Medicine Degree.
  - Approved proposal to offer the Educational Specialist program at the Kingsport Higher Education Center beginning fall semester 2007.
  - Approved proposal to offer the Master of Science in Nursing degree program with a concentration in Nurse Anesthesia.
  - Approved proposal to offer the Master of Science in Physician Assistance Studies.
-  All program changes/initiations requiring substantive change were approved through the appropriate institutional approval processes and reported to the appropriate accreditation/approval agency in accordance with the requirements of the respective accreditation/approval agency.
-  The outcomes assessment reports for academic programs evidence use of the assessment results for improvement. A review of the reporting cycle was conducted and was modified for some programs.
-  The program review process resulted in several recommendations for program improvement and the closing of two academic programs.
-  The School of Education continued and expanded use of the LiveText program for assessment purposes.
-  The School of Nursing implemented ERI (Educational Resources Incorporated), a computer based system, to enhance its assessment process.
-  The Athletic Training Program received full CAATE accreditation.
-  The newly approved School of Allied Health Sciences began with Dr. Randy Evans as dean.
-  The J. Frank White Academy received a positive review by the Southern Association of Colleges and Schools' Council on Accreditation and School Improvement (SACS CASI).



**Department of Nursing**

- Academic Year Statistics – ASN Program:
  - More than 375 ASN students enrolled in clinical courses.
  - 29 ASN graduates in December 2006.
  - 132 ASN graduates in May 2007.
  - 17 new LPN-RN students enrolled Summer 2007.
- Faculty Statistics:
  - Robin Wilson: received a grant through the ACA and Mellon Foundation related to student success; along with 3 LMU students, Wilson attended a workshop in Salisbury in January 2007. She also attended the Kentucky Nursing Association Annual Nurse Educator Meeting and presented a poster May 17-18, 2007.
  - Gwen Davis completed her MSN in December 2006.
  - Dr. Mary Anne Modrcin received a \$15,000 Promise of Nursing Grant for Nursing from the Tennessee Hospital Association and Johnson & Johnson.
  - Sonya Engle received tuition remission to complete her MSN degree.
  - Tracy Patil received the award for the Faculty Advisor of the Year from the Kentucky Board of Nursing.
- Student Statistics:
  - A Corbin, Kentucky site student received a \$3,000 Promise of Nursing scholarship from Johnson & Johnson due to her work with the National SNA.
  - A Corbin, Kentucky site student held a SNA office through the KSNA
  - Students from the Corbin, Kentucky and the Knoxville sites attended both state and national SNA meetings this year.
- Academic Year Statistics – RN - BSN Program: Approximately 30 students enrolled (an increase) with > 40 enrolled in selected courses and a record high 14 graduates for May 2007; fully accredited by NLNAC; approved by the TN Board of Nursing.
- Academic Year Statistics – MSN Program:
  - The MSN program, FNP concentration, was launched in Fall 2006 with originally 10 FT & 1 PT students enrolled.
  - NLNAC granted Candidacy Status for the MSN Program in August, 2006, and the TN Board of Nursing granted unqualified approval. The National League for Nursing (NLN) will be making a site visit in the Fall 2007 semester for program accreditation.
  - The Tennessee Board of Nursing granted approval of the new MSN program.
  - Drs. Frank and Joan U. Pierce endowed the first Graduate Nursing Scholarship in August 2006.
  - Drs. Mary Anne Modrcin & Phyllis du Mont submitted a HRSA federal grant for approximately \$900,000 with notification of approval slated for June 1, 2007.



- Nursing received approval for tuition scholarships (max of \$5000) for Fall 2007 for the MSN Program from the Tennessee Workforce.
- Recent approval was received from both SACS COC and the LMU Board of Trustees for a Nurse Anesthesia Program. Mr. Jeff James, CRNA has been hired as the Director of Nurse Anesthesia.
- Other Nursing Statistics: Nursing Faculty and students continue to attend professional conferences; they also participated in the RAM health fair. Faculty continue to practice, do community service, belong to professional organizations, and present at professional conferences. Dr. Phyllis du Mont submitted a book chapter in a mid level theory textbook. This textbook received a four star rating by Doody's Book Reviews. Dr. Mary Anne Modrcin was nominated for Who's Who of American Teachers.

**Department of Allied Health - Health and Kinesiology**

- A new faculty member, Ms. Ahleasha Hill, was hired and has both Athletic Training (B.S.) and Exercise Science (M.S.) degrees.
- Three students graduated in the fall and 11 students graduated in the spring constituting the biggest graduating class in many years, with approx. 51 majors.
- Four students attended the Tennessee Alliance for Health, Physical Education, Recreation and Dance Convention in the fall. The students and Dr. Pebworth presented a session on *The Hall of Shame Games*.
- The department received 2 grants this year, one \$1000.00 grant from Walmart and one \$500.00 grant from Tennessee Alliance for Health, Physical Education, Recreation and Dance.
- The program obtained approval to change its name to Physical Education and Kinesiology.
- In April, Dr. Pebworth hosted a study session every Thursday on the Physical Education Praxis exam. The study sessions were attended by 6 students.
- Dr. Chris Jones is continuing to have students work with the:
  - Senior Citizens at the Tri-State Nursing home.
  - Cumberland Mountain Industries Handicapped.
- Dr. Pebworth is active at the state, local and national levels of the American Alliance for Health, Physical Education Recreation and Dance (AAHPERD) and:
  - Is currently Vice-President for Physical Education at the district level.
  - Made several presentations at the state, district and national levels.
  - At the state level, is chair for the Demonstration Secondary Schools for Physical Education and is on the committee for the Elementary schools as well as a member of the Advocacy Committee.
  - Is conducting on-going research on High School Physical Education Curriculum.
  - Who's Who among American Teachers.
  - Manchester Who's Who Among Executive and Professional Women in Education "Honors Edition."

**Department of Allied Health - Athletic Training Education**

- Majors (as of 5/7/07): 20.
- 2007 graduates: 4.



- Ahleasha Hill, M.S., ATC added to Kinesiology faculty, and to serve as Clinical Coordinator for LMU ATEP.
- Continuing accreditation awarded by CAATE on July 19, 2006 (3-years).
- The ATEP faculty held CPR & AED certification class to certify all LMU coaches in CPR and AED skills.
- ATEP faculty Mansfield, Holt and Moss volunteered more than 50 hours at the Remote Area Medical Clinic held on the LMU campus.
- Sponsored Athletic Training Month to promote ATEP and AT students with an Open House in the ATR, posters displayed by athletic training students and several public service announcements.
- Received recognition as the oldest accredited ATEP in the state of Tennessee at the Tennessee Athletic Trainers Society (TATS) Meeting in Jackson, TN in January, 2007.
- Proposed course ATTR 325 CPR for the Professional Rescuer and Responding to Emergencies was approved by Academic Council, and will be added to the courses that fulfill the Personal Development/Wellness component of General Education studies.
- All ATEP faculty attended NATA Symposium in Atlanta (June, 2006).
- ATEP Director Mansfield attended the NATA Professional Educator's Conference in Dallas in January, 2007.
- Several athletic training majors attended both the TATS and South East Athletic Trainers Association (SEATA) meetings.
- ATEP faculty and students staffed the "CPR Saturday" held on April 28, 2007.

#### **Department of Allied Health - Medical Technology**

- The medical technology class of 2006 achieved a 100% pass rate on the American Society of Clinical Pathology (ASCP) Board of Registry Exam.
- The class of 2006 exceeded the national average for NAACLS accredited, university-based medical technology programs on the ASCP Board of Registry Exam in the following categories:
  - Immunohematology
  - Clinical Chemistry
  - Hematology
  - Immunology
  - Microbiology
  - Urinalysis / Body Fluid Analysis
- For the fall semester of 2006, eleven new medical technology students were admitted into the program. This represents the largest junior class in eleven years and is two students shy of setting an all time new admission record.
- Six new clinical affiliates were added to the program in the spring semester of 2007. Currently, we have the largest number of clinical affiliates in the history of the program. These new clinical affiliates include:
  - Baptist Hospital of Cocke County in Newport, Tennessee
  - Holston Valley Medical Center in Kingsport, Tennessee
  - Lonesome Pine Hospital in Big Stone Gap, Virginia
  - Middlesboro ARH in Middlesboro, Kentucky
  - Norton Community Hospital in Norton, Virginia



- Scott County Hospital in Oneida, Tennessee
- Currently, the medical technology program has 20 clinical affiliates, as compared to 8 clinical affiliates in the fall semester of 2005.
- The student enrollment in the medical technology program for the fall semester of 2007 is projected to be the largest student enrollment in the history of the program.

**Department of Allied Health - Veterinary Technology**

- Thirty-nine students enrolled in AAS Program, 7 students enrolled in BS Program. Students are from 13 different states.
- The VTP was reaccredited by the AVMA after review of the Program's 2006 Biennial Report
- The next VTP Biennial Report to the AVMA is due in September 2008.
- The program has offered 5-7 hours of VT courses at the West Knoxville Site each semester.
- The first graduates who completed most of the VTP at the West Knoxville campus graduated in December.
- Mary Hatfield is the Tennessee representative for the National Association of Veterinary Technicians in America (NAVTA).
- The VTP hosted two continuing education conferences for VTP Graduates.
- The USDA inspector's report contained no violations after an announced visit in March.
- The Program is making preparations for the Fall 2007 RAM expedition at LMU.





## Debusk College of Osteopathic Medicine Accomplishments 2006-07

- Granted provisional accreditation by the American Osteopathic Association's Commission on Osteopathic College Accreditation (AOA COCA) – September 2006:
  - Allowed LMU-DCOM to accept applications for admission.
  - Launched LMU-DCOM website at [www.lmunet.edu/dcom](http://www.lmunet.edu/dcom).
  - Received special commendation from AOA COCA for development of clinical rotation sites in a corridor stretching from Corbin, Kentucky to Chattanooga, Tennessee.
- Made over 60 recruitment visits to high schools, colleges, and professional meetings in Tennessee, Kentucky, North Carolina, South Carolina, West Virginia, Georgia, Arkansas, Nebraska, and Nevada.
- Held 3 Osteopathic Medical Awareness Conferences (OMACs) to provide overview of LMU-DCOM to interested applicants and interested community members.
- Received over 2,000 applications for the 150 spots in the LMU-DCOM inaugural class.
- Held over 500 on-campus interviews for prospective LMU-DCOM students (twice-weekly from October 2006 through April 2007).
- LMU granted Level V status by the Southern Association of Colleges and Schools' Commission on Colleges (SACS COC) – December 2006. Marked the final step in LMU-DCOM being able to enroll students for Fall 2007.
- Offered admission to the LMU-DCOM Class of 2011.
- Developed LMU-DCOM curriculum – an integrated, systems-based approach:
  - Blended curricular goals with the design of the LMU-DCOM building
  - Syllabi for key first-year courses developed, including Essentials of Patient Care, Fundamentals of Modern Healthcare, and Osteopathic Principles and Practice
- Expanded on-campus faculty and staff from 14 at the beginning of FY 06-07 to 33 at the end of FY 06-07:
  - Multiple clinical faculty visits held throughout FY 06-07
  - Part-time faculty found for key curricular areas including pediatrics, internal medicine and preventative medicine
  - Over 200 physician CVs submitted for consideration for clinical adjunct faculty positions
- Made 16 presentations to hospital administrators, Board of Trustees, and staff at potential third and fourth year clinical rotation sites
- Made presentations at over 14 local and regional civic meetings, including Leadership Claiborne, P-16 Council, area Kiwanis Clubs, and area city councils
- LMU-DCOM officials attended more than 15 local, regional, and national professional meetings
- Launched integrated marketing plan for LMU-DCOM, including print and radio ads and billboards, resulting in increased name recognition for the school
- Developed LMU-DCOM media list for distribution of press releases; more than 150 contacts throughout Tennessee, Kentucky, Virginia, West Virginia and North Carolina





- Established monthly health column by Dr. Stowers in the *Middlesboro (KY) Daily News*
- Developed LMU-DCOM Speaker's Bureau to facilitate matching of LMU-DCOM faculty and staff with appropriate speaking engagement requests
- LMU-DCOM facility constructed; 4-story, 105,000 square foot, state-of-the-art medical education facility; groundbreaking May 2006, completion date Summer 2007
- LMU-DCOM faculty-staff scholarship established
- Created LMU-DCOM Faculty-Staff Development program

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## Carter and Moyers School of Education Accomplishments 2006-07

### **Department of Teacher Education**

- The Department of Teacher Education met all requirements to be fully accredited with the Kentucky Education Professional Standards Board.
- The department hired one new instructor for Fall 2007.
- Faculty from the department and five students attended the ACA Instructional Technology Assistants' Workshops.
- All courses are currently being assessed with the College LiveText assessment system.
- The Department of Education had an approximate enrollment of 253 students; 194 Elementary and 59 Secondary.
- 50 student teachers graduated and received certification Fall 2006/Spring 2007.
- Advised approximately 185 students, Fall 2006.
- Advised approximately 199 students, Spring 2007.
- Formally admitted 48 students into the Teacher Education Program 2006/2007.
- Conducted 50 student exit interviews in 2006/2007.
- The Department of Education saw a 95% hire rate for program completers in Fall 2006.
- The Department of Education met at a working retreat in the summer of 2006 to review program curricular goals and licensure standards; revisions were made to meet standards and improve the program.

### **Center for Professional Collaboration**

- Professional Developments
  - Offered at Harrogate Campus, West Knoxville, and Cumberland Site
  - Fall 2006 -12 workshops offered – 314 participants
  - Spring 2007 - 14 workshops offered - 276 participants
- Multi Cultural Experiences: Spring 2007 -New York City – 33 participants
- World School
  - Fall 2006 –Australia
  - Fall 2007 – Tokyo, Japan
  - One Teacher Representative and three students attend World School
- The following schools are Professional Development Schools of Partnership:
  - East End Intermediate
  - Pineville Elementary
  - Elydale Elementary
  - Ellen Myers
  - Springdale Elementary
  - J. Frank White Academy
  - Bell Central
  - Yellow Creek – pre-partnership status
- The center is in collaboration with the Bell County P-16 Council Partnership placements
  - Fall 2006 – 106 students placed
  - Spring 2007 – 94 students placed
- Student Education Association



- The center is the site for SEA meetings / events.
- Support materials / supplies are available for Education students and the JFWA faculty.
- Grants
  - Gear Up Grant – through Springdale Elementary School
  - CPS grant – received a CPS (Classroom Performance System) to use in education courses as an assessment tool

**Post Baccalaureate Program**

- Fall semester 2006, 85 students completed the program and received licensure.
- Spring semester 2007, 27 students completed the program and received licensure.
- Two former Post-Bac students were name Teacher of the Year in their school systems.
- One student wrote a \$25,000 grant for a business program at Anderson County High School.

**2006-2007 Accomplishments for Graduate Counseling Program**

- Publications (reviews of tests) by Connie England.
- Community Education/Counseling presentations by Greg Duthey related to Eating Disorders and Behavioral Disorders .
- Smooth transition of leadership for the program.
- High pass rate for program graduates on School Counseling Praxis.
- Increased number of Agency Counseling students.
- Planning on track and several of needed courses taught as Special Topics courses for strengthening of existing Agency Counseling Masters program.
- Improvement of relationship of LMU School Counseling program with Knox County Schools via Mike Hayes and LMU students.
- Plan to add one new fulltime faculty member in Fall 2007.





## Faculty Development Highlights

- Instructional Technologist: Received approval to hire Instructional Technologist reporting to Academic Services (July 1, 2007); will have responsibility for planning, scheduling, and teaching faculty development workshops/training; and for working one-on-one with faculty in integrating technology into teaching and learning.

### **Faculty Development Fund (2006-2007)**

- 48 Requests for faculty professional development funds received to date (from 39 faculty members)
- 46 Funded (fully or partially); 11 of the funded applications were for presentations by faculty at conferences

### **Change in Course Management System (from WebCT to Blackboard)**

- WebCT
  - WebCT will be available until end of June for faculty to archive/retrieve information
  - 53 faculty used WebCT for some function in Fall/Spring (06-07)
- Blackboard
  - Available May 2007; being hosted for LMU by Center for Rural Development (Somerset, KY)
  - Faculty must take training before using Blackboard
  - Training provided by Center for Rural Development training staff
  - Initial training sessions held on April 30/May 1 and May 2/3; for faculty teaching summer courses
  - Open lab on May 4 for attendees from either session
  - Additional sessions (with open lab) being scheduled during summer/fall to give all faculty opportunity to be trained

### **Other Professional Development**

- Open Source Initiative Workshop, May 22-24, 2007  
For the third year in a row, the Appalachian College Association (ACA) is partnering with IBM's Academic Initiative to bring the Open Source Initiative to ACA faculty. This year's workshop will focus on open source database systems and will be hosted by Lincoln Memorial University, May 22 - 24. The workshop will be taught by an IBM employee. The overall goal of the Open Source Initiative is to equip faculty with pedagogical methodologies and free software, and to prepare graduates for an increasing number of information technology jobs. The workshop is open to ACA faculty who teach subjects related to computer science and management information systems.
- Summer Digital Course Design and Management Workshops  
The 2007 summer ACA Digital Course Design and Management (DCDM) workshops will focus on good pedagogy and the appropriate application of technologies such as course management systems to teaching and learning. In addition to one week in the traditional workshop format, ACA will offer workshops that start with a one-day face-to-face meeting, followed by three weeks of distance education based on one of the four main platforms in use in the ACA: Sakai (the LAMP platform), WebCT, ANGEL and Blackboard. At the conclusion of the distance education portion of the workshop, there will be a



follow-up meeting to share best practices. Administrators may attend the kick-off and follow-up workshops to learn more about the Learning Asset Management Project (LAMP) and the Digital Course Design and Management activities.

- Ready to Learn? Information Literacy & College Student Development, May 21-22, 2007; LMU Librarian/Faculty team is scheduled to attend.
- 2007 Teaching and Learning Institute, June 11-16, 2007  
The Appalachian College Association's 2007 Teaching & Learning Institute will be held at Brevard College. This highly interactive and hands-on week provides expert instructors in critical thinking, classroom assessment techniques, development of significant learning experiences, and the connections between the curriculum and the co-curriculum. Additionally, time exists for networking with campus colleagues and with inter-institutional colleagues in the various disciplines. The deans of the ACA support this endeavor as one of the best professional development opportunities for ACA faculty. LMU has team of 4 attending.
- Microsoft Office (Word, Excel, PowerPoint) Workshops being scheduled for summer/fall 07 for faculty and staff.

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## Paul V. Hamilton School of Arts and Sciences Faculty Accomplishment Report

### Department of Mathematics and Natural Sciences:

- Dr. John Copeland
  - Elected to the LMU Educators Hall of fame
  - Published two geographical distribution notes dealing with salamanders in *Herpetological Review*
  - Attended the annual meeting of the Tennessee State Wildlife Society meeting in Townsend, TN with 10 undergraduate students
  - Awarded an LMU faculty development grant to study a squirrel community
  - Conducted field work in West Virginia on *Triodopsis playsayoides* with Mr. George Mears and Dr. Ron Caldwell
  - Served as the at East Tennessee at large member on the governing board of the Tennessee Herpetological Society
  - Serve on a Tennessee Wildlife Resources Agency Team to develop a wildlife management plan for the Cumberland Mountains and Plateau of Tennessee
  - Organized, oversaw, and assisted in the building of a 256 square foot gazebo in the LMU arboretum
- Dr. Keith Stafford
  - Completed mathematics program review
  - Collaborating with Bill Lawkins (adjunct math faculty) on his math education research
- Dr. Jim Foster
  - Developed A&P (Biol 261 and 262) into a blended (online) course
  - Met with faculty, Nursing and Allied Health Administration concerning revision of curriculum for Biology 261 and 262 courses (A&P) to better serve the needs of the students and university. Changes have been accepted and will be implemented in the fall of 2007.
- Dr. Roy Wilcox: Obtained the PhD in Materials Science and Polymer Engineering on December 15, 2006 from the University of Tennessee, Knoxville.
- Mr. George Mears
  - Conducted 9 month ATBI Mammal study at Norris Dam State Park
  - Attended TN state Wildlife society Conference, March 07.
- Dr. Steve Everly
  - Conducted program review for chemistry
  - Developed new chemistry course, CHEM 220 for Biology (Sec. Ed. Track)
  - Conducted departmental searches for new faculty in chemistry, math and biology
  - Deleted interdisciplinary science major

### Department of Social Sciences

- Ms. Kimberly Dodson
  - Publications and Presentations 2006-07:



- Gido, Rosemary, Tammy Castle, Kimberly D. Dodson, Tammy L. Castle, Danielle McDonald, Christine Olsen, and Rebecca J. Boyd. "The Irish in Schuylkill Co. Prison: Ethnic Conflict in Pre and Post Civil War Pennsylvania." Invited submission for a special edition of *The Prison Journal*, 86(2), 260-268.
- Dodson, Kimberly D. "Examining the Role of Gender in Gottfredson and Hirschi's General Theory: An Empirical Analysis." Invited submission for *Gender Studies*.
- Young, Damaris I. and Kimberly Dodson. "*Conditions of Confinement: A Comparison of Prisons in Panama and the United States*."
- Dodson, Kimberly D. "*Examining the Role of Gender in Gottfredson and Hirschi's General Theory: An Empirical Analysis*." Paper presented at the American Society of Criminology Conference, Los Angeles, CA.
- Revised some of the existing criminal justice courses and developed several additional courses to complete the criminal justice major.
- Identified and is developing several new internship sites including: Alcohol, Tobacco, Firearms, and Explosives, Tennessee Bureau of Investigation, Federal Probation and Parole, State Probation and Parole, and Claiborne County Circuit Court Clerk's Office.
- Served as the Faculty Advisor for the Criminal Justice & Pre-Law Society; the criminal justice students have continued to work with CEASE and MADD.
- Served on the victim impact panel for the Claiborne County Chapter of MADD.
- Presentations to the Middlesboro City Council about the implementation of Neighborhood Watch programs.
- Served on the Claiborne County Child Advocacy Board for the development of a child advocacy center for Claiborne County.
- Served on the University Quality Enhancement Plan committee.
- Dr. Christy Cowan
  - Publications 2006-07:
    - Allen, G.L., Cowan, C.R.M. & Power, H.C. (2006). Acquiring information from simple weather maps: Influences of domain-specific knowledge and general visual-spatial abilities. *Learning and Individual Differences*, 16, 337-349.
  - Began a research project on Interpersonal Congruency and Dating Satisfaction in summer 2007.
  - Mentored three psychology students who presented at the BRURC 2007 conference:
    - Sergio Baez, Tendencies of Eliciting Help: Men vs. Women
    - Alicia Leonard, Does Invasion of Personal Space Effect Heart Rate?
    - Grayson Rhodes, The Study of the Relationship of Alcohol with Depression, Stress, and Coping Strategies.



- Served as the advisor for Psi Chi, the national honor society in Psychology; three psychology majors were inducted in spring semester 2007.
- Served on the Undergraduate Admissions Committee and the Institutional Effectiveness Committee.
- Mr. Ron Thornton
  - Provided the Inspirational Moment, titled "Front Porch Healing," for the January, 25, 2007 LMU Faculty Meeting
  - Coordinated and performed in LMU's first Songwriter's Night on April 10, 2007
  - Began recording pod casts for a project titled PsyPods which will provide material for students to download to their iPods, computers, and MP3 players
  - Presented "Implementing Humanistic Principles in Education: Best Practices" at the 2007 West Georgia Alumni Psychology Conference
  - Served on the LMU General Education Committee
  - Represented the department at the LMU Preview Day in April 2007
  - Served as sponsor of the LMU Psychology Club
- Dr. Quinton Wacks
  - Hosted several Elderhostel weeks during 2006-07
  - Organized and hosted a video series on Noetic Knowing during 2006-07
  - Provided mindfulness training to students, staff, and faculty during Spring 2007
  - Developed a new course in Health Psychology
  - Served on the University Awards committee
- Dr. Kay Paris and Ms. Rebecca Patterson
  - Publications and Presentations 2006-07: Paris, Patterson, Bieber (adjunct instructor), and Hamill (Advisory Council member) presented "Camp HUGS: A Grief Camp Intervention for Children in Rural East Tennessee" at the 31st Annual Meeting of the National Institute on Social Work and Human Services in Rural Areas, July 20-21, 2006, Bowling Green, KY.
  - Paris and Patterson organized and hosted 60 participants in the Annual Tri-State Social Work Roundtable: Drug Endangered Children in Appalachia, October 2, 2006.
  - Paris and Patterson organized and hosted 50 participants in the 18<sup>th</sup> Annual Celebration of Social Work Month, March 12, 2007.
  - Paris and Patterson secured the Child Welfare Project grant for second year from Tennessee Center for Child Welfare (TCCW) and Tennessee Department of Children's Services (TDCS). Two scholarship/stipend students are scheduled to graduate in Spring 2007; they will begin jobs with TDCS soon after graduation. Five students were interviewed and accepted by TDCS for scholarship/stipend program in Fall 2006; these five are scheduled to graduate in Spring 2008. Paris is participating in the Tennessee Social Work Education Consortium Research Committee which is evaluating the efforts of TCCW in training DCS workers.





Patterson is participating in the Consortium Curriculum Committee that is developing the curriculum to be used for University Child Welfare Certification students and for training DCS workers. Patterson is involved with the Consortium's Certification/Stipend Committee focused on the selection, supervision, and field placement of certification/stipend students. McMurray (BSW Stipend Coordinator) has identified and reviewed training materials from other state child welfare programs for inclusion in the certification program. Paris and Patterson are providing support for Claiborne County DCS office in implementation of its pilot multiple response system. Paris and McMurray are serving on the Claiborne County Multiple Response System Community Advisory Board.

- Ms. Patterson developed a new course, SOCW 420 Child Welfare Practice.
- Dr. Paris applied for 2007 Institute for Social Work and Aging grant for advanced aging research training and mentoring.
- During Summer and Fall 2006, Dr. Paris mentored a social work major (Amber Hawkins) in her ACA Ledford Research grant project. The student presented her research project on the "Retirement Readiness of Public School Teachers in Harlan County, Tennessee" at the ACA Summit in October 6-7, 2006, Abingdon, VA.
- Dr. Paris mentored two social work majors (Shawndell Eddington and Tracy Hale) in the development of research proposals for ACA Ledford Research grants. These proposals have been accepted and the research projects will be conducted during Summer 2007 and presented during Fall 2007.
- Dr. Paris participated in the Gero-Ed Forum: Infusing Gerontology Across the Classroom and Field: Planning, Implementing & Resourcing, February 2-4, 2007, Charleston, SC.
- Dr. Paris participated in the in Gero-Ed Institute: Bridging the Borders and Building Ties Between Aging and Cultural Diversity, October 25, 2006, Los Angeles, CA.
- Dr. Paris served as the Chair of the University Human Subjects Research Committee and on the Ad-Hoc University Research Committee.
- Ms. Patterson serves on the University Faculty Development Committee.

#### **Department of English**

- Mr. Silas House
  - Books have been chosen for several community-wide and university reading programs, including such places as the University of South Carolina at Aiken, Davis and Elkins University, Spalding University, Lee University, the towns of Rochester, NY and several cities in Kentucky and Tennessee.
  - Gave keynote speeches for the Kentucky Philological Society, the Kentucky Literacy Association, and, next year, will address the Appalachian Studies Association Conference at Marshall University.



- Co-wrote a screenplay with actress Ashley Judd, who will direct the film that will be produced by Alex Rose.
- Placed an essay on mountaintop removal in New Southerner.
- Wrote a long feature on musician Carlene Carter in No Depression. Had a short story, "Equinox," accepted in Wind magazine.
- Was recently commissioned to write a play for the Lexington Actor's Guild in Lexington, Kentucky.
- Recently filmed a scene for the movie The Siege of Fort Sanders, which will be on perpetual viewing at the Museum of East Tennessee in Knoxville beginning this fall.
- Dr. Rebecca Brackmann
  - Presentations 2006-07:
    - "Laurence Nowell's Glosses in Richard Howlet's Abcedarium" presented at the Marco Institute Workshop on Manuscript Studies, Knoxville, Feb. 2007.
    - "Laurence Nowell's England and Tudor Ireland" presented at the 42nd International Congress on Medieval Studies, May 2007.
  - Became a member of the Graduate Student Awards committee for the Kentucky Philological Association
- Dr. Dan DeBord
  - Substantial consolidation and revision of the Lincoln Pre-law program.
  - Completed assessment process for the General Education Core.
- Dr. Jacques Debrot
  - Publications 2006-07
    - "Death Duel above Gotham." Spring 2007 issue of The Tusculum Review.
    - The short story "Goodbye," Summer 2007 issue of The Main Street Mag
    - An earlier version of "Goodbye" appeared in the Winter 2006 issue of Miranda magazine.
    - "The Transcriptionist," was published in the Winter 2006 issue of The Pittsburgh Quarterly.
    - Three "Dialectical Poems" appeared in the 2006 Winter issue of Mudlark magazine.
    - The "Dialectical Poems" were also collected in the online anthology SoleScene, at [www.webdelsol.com/eSCENE/series26.html](http://www.webdelsol.com/eSCENE/series26.html).
    - Twenty-two pages of poetry were collected in the anthology, An Apparent Event, published by Second Story Books.
  - Won first prize in the annual Tusculum Review Short Story Contest for "Death Duel above Gotham."
  - Attended the ACA Teaching and Learning Conference in June, 2007.
  - Attended the SACS-COC Leadership Team Orientation in June, 2007.
  - Attended the 2007 SACS-COC Summer Institute in July, 2007.
- Mr. Curtis Klinghoffer



- Completed thorough revision of the ELI program and developed formal academic courses.
- Attended workshops on issues relating to international study programs.
- Dr. Elizabeth Lamont
  - Received 2007 LMU-Minigrant for \$2,5000 to research material on James Still, Jesse Stuart, and Don West at nine archives.
  - Received the James L. Stephenson Fellowship (\$15,000) from the ACA to help defray costs of a Fall 07 sabbatical to write four chapters of the book (under contract with UT Press, 2009).
  - Attended the ACA Ready to Learn workshop at Tusculum College in May, 2007.
  - Attended the ACA Teaching and Learning Institute in June, 2007.
  - Gave talk about Don West's days at LMU and his career as an activist poet at LMU's Mountain Heritage Lit Fest in June, 2007.
- Mr. David Worley
  - Published book review of Amy Tan's Saving Fish from Drowning in the Middlesboro Daily News.
  - Published book review of Doug Marlette's Magic Time in the Middlesboro Daily News and The Sevier County News.
  - Published book review of Alice Munro's The View from Castle Rock in the Middlesboro Daily News and The Sevier County News.
  - Published book review of Cormac McCarthy's The Road in the Middlesboro Daily News and The Sevier County News.

#### **Department of Humanities and Fine Arts**

- Ms. Bebe Debord: Display of works at the Carnegie-Vincent Library in conjunction with the dedication of the Mabel Smith Music Library. These works remained on display for a month after the ceremony.
- Dr. Barry Vann
  - Writes a weekly political commentary for Sevier County News (called the "VANntage Point")
  - Has a book contract with USC Press as well as an article appearing in the spring '07 issue of the Journal of Transatlantic Studies.
  - Currently writing a new book called "Islamism and the Reconstruction of Europe's Secular Spaces".
- Dr. Doug Mead
  - LMU Concert Band performed with the Gaudete Brass Quintet on October 18<sup>th</sup> at Duke Hall.
  - LMU Concert Band performed with the Gaudete Brass Quintet on April 13<sup>th</sup> at Duke Hall.
  - Dr. Douglas Mead performed a recital with professor Michele Fiala of Western Kentucky University in March at the Chapel.
  - Three music students, Yutaka Sakai, Jackie Martindale, Josh Parm, and James Cornelius performed at the spring convocation.
  - Dr. Douglas Mead will be a featured performer at the International Double Reed Society Conference on June 15<sup>th</sup> at the University of Ithaca.



- The LMU Jazz Ensemble performed for the Claiborne County Chamber of Commerce on March 16<sup>th</sup> at the cafeteria.
- The LMU Percussion Ensemble presented a concert on April 27<sup>th</sup> for LMU students.
- A number of new instruments were purchased for both the band and choral programs including: a state-of-the-art electronic keyboard, a marimba, a concert gong, and a number of mallets.
- Ms. Candace Armstrong
  - University Concert Choir and the Tri-State Community Chorus performed “The Armed Man” by Karl Jenkins at Carnegie Hall on January 8<sup>th</sup>.
  - University Concert Choir and the Tri-State Community Chorus performed “Requiem” by Wolfgang Amaedeus Mozart in February in memory of Jim McCune.
  - The total number of music majors has increased from 5 to 15 in the last fiscal year.
- Dr. John Irvine: Directed and presented the Fall 2006 Railsplitters Playmakers Dinner Theater production of “Arsenic and Old Lace” and the Spring 2007 production of “Love Letters”.
- Mr. Vaughn Schutz: Designed and constructed the sets for “Arsenic and Old Lace” and “Love Letters.”





### School of Business Accomplishments 2006-2007


- The Bachelor of Science (B.S.) program in Management and Leadership Studies graduated its first two cohorts. The program was launched at the West Knoxville site and the third cohort at the Walters State Community College was enrolled.
- The LMU Students in Free Enterprise (SIFE) team finished second in their division at the Regional Competition in Atlanta, GA.
- A new Marketing professor, Dr. Tom Lix, was hired and will begin teaching in Fall 2007.
- Academic Program Reviews resulted in significant recommended changes to the BBA, BA, MLP, and MBA programs.
- The School of Business continued the utilization of videoconferencing to deliver courses simultaneously at Harrogate and the West Knoxville extended site in Fall 2006 and Spring 2007. Several problems were identified and faculty worked with Information Services to resolve them.
- Department Actions/Ventures/Achievements
  - Rick Bryant coordinated the Volunteer Income Tax Assistance (VITA) Program at LMU. VITA is sponsored by the Internal Revenue Service. Six students participated in preparation of state and federal individual tax returns.
  - The Students in Free Enterprise (SIFE) program continues to thrive at LMU under the direction of Valerie Evans. SIFE is an international non-profit organization founded in 1975 and headquartered in Springfield, Missouri. SIFE motivates students by creating competition among rival colleges to see who is the best at teaching others how the world works and how to achieve their dreams. The SIFE team conducts free enterprise educational outreach projects to better themselves, their communities, and countries. Projects this year include “Code of Ethics,” “Elydale Stocks Up,” “Financial Freedom,” “Lemonade Stand,” “Cookie Crumbs,” “Around the World,” “Tate’s School of Discovery,” and “The Water Guy.”
  - As Director of PCCIS, Valerie Evans attended the Directors Conference in London.
- Michael Dillon: Ongoing research investigating the effectiveness of simulations in student learning.
- Bill Hamby
  - Ongoing research investigating the effectiveness of simulations in student learning.
  - Ongoing research regarding the Malthusian dilemma created by high oil prices.
- Don McCarren
  - Ongoing research on applying principles of lean design to health care delivery and administration.
  - Ongoing research on book on the practical applications of marketing techniques



- Loren Rice: Ongoing research on two journal articles: “Malthus Revisited with High Oil Prices” and “Theory of Moral Sentiments, Adam Smith and Modern Capitalism”
- Souren Soumbatiants: Ongoing research on forecasting Presidential elections.
- Presentations
  - Bill Hamby: Presented a co- authored paper, with Bill Hamby, entitled, “The Impact of Higher Oil Prices in a Malthusian World” at the 2007 Annual Conference of the Midwest Economics Association in Minneapolis, MN.
  - Loren Rice: Presented a co- authored paper, with Bill Hamby, entitled, “The Impact of Higher Oil Prices in a Malthusian World” at the 2007 Annual Conference of the Midwest Economics Association in Minneapolis, MN.

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 *Strategic Goal 1:*

**Continue to Assess and Enhance Academic Quality**

*Objective 1.2:*

Create/revise academic programs linked to department assessments and university mission at the undergraduate, post baccalaureate and graduate levels at Harrogate and extended sites(e.g., general education core curriculum, adult learning/degree completion programs, courses for global learning, and traditional programs)



-  Progress was made in the revision on general education requirements and new assessment processes are currently under discussion by the General Studies Committee
-  New academic programs are under discussion including Law, Ed.D., and on-line degree programs.
-  Expansion of program offerings at the new Kingsport site is being discussed, including offering the MLP at the site.

 *Strategic Goal 1:*

**Continue to Assess and Enhance Academic Quality**

*Objective 1.3:*

Bring average faculty compensation to within mid-range of peer benchmark institutions with respect to faculty rank, appointment, academic discipline, experience, and workload


-  A new set of peer institutions has been identified (Level V) and a study is underway to determine appropriate compensation at Level V.
-  LMU continued to make progress through salary adjustments and merit consideration in compensation decisions.



**Continue to Assess and Enhance Academic Quality**

*Objective 1.4:*

Continue to strengthen University libraries and museum and their services at all sites.

-  The Abraham Lincoln Library and Museum Program Accomplishments
- October 20-21: *2006 Lincoln Symposium: Now He Belongs to the Ages* – Attendance 97
  - October 20-22: Helped to host the 121<sup>st</sup> MOLLUS/DOLLIS Congress
  - November 17: *Lincoln at Gettysburg* living history program and drama – Attendance 90
  - December 1: *Christmas With the Lincoln's* drama and Civil War concert – Attendance 168
  - February 9: *An Unlikely Friendship and a New Beginning: the Vision of Abraham Lincoln and Frederick Douglas*. An Original drama (three performances) TV appearance on *Focus* program February 8. – Attendance 349
  - March 29: *Home front in Crisis: Women and Children in the Civil War*. Living history drama with support from J. Frank White Academy. – Attendance 110
  - April 12: Music program with Music/fine arts department; casual Lunchtime concert by the Gaudete Brass Quintet (should become a regular event prior to evening concert) – Attendance 10
  - April 13: Commemoration service with Congressman Bill Jenkins – *Now He Belongs to the Ages: the Long Journey Home* – Estimated Attendance 70+
  - April 19: Command performance by Dennis Boggs as Abraham Lincoln. Scheduled to allow KANTO students to attend one living history performance. Two performances also gave local underserved schools access. Included a visit to the Renaissance school for students in recovery. – Attendance 386

**Museum Publications**

- *Lincoln Herald*-reformatted and improved-Asst. Director Steven Wilson
- *Lincoln Letters for Kids*, by Junior Natalie Sweet. Expanded, and has become primary school outreach tool
- Michael Lynch published one historical article in a scholarly journal and two in popular history magazines:
  - Published “Joshua Speed—A Friend of the Cause” and “Kentucky’s Robert Anderson: Tragic Hero of Fort Sumter” in *Kentucky’s Civil War, 1861-1865*, vol. IV, 2006-2007 edition. This is a publication aimed at a general audience. Ongoing research regarding the Malthusian dilemma created by high oil prices.
  - Published “The Burnet House Bed” in *The Lincoln Herald*, Spring 2007. This is one of the regular short articles we’ve begun running on items in the museum’s collection. I’m working on a couple of others.





- “Putting a Face to the Name: Another Look at the Thomas Lincoln Photo” (forthcoming, The Lincoln Herald). This is a longer article which uses both the documentary record and an examination of the item itself to establish that our “traditional” photo of Thomas Lincoln is most likely the genuine article. It’s been accepted for publication, but hasn’t appeared yet.

- *Lincoln Letters* newsletter for ALLM now has 2000 on the mailing list.

**Museum Exhibitions**

Temporary Exhibit opened October, 2006 during Homecoming Weekend, “*Conceived in Liberty: Lincoln at Gettysburg*”, by Michael Lynch, Asst. curator.

**Museum staff taught fourteen classes for LMU**

- Two Museum Studies Classes
- One U.S. History to 1877
- One Introduction to Human Geography
- Four classes for LMU Elderhostel
- Two sections of World History
- Four sections of Lincoln 100

**Staff Research Projects**

- Slavery In Tennessee
- Women and children in the Civil War
- Post-war era and public memory
- Mary Todd Lincoln and last weeks in the Whitehouse

**☛ Carnegie-Vincent Library Accomplishments: July 2006 – June 2007**

- **Accreditation**

- Prepared Library Report for SACS Level V Report to Clayton Hess, including extensive report of library holdings by LMU Program for July-August 2006
- Onsite JFWA visit May 2, 2007
- Updated serials list for Education April 2007

- **Administrative**

- Updated library policies on interlibrary loan, overdue/lost Items, community patrons for Spring 2007 implementation
- Compiled a substantial revision of the Carnegie Vincent Library Procedure Manual July 2007
- Library recruitment for the positions of Archivist (vacant), Information Literacy Librarian (pending), Medical Librarian (Lisa Travis Spring), User Services Librarian (Phil Smith Fall), Technical Services Librarian (Laura Slavin Fall), and Library Director (Rhonda Armstrong)
- Hired and trained temporary support to Archives (Susan Angela Orr Spring), and Public Services (Judith Hounshell Spring)
- Hired 3 Fall Semester and 1 Spring Semester adjunct faculty instructors for INFL100 for Harrogate, West Knoxville, and online courses
- Attended monthly Graduate Education faculty meetings

- **Archives**



- Processed materials in University Archives, created new collection folders, created finding aides Fall and Spring Semesters
- Supported University faculty in Archival Research Fall and Spring
- **Collection Development**
  - Prepared Report of Print Serial Collection for OCLC, Docline, and Voyager System—August 2006
  - Provided ongoing email communication with faculty/Deans about Library budget and purchasing books/videos to support curriculum
  - Weeded monograph collection ongoing
  - Established Children's Area in Library: Moved Juvenile Collection to Reference Room and labeled books with juvenile stickers- Fall 2006
  - Updated serials holdings lists Summer 2006
  - Conducted syllabi analysis for acquisitions— Spring 2007
  - Expanded DVD collection- Spring 2007
  - Compiled statistics for database usage analysis— Spring 2007
  - Collaborated with LMU faculty for acquisitions of books, serials, media, and electronic databases— Fall and Spring Semesters
  - Obtained free DVDs, exercise kits software, and databases for allied health, nursing, and DCOM
- **Collection Maintenance**
  - Developed and implemented cleaning schedules for library aides- Fall and Spring Semesters
  - Completed cleaning 2<sup>nd</sup> floor book collection on a semi-annual cycle Fall and Spring Semesters
  - Developed and implemented shelf reading schedule to reduce data errors for lost or missing books— Spring 2007
  - Shifted 2<sup>nd</sup> floor book collection following creation of Medical Collection— Spring 2007
  - Shifted media collection in Reference to improve access- Spring 2007
  - Weeded print book and serial collections – Fall and Spring Semesters
- **Grants: Prepared Library Report for HRSA Grant- November 2006**
- **Established Medical Library**
  - Ordered Medical Books for Medical Library-DCOM Program- Fall 2006
  - Moved entire Health Science Collection, including print serials and monographs to Medical Library- July 2006
  - Moved furniture into Medical Library in preparation for COCA accreditation visit- July 2006
  - Provided Library Reports and met with COCA Accreditation Team-July 2006
  - Order journal subscriptions for DCOM Program; Medical Library- Fall and Spring Semesters
  - Collaborated with DCOM Faculty to select and subscribe to Electronic databases for clinical support- (supplemental list of medical databases)
- **Established Music Library**
  - Created Music Library and Collection in preparation for Dedication Ceremony-October 2006




- Created bookshelf of Music Collection in Music Library
- **Public Services**
  - Conducted LibQual Survey—Spring 2006; prepared analysis of LibQual Survey Results—Summer 2006
  - Purchased cabinet and 20 new student laptops Fall 2006 – IS, All Library employees, Library Aides
  - Audio-visual equipment circulation was at an all time high of 2,137
  - Provided Extended Campus onsite hours
  - Maintained Extended Campus collections and prepared site reports
  - Maintained library displays for general reading, Music Library, and LMU Faculty publications
  - Corrected Proxy server access for Hiwassee Nursing students with Dr. Barker (Hiwassee) /Dianne Schaefer (ACA)—Clayton Hess, Mary Anne Modrcin
  - Oversight of the Library as shelter during Tornado watch for faculty, staff, students and community residents Spring 2007 in cooperation with LMU Security
  - Purchased supplies such as plastic sheeting and flash lights for emergency situations
  - Reconfiguration of Circulation/Reference service area to improve service quality by combining service points and increasing Library Aide supervision.
  - Processed 460 interlibrary borrowing requests (53% increase) and 156 lending requests (27% increase)
  - Maintained and updated Library Website
  - Basic supplies such as 3 hole punch, stapler, tape, pencils, pads, screen and keyboard cleaners, and tissues were made available to students throughout fall and spring semesters
  - Provided fruit, sweets, and drinks for Student Appreciation Day
- **Renovations Fall 2006 and Spring 2007**
  - Configured new Circulation / Reference service desk in renovated foyer—September 2006
  - Updated Wireless System in Library Fall 2006
  - Renovated Technical Services department creating additional work areas and storage space Spring 2007
  - Renovated foyer areas 1<sup>st</sup> and 2<sup>nd</sup> floor in anticipation of implementing a Coffee Shop
  - Renovated Computer Lab 1<sup>st</sup> floor
  - Renovated Music Library 1<sup>st</sup> floor in the former Dewey Room
  - Moved Tagge Center into renovated space in the former Alumni Lounge
  - Moved Upward Bound offices into renovated space in the former Reading Room
  - Moved Medical Library collections into renovated space in the former Tagge Center, renovations included medical librarian's office, classroom/conference room, and offices for temporarily housing DCOM employees



- Renovated rest rooms 1<sup>st</sup> and 2<sup>nd</sup> floors, hallways, staff break room, built 3 librarian offices in the Reference Room
- **Service**
  - Kathy Brunsma - Participated in interviews for User Services, Technical Services, and Medical Librarians
  - Kay Davis – Archivist Search Committee, User Services Search Committee, Women Today Exposition, Kanto Home Stay, Staff Senate Representative
  - Karen Loving – Participated in interviews for User Services, Technical Services, and Medical Librarians; Better World Books Program
  - Janice McDonnell – Faculty Senate, Technical Services Search Committee, Medical Librarian Search Committee, University of Tennessee Agricultural Committee, Oversight of Media Specialist student internship
  - Laura Slavin – American Library Association ACRL Instruction Section, Library Collections and Technical Services and Classification Section, New Members Roundtable; Southeastern Library Association Co-Chair Continuing Education and Professional Development Committee; Information Literacy Librarian Search Committee, Library Director Search Committee
  - Phil Smith-University Archivist Search Committee
  - Lisa Travis – TLA Board Member and Public Relations Co-chair Teaching (courses, bibliographic instruction, library orientations, and library programs)
    - Provided weekly Story-time for Learning Tree Academy Students
    - Provide weekly information fluency sessions for JFWA students
    - Created Web pages for JFWA Students
    - Conducted 5 library services orientations for new Business faculty candidates; candidates receive a Q & A session, library tour, and a packet with Library brochure, business card, Web pages, and information on key databases and journal collections specific to the position
    - Conducted Kanto Library Orientations
    - Initiated the Classic Text Reading Discussion Group Spring 2007
- **Technical Services**
  - Cataloged and processed books for Medical Library
  - Catalog and process substantial gift collections including the Whittaker Collection
  - Initiated planning for Library Voyager System upgrade
  - Processed over 3,000 items into the library collections
- **Training for Library Employees**
  - OCLC Connexion, Voyager Cataloging, Voyager Serials, Voyager Administrative functions
  - Trained and supervised Graduate Assistants, part-time employees, and up to 20 Library Aides per semester
  - Trained new librarians






- Training materials for library employees and library aides migrated to Web-based tutorials
- New Employee Library Orientation—August 2006
- Expanded training program for Library Aides to improve the study environment in the library, collection maintenance, and circulation services
- Business Education Classroom Technology Workshop
- Blackboard Training
- **Vault Database Training**
  - ACA Ready to Learn Workshop, ALA Annual Conference
  - ACA Annual Meeting for Technical Services, ACRL Virtual Conference, KAHS LC
  - American Association of Colleges of Osteopathic Medicine annual meeting
  - KAHS LC, Linkout Web training, Docline Web training
  - Medical Library Association Annual Meeting
  - ERI NCLEX review software
  - Datatel Training – August 2006

 *Strategic Goal 1:*


**Continue to Assess and Enhance Academic Quality**

*Objective 1.5:*

Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, relative to teaching, research, and service that links evaluation to position profile, workload, faculty development opportunities, merit pay considerations, and improved professional performance, promotions and contracts.

-  Expectations for teaching, research and service for faculty were more clearly defined in workload assessment forms.
-  The Academic Council considered items related to faculty evaluation.
-  Position profiles were updated.









 Strategic Goal 1:


**Continue to Assess and Enhance Academic Quality**

*Objective 1.6:*










Offer a quality college-preparatory educational program


-  The school completed its self-study.
-  JFWA had its five year SACS visit and received an excellent report
-  Completed a new five year School Improvement Plan with goals to bring ACT math and science scores to the benchmarks set by the College Board and to institute a new writing program.
-  Revised the math program to include placement testing and two tracks for math course sequence
-  Class of 2007 facts:
  - More than half of the class is graduating with honors, at least a 3.0 g.p.a.
  - The average composite score on their ACT test for this group is 22.8 – that’s 2.5 above the state average and 1.7 above the national average.
  - 7 of the 16 graduates are in the National Honor Society
  - All 16 are Beta Club members.
  - More than half have scholarships to the colleges and universities they plan to attend.
-  Other Accomplishments:
  - The school had its first National Beta Club scholarship winner
  - Junior Science Olympiad team went to state competition
  - Girls tennis made finals at regional tournament
  - Two students attended World School in Australia
  - An 8<sup>th</sup> grader won third place at state competition at the Beta Club Convention math competition



 *Strategic Goal 2:*

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**


-  Conducted annual comparative analysis of Public Relations activities.
-  Conducted Preview Day/College Day evaluations.
-  Utilized student market analysis/trends/demographic measures and research to direct enrollment and retention efforts.
-  Increased residential enrollment.
  - The residential population has increased significantly, from 303 students in Fall 05 (excluding Kanto) to 370 in Fall 06 (excluding Kanto). All available housing on campus will be full to capacity in Fall 07.
  - Retention in campus housing was 97% from Fall 06 to Spring 07, as compared to 78% for the same time period the previous academic year.
-  Improved student academic and racial/ethnic profiles.
-  Tracked enrollment patterns, trend analyses for academy, undergraduate, and graduate students.
-  Improved retention and graduation statistics for all categories of students. Retention was improved 3% from last year to this year, with the overall retention rate being 84.5 %.
-  Survey results measuring students' use of, satisfaction with, and success resulting from student support services. Student satisfaction surveys have been conducted and analysis of the results is underway.
-  Improved financial aid participation rates, award profiles, and satisfaction with services. **Accomplished; see section on Financial Aid: 2.7.**

 *Strategic Goal 2:*









**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

*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

-  Develop a medical scholars program to recruit high caliber math and science students interested in pursuing a medical career. The Medical Scholars Program has been developed and will be used to market to students with an interest in medical careers for students entering Fall 2008.



-  Develop brochure to recruit undecided majors. A new LMU search piece was produced and mailed directly to 80,000 prospective students; difficult to target undecided majors in a direct mail campaign.
-  Use Lincoln Ambassadors to connect with target groups or individual student recruits by e-mail. Plans are in progress to involve the Lincoln Ambassadors as mentors for “at risk” students.
-  Market affordability with need-based financial aid using common verbiage. Not yet accomplished
-  Participate by student services setting up a booth at the LMU College fair to disperse information on services. LMU Student Services were promoted at the annual LMU College Fair and the staff will continue to host a table at this event.
-  Conduct an exit interview with transferring student athletics. Not accomplished.
-  Academic Coordinator for athletics will advise student athletics. An academic coordinator was designated in the Athletic Department to track Academic Progress of the LMU Athletes.
-  Evaluate admissions criteria (scholarship matrix) to be more in line with Level V and the DCOM. The Admissions Committee considered raising the standards for the matrix with the lowest acceptable admissions criteria: ACT of 17 and 2.7 High School GPA. The Admissions Committee tabled this decision until further data were considered. The Committee will consider this again in 2007-08.
-  On-Going Activities
  - Advertise with local and regional media outlets. Accomplished; specifically participated in the “History of Nursing in Tennessee” media project.
  - Send out timely news releases. Accomplished
  - Publicize the University’s academic programs. Accomplished
  - Use the World Wide Web for advertisements and news. Accomplished.
  - Link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished.
  - Maintain direct mail to target markets. Purchased prospect names from PSAT, PLAN and ACT for direct marketing purposes; Direct mailing campaign consisted of 80,000 search pieces being mailed; 40,000 program brochures mailed; 20,000 high school sophomore brochures and 20,000 high school junior brochures.
  - Increase E-mail and e-counseling to applicants and qualified prospects. -The admissions office receives numerous general information requests daily by email. All messages are responded to in a timely manner. The office also incorporates bulk emails to prospects and applicants on a routine basis.
  - Develop an information packet for Deans and Department Chairs to talk with high-achieving, potential students to recruit for specific programs. An information packet has not been developed for the Deans and Department Chairs.
  - Develop appropriate recruitment materials for the DCOM program following program approval. Accomplished through DCOM Admissions and LMU Public Relations and Marketing office.






- Conduct monthly meetings among the Director of Admissions and academic chairs to engage LMU faculty more in the more in the recruitment process. (Department letters to potential students, Department telephone calls, etc.).
  - Monthly meetings are not held; however, the Director of Admissions serves on the Academic Council and is able to communicate recruitment information routinely through this Council. The Director of Admissions sends student information from applicants with high ACT scores and GPA's to the Deans and Department chairs of the students' intended major so that follow up letters or emails can be sent out to the applicants.
  - Academic Departments need to submit information for the LMU web site about their major so that all departments are adequately and effectively represented. Determine who should be responding to the emails that are sent by prospective students. Currently deans and program chairs are listed for email correspondence, but there is no way to capture prospects unless the email responses are also copied to the Admissions Office. A system should be worked out to ensure all interested students are captured for Datatel.
- Host preview days and counselor workshops targeting alumni of LMU graduate programs, such as Guidance and Counseling and Administration and Supervision. A Preview Day was hosted on Campus in April with about 40 prospects participating. Dinners or luncheons for top high school scholars were hosted; Guidance Counselors were hosted to an informative luncheon at Club LeConte in Knoxville in Fall 06.
- Identify and visit school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport and other sites in Georgia, Kentucky and Virginia to assist with the recruitment of students. Admissions staff members visit high schools in all areas listed above. Alumni have not been identified to assist with recruiting, however.
- Budget for and produce 100 information notebooks for distribution to regional high school guidance counselors' offices. An additional information sheet will be added to the mailing detailing the graduate education programs at LMU for the high school teachers. Rather than producing the booklets, the graduate education programs and DCOM information has been added to the general LMU search piece for publication in Fall 2007.
- Maintain recruitment effort into more populated areas. On-going, accomplished in 2006-07.
- Review national, regional and local data to assist in the identification of new markets. Trends are reviewed annually to determine target areas for recruitment of undergraduate students.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts. Stein Communications assists LMU with determining the effectiveness of marketing and recruitment; application numbers are increasing annually. To date, 900 freshmen applications have been received for Fall 07. Many have been received electronically.



- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship. All high school sophomores and juniors in Tennessee received marketing materials from LMU this year. LMU representatives attended all college fairs held in Tennessee, and many in Kentucky and Virginia as well.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools. Efforts were made to go to high achieving high schools such as Oak Ridge and Alcoa.
- Add appropriate questions to the CIRP survey that are specific to LMU. Not accomplished.
- More direct mailing to specific majors and undecided majors. Accomplished. See above regarding direct mailings.
- Develop brochure to recruit undecided majors. New search piece already addressed above.
- Identify offices that could assist undecided majors. Offices that help undecided majors are Student Support Services, Counseling and Career Services. Careers are discussed extensively in the Career Course and options regarding majors are discussed in UACT 100 courses.
- Update major brochures with “subject to change” (reviewed and/or revised annually). Accomplished.
- Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni. Partially accomplished, however, parent information, when available, was entered into Datatel this year on student applicants.
- Budget for and assign recruiting coordinator(s) for extended site that supports multiple programs. Recruiting coordinators were not appointed except for the MLP program at two sites, and the Cumberland site for business and education.
- Conduct survey to determine need for alternative scheduling and/or delivery of classes. Not accomplished. Academic deans are addressing this issue with VPAA.
- Investigate admissions criteria for Level 5 designation. See note above regarding Admissions Committee response to this action step.
- Implement admission processes for new programs (D.O., M.S.N) that recruit students with the academic ability necessary for successful program completion).
- Conduct “College Days” at local high schools and middle schools during the evening hours that might include:
  - How to apply for financial aid
  - Preparing for college
  - Student athlete presentation
  - Goal-Setting: Two “College Days” at middle schools were conducted. There was very low attendance. This action step was determined to be ineffective.
- Brochure “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the booklet. All new students received this booklet at New Student Orientation sessions.










 **Strategic Goal 2:**

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

*Objective 2.2:*


To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and increase full-time transfer and re-admitted students to 150. Of those 425 new students, 175 will be residential students by 2009.

-  Target the Eastern Band of the Cherokees. Two meetings were held at LMU and two in Cherokee, NC with representatives of the Cherokee citizens. Discussions with representatives are continuing.
-  Continue to refer and encourage current Upward Bound students to enroll at LMU. On-going. Upward Bound program at LMU is very active. Admissions office works specifically with the Bridge students who are enrolled in actual courses at LMU to recruit them to attend after high school graduation.
-  Update and build the following web pages:
  - Perkins Loan – Not developed
  - Residential Life –developed
  - Safety & Security –developed, needs more work
  - Pool –developed
  - Cheerleaders –developed
  - Career Planning –developed
  - Lincoln Ambassadors –developed
  - Students Service Initiative –developed
-  Continue to address UB participants concerning Admission and enrollment at LMU (duplicate action step-see above)
-  Upward Bound will continue to provide monthly newsletters to its participants that promote the University. Accomplished.
-  Develop a program to gather information from international students about dining preferences. Accomplished.
-  On-Going Activities
  - Maintain two marketing committees. (Board Committee and University Committee).
  - Evaluate current markets and make additions and/or corrections as needed. After two years of using Hobson's International recruitment services on the Web, with no yield of international applicants, it was decided to redirect this funding for 07-08 to domestic recruiting in the U.S.
  - Follow guidelines for ensuring distribution of accurate information. Follow established timelines for the production of recruitment materials for new and transfer students. Follow a plan designated by Stein Communications for all printed publications.
  - Design recruitment materials that are attractive to potential students. Stein Communications has produced attractive and effective materials for LMU.



- Review latest research on why students choose a college and work with printing companies to incorporate information into materials. Stein Communications uses up-to-date marketing research to develop LMU publications.
- Maintain and update a comprehensive Web site for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished.
- Increase the recruitment of undecided majors through career planning services.
  - Career Services assisted 28 students with interest surveys to help them determine their career interests, with 15 students following up for further exploration from the surveys.
  - Increase recruitment of international, Hispanic, and other minorities. The web site page “What can I do with this Major” was further expanded for use by all LMU students.
- Maintain recruitment outside the primary 100-mile radius recruitment area. Accomplished through direct mailings and attendance at College Fairs outside the 100-mile radius.
- Focus academic scholarship money on new students, academically gifted students and residential students. Housing grant of \$1500 per year if applied for by the priority deadline was effective in helping students to live in campus residence halls. A matrix was used to award academic scholarships (tuition discounts) and scholars were awarded endowed scholarships also.
- Coordinate the recruiting efforts of athletic coaches and the admissions office. Coaches and the Admissions staff work closely together to recruit athletes to LMU.
- Continue work on the International Student Web page. Accomplished.
- Have international snacks available in the book store. Not accomplished.
- Continue to schedule an orientation class for international students to be conducted within the first week of the fall semester to include, but not limited to:
  - Assimilation into the LMU and Appalachian cultures. Accomplished
  - Safety and Security issues. Accomplished
  - Working visas. Accomplished
  - Study strategies. Accomplished
  - Sharing diversity. Accomplished
  - LMU support systems. Accomplished




 *Strategic Goal 2:*


**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

*Objective 2.3:*

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

	Fall 2004	Fall 2005	Fall 2006
• Ed.S. program	771	849	886
• M.Ed. program	293	306	362
• M.B.A. program	67	58	55
• PostBac program	211	250	274
• Special	9	21	--
• M.S.N. program	----	----	10
<b>Total Enrollment</b>	<b>1,351</b>	<b>1,484</b>	<b>1,587</b>

 Total increase from Fall 05 to Fall 06: 103 students (7% increase in enrollment)

 New Programs


- The M.S.N. program had a total enrollment of 10 students in Fall 2006. More are expected to enroll in Fall 07.
- A new Director of the CRNA program in Nursing has been hired, and the curriculum is being developed to begin this program in the future.

 Advertisement


- Advertisement and publicity for the graduate programs through local media, newspapers, and the Internet have been a planned part of the general advertising budget of the University.
- A Director of Advising and Recruitment has been hired in the School of Nursing to advise undergraduates and to recruit new master's level students into the programs being offered.


 Graduate recruitment via Hobson's web site that is attached to graduate testing sites (DCOM, MSN, ED. And MBA). DCOM is using OD application site for recruitment.

 Completed brochures and other promotions for MSN program. Project is underway.

 Develop MBA program brochures, recruitment posters with reply cards and Knoxville billboard signage. Not accomplished. Radio advertising was used in Knoxville for the MBA program.

 Purchase GMAT testing names for MBA recruitment. Not accomplished.

 Rotate Knoxville billboards and radio ads to include all graduate programs. Accomplished.

 Increase the visibility of DCOM primarily in the Southeast region of the United States. Accomplished.



- ☞ Attract students from the Appalachian area who are committed to serving this area. In progress.
- ☞ Create a diverse student body. Target recruitment efforts at non-represented student populations .
- ☞ Training for deans and department heads by Admissions Director concerning recruitment strategies. Not accomplished.

☞ On-Going Activities

- Advertise with local and regional media outlets (specifically M.B.A. and M.Ed. programs). Accomplished
- Send out timely news releases. Accomplished
- Publicize the University's graduate programs by developing brochures for individual graduate programs. Not accomplished.
- Use the World Wide Web for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished
- Continue to increase the number of MBA students by word of mouth and advertising. Underway
- Establish institutional relationship with American Association of College of Osteopathic Medicine Application Service to identify and process potential osteopathic medical students to reach the expected entering class size projections each year (following appropriate approvals). Accomplished.

☞ *Strategic Goal 2:*

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

*Objective 2.4:*

The J. Frank White Academy (5th – 12th grades) will increase enrollment to 120 students by 2010.

- ☞ Begin implementation the two approved goals for the SACS 2006-2007 School Improvement Plan, specifically the writing improvement program and improvement in the technology at the Academy.
- ☞ Goals were changed during the 2006-2007 SACS School Improvement Plan/Site visit process. Goals implemented are the two goals from the 2007 School Improvement Plan.
  - Goal #1: Improving ACT Math and Science scores.
  - Goal #2: Implementing a systematic approach to teaching writing.
- ☞ Continue to carefully focus on the quality of newly admitted students.



- Our 92.3% retention rate and test data indicate that the students we are admitting are students who are working successfully in the program.
- Work with University Advancement to enhance scholarship opportunities for students.
- This should be made a priority item.

Investigate the feasibility of grades K-4. Continuing; enrollment in the 5<sup>th</sup> and 6<sup>th</sup> grades has been very unstable the past two years. The 5<sup>th</sup> grade did not make last year and it looks like the 6<sup>th</sup> grade is not going to make this year. 5<sup>th</sup> grade enrollment to date is very shaky. This should be taken into consideration when looking at the addition of a K-4.

**Strategic Goal 2:**

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

**Objective 2.5:**

The University will improve first-time, full-time freshman retention rate to at least 75%, overall undergraduate retention rate to at least 85% and the graduation rate to at least 51% by 2011.

- Continue to write, publish and distribute the Students Success Newsletter for undergraduates. Six Student Success Newsletters were written and disseminated.
- Continue to assess the retention figures by semester. Retention rates, undergraduates, all campuses:
  - Spring 06 to Fall 06: 82.84%
  - Fall 06 to Spring 07: 88.78%
- Continue to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services and maintain assessment information documenting the success of those programs. Accomplished.
- Student Support Services will continue to identify “at risk” students and to promote their participation in SSS. Accomplished.
- At risk (semester GPA under 2.8) student athletes will be required to meet with an Student Athletic Advisor. Accomplished.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services. Accomplished. Data being evaluated for next year’s planning purposes.
- Involve all University stake holders in the retention process. Accomplished through presentation at Staff Conference and through newsletters and participation in the “Early Warning” system.







### On-Going Activities

- Continue to schedule workshops using the Noel-Levitz Advising program. Accomplished
- Advise new students according to the Noel-Levitz program. Accomplished.
- Identify and counsel all students who are Tennessee Lottery Scholarships recipients. Director of Retention & Student Success tracked students and counseled those at risk of losing their scholarships due to low grades.
- Charge the Enrollment Management Committee with the Develop of an Academic Advising manual. Not accomplished.
- Increase the number of successful interventions resulting from the early warning system. 72% of undergraduate faculty members participated in the Early Warning system to report 194 students who had attendance problems or academic difficulties. Of the 194 students counseled, 134 (91%) remained in good standing for the year, and 60% of them remained enrolled at LMU. Student Services staff offered study skills and test taking workshops at two extended sites.
- Maintain the high percentage of student athletes who remain eligible to participate at the NCAA II level. Accomplished.
- Continue to use a systematic process for identifying “students at risk.” Accomplished and on-going. Fall 06: 1353 of 1394 undergraduate students (97%) remained in good standing after the Spring06 semester, with 35 being placed on probation, and 4 suspended; Spring 07: 1217 of 1394 students (87%) remained in good standing with LMU, with 69 students being placed on probation and 5 students being suspended.

### Strategic Goal 2:

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

### *Objective 2.6:*

To increase the percentage of students using student services.


### On-Going Activities

- Inform students of the services provided by the University. New student orientations and campus emails, web site and distribution of written materials throughout the year inform students of services offered at LMU.
- Continue to produce 3 ring binders to be distributed to new students and identified high school counselors. Accomplished.
- Provide courses in specified departments for developmental students. Accomplished.






- Maintain and update web pages for each department and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished.
- Research current trends by department and report findings to the LMU community. Not accomplished.
- Seek grants to defray costs of specified departments. Not accomplished.
- Network with University personnel. On-going and in progress.
- Share evaluation summaries with the LMU community. Accomplished.
- Canvas the LMU student body for recommendations concerning activities and programs. Student organizations and SGA are asked for input and direction regarding specific activities and programs they would like to see offered through Student Services resources.
- Provide on line materials in the form of catalogs and handbooks. Accomplished.
- Provide programs for students at the Harrogate site and investigate the possibility of more programs at extended sites. Evaluating ways to service students at extended sites in a more effective manner.
- Provide personal, academic and financial information to all students, graduate or undergraduate. On-going and in progress.
- Improve and maintain residential housing facilities and programs. Student retention in housing has increased to 97% in Spring 07, and satisfaction with all halls except Liles and West has been achieved.
- Provide for the housing needs of DCOM students. University Apartments have been developed and will open in July 06.
- Continue academic referrals to the Tagge Center for Excellence. Tagge Center continues to be an active and viable academic resource for all students.
- Provide support services to DCOM students as stated in the DCOM Student Handbook. Accomplished

 *Strategic Goal 2:*

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

*Objective 2.7:*

To provide appropriate student aid awards to eligible students.

-  Reassess the Intuitional Financial Aids philosophy and improve interdepartmental communications. The institutional aid policy is assessed annually by the Director of Admissions, Director of Financial Aid and VP EM/SS to determine the yield of the current financial aid matrix and to make changes as necessary. A “one-stop”



service center for enrollment and finance has been discussed but has been delayed due to space/time constraints.

❏ Create a customer service survey. The survey was planned as a tool for creating the one-stop service center, which has since been postponed.


❏ Evaluate current on-line financial aid services annually and add services. Accomplished. Direct links to both the on-line entrance counseling and master promissory notes for loans were added to the LMU website. Students are encouraged to check their Web Advisor accounts for up-to-date financial aid information.

❏ Investigate the need for training work study students and supervisors. Trainings were held for faculty and staff work-study supervisors in August. Students are sent materials including the policies governing the work-study program, but trainings are not held due to varying schedules and campus locations.

❏ On-Going Activities

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid. Completed and re-evaluated annually.
- Increase funding of Lincoln Grant component of the Financial Aid budget. Investigated, but not currently possible without a decrease in academic awards or an increase in the institutional discount rate.
- Request additional funding of Federal Supplemental Educational Opportunity Grant. Completed, awarded 16% more FSEOG funds for 07-08
- Increase endowed institutional scholarship and loan programs. (University Advancement)
- Continue to employ the financial aid matrix (grid) rewarding students with demonstrated academic potential. Completed and on-going.
- Package financial aid awards for current/returning students prior to end of spring semester each year. Completed for those who filed by the priority deadline (April 1)
- Provide financial aid awards to new students within five days of completing their financial aid files. Completed for approximately 85% of all undergraduate students who filed for financial aid assistance.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients. Completed through mailings from the FA office and contact from Student Success and Retention
- Identify and reward students whose academic potential has been previously unidentified. Completed through the Awards Committee
- Investigate the financial possibilities for College of Osteopathic Medicine (COM) students. Identify and train personnel to work with COM students in securing financial assistance. Director of Financial Assistance for DCOM was hired











 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.1:*

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





-  Mission statement was reviewed and revised to encompass new environmental realities.
-  Mission statement used as foundation for setting and revising strategic goals and for building and reviewing objectives flowing from those goals.
-  Mission statement used as guide to ongoing institutional effectiveness efforts, and as foundation for assessment of all institutional activities.
-  Feasibility studies for new programs required alignment of new programs with institutional mission.
-  New program documents (handbooks, manuals, etc.) incorporated institutional mission statement.
-  All program reviews incorporated an evaluation of the extent to which the program congruent with the institutional mission statement.
-  All annual outcomes assessment reports (for operational and academic programs and support services) reflect consideration of the institutional mission statement.

 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.2:*

To prepare a balanced fiscal year operating budget annually for Board of Trustee approval.

-  All budget managers have been provided with access to their budgets via the Web Advisor module in the administrative computing system. This program allows budget managers access to current budget information throughout the year.
-  Strategic (“pro-forma”) budgets were required to be submitted by all units during October, 2006. These pro forma budgets reflect unit planning aligned with institutional planning.
-  All members of the Budget Committee (Divisional Vice Presidents) submitted divisional pro-forma information for consolidation into an institutional pro-forma.
-  Any items identified for adjustment were communicated to Divisional Vice Presidents for review and action.



- ☞ After adjustment, institutional pro-forma was reviewed and adopted by the Executive Committee of the Board of Trustees in December, 2006.
- ☞ Division, department and unit pro-formas, as adjusted, were used as the basis to assemble the detail operating budgets for fiscal year 2007-08.
- ☞ The institutional budget for fiscal 2007-08 was presented to the Board of Trustees at its regular May, 2007 meeting.
- ☞ The institutional budget was approved by the LMU Board of Trustees.

☞ *Strategic Goal 3:*


**Strengthen planning, budgeting and assessment**

*Objective 3.3:*

To prepare a rolling five year operating budget pro-forma that reflects strategic institutional priorities, including both academic and capital initiatives.

- ☞ All divisions, departments and units prepared a strategic (pro-forma) budget during the fall of 2006. All directors and managers were charged with assuring that these strategic budgets were reflective of the strategic priorities identified during the 2006 Strategic Planning Retreat for the five year period beginning July 1, 2007.
- ☞ The division, department and unit strategic budgets were consolidated into an institutional strategic budget covering the upcoming five year period.
- ☞ Additional planning and discussion was incorporated into the strategic budgeting process to encompass the campus capital improvements required to support the institution's new program initiatives and its pursuit of accreditation at Level V.
- ☞ The consolidated institutional strategic budget was presented to and adopted by the Executive Committee of the Board of Trustees in December, 2006.







 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.4:*

Make data-based decisions.




-  Continued work to identify appropriate instruments to measure effectiveness for all areas of campus operation, both academic and non-academic. Several new assessment instruments were investigated. The University began using a new computerized survey system (Zoomerang), which allows for on-line survey administration and instant analysis of results. Zoomerang has significantly reduced the expense and time previously required for survey administration and analysis.
-  Broadly distributed measurement instruments were identified, and undertook analysis of data developed to inform the ongoing development of programs and services across the campus community. The distribution of assessment and evaluation results was improved by posting these results on an internal server and, where appropriate, on the institution's web page.
-  Institutional level assessment results (from selected assessment instruments; including the Graduating Student Surveys and Student Satisfaction Surveys were disaggregated and distributed to individual units for use in program and unit assessment activities.

 *Strategic Goal 3:*


**Strengthen planning, budgeting and assessment**

*Objective 3.5:*

Document status of strategic goals in an annual report.

-  Regular update on goal achievement made during regularly scheduled meetings of Institutional Effectiveness Committee.
-  Progress on achievement of strategic goals reported to the strategic planning group each year at the strategic planning retreat.
-  Progress report incorporated into annual President's Report.













 *Strategic Goal 4:*

**Ensure the adequacy and efficient use of physical and human resources on campus and at extended sites**

*Objective 4.1:*

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





-  The construction of Debusk College of Medicine is on track for classes to begin this fall.
-  LaFrentz Poole residence hall was completed.
-  Business/Education was finished.
-  A new soccer field is underway.
-  Construction of a new smart road is underway. This road will provide for a better movement of traffic from the new Debusk College of Medicine, on and off campus. A new traffic light will be installed on the intersection of this road and 25E as part of the project.
-  A new 10" water main was installed to support the new construction. Conduits were installed to provide a path for data/phone and fiber around campus.
-  The Bert Vincent wing was remodeled and a new medical college library was created. Work continues to provide a more attractive entrance into the medical library on the rear of the building.
-  Mary Mars Gym/Mary S. Annan Natatorium was remodeled.
-  New parking was added below Sigmon Communications Center.

 *Strategic Goal 4:*

**Ensure the adequacy and efficient use of physical and human resources on campus and at extended sites**

*Objective 4.2:*

Provide a healthful, safe, and secure environment.

-  Participation in TICUA's peer audit program to ensure compliance with \*RCRA, CWA, CAA, EPCRA, SPCC, UST, FIFRA, TSCA-LBP, ACM, PMN \*
-  Health and Safety Committee continued work on the safety, health and disaster response policy.
-  Pandemic Flu committee was organized and began meeting to discuss a plan of action.
-  Training continued on defensive driving, CPR, first aid, lock-out/tag-out, forklift operation, and blood borne pathogens.




- ☞ Continued active participation in the Claiborne County Local Emergency Planning Commission.
  - ☞ Plan to add additional closed circuit camera systems in outside areas around campus.
  - ☞ Hosted Remote Area Medical (RAM)
  - ☞ Continued wellness program.
- RCRA .....Resource Conservation and Recovery Act  
 CWA .....Clean Water Act  
 CAA .....Clean Air Act  
 EPCRA .....Emergency Planning and Community Right to Know  
 SPCC.....Spill Prevention, Control and Countermeasure  
 UST.....Underground Storage Tanks  
 FIFRA ..... Federal Insecticide, Fungicide, Rodenticide Act  
 TSCA .....Toxic Substances Control Act  
 LBP .....Lead Based Paint  
 ACM .....Asbestos Containing Material  
 PMN.....Premanufacture Notification

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 *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.

-  Continued second year of Initial two year plan and created the IS Strategic Plan for Fiscal Year 2007 to serve as a road map for IS projects
-  Created a lease agreement with First American for the following
  - Additional DCOM server needs
  - Increased Storage Area Network (SAN) – space to store department and user information
  - Added front end servers to Exchange Server to assist in automation project
  - Printer server – upgraded server to route all print requests
-  Followed IS competitive bid process for following
  - BusEd wiring project – 10 GB
  - DCOM wiring project – 10 GB
-  Created new IS reorganization and planned budget for training new staff
  - Director of Software Development
  - Business Analyst
  - Systems Analyst (reclassification)
  - Programmer Analyst
  - Programmer Analyst
-  Administrative Assistant to the CIO
-  Network Administrator
-  Technician
-  Director of Medical Information Services – DCOM
-  Media Services specialist – DCOM
-  Assisted in the development of the following grants
  - DLT grant (revised, resubmitted, and finalized)
  - Nursing Grant (submitted and received)
  - Support Letter for Upward Bound Grant (submitted)
  - Infrastructure Grant (submitted)
-  Began training program for one new Programmer Analyst: attended Datatel training for data retrieval, Envision Fundamentals, and Envision Forms
-  Began training program for new Systems Analyst: attended training for R18 Release System, Unix Essentials, and Intermediate Solaris 10
-  Cross trained Programmer Analyst and Systems Administrator on vital functions
  - Backup and recovery
  - Datatel Patching
  - Power Failure Recover
  - Basic Systems Analyst functions





- ☞ Network administrators participated in training on use of HP blade server management software(Lights Out), allowing remote management
- ☞ Network administrators participated in training on the Enterprise Nortel switch management software
- ☞ Director of Academic Computer Support participated in training on the CallPilot version 4.0, which includes unified messaging and fax to desktop
- ☞ ACS team members participated in training for Lockdown administration and deployment
- ☞ Held BlackBoard training to prepare for the switch from WebCT

☞ *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.

- ☞ Implemented Physical Plan module for maintenance work orders
- ☞ Purchased and installed new V490 Sun Server to support Datatel's Release 18.
- ☞ Developed Datatel R18 migration plan.
- ☞ Purchased additional Unidata licenses to support University growth in Datatel users
- ☞ Implemented WebAdvisor Employee access for pay advices, leave balances, and W-2 statements
- ☞ Implemented a new process for creation of student WebAdvisor, network, and WebCT/Blackboard accounts.
- ☞ Setup new billing rate tables effective for Fall 2007
- ☞ Setup financial aid processing for the 2007-2008 academic year
- ☞ Installed and began implementation of Informer reporting solution.
- ☞ Implemented importing new payment plan files for posting payments to student accounts.
- ☞ Migrated Datatel forms printing to new print server.
- ☞ Migrated all campus printing to the new print server.
- ☞ Implement new Admissions process for DCOM into the existing Datatel ERP system.
- ☞ Maintain Datatel system upgrades to maintain current maintenance contracts
  - T3 disk unit
  - Unidata
  - DMI
  - SAValet
  - SecuritySmith
  - Veritas




- TDClient
  - Benefactor
  - Safari
  - WebAdvisor 3.0
- ☞ Maintain JFWA system upgrades
- Administrators Plus Upgrade
  - Admissions Plan Installation
- ☞ Implemented according to revised plan of our modified computer room - including the following
- Power conditioned UPS – Uninterruptible Power Supply – for computer room and IS Staff
  - Back-up generator to support new UPS
  - Implemented an environment control system with paging and messaging capabilities
- ☞ Upgrade network services with the following solutions
- Upgraded to an enterprise wireless solution – Phase 1: Duke, Library, Student Center, LP, West Knoxville, Corbin, and BusEd
  - Improved security by separating faculty/staff and student network traffic
    - Add additional VLANs for VoIP phones
    - Add Quality Of Service for videoconferencing
  - Replaced edge switches in following remodels increasing network throughput:
    - BusEd building
    - LP
    - Mary Mars Gym
  - Increased internet bandwidth from 9 MB to 15 MB pipe
  - Implemented phase II of the blade server implementation plan tying to the Storage Area Network (SAN). Testing SharePoint personal and department data storage for early FY 08 roll-out
  - Implemented Trend Micro anti-virus/spyware protection. Repels malicious attacks and reduce time-wasting interruptions
  - Implemented redundant firewall
  - Implemented Lockdown network access control for student access. Lockdown Enforcer automates security policy enforcement to continuously ensure only authorized users and compliant devices are on the network; enforces Microsoft OS critical patches, anti-virus, personal firewalls, anti-spyware, and assesses devices for vulnerabilities.
  - Completed underground installation of 288 strands of fiber to attach BusEd and DCOM to the existing fiber plant and provide growth for existing buildings to the campus fiber plant.
  - Completed many wiring projects for phone and data including:
    - Numerous Adds/Moves/Changes to support faculty requirements
    - Library renovation several temporary moves during remodels to permanent
    - Grant-Lee renovation setup for temporary offices for new DCOM staff



- Library renovation setup for temporary offices for new DCOM Admissions staff
- Upgrade to the new Microsoft Campus Agreement to ensure software assurance for Microsoft products
- Installed Nortel's Communication Service 1000 full-featured IP PBX and integrated the CS-1000 with the existing Nortel 61C PBX.
- Added the capacity of 250 phone extensions and 100 voice mailboxes to our Nortel phone switch.
- Added new VoIP (network phones) capability to existing phone switch
  - Added VoIP phones in Duke, Student Center, Sigmon and the Library; freeing up phones for needed digital and analog phone lines
  - Added VoIP phones where no copper existed in Maintenance and Vet Tech.
- Create IS test pilot for unified messaging to deploy early FY 2008
- Added to the following student laptops:
  - 20 in general library use
  - 20 Graduate Ed program
  - 10 DCOM student tablet use
- VLANed and added QOS (Quality Of Service) for ITV from Harrogate to Internet sites to support DCOM needs
- Implemented University Inn technology replacement program to go along with the remodel of the newly acquired Ramada Inn
  - Replace failing edge network switches
  - Install all new phone and data wire
  - Install new 10 GB link to Duke main core network partnering with CommuniComm
- Implement new classroom technology for the new BusEd building
  - Added 6 smart classrooms 2 of which are videoconferencing
  - Added faculty development / small class room
- Start the implementation of the new classroom technology for the new DCOM building
- Created draft of new helpdesk policy – this will be finalized early FY 08 with new night and weekend coverage
- Updated Backup procedures for all data
- A remote site audit of technology produced the following changes:
  - Added St. Mary's site to LMU's wide area network and purchased new computers for staff and lab
  - Added Corbin site to LMU's wide area network and purchased new computers for staff and Lab
  - Added University Inn to LMU's wide area network
  - Added Tennessee Finance office space to LMU's wide area network




















 *Strategic Goal 5:*


**Make Effective and Efficient use of Technology**

*Objective 5.3:*

Provide Training and Support for Faculty, Staff, and Students

-  Produced numerous reports from the Datatel systems for administrative offices and faculty
-  Produced compliance reports for federal and state reporting
-  Provided Colleague Financial's Requisition training for key purchasing agents throughout the University
-  Provided Colleague Admissions module training for DCOM
-  Provided end user administrative office training on query builder
-  Provided cross training in software development team
-  Provided WebCT training
-  Provided Blackboard training for faculty (University switching to BlackBoard)
  - Held multiple training sessions
  - Held lab day to assist in the transition of summer courses
-  Provide training on new classroom technology and ITV videoconferencing
-  Developed new account maintenance procedures for WebAdvisor, network, and email for new students
-  Conduct WebAdvisor training sessions for both Midterm and Final grading entry for Faculty
-  Conducted Admissions Plus training for the JFWA staff
-  Conducted Administrator Plus training for the JFWA staff
-  Continued Element K, computer based training (internet) to augment training for faculty and staff
-  Installed new Track-It helpdesk system and sent the helpdesk technician to software training.
-  Created a plan to make customer service a priority via a helpdesk rollout. Plan includes announcement, brochure, newsletter, how too, video streaming training, and new procedures
-  Assist the Institutional Effectiveness in their assessment plan















 *Strategic Goal 5:*

**Make Effective and Efficient use of Technology**

*Objective 5.4:*

Maintain release management of existing software





-  Created a partnership with the Center for Rural Development to house our online system – Blackboard
-  Revised Datatel maintenance schedule to minimize downtime
-  Maintain weekly patch schedule for Datatel system. 756 software updates applied
-  Established remote backup of Datatel data to remote site
-  Established remote backup of Email, Web Services, WebCT, SQL databases, and Library data to remote site
-  Maintained regular backup schedule of Administrators Plus for JFWA
-  Maintain critical updates on servers and University PCs
-  Started the research to migrate to Window Vista operating system and Office 2007
-  Partnered with CIS vendor and piloted Window's Groove server for DCOM project – collaboration tool.
-  Co-sourced with vendors, augmenting resources, to jump start the R18 migration of Datatel
-  Library Voyager system upgrade was planned and will be moved to the windows environment July/August 2007.

 *Strategic Goal 5:*

**Make Effective and Efficient use of Technology**

*Objective 5.5:*

Plan and implement necessary upgrades for advancement to Level V and the support of the DeBusk College of Osteopathic Medicine (DCOM)

-  Designated a Programmer Analyst ½ time to support SACS Level V website needs
-  Implemented the Application Import Optional Module for use in DCOM Admissions to import AACOMAS application data. This is the first phase of support for DCOM Admissions. Additional programming required to support remaining critical AACOMAS data
-  Setup Financial Aid module for DCOM use
-  Created saved queries for DCOM admissions and financial aid administrative file management



- ☞ Implemented a new Packeteer PacketShaper to manage and segment for efficient use of network bandwidth. Allows us to prioritize the amount of resources for the applications based on the following categories: Critical, Recreational, and unsolicited.
- ☞ Implemented new BlackBerry Enterprise Server (BES) to allow e-mail, integration to blackberry phones.
- ☞ Purchased equipment to enable the automation of starting and stopping ITV videoconferencing classes
  - TANDBERG Management Suite (TMS) server makes it easy for administrators to manage and maintain their entire video network and schedule video meetings.
  - TANDBERG Border Controller provides Firewall Traversal and Simplified Dialing services
  - Multipoint Control Unit (MCU) is used to connect multiple video and audio sites to one or more – purchased with grant money

☞ *Strategic Goal 5:*


**Make Effective and Efficient use of Technology**

*Objective 5.6:*

Plan and implement necessary equipment and upgrades for radio/TV stations

- ☞ Installed software to automate the television, AM, and FM stations so sales personnel can leave the station to sell
- ☞ Expanded the viewer base thru promotional giveaways: (coffee mugs, T-Shirts, etc...for WRWB and WLMU)
- ☞ Signed 3 new Christian programs for Sunday on WLMU
- ☞ Established in-house training program in the operation of all television equipment. All assigned personnel have been trained.
- ☞ Established in-house training program for the operation of WLMU 91.3 FM equipment. All assigned personnel have been trained.
- ☞ To improve building security, doors were purchased for equipment rooms.
- ☞ Created sales commission policy to add incentive to increased revenue stream
- ☞ Remodeled sets for LMU-TV
- ☞ Created classroom space for integration into instruction
- ☞ Held 3 events
  - Partnered with City of Harrogate and Claiborne County Chamber of Commerce and Tourism
  - Partnered with the City of Harrogate to bring the Great China Circus to LMU
- ☞ Upgraded sound equipment in the following areas:
  - Baseball field
  - Mary Mars Gym
  - Arnold Auditorium









 *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.

-  Over 150 personal contacts made by the Vice President
-  2,300 gifts received by the University
-  Received over \$2.4 million in gifts
-  Cultivated and realized the following gifts/estate plans:
  - Langley Residence Hall \$1,100,000
  - Lay Endowed Chair for History \$500,000
  - Muncy Endowed Chair for Biology \$1,000,000
  - Stiner pledge for scholarship \$50,000
  - Anonymous estate gift \$7,000,000
  - Endowed Scholarship for DCOM \$50,000 plus \$50,000 pledge
  - Cooper \$100,000 estate gift
  - Crane estate support for Schenck Center \$500,000
  - Clark Endowed Library Fund \$311,851
  - Grubb Endowed and Annual Scholarships \$25,000
  - Comer Estate Plan and Annual Scholarship \$500,000
  - Howe Estate Plan and Annual Scholarship \$500,000
  - Frazier Estate Plan \$500,000
  - Ramsey Endowed Scholarship \$15,000
  - Wyatt Estate Plan \$100,000
  - Robert L. Langley Endowed Scholarship
  - Appalachian Children's Home Endowed Scholarship
  - JFWA Endowed Scholarship
  - Dr. J. Frank Pierce and Dr. Joan U. Pierce Endowed Foundation Scholarship
  - Nicely-Grainger Endowed Fund
  - James H. McCune Endowed Vocal Scholarship
  - Pierce Endowed Scholarship
  - SW VA Annual Scholarship
  - Ross S. Carter Annual Scholarship
  - Taylor Annual Scholarship
-  Gifts in Process:
  - Hoskins Endowed Scholarship \$25,000
  - Garret Estate \$750,000
  - Davis Endowed Scholarship \$25,000
  - Scholarship Estate Plan \$1,500,000
-  Reactivated alumni chapters and opened new chapters, including:
  - Claiborne County, TN





- Maryville, TN
- Tri-Cities, TN
- New York, NY
- Cincinnati, OH
- Cleveland, OH
- District of Columbia
- Savannah, GA

- Developed a new young alumni program
- Developed an online community of over 400 alumni via MySpace
- Increased alumni giving by 63%
- Raised current alumni participation rate to 5.38%
- Hired a new Director of Development for LMU-DCOM
- Contacted over 2,000 non-giving alumni during the March Phonathon
- Researched and completed planning necessary for personal visits or targeted mailings to 25 states
- Conducted over 50 personal visits with elected officials, chambers of commerce, state government agencies, and economic development agencies

• *Strategic Goal 6:*

**Enhance External Resources**


*Objective 6.2:*

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

- Established eleven new endowed scholarships
- Developed process manual for planned giving
- Created a new recognition piece for the Bridge Builders Heritage Society
- Established online estate planning capabilities on the University website using Crescendo Software in cooperation with IS
- Offered quarterly planned giving seminars open to alumni and friends of the University
- Weekly planned giving articles available via the University website
- Realized significant cash and estate and cash gifts for the Lay Endowed Chair in History (\$500,000 ) and Endowed Chair in Biology (\$1,000,000)





 *Strategic Goal 6:*


**Enhance External Resources**

*Objective 6.3:*

Market and promote the University locally, regionally, 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. (“Extended sites” include: West Knoxville, St. Mary’s, Blount, Corbin, Cumberland, Ducktown, Cleveland State, Kingsport, Madisonville, Maryville, Morristown, and all partnerships.)

-  Established a monthly column in the Middlesboro Daily News authored by Dr. Ray Stowers
-  Realized increased press coverage for LMU-DCOM in the form of a feature article in the Knoxville News-Sentinel in February 2007
-  Coordinated events for the inaugural White Coat Ceremony and LMU-DCOM Building Dedication
-  Hired a new Associate Director of Marketing and Public Relations for DCOM
-  Developed Campus Linc, a new weekly E-Newsletter
-  Directed the second Remote Area Medical Clinic
-  Began planning for the third RAM Clinic
-  Implemented the “LMU and You – Ready for the World” musical image
-  Implemented the “I am a Railsplitter” campaign in radio, TV, print, and billboard ads
-  Planned expansion of advertising campaigns into the Tri-Cities and Morristown areas
-  Produced the Alumnus magazine, President’s report, and Blue & Gray
-  Completed undergraduate admissions pieces for pre-Med and Athletics
-  Developed the LMU-DCOM fundraising brochure
-  Secured processional banners for academic schools
-  Marketing and Academic Board of Trustee committees were evaluated and it was determined that the two would be combined to improve our planning and success in marketing new academic programs
















 *Strategic Goal 6:*

**Enhance External Resources**

*Objective 6.4:*

Continue planning for a comprehensive campaign by increasing revenue to meet the identified fundraising priorities: increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; construction of new residence halls, renovation and expansion of Farr Chinnock Hall; renovation of Lafrentz Poole Hall; The Duke Hall of Citizenship renovation; new instrumentation at Sigmon Communications Center, Level 5 attainment and the Doctor of Osteopathy program.

-  Solicited funds through federal appropriations for the DeBusk College of Osteopathic Medicine (\$500,000 for curriculum development)
-  Hired a new Director of Grant Development
-  Continued to manage the institutional mini-grants program
-  Continued to work with the finance department in budget pro forma planning reflecting the upcoming comprehensive campaign
-  Continued work with DeBusk College of Osteopathic Medicine to investigate development of contract education and tuition equalization program in the state of Tennessee for students attending private medical schools
-  Obtained funding from the National Science Foundation to support infrastructure and technology improvements at the Aquatic Research Station
-  Secured potential Workforce Investment Act funding for graduate nursing students through the Tennessee Department of Labor & Workforce Development
-  Worked collaboratively with School of Nursing and Allied Health to receive \$818,821 grant from HRSA to support the MSN program
-  Received over \$14,000 as a result of the December annual fund direct mail solicitation
-  Received over \$10,000 through LYBUNT and SYBUNT solicitations
-  Received 181 pledges as a result of the March 2007 Phonathon
-  In cooperation with the Development Committee of the LMU Board of Trustees, interviewed four consulting firms to assist LMU in preparation for a feasibility study for a potential comprehensive capital campaign.
-  Met regularly with the campus architect to review future physical plant growth



## Strategic Plan 2008-2013 / Includes Revisions for 2007




### Strategic Goal 1:

#### Continue to Assess and Enhance Academic Quality

##### *Objective 1.1:*

Connect all development, improvement, and implementation of curricula and programs to the University's Mission and Purpose; and planning, budgeting, and assessment processes.

#### Strategies/Action Plans

-  Proposals (including feasibility studies, adequacy of faculty, staffing plans, mission compatibility, and all budgetary implications) for accreditation substantive changes will go through the appropriate curriculum committee(s), departments, schools, college, and Academic Council, and then be forwarded to the VPAA for consideration and presentation to the President's Cabinet. The Institutional Effectiveness Committee will be informed after the Cabinet's review.
-  Each department will demonstrate evidence of assessment results used to improve/support curricula, programs, compliance with accreditation criteria, and the annual budget process.
-  Where appropriate, departments will use technology (e.g., Blackboard, LiveText or other course management systems) to document assessment results.

**Responsibility:** Program directors/coordinators, department chairs, deans, assistant VPAA, VPAA, Director of Institutional Research and Accreditation


**Time Frame:** Ongoing. Curricular changes will normally be completed by March 1, with inclusion in the new catalogs and the fall schedule of classes. Any changes with fiscal impact must be included in the budget planning process, due October 1.

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

**Assessment:** Annual review, by deans, assistant VPAA and VPAA, 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 1:*

**Continue to Assess and Enhance Academic Quality**

*Objective 1.2:*

Create/revise academic programs linked to department assessments and university mission at the undergraduate, post baccalaureate and graduate levels at Harrogate and extended sites(e.g., general education core curriculum, adult learning/degree completion programs, courses for global learning, and traditional programs)

**Strategies and Action Plans**

-  Consider creative approaches to student learning, such as accelerated programs, collaborative offerings, distance education, and teaching/learning technologies.
-  Continue the development and implementation of new academic programs including, but not limited to: Master of Science in Nursing (M.S.N.), Doctor of Osteopathic Medicine (D.O.), Nurse Anesthetist (N.A.), Physician Assistant (P.A.), and additional undergraduate and graduate programs.
-  Continue the investigation of new academic programs including, but not limited to: D.O./Master of Business Administration (M.B.A.) joint degree program, Doctor of Education (Ed.D.), Doctor of Nursing Practice (D.N.P.), Finance, Physical Therapy, Healthcare related programs, Doctor of Juris Prudence, Music Education, Golf Management, pre-professional programs, Bachelor of Science in Special Education, and additional undergraduate and graduate programs.
-  Explore opportunities to provide regional offerings and continuing studies in professional workforce development
-  Improve coordination between Harrogate and extended sites with emphasis on community, student needs, learning resources, and comparability of experience.
-  Continue changes related to Level 5 status including renovation of buildings (library, office/classroom spaces, science buildings, etc.) and expanded support services (classroom/instructional technology and support, faculty development funding/scholarship/grant support, full-time faculty and staff, etc.).
-  Use appropriate technology to enhance the instructional delivery process (smart classrooms, online course management systems, ITV, Blackboard, LiveText, streaming video, etc.).
-  Continue to explore options to provide learning opportunities and student services for international student.

**Responsibility:** Program directors/coordinators, department chairs, deans, assistant VPAA, VPAA, Director of Institutional Research and Accreditation


**Time Frame:** Ongoing. Curricular changes and program creations will normally be completed by March 1, with inclusion in the new catalogs and the fall schedule of classes. Any changes with fiscal impact must be included in the budget planning process, due October 1.



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

**Assessment:** Review, by chairs, deans, assistant VPAA and VPAA, of program proposals in light of budget analysis, institutional resources, and departmental plans and needs identified by assessment activities

**Use of Results:** To create, maintain, and document a connection among academic planning, implementation and mission fulfillment.



 *Strategic Goal 1:*

### Continue to Assess and Enhance Academic Quality

*Objective 1.3:*

Bring average faculty compensation to within mid-range of peer benchmark institutions with respect to faculty rank, appointment, academic discipline, experience, and workload

#### Strategies/Action Plans

-  Continue identification of benchmark institutions using such criteria as institutional level, size of budget, endowment, undergraduate/graduate student enrollment, geography, mission, and other relevant criteria.
-  Continue development of a plan for faculty compensation with a target faculty salary scale as prioritized below:
  - Adjust the institutional inequities of full time faculty.
  - Implement the plan to bring full time faculty salaries to mid-range of benchmark institutions.
  - Implement and sustain a merit pay system, with an evaluation system to support it.
  - Implement and maintain a competitive compensation package for adjunct faculty.

**Responsibility:** Program directors/coordinators, department chairs, deans, assistant VPAA, VPAA, Director of Human Resources, V.P. for Finance, Director of Institutional Research and Accreditation, President


**Time Frame:** Collection, evaluation, and interpretation of data in 2007-08 with planned implementation in stages by 2010-11.

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



**Assessment:** An annual progress report within the strategic planning process.

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







 *Strategic Goal 1:*

### Continue to Assess and Enhance Academic Quality

*Objective 1.4:*

Continue to strengthen University libraries and museum and their services at all sites.

#### Strategies/Action Plans

-  Pursue grants and leverage resources to support and extend LMU collections.
-  Assess learning resource needs and address the growth and development of new and existent programs
-  Secure appropriate library and learning resources to support new and existent programs consistent with Level 5 status, including student, faculty and staff research
-  Continue the program on information literacy and quality learning resources, evidenced by student research, technology, and communication skills.
-  Continue museum outreach to area schools, community groups, tourists, scholars, and consumers by means of exhibits and publications; and investigate e-commerce opportunities.
-  Provide appropriate cataloging, physical protection, security and space for collections.

**Responsibility:** Directors of the Carnegie Vincent Library and the Abraham Lincoln Library and Museum and their staffs, Security staff, Dean of Students, University Advancement staff, Assistant VPAA, VPAA

**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 all 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.







**Continue to Assess and Enhance Academic Quality**

*Objective 1.5:*

Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, relative to teaching, research, and service that links evaluation to position profile, workload, faculty development opportunities, merit pay considerations, and improved professional performance, promotions and contracts.

**Strategies/Action Plans**

-  Develop and implement a standardized, systematic faculty evaluation process based on professional and institutional expectations and on key performance indicators, such as student, self, and chair evaluations. Other indicators such as credit hour production, scholarly activity, student advisement, and committee and community service should be considered.
-  Identify peer benchmark institutional data for review and establishment of LMU's faculty evaluation process.

**Responsibility:** Department chairs, deans, assistant VPAA, VPAA, faculty senate, Director of Human Resources

**Time Frame:** Ongoing

**Resources Required:** Time

**Assessment:** Annual review of the faculty evaluation process

**Use of Results:** For refinement and improvement of faculty evaluation process










 *Strategic Goal 1:*

## **Continue to Assess and Enhance Academic Quality**

*Objective 1.6:*

Offer a quality college-preparatory educational program.

### **Strategies/Action Plans**

-  Maintain an annually-updated School Improvement Plan that is used to monitor progress, and provide data to promote and sustain improvement.
-  Revise the School Improvement Plan to include two (2) new action plans
-  Raise average senior scores to meet benchmark scores of the math and science components on the ACT
-  To institute a systematic, cooperative approach to teaching writing in grades 5 through 12 to produce confident, open-minded writers who think critically, read considerably, and negotiate differences considerably
-  Continue improvement of full-time and adjunct faculty salary to parity with area public school salaries
-  Investigate the feasibility of the addition of a K-4 component
-  Investigate the organizational coordination of the JFWA, the Learning Tree Academy, and the KANTO programs

**Responsibility:** Principal of JFWA, Dean of the School of Education, VPAA, President

**Time Frame:** Annually.

**Resources Required:** JFWA budgets.

**Assessment:** Annual School Improvement Plan results submitted to SACS/CASI; standardized testing results; college placement results

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












*Objective 1.7:*

Integrate information literacy skills across the curriculum.

**Strategies/Action Plans**

-  Develop a Quality Enhancement Plan (QEP) that has information literacy as the focus for improving student learning.
-  Revise existing INFL 100 to incorporate a more skills-based approach to information literacy.
-  Create a graduated matrix for use in assessing the development of information literacy skills in specifically-identified courses within each undergraduate academic program offering.
-  Provide professional development opportunities for training faculty in the use of instructional strategies that promote the development of student information literacy skills.
-  Continue to promote integrated teaching opportunities for academic faculty and information literacy librarians.
-  Investigate new approaches to integrating information literacy skills at the graduate and postgraduate program levels.
-  Identify courses in the junior and senior level at JFWA that introduce information literacy skills.


**Responsibility:** Vice President of Academic Affairs; Academic Deans; Principal of JFWA; Quality Enhancement Leadership Team; Academic faculty and Instructional librarians

**Resources Required:** budget for the QEP; faculty development monies for faculty and staff training; consultant monies to development assessment or curriculum integration models

**Assessment:** QEP progress updates; QEP meeting minutes; SAILS and other information literacy assessment instruments; Information literacy writing matrix

**Use of Results:** Use assessment data to monitor QEP progress and information literacy integration across the academic programs









 **Strategic Goal 2:**

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**












*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

-  Develop a written recruitment plan outlining the annual recruitment process for undergraduate students.
-  Market affordability with need-based financial aid using relevant examples.
-  Conduct a structured exit interview with transferring students.
-  Evaluate admissions criteria to be more in line with Level V designation.
-  Develop an information packet for Deans and Department Chairs to assist them with recruiting with high-achieving, potential students attend LMU and major in their departments.
-  Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni to assist with student recruitment and enrollment.

### On-Going Activities

-  Staff booths at the LMU College fair to disperse information about LMU campus services.
-  Publicize the medical scholars program to recruit high caliber math and science students interested in pursuing a medical career.
-  Advertise with local and regional media outlets.
-  Send out timely news releases.
-  Publicize all of the University's academic programs.
-  Use the World Wide Web for advertisements and news.
-  Continue to update and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
-  Maintain direct mail to target markets.
-  Increase E-mail and E-counseling to applicants and qualified prospects. • Develop appropriate recruitment materials for the DCOM program for middle and high school students.
-  Conduct routine meetings among the Director of Admissions and academic deans and chairs to engage LMU faculty in the recruitment process (Department letters to potential students, Department telephone calls, etc.).
-  Host preview days for prospective students and parents.



- ☞ Identify and visit school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport and other sites in Georgia, Kentucky and Virginia to assist with the recruitment of students.
- ☞ Expand recruitment efforts 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.
- ☞ Update major brochures with “subject to change” (reviewed and/or revised annually).
- ☞ Budget for and assign recruiting coordinator(s) for extended site that support multiple programs.
- ☞ Conduct “College Days” at local high schools and middle schools during the evening hours that might include:
  - How to apply for financial aid
  - Preparing for college
  - Student athlete presentation
  - Goal Setting
- ☞ A brochure, “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the cover.
- ☞ Continue to investigate opportunities with the leadership of the Eastern Band of the Cherokees to encourage students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, N.C.

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


**Time Frame:** Fall 2007 (all numbers are for undergraduate population only) 415 new students (Total FTE 1258); Fall 2008, 425 new students (Total = FTE 1280); Fall 2009, 435 students (Total = FTE 1300); 435 students total (Total = FTE 1320); Fall 2010, 450 (Total=FTE 1340); Fall 2011, 465 (Total=FTE 1360).

**Resources Required:** \$150,000 annually from Admissions and \$75,000 Public Relations.

**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 actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**














*Objective 2.2:*

To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and increase full-time transfer and re-admitted students to 150. Of those 425 new students, 200 will be residential students by 2011.

### Strategies/Action Plans

-  Work with local high schools to develop scholarship programs for their students based on incentives for good attendance and good grades.
-  Update or build the following web pages:
  - Safety & Security
  - Athletic Hall of Fame
  - Academic Major Home Pages
  - Campus Activities/Intramural Sports
-  Target recruitment of high school students with high ACT scores in math and science for the Medical Scholars program.

### On-going Activities

-  Maintain two marketing committees (Board Committee and University Committee).
-  Continue to refer and encourage current Upward Bound students to enroll at LMU.
-  Continue to produce a newsletter for Upward Bound participants that promote the University.
-  Evaluate current markets for direct mailings and make additions and/or corrections as needed.
-  Follow guidelines for ensuring distribution of accurate information.
-  Follow established timelines for the production of recruitment materials for new and transfer students.
-  Design recruitment materials that are attractive to potential 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 and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
-  Increase the recruitment of undecided majors through career planning services.
-  Increase recruitment of international, Hispanic, and other minorities.
-  Maintain 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 with the admissions and financial aid offices.

**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, Deans, Academic Chairs, Upward Bound Director and Director of Financial Aid

**Time Frame:** Fall 2007 (all numbers refer to undergraduate students), 415 students (Total FTE 1258), Fall 2008, 425 students (Total = FTE 1280) Fall 2009, 435 students (Total = FTE 1300), 435 students total (Total = FTE 1320), Fall 2010, 450 (Total=FTE 1340), Fall 2011, 465 (Total=FTE 1360).

**Resources Required:** \$400,000 per year, Admissions and Upward Bound.

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

**Use of Results:** To increase undergraduate, residential student enrollment on the main campus, and enrollment at all extended campuses.

**Strategic Goal 2:**

To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

**Objective 2.3:**

Maintain and achieve appropriate enrollment levels in the graduate programs.

**Strategies/Action Plans**

- Link to graduate recruitment via Hobson's web site and to graduate testing sites such as GRE, MAT, GMAT (for MSN, CRNA and MBA prospects)
- Complete brochures and other promotions for MSN and CRNA programs.
- Develop an MBA program brochure.
- Purchase GMAT testing names for MBA recruitment.
- Attract future medical students who are committed to serving Appalachian area.
- Increase the diversity of the student body.
- Provide training for deans and department chairs by Admissions Director concerning recruitment strategies.



## On-going Activities

- LMU Advertise with local and regional media outlets
- LMU Increase the visibility of DCOM primarily in the Southeast region of the United States.
- LMU Rotate Knoxville billboards and radio ads to include all graduate programs.
- LMU Send out timely news releases.
- LMU Use the World Wide Web for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- LMU Host counselor workshops targeting alumni of LMU and recruit them for the graduate programs in Guidance and Counseling and Administration and Supervision.

**Responsibility:** Deans of the schools of Education, Nursing and Business, Dean of the DeBusk College of Osteopathic Medicine, Director of Public Relations, Director of Publications/Webmaster

**Time Frame:** Each semester

**Resources Required:** \$50,000.00 within Public Relations, DCOM and Admissions budgets

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

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

### LMU Strategic Goal 2:

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

### Objective 2.4:





The J. Frank White Academy (5th – 12th grades) will increase enrollment to 120 students by 2013.

## Strategies/Action Plans

- LMU Improve ACT Math and Science scores.
- LMU Implement a systematic approach to teaching writing.



## On-going Activities

-  Continue to develop a part-time program for home school students.
-  Continue to carefully focus on the quality of newly admitted students.
-  Work with University Advancement to enhance scholarship opportunities for students.
-  Investigate the feasibility of grades K-4.

**Responsibilities:** Director of JFWA Recruitment, JFWA Principal

**Time Frame:** 2007-2013

**Resources Required:** Undergraduate Admissions (\$10,000.00 and Director of Publications (\$1,200.00)

**Assessment:** Enrollment statistics

**Use of Results:** Increased enrollment.




### Strategic Goal 2:

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**




### *Objective 2.5:*

The University will improve first-time, full-time freshman retention rate to at least 75%, overall undergraduate retention rate to at least 88% and the graduation rate to at least 51% by 2012.

## Strategies/Action Plans

-  Utilize student survey results to make improvements to student services.
-  Develop and implement a student retention plan to include all sites.
-  Develop an Academic Advising manual for undergraduate advising.

## On-going Activities

-  Continue to write, publish and distribute the Student Success Newsletter.
-  Continue to assess the retention figures by semester.
-  Continue to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services, and maintain assessment information documenting the success of those programs.





- ☞ Student Support Services will continue to identify “at risk” students and to promote their participation in SSS.
- ☞ Identify and assist students with undecided majors through SSS and Career Services.
- ☞ “At risk” (semester GPA under 2.8) student athletes will be required to meet with an Student Athletic Advisor for advice and guidance regarding available resources.
- ☞ Maintain a high percentage of student athletes who remain eligible to participate at the NCAAII level.
- ☞ Administer a yearly survey to students to determine their levels of satisfaction with Student Services.
- ☞ Involve all University stake holders in the retention process.
- ☞ Continue to schedule workshops using the Noel-Levitz Advising program.
- ☞ Advise new students according to the Noel-Levitz program.
- ☞ Identify and counsel all students who are Tennessee Lottery (TELS) Scholarships recipients to help them remain eligible for TELS funding.
- ☞ Increase the number of successful interventions resulting from the early warning system.
- ☞ Continue to use a systematic process for identifying “students at risk”.
- ☞ Continue to schedule an orientation program for international students to be conducted within the first week of the fall semester to include, but not limited to:
  - Safety & Security issues
  - Assimilation into the LMU and Appalachian cultures
  - Working visas
  - Study strategies
  - Sharing diversity
  - LMU support systems

**Responsibility:** Vice President for Enrollment Management and Student Services; Director of Student Support Services, all EMSS directors, Deans, Department Chairs and all University faculty and staff

**Time Frame:** by 2013.


**Resources Required:** \$20,000 annually Student Services, Student Support Services, Financial Aid, and Athletics

**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:** Improved retention and graduation rates.












 *Strategic Goal 2:*

**To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**


















*Objective 2.6:*

To increase the percentage of students using student services.

### Strategies/Action Plans

-  Create a sense of community among students.
-  Improve the overall campus life experience for students.
-  Increase intramural sports and recreation opportunities.
-  Provide student support services to extended sites.
-  Provide support to student organizations for leadership development.
-  Provide an active career services program.
-  Support and provide opportunities for students to participate in community service activities.

### On-going Activities

-  Inform students of the services provided by the University.
-  Provide a diverse and interesting student activities program.
-  Offer a comprehensive student orientation program for new students at all sites.
-  Continue to produce 3 ring binders to be distributed to new students and identified high school counselors.
-  Provide information and accommodations for students with documented disabilities through the ADA coordinator.
-  Provide counseling to students through the Counseling Services department.
-  Provide courses in specified departments for developmental students.
-  Maintain and update web pages for each department and link the LMU web page to major search engines (Google, MSN, Yahoo).
-  Research current trends by department and report findings to the LMU community.
-  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 activities and programs.
-  Provide on-line materials in the form of catalogs, handbooks and informative web pages.
-  Provide personal, academic and financial information to all students, graduate or undergraduate.
-  Improve and maintain residential housing facilities and programs.
-  Continue academic referrals to the Tagge Center for Excellence.



- Provide support services to DCOM students as stated in the DCOM Student Handbook.

**Responsibility:** Vice President for Enrollment Management and Student Services, Directors in EMSS division, and the DCOM Assistant Dean Students.

**Time Frame:** Annually

**Resources Required:** Adequate funding to support Career Planning, Student Advocacy, and Student Activities, Student Support Services and DCOM within the Enrollment Management & Student Services and DCOM budgets

**Assessment:** Collect statistics on the number of students served by each department; and Student Satisfaction survey results

**Use of Results:** Use assessment data to improve the services provided by each department within Student Services.

**Strategic Goal 2:**

To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

**Objective 2.7:**

To provide appropriate student aid awards to eligible students.

**Strategies/Action Plans**

- Reassess the Institutional Financial Aid practices/philosophy.
- Enhance on-line Financial Aid services.
- Improve interdepartmental communications.
- Provide web site link to Perkins Loan payment center and DOE information.
- Investigate with IT department to expand the services available through Web Advisor for current and accepted students who have made enrollment deposits.

**On-going Activities**

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Continue training work study students and supervisors.
- Continually re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.



- ☞ Request additional funding of Federal Supplemental Educational Opportunity Grant.
- ☞ Increase endowed institutional scholarship and loan programs.
- ☞ Continue to 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.
- ☞ Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- ☞ Identify and reward students whose academic potential has been previously unidentified.
- ☞ Investigate additional financial resources for DCOM students.

**Responsibility:** Vice President for Enrollment Management and Student Services, Executive Director of Financial Aid, Admission Staff, Awards Committee, Vice President for Advancement; DCOM Assistant Dean of Students.


**Time Frame:** Each semester

**Resources Required:** Included in the institutional Financial Aid budget each year.

**Assessment:** Examine financial aid statistics and audits.

**Use of Results:** Improved enrollment, retention, and student satisfaction.










 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.1:*

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 (with specific consideration of the character and composition of the institution), and submit recommendations to the President on or before March 1 for consideration by the Board of Trustees. The Institutional Effectiveness Committee will solicit input and comment from the broader LMU community as a part of the mission review process.
-  The Institutional Effectiveness committee will develop an Expanded Statement of Institutional Purpose clearly articulating connections between the Institutional Mission Statement and all components of the university. The Expanded Statement of Institutional Purpose will emphasize shared values.
-  The University Institutional Strategic plan will be reviewed on an annual basis and revised as appropriate to reflect any changes in the institutional mission statement.
-  The mission, goals, and objectives of the colleges, divisions, departments, and units will demonstrate alignment with the Institutional Mission Statement and Strategic Plan.
-  Align budgeting with the institutional mission, goals, objectives, and strategic priorities.
-  Assess expected outcomes at the institutional, college, and DDU (division, department, and unit) levels.
-  Make continuous changes and improvements as dictated by the assessment results.

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


**Time Frame:** Continuous

**Resources Required:** Time

**Assessment:** The cabinet and the Institutional Effectiveness Committee will determine that the Institutional mission is the foundation for all planning, budgeting, and assessment.

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











 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.2:*

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

**Strategies/Action Plan**

-  The Budget Committee (President's Cabinet) evaluates the institution's financial performance, identifying strengths and weaknesses.
-  Budget officers prepare budget requests and pro formas consistent with individual unit plans and strategic priorities.
-  The appropriate Budget Committee members review budget requests, the five-year budget pro forma and institutional evaluation results to make informed decisions related to the allocation and reallocation of resources consistent with the strategic plan.
-  The Budget Committee considers institutional priorities, goals, and objectives from the institutional strategic plan in the allocation and/or reallocation of financial resources.
-  Budget discussions will be conducted annually during which the appropriate Budget Committee members present budget proposals and provide supporting documentation to ensure that all estimates are reasonable.
-  The President presents the balanced budget to the Board of Trustees for approval.
-  Budget officers shall continuously review their budget and make adjustments for deviations from projected revenues and expenses.
-  Budget officers and committee members are responsible for assuring that communication and feedback regarding budget matters will occur throughout the budgeting process.

**Responsibility:** The Vice President for Finance, President, Budget Committee, and Budget officers


**Time Frame:** Continuous

**Resources Required:** Adequate data and time.

**Assessment:** Balanced fiscal year operating budget

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







 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.3:*

To prepare a rolling five-year operating budget pro forma that reflects strategic institutional priorities, including both academic and capital initiatives.

**Strategies/Action Plans**

-  Evaluate the current five year pro forma using recent financial history.
-  Develop budgetary assumptions using expense and revenue trend data.
-  Use institutional research for trend analysis, unit strategic plans, and outcomes assessment results to assess and update the rolling five-year operating budget pro forma to reflect institutional priorities.
-  The President presents the five-year operating budget pro forma to the Board of Trustees each fall for approval.


**Responsibility:** Budget officers, the Budget Committee, the Vice President for Finance and the President

**Time Frame:** Annually

**Resources Required:** Adequate data and time.

**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 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.4:*

To plan and budget for research appropriate to support Lincoln Memorial University as a Level V institution.

**Strategies/Action Plans**

-  Coordinate with the University Research Committee to develop budgeting projections in support of research activity.
-  Monitor compliance with and manage expenditures of grant funded programs.




**Responsibility:** University Research Committee, Director of Risk Management, Contracts, and Grants, Vice President of Finance, and President

**Time Frame:** Continuous

**Resources Required:** Adequate data and time

**Assessment:** Research results and growth of research funding.

**Use of Assessment:** To plan effectively and aid in preparing five year pro forma and annual operating budget for research efforts.






 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.5:*

To make data-based decisions.

### Strategies/Action Plans

-  Collect and analyze data from a variety of sources.
-  Provide appropriate access to results of analysis to guide the decision making process for improvement of the Institution.
-  Maintain a repository of Institutional data.
-  Evaluate the use of data in the decision making process.
-  Provide assistance to DDU Administrators in use of data.

**Responsibility:** Office of Institutional Research.

**Time Frame:** Continuous


**Resources Required:** Institutional Research Departmental Budget

**Assessment:** Documented use of data and analysis in decision making.

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







 *Strategic Goal 3:*

**Strengthen planning, budgeting and assessment**

*Objective 3.6:*

To document status of strategic goals in an annual progress report.

**Strategies/Action Plans**

-  Evaluate progress on strategic goals based on Institutional assessment.
-  Produce an annual progress report prior to the fall meeting of the Board of Trustees.

**Responsibility:** The President and the Director of Institutional Research and Accreditation

**Time Frame:** Annually

**Resources Required:** Time


**Assessment:** Annual progress report

**Use of Results:** To inform constituents of the institution's status, to contribute to the Strategic Planning process, and to communicate.

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 **Strategic Goal 4:**

**Ensure the adequacy and efficient use of physical and human resources on campus and at extended sites**

*Objective 4.1:*

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

**Strategies/Action Plans**

-  Assess, plan for, and evaluate all facilities and grounds in order to respond to needs (such as student demographic fluctuations; faculty, research, and program needs; physical maintenance; housing; and facilitate technology infrastructure.)
-  Provide additional office and classroom space on and off campus.
-  Current Needs: Adequate faculty/staff offices, science labs, art studios, music space, research facilities, and conference/meeting/seminar area.
-  Future Needs: Advance college and community, educational, cultural and recreational opportunities.
  - Develop a plan to consider upgrading Democrat Hollow.
  - Insure for additional general classroom/learning spaces and science laboratory space within the Farr-Chinnock Hall and Avery Hall.
  - Review and update the Facilities Master Plan annually.
  - Support academic and career goals by providing and maintaining appropriate faculty/staff equipment, furniture and technology as determined by best practices and professional standards.
-  Current Needs: Continue a comprehensive assessment of faculty/staff/student needs.
-  Future Needs: Budget for and align needs and resources
  - Support the University's plan for a QEP.
  - Construction and renovation projects:
    - Renovation of Seiberling Barn to include offices/classrooms and laboratory space to support research component for Debusk College of Osteopathic Medicine, Vet Technology and other research initiatives to be completed fall 2009.
    - Completion of Debusk College of Osteopathic Medicine fall 2007.
    - Research and develop a plan for the construction of a new science building. Construction of additional housing on campus to meet the growing needs of the University. Provide adequate space to support the upgrade of the University's IS department.
    - Explore and develop an Ambulatory Medical Clinic.

**Responsibility:** Director of Properties & Physical Plant, Director of Compliance and Infrastructure Management, President, the President's Cabinet, and the Properties Committee of the Board of Trustees




**Time Frame:** Annually and as needed

**Resources:** Physical plant budget, plant fund

**Assessment:** Minutes of President's Cabinet and Properties Committee; updated Facilities Master Plan; documentation of projects

**Use of Results:** Improve, maintain, preserve and protect the physical resources of the institution.







 *Strategic Goal 4:*

**Ensure the adequacy and efficient use of physical and human resources on campus and at extended sites**

*Objective 4.2:*

Provide a healthful, safe, and secure environment.

### Strategies/Action Plans

-  Assess, plan for, and evaluate all University safety and security operations in order to ensure compliance with regulatory agencies annually.
-  Review and update and communicate the institution's OSHA Standards and Safety Resources Manual including the University crisis plan.
-  Continue to provide opportunities for faculty, staff, and students to improve their health and well-being.
-  Conduct an annual assessment of physical plant and facilities, focusing on safety and health issues (lighting, traffic signs, alarm systems, call boxes, camera systems, and access control.).
-  Identify and provide training opportunities for health and safety issues.
-  Assess, plan for, evaluate and ensure compliance with environmental and safety standards and regulations both state and federal. (Peer Audit)

**Responsibility:** COO, CIO, Director of Properties & Physical Plant, Director of Compliance and Infrastructure Management, President's Cabinet, Dean of Students, Security Supervisor, and the Health and Safety Standards Committee

**Time Frame:** As situations warrant and annually

**Resources Required:** Physical plant and/or departmental budget(s)

**Assessment:** Evaluate regulatory agency reports, safety and security reports and plans

**Use of Results:** Enhance safety and security on campus and at extended sites










 *Strategic Goal 4:*

**Ensure the adequacy and efficient use of physical and human resources on campus and at extended sites**

*Objective 4.3:*

Enhance and sustain the Institution's Human Resources

**Strategies/Action Plans**

-  Update and revise current policies and procedures for the advertising, recruiting and searching for personnel. (HR)
-  Continue a structured orientation and acclimate new personnel to University operational flow. (Supervisors)
-  Review faculty orientation for new hires, school/college deans and department chairs.
-  Review and restructure the faculty/staff policy manuals. (HR, VP Finance)
-  Design, implement and maintain an informative, user friendly Human Resource web-site.
-  Begin an in-house training/development program for staff. (HR)
-  Continue review of University benefits. (HR, VP Finance)

**Responsibility:** (HR, VP Finance, Director of Publications /Web Master, VPAA)


**Time Frame:** Ongoing

**Resources Required:** Division budgeting for faculty/staff development; human resources department budget

**Assessment:** Budget reports (faculty/staff development); faculty/staff evaluations; orientation evaluation form

**Use of Results:** For the improvement of services and support of the University's mission.








 *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 for capital expenditures.
-  Prepare budget requests for grant proposals.
-  Prepare budget request for adequate staffing, of technology initiatives, at University and extended campus sites
-  Create a budget to support future research and growth in technology


**Responsibility:** Chief Information Officer and Information Services staff; and Technology Committee (Recommendation: expand committee to include CIO, Director of Academic Computing, VPAA/Provost, VP Finance, Faculty Representatives from Graduate & Undergraduate Programs to be appointed by Deans, staff representative, and student representative from SGA)

**Time frame:** Continuous

**Resources required:** Included in CIO budget

**Assessment:** Annual survey by students, staff and faculty

**Use of results:** To maximize effective use of computing and telecommunications




 *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**

-  Train new personnel to support technology system.
-  Cross-train existing personnel.
-  Condition all network closets to maintain service.



- Review and assess the computer room environment controls
- Review and assess the computer related environment control system to alert changing conditions.
- Generate a comprehensive plan to update computer resources for faculty, staff, and student labs, at all campuses.
- Conduct electrical power assessment for the University.
- Support the future growth of online instruction.
- Identify and create additional smart classrooms as required throughout the University and extended campus sites.
- Implement a secure electronic document imaging solution in FY '2010.
- Implement a secure wireless Internet access solution for the entire University per below schedule
  - Avery Hall, Sigmon – FY '08
  - Farr Hall, Schenck, Abraham Lincoln Museum, Soccer fields, Liles and West residence halls – FY '09:
  - Grant Lee Hall, Tex Turner Arena, Mary Mars Gym, Pope, Mitchell, and Dishner residence halls
  - FY '10
  - St. Mary's (SMMC), University Advancement, baseball/softball fields – FY '11
- Perform network security audit on major changes and annually in February
- Perform a technology review at extended campus sites twice a year.
- Support distance learning needs for remote instruction
- Research the need for an electronic grading package for the entire University
- Research and implement online instruction and testing security
- Implement classroom technology plan for new and renovated structures
- Establish and implement remote broadcast capability to the classroom
- Review and assess the minimum computer standard for student laptops
- Create a smart computer classroom for library instruction
- Implement computer technology in the Medical Library in support of research and graduate education
- Create Information Services Policies and Procedures
- Create Disaster Recovery Plan for Information Services

**Responsibility:** Chief Information Officer and staff

**Time frame:** Continuous

**Resources required:** Basic resources included in CIO budget; and 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, telephone systems, ITV network, and course management systems.












 *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
-  Create and implement a new employee technology training program
-  Provide updated training opportunities for all faculty and staff
-  Support faculty with development of instructional modules that use technology
-  Implement a Help Desk solution for the entire University
-  Update Information Technology web site to add support services
-  Develop an employee computer replacement plan for the entire University by June 2008
-  Create pilot for online registration and evaluate results
-  Develop and implement an assessment plan for technology services for students and staff

**Responsibility:** Information Services staff


**Time Frame:** Continuous

**Resources Required:** Included in CIO budget

**Assessment:** Annual User Survey; and Problem Tracking Logs and reporting

**Use of Results:** To determine user satisfaction levels as measured by annual survey










 *Strategic Goal 5:*

**Make Effective and Efficient use of Technology**

*Objective 5.4:*

Maintain release management and support for information technology services.

**Strategies/Action Plans**

-  Routinely audit software life cycles and upgrade when appropriate
-  Upgrade to new release of desktop productivity tools University wide
-  Plan and implement release R18 of the Datatel administrative system
-  Plan and implement upgrade of Library Voyager system
-  Audit new software functionality for University use
-  Continue to review and evaluate the adequacy of technology at the main Harrogate campus and all extended sites.
-  Integrate approved new services into University systems.


**Responsibility:** Information Services staff

**Time Frame:** Continuous

**Resources Required:** Included in CIO budget

**Assessment:** Systems are up to date with acceptable patch versions; and all software versions are within the support time frames

**Use of Results:** To ensure that software is current with the most useful



 *Strategic Goal 5:*

**Make Effective and Efficient use of Technology**

*Objective 5.5:*

Plan and implement necessary resources and services for radio/TV stations

**Strategies/Action Plans**

-  Develop a plan for future growth in Radio, TV, and LMU support that will align with the LMU mission.
-  Research and expand the listener/viewer base





- ☪ Establish new accounts for Radio and TV
- ☪ Maintain (review and update) training plan to address new technology acquired
- ☪ Secure building and equipment to separate secure areas from the general public
- ☪ Establish and implement remote broadcast capability to the classroom
- ☪ Investigate community service opportunities

**Responsibility:** General Manager and Staff

**Time Frame:** Continuous

**Resources Required:**

- ☪ Additional with revenue from advertising or additional budget needs
- ☪ Additional resources requested through budget process
- ☪ End of year strategic funding

**Assessment:** Annual evaluation of needed equipment for future needs

**Use of Results:**

- ☪ To enhance the student learning experience
- ☪ To provide services to the University and Community
- ☪ Maintain up-to-date technology for TV and Radio
- ☪ Maintain quality of services

☪ *Strategic Goal 5:*

**Make Effective and Efficient use of Technology**

*Objective 5.6:*

Provide adequate support for research initiatives at the University

**Strategies/Action Plans**

- ☪ Maintain continuous communication with the academic community to identify faculty needs regarding technological infrastructure necessary to support research initiatives
- ☪ Implement electronic research administration capabilities to support pre-award and post-award grant activities
- ☪ Actively participate in the planning and development of research facilities
- ☪ Evaluate adequacy of staffing levels with respect to departmental competencies necessary to support research activities





- Insure compliance with federal and state regulations regarding management of information and data generated and used during research activities
- Maintain adequate budget and staffing to adequately research future information technology needs

**Responsibility:** Chief Information Officer and staff

**Time Frame:** Continuous

**Resources Required:** Not included in CIO budget

**Assessment:**


- Annual User Survey
- Problem Tracking Logs

**Use of Results:**

- To determine user satisfaction levels as measured by annual survey
- To identify problems which additional user training could help to prevent

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 *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 annually.
-  Support efforts to assess and enhance University-wide research
-  Continue to solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund; participation will be 100%.
-  Ask all members of the President's Cabinet to participate in the Annual Fund (Goal of 100% participation);
-  Encourage University Advancement staff to continue to contribute to the Annual Fund (Goal of 100% participation);
-  Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of 100% participation);
-  Increase current faculty/staff giving: for FY 2006-2007 participation was 52.8% (Goal for FY 2007-2008 will be 60%);
-  Collaborate with departmental chairs to encourage intercampus fundraising opportunities once per semester.
-  Increase efforts to solicit potential donors. Target special interest groups, honorary degree recipients, recipients of institutional awards, corporations, and professional organizations. The University president will continue to call on the top 1% of targeted donors.
-  Improve donor recognition system to include enhanced Recognition Societies through use of annual events, publications, and personal meetings.
-  Continue to market [www.lmugifts.org](http://www.lmugifts.org) for the purpose of raising annual funds
-  Continue travel within targeted territories for systematic cultivation and solicitation. Through utilization of prospect research, focus on potential major gift level donors such as World War II era groups and those who may be interested in supporting the DeBusk College of Osteopathic Medicine
-  Involve parents of current students as volunteers in cooperation with Student Services. Assist with the development of a parents' advisory board to work in conjunction with the pre-existing professional advisory boards.
-  Involve current students through a "senior project" or other initiative.
-  Provide training in "Asking for a Gift" as needed to departments outside of University Advancement; i.e. Museum staff, Library staff, Athletics, Cabinet, Trustees, DeBusk College of Osteopathic Medicine, and Departmental Chairs.
-  Support advisory board activity in academic areas through Cabinet administration.
-  Target mailings to new graduates to obtain correct e-mail and physical address.



- ☞ Train Human Resources personnel on payroll deduction procedures.
- ☞ 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.
- ☞ Collaborate with Museum staff will develop a list of contacts for annual support to include the Lincoln Letters, former donors to the Museum, and the Museum visitors' list. Names will be compiled into a master solicitation list.
- ☞ Investigate plans to offer Lincoln General Store items on-line.
- ☞ Collaborate with the J. Frank White Academy principal 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.
- ☞ Partner with athletics on annual golf tournament, auction, charitable gaming activities, and other fundraising events.
- ☞ Continue to develop the role of volunteers in the overall fundraising program.
- ☞ Address needs through the academic council to encourage giving.
- ☞ Work with staff assembly and faculty senate to address giving options.
- ☞ Establish personal visit goals for athletics, the Lincoln Museum, and the Academy.
- ☞ Utilize prospect research to build information about alumni, friends, and potential prospects.
- ☞ Use student callers to drive phonathon donations throughout the year.
- ☞ Support initiatives to demonstrate adequate resources for accreditation standards.
- ☞ Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- ☞ Educate all campus constituencies as to the importance of annual giving.
- ☞ Develop initiatives to support the University's mission and goal of fostering research

**Responsibility:** Primary responsibility of University Advancement staff with support from the President, the Cabinet, and the Board of Trustees; appropriate Museum, athletics, Academy personnel, DCOM administration, and library personnel

**Time Frame:** Review annual goals on a monthly basis and on June 30.

**\*Resources Required:** (0100-63003.61100 – Postage  
61200 – Printing  
61300 - Travel  
61325 - Entertainment/Donor Recognition

2007-2008: \$120,000

2008-2009: \$130,000

2009-2010: \$

Adequate staff to ensure prospect visits are completed on a timely basis

\*Calculated at \$.20/dollar




**Assessment:** (Benchmark with CAE report on peer institutions to be added when report is in)

Review call reports and task sheets 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, Athletic personnel, DCOM, and library.

**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, faculty development, research, endowed chairs, continuing education, physical plant and athletics

### Strategies/Action Plans

-  Support efforts to assess and enhance University-wide research
-  University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at a minimum of \$1,000,000, endow professorships at a minimum of \$500,000, endow scholarships at a minimum of \$25,000 and endow faculty development funds at a minimum of \$25,000. Review endowed chairs to determine which ones are currently fully funded.
-  Increase efforts to solicit potential donors. Target special interest groups, honorary degree recipients, and recipients of institutional awards.
-  Continue recognition of donors who contribute to endowment funds.
-  Continue to increase the number of the Circle of Friends for Endowment gift club by 10 or more each year. Set goals for Circle of Friends for Endowment for DeBusk College of Osteopathic Medicine.
-  Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University (3.2.12 – Principles of Accreditation), the Chairman of the Board, and the Chairman of the Executive Committee.
-  Continue to feature donors who have already made estate plans in the *Alumnus* magazine
-  Continue to market [www.lmugifts.org](http://www.lmugifts.org) for the purpose of raising endowment funds
-  Continue to collect documentation for planned giving.
-  Continue to utilize national prospect research services.
-  Continue and expand solicitation of foundations, professional organizations, corporations, and government agencies that support endowment endeavors.



- ☞ Continue to code all alumni by their majors.
- ☞ Seek to endow all physical projects to ensure funds will be available for future maintenance.
- ☞ Address needs through the academic council to identify potential donors and to encourage giving to an endowed fund.
- ☞ Work with Staff Senate and Faculty Senate to address giving options.
- ☞ Continue to assist athletics, J. Frank White Academy, the Museum, the Learning Tree Academy, DCOM, and the Library with identifying donors for endowed funds.
- ☞ Continue to pursue grants from private foundations government agencies for the Museum, the J. Frank White Academy, DCOM, and the Learning Tree Academy.
- ☞ In cooperation with the Vice President for Finance establish endowment levels required for maintenance of each facility on campus.
- ☞ Support initiatives to demonstrate adequate resources for accreditation standards.
- ☞ Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- ☞ Develop plans to endow the Literary Heritage Festival
- ☞ Develop plans to endow the Lee Smith Literary Award

**Responsibility:** University Advancement fund-raising staff, President of the University, the Development Committee of the Board, and the Board of Trustees, DCOM, Carnegie-Vincent and Reed Libraries, Abraham Lincoln Museum and Library, and J. Frank White Academy with the cooperation of University faculty and staff.

**Time Frame:** Annually

**Resources required:** \$50,000 plus staff to complete prospect visits.

**Assessment:** (Benchmark with CAE report on peer institutions. Review and compare call reports of major gift officers. Compare five-year endowment giving, including 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 as 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, to 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.
















## Enhance External Resources

### Objective 6.3:

Market and promote the University locally, regionally, 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, and to increase pride in the University. (“Extended sites” include: West Knoxville, St. Mary’s, Blount, Corbin, Cumberland, Ducktown, Cleveland State, Kingsport, Madisonville, Maryville, Morristown, Kingsport, and all partnerships.)

### Strategies/Action Plans

-  Support efforts to assess and enhance University-wide research
-  Development initiatives to support the University’s selected quality enhancement program (Q.E.P.)
-  Investigate honors programs (i.e. Honors Colleges) at peer institutions to determine what resources would be needed to implement a like program at LMU  
\*\*<http://www.nchchonors.org/basic.htm>
-  LMU has entered into an agreement with Vision Media to participate in its National Education Report.
-  Hugh Downs will introduce the segment as part of the National Education Report.
-  Six-eight minute custom documentary will also be produced.
-  Two minute educational commercial segment will be produced for network distribution. The commercial will be broadcast regionally on CNN, Fox News, MSNBC or equivalent network.
-  The educational documentary and the educational commercial will be digitized and encoded for use on our website and will be uploaded to Yahoo Video, Google, MySpace, You Tube and AOL Video.
-  Update marketing plan to ensure effective promotion of the University’s programs by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
-  Convene meetings each semester with marketing committee to explore additional marketing strategies for all areas.
-  Utilize and distribute promotional CD’s for University and DCOM while exploring opportunities to develop departmental CD’s with Sigmon Communications Center.
-  Assist in hosting Osteopathic Medicine Awareness Conferences, including invitations and publicity.
-  Continue to develop student-led initiative to design promotional posters for each program and also each extended campus site. The front side will depict career opportunities related to the programs; the backside will list contact information. Posters could be distributed by admissions staff to prospective students and guidance counselors.



- Develop and coordinate effective marketing strategies for extended campus sites and DCOM by consulting with site coordinators, deans, chairs, Associate Director of Marketing and Public Relations for DCOM, and marketing committee.
- Maintain web pages consistent the new Stein template for each extended campus site.
- Refresh website design consistently with admission publications.
- Communicate regularly with extended campus sites to ensure that their needs with regard to printed material and website presence are met.
- Incorporate musical image into marketing initiatives.
- Encourage representatives from University Advancement to periodically visit extended campus sites.
- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, and *CampusLinc* via direct mail and e-mail.
- Increase international partnerships through the Kanto Program, World School, parents, faculty exchange programs, and international residents from the community.
- Continue marketing benefits of consortium agreements
- Foster University pride through continued use of “I am a Railsplitter” campaign.
- Explore corporate endorsements and sponsorship opportunities.
- Utilize members of the Student Service Initiative Program for campus and community outreach, including DCOM opportunities.
- Expand Speakers’ Bureau project.
- Reinforce usage of the University style manual and maintain a consistent identity in all marketing initiatives as defined in the manual.
- Continue to develop strategy for sale of branded items representing the University and individual colleges and departments.
- Publish donor recognition notices in appropriate media.
- Promote LMU through collaboration with LMU-TV and Sigmon Communications Center.
- Investigate the feasibility of a “traveling” product display from the bookstore for extended campus sites.
- Explore marketing Lincoln Memorial University merchandise through selected retailers.
- Support initiatives to demonstrate adequate resources for accreditation standards.
- Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- Synthesize content of all external media with the University mission, purpose, and products.

**Responsibility:** Director of Marketing and Public Relations, the Associate Director of Marketing and Public Relations for the DeBusk College of Osteopathic Medicine, Director of Publications, Webmaster, Director of Alumni Services, Director of Learning Tree Academy, and the Sports Information Director in cooperation with the Marketing Committee whose membership includes: Vice President for Academic Affairs/Provost, Vice President for Enrollment Management and Student Services, School Deans, Registrar, CIO, Director of Sigmon Center, Program and Tourism Director of the Abraham Lincoln



Library and Museum, representative from the J. Frank White Academy, Athletic Director, Dean of Admissions, and Director of Upward Bound and Special Services.

**Time Frame:** Annually with a quarterly review of the Marketing Committee.

**Resources Required:** Data collected from University Advancement minutes.

- ☞ 2007-2008: \$345,753
- ☞ 2008-2009: \$398,890
- ☞ 2009-1010: \$414,000

**Assessment:** (Benchmark with CAE report on Level 5 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.
- ☞ Continue market research with respect to marketing for admissions at undergraduate and graduate level

**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.
- ☞ Improve communication between internal and external markets through coordinated efforts of the Marketing Committee.
- ☞ Use data to demonstrate connection between marketing efforts, recruitment and retention, and gift income.
- ☞ Improve marketing efforts at extended sites with respect to new and existing programs.













## Enhance External Resources


### Objective 6.4:

Continue preparations for a comprehensive campaign by increasing revenue to meet the identified fundraising priorities: integration, communication, and promotion of the Campus Master Plan; increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; construction of new residence halls, renovation of Farr Chinnock Hall; renovation of The Duke Hall of Citizenship; new instrumentation at Sigmon Communications Center, DeBusk College of Osteopathic Medicine, and improvements to Democrat Hollow.


### Strategies/Action Plans


-  University Advancement will identify, cultivate and solicit donors to provide revenue for initiatives identified in the following three fundraising priorities.
-  Support efforts to assess and enhance University-wide research
-  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 include:
  -  University Advancement will continue the Recognition Societies.
  -  Direct mailings for the Annual Fund will reflect target groups designations, such as class years, special interests and majors and will be closely monitored for success rate, and all letters will be signed by the President.
  -  LYBUNT and SYBUNT donors will continue to be targeted
  -  Annual Fund appeals will appear in publications such as *The Insider*, *Alumnus*, and the *Blue and Gray*, and will include self mailer formats where appropriate and direct mail appeals.
-  Endowment
  - A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid, and ensuring through endowed scholarships, and ensures that facilities are adequately maintained.
  - Systematic cultivation and solicitation of the World War II era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff.
  - Continue to reevaluate fundraisers' respective calls lists, including the President's call list.
  - Increase number of grant proposals for grants to endowment projects.






 Campus Improvements: Lincoln Memorial University has the opportunity to complete a number of significant improvements to its Harrogate and other campus locations. These projects directly benefit students and faculty as they enjoy the diverse educational opportunities of LMU.

	<i>Estimated</i>
<b>Construct new Math, Science, &amp; Engineering Building</b> New 60,000 square foot, 3-story educational center	<b>\$ 15,000,000</b>
<b>Construct four new residence halls</b> State-of-the-art student housing, including geothermal HVAC	<b>\$ 6,000,000</b>
<b>Create New School of Law</b> Start-up expenses (\$2 million); library (\$2 million); technology; renovation of existing facilities, including addition of a courtroom	<b>\$ 5,000,000</b>
<b>Improve Athletics Facilities</b> Soccer complex and start-up funds for lacrosse;	<b>\$ 2,500,000</b>
<b>Construct Information Technology Center</b> New 7,500 square foot facility; equipment relocation; climate and security system	<b>\$ 3,000,000</b>
<b>Renovate Duke Hall of Citizenship</b> Wiring & A/C; remodeling for fine & performing arts; new gable roof	<b>\$ 2,000,000</b>
<b>Enhance Veterinary Technology</b> New roof; equipment; animal research space	<b>\$ 1,000,000</b>
<b>Improvements at Abraham Lincoln Library &amp; Museum</b> New educational exhibits and replace roof	<b>\$ 750,000</b>
<b>Contingency (5%)</b>	<b>\$ 1,750,000</b>


**Endowment Fund** **\$ 15,000,000**  
 To increase endowment to provide stable income for **student scholarship** and **faculty excellence** support (including endowed faculty chairs), as well as for continuing support for operations and facilities maintenance (especially for Pope, Mitchell, and Dishner Halls). A net yield of about 5% will be utilized annually for Board-designated purposes, with the balance reinvested to continue building the fund.


**Educational Program Support** **\$ 1,500,000**  
 To provide continuing annual support for educational programs during the campaign period, a portion of campaign gifts may be designated toward the Annual Fund. This helps maintain a healthy balance between capital and annual support.


**Campaign Expenses** **\$ 500,000**  
 For printed and other promotional materials, postage, telephone, travel, and professional fees. (*less than 1% of campaign goal*)


**Campus Improvements**  
 Several additional and significant improvements to the campus are needed. These are targeted for the next phase of continuing to develop a first-class physical plant to match the world-class educational opportunities at Lincoln Memorial University.

**Complete DeBusk College of Osteopathic Medicine** **\$ 5,000,000**  
 Finish out 4th Floor for PA program; new equipment; research funding



	<b>Improve Athletics Facilities</b>	<b>\$ 3,750,000</b>
	New multi-purpose athletic facility (indoor tennis, etc.); renovations of existing facilities; geothermal HVAC for Tex Turner Arena	
	<b>Construct new Communications Center</b>	<b>\$ 4,000,000</b>
	<b>Renovate Farr-Chinnock Hall</b>	<b>\$ 2,000,000</b>
	<b>Renovate J. Frank White Academy</b>	<b>\$ 500,000</b>
	<b>Contingency (5%)</b>	<b>\$ 750,000</b>
☞	<b>Endowment Fund</b>	<b>\$ 5,000,000</b>
	To further increase endowment to provide stable income for student scholarship and faculty excellence support (including endowed faculty chairs), as well as for continuing support for operations and facilities maintenance.	
☞	Update Democrat Hollow through efforts of the National Alumni Association Estimate pending.	

**Responsibility:** Vice President for University Advancement, President, President's Cabinet, fund raising staff, and Board of Trustees in cooperation with designated faculty and staff.

**Time Frame:** Review progress monthly and on June 30.


**Resources Required:** Adequate human and financial resources to meet our goal of 500 personal prospect visits.

**Assessment:** Review monthly giving reports. Review monthly report of interface with Finance. Review budget pro forma annually for to ensure adequate resources for the division.

**Use of results:**

- ☞ Plan effectively as we target our fund raising territory and major donors.
- ☞ Document success rate of fund raising travel plan for major donors
- ☞ Review fund raising priorities and ensure that priorities align with academic and non-academic division planning.
- ☞ Use fund raising data to chart our progress on approved projects.
- ☞ Review Campus Master Plan as needed to make the connection between fund raising and capital projects.
- ☞ Demonstrate that best practices in fund raising are addressed and maintained, to 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 6.5:*

Continue to utilize the Datatel system in the most efficient manner

**Strategies/Action Plans:** To provide support for the University by accurately recording gifts, maintaining gift records and computer information.

**Responsibility:** Vice President for University Advancement and staff in cooperation with Finance and IS.


**Time Frame:** Ongoing

**Resources Required:** Costs covered under IS budget

**Assessment:** Keep donor information up to date and information is easily accessed in Datatel, including new funds opened for the DeBusk College of Osteopathic Medicine; provide lists to the University Advancement staff and others with needed information due to the implementation of Datatel; detailed gift reports used in tracking donations; been live since August 2005, and we continue to train and update all alumni and giving information; evaluate our budget planning efficiency process through Datatel and align our planning process with the strategic planning process with special attention when doing the budget proforma

**Use of results:** Record-keeping process for gifts is more streamlined and the gift letters are easier to produce.








 Strategic Goal 6:

**Enhance External Resources**

*Objective 6.6:*

Participate in reaffirmation of accreditation activities and planning through representative membership on committees addressing compliance with specific components of the *Principles of Accreditation: Foundations for Quality Enhancement*.

**Strategies/Action Plans**

-  Continue to monitor changes in the University's academic program and make adjustments in staffing that promote the success of new and continuing programs in meeting the expectations of program and institutional accreditation associations.
-  Study the organizational structure advancement divisions of other SACS-COC Level V accredited institutions and the effectiveness of their development efforts for benchmarking and planning purposes.
-  Organize a feasibility study to support the University's efforts to strategically strengthen academic and academic support programs and prepare for SACS-COC evaluation in 2009.
-  Review and update its fundraising policies and procedures, where appropriate, to reflect best practices in all areas of operation and its expanded role in grant development to support LMU's transition to Level V accreditation status and increased expectations for faculty research.
-  Participate in reaffirmation of accreditation activities and planning through representative membership on committees addressing compliance with specific components of the *Principles of Accreditation: Foundations for Quality Enhancement*.

**Responsibility:** Vice President for University Advancement, President, President's Cabinet, fund raising staff, and Board of Trustees in cooperation with designated faculty and staff.

**Time Frame:** 2008-2009

**Resources Required:** Estimated \$500,000 to conduct feasibility study and enter into a Comprehensive Capital Campaign

**Assessment:** Fund raising activities according to Strategic Plan and Campus Master Plan; conduct feasibility study for capital campaign









## Assess and Enhance University-Wide Research

### Objective 7.1:

Integration: To connect all development, improvement and implementation of university research initiatives to the university mission, planning, budgeting, assessment and evaluation process.

### Strategies/Action Plans

-  Designate a Representative of the University's Research Committee to be involved in institutional decision making regarding research at LMU in Fall of 2007.
-  Combine the University Ad Hoc Research Committee and University Grants and Research Committee into one permanent committee (University Research Committee) that will address current and future research issues, including the mini-grants program-Fall 2007.
-  Develop an action plan to ensure the University will carry out research in areas that will benefit the people and the communities of the region it serves; e.g., rural Appalachia.
-  Revise existing and establish a new comprehensive series of research policies and procedures.
-  Provide information to the University community as well as the region as a whole highlighting research and scholarly activity through various public relations outlets.
-  Provide an electronic grant budgeting and tracking system which will facilitate the research process to flow efficiently and effectively.

**Responsibility:** Representative of the University Research Committee and University Advancement.


**Time Frame:** Initial and ongoing.

**Resources Required:** Time commitment, data collection, analysis, and interpretation; (\$ amount to be determined annually) funding for new positions and for salary adjustments.

**Assessment:** Documentation of the strategies/action plans related to this objective.

**Use of Results:** For the continued development and support of the research portion of the University's overall mission.










 *Strategic Goal 7:*

**Assess and Enhance University-Wide Research**

*Objective 7.2:*

Infrastructure: Identify the need for central research support services; foster their development and manage them to optimize their utility, accessibility and the responsiveness to the campus and extended site research community.

**Strategies/Action Plans**

-  Establish all required federal and state mandated committees (e.g., institutional review board, radiation and chemical safety committee, institutional animal care and use committee) and other agencies as required by law; e.g., OSHA, etc.
-  Foster the management of internal grant programs aimed specifically at the support of undergraduate and student's research projects.
-  Ensure that all research activities meet professional and regulatory standards.
-  Promote institutional interdisciplinary and collaborative projects and to provide avenues and incentives when necessary.
-  Assist faculty, staff, and students in obtaining external financial support for their research, training, and public service activities.
-  Provide efficient administration of research-related assets in order to contribute to faculty productivity and retention.
-  Provide for the creation of a centralized pre and post award staff, regulatory and clerical staff, including a Director of Grants Management, Statistician, and additional resources necessary to support the research mission of the University.

**Responsibility:** President and President's Cabinet; Representative of the University Research Committee, Director of Grants Management (once identified).

**Time Frame:** Initial and ongoing. Any changes with fiscal impact must be included in the budget planning process, due October 1.


**Resources Required:** Time commitment, data collection, analysis, and interpretation; (\$ amount to be determined) funding for new positions and for salary adjustments.

**Assessment:** Documentation of the strategies/action plans related to this objective.

**Use of Results:** For the continued development and support of the research portion of the University's overall mission.













 *Strategic Goal 7:*

**Assess and Enhance University-Wide Research**

*Objective 7.3:*

Faculty: Ensure adequate on campus and extended site faculty to initiate, grow and sustain both undergraduate and graduate level research.

**Strategies/Action Plans**

-  Review fiscal management procedures and policies relative to external funding.
-  Identify the needs of researchers and those expressing interest in scholarly activities from various disciplines.
-  Provide adequate startup funds for new research faculty in all departments for a variety of scholarly activities.
-  Foster the identification and management of internal grant programs aimed specifically at the support of undergraduate students and trainee research projects.
-  Review and refine incentive structures for research and scholarly activity.
-  Facilitate the development of new programs that foster research, scholarship, and creative activity in a broad variety of disciplines.
-  Make available resources to assist interdisciplinary teams to prepare competitive collaborative project proposals for external research funding.
-  Facilitate faculty, graduate student, and undergraduate student recruitment by the strategic employment of research support assets, including the development and support of central support facilities and the growth of the internal grant program.

**Responsibility:** Representative of the University Research Committee, VP of Academic Affairs, VP for Finance, Deans for Schools/Colleges, Chairs of Departments/Program Directors, Chief Operating Officer.

**Time Frame:** Initial and ongoing.


**Resources Required:** \$ to be determined, Information Resources.

**Assessment:** Documentation of the strategies/action plans related to this objective.

**Use of Results:** For the continued development and support of the research portion of the University's overall mission.












 *Strategic Goal 7:*

**Assess and Enhance University-Wide Research**

*Objective 7.4:*

Facilities: Identify the need for research facilities; foster their development and manage them to optimize their utility and accessibility to the university wide research community.

**Strategies/Action Plans**

-  Identify short-term and long-term infrastructure needs in order to support research at LMU.
-  Define information technology and support services to facilitate research.
-  Identify areas in which to improve and implement laboratory health and safety programs that clearly follow all regulations related to health, safety, and environmental protection.
-  Make recommendations regarding how to insure future competitiveness within areas of current strength and of emerging importance.
-  Implement a policy for research space allocation for all faculty conducting research.
-  Provide and expand library resources including but not limited to accessing electronic journals, research serials, subscriptions and databases to meet graduate, undergraduate and faculty research needs from both campus and extended sites to accommodate graduate, undergraduate and faculty research needs.
-  Establish necessary communications systems for interdisciplinary, regional and national collaboration.

**Responsibility:** Representative of the University Research Committee, VP for Finance, Chief Operations Officer, Deans for Schools/Colleges, University Research Committee, Chief Information Officer and Director of Library.


**Time Frame:** Initial and ongoing.

**Resources Required:** \$ to be determined, Information Technology, Technology Support for on-campus and extended site activity, Library Resources.

**Assessment:** Documentation of the strategies/action plans related to this objective.

**Use of Results:** For the continued development and support of the research portion of the University's overall mission.






 *Strategic Goal 7:*

**Assess and Enhance University-Wide Research**

*Objective 7.5:*

Evaluation: To develop and implement an evaluation system that recognizes the importance of research to the mission of the University.

**Strategies/Action Plans**

-  Establish research/scholarly activity as a component of the evaluation system for promotion and retention.
-  Develop an on-campus notification system/public forum of scholarly activity.
-  Ensure funding for the dissemination of research findings.

**Responsibility:** Chairs of Departments/Program Directors, Deans for Schools/Colleges, VP for Academic Affairs, Representative of the University Research Committee, VP for Finance.

**Time Frame:** Initial and ongoing.

**Resources Required:** \$ to be determined, Committee for Promotion, Retention, Multi-Year Contracts.

**Assessment:** Documentation of the strategies/action plans related to this objective.

**Use of Results:** For the continued development and support of the research portion of the University's overall mission.

