LMU
Lincoln Memorial University

1 # **Section I**
2 # **Strategic Plan Overview and Introduction**
3 # **2018- 2023**

4 **I. Planning Process**

5

6 The planning process at Lincoln Memorial University incorporates:

7

8   1. Commitment from the President and Board of Trustees;

9   2. Broad-based participation at all institutional levels;

10   3. An integrated planning, budgeting and assessment schedule;

11   4. Compliance with Southern Association of Colleges and Schools Commission on

12   Colleges (SACSCOC) requirements;

13   5. Identified institutional priorities; and

14   6. Utilization of sound institutional effectiveness oversight practices.

15

16 Lincoln Memorial University has a strong commitment to an orderly and timely planning,

17 budgeting and assessment process, which facilitates institutional effectiveness. The President,

18 Board of Trustees, Cabinet, and other administrative officers, faculty, and staff have

19 responsibilities for and opportunities to participate in the process. The University Mission and

20 Values provide guidance in the prioritization of activities and funding necessary for the

21 achievement of the overall Vision. Eight Strategic Goals have been identified as critical to

22 achieving regional distinction. These Strategic Goals are consistent with SACSCOC expectations

23 for institutional improvement. The University President and the Board of Trustees affirmed these

24 Strategic Goals. Unit and division planning and budgeting have been aligned with appropriate

25 assessment and analysis of outcomes. Unit and division activities are planned to accomplish the

26 Institution's Strategic Goals. Projected budget allocations to support the planned activities are

27 detailed in the Five-Year Budget Pro forma, (2016-2021). Progress toward the achievement of

28 the Strategic Goals is measured via established benchmarks and monitored by institutional

29 effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an

30 annual Progress Report.

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31 **II. Mission and Purpose**
32
33   Lincoln Memorial University is a comprehensive values-based learning community dedicated

34 to providing quality educational experiences at the undergraduate, graduate, and professional

35 levels.

36   The University strives to give students a foundation for a more productive life by upholding

37 the principles of Abraham Lincoln's life: a dedication to individual liberty, responsibility, and

38 improvement; a respect for citizenship; recognition of the intrinsic value of high moral and ethical

39 standards; and a belief in a personal God.

40   While primarily committed to teaching, the University supports research and service. The

41 University's curriculum and commitment to quality instruction at every level are based on the

42 beliefs that graduates must be able to communicate clearly and effectively in an era of rapidly and

43 continuously expanding communication technology, must have an appreciable depth of learning

44 in a field of knowledge, must appreciate and understand the various ways by which we come to

45 know ourselves and the world around us, and must be able to exercise informed judgments.

46   The University believes that one of the major cornerstones of meaningful existence is service

47 to humanity. By making educational, service, and research opportunities available to students,

48 Lincoln Memorial University seeks to improve life for the students it serves. While serving

49 students from throughout the state, nation, and many other countries, the University retains a

50 commitment to enrich the lives of people and communities in the Appalachian region.

51

52 *Revised July 6, 2017; approved by Board of Trustees, November 10, 2017.*

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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 derived from its mission and reflect its vision for the future:

1. Make educational opportunities available to all persons without reference to social status. The University seeks to strengthen student recruitment and retention by fostering an academic and social environment that facilitates success and rewards achievement.

2. Maintain fiscal integrity in all University activities, programs and operations through efforts to increase endowment and financial standing.

3. Provide quality educational experiences that have their foundation in the liberal arts and professional studies, promote high personal standards and produce graduates with relevant career skills to compete in an ever-changing, increasingly global society.

4. Advance the Cumberland Gap and Appalachian regions through community service programs in continuing education, healthcare, leadership development, recreation and the fine and performing arts.

5. Serve as 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 diverse and highly qualified faculty and staff, committed to teaching, research and service.

7. Commit resources to support the teaching, research and service role of the Institution.

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84	8. Support faculty and staff development programs with priority for allocation of resources
85	determined by institutional needs.
86	
87	9. The University seeks to continuously improve its technological resources for faculty,
88	staff, and students in all academic programs regardless of where or how programs are
89	delivered.
90	
91	10. Develop and implement academic programs in response to anticipated or demonstrated
92	educational need, and to continuously evaluate and improve the effectiveness of current
93	programs.
94	
95	11. Provide a caring and nurturing environment where students, faculty, and staff with varied
96	talents, experiences and aspirations come together to form a diverse community that
97	encourages students to grow intellectually and personally to meet their academic and
98	career goals.
99	
100	12. Provide quality educational opportunities through selected degree programs for students
101	who live or work a significant distance from the Lincoln Memorial University main
102	campus, and for whom other options are not as accessible or satisfactory.
103	

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104   **III. Values**

106   1. **Lincoln Memorial University values integrity**
107   • Honesty

108   • Openness

109   • Commitment to principles

111   2. **Lincoln Memorial University values excellence**
112   • Teaching

113   • Learning

114   • Operations/ management

115   • Scholarship

116   • Leadership

118   3. **Lincoln Memorial University values creativity**
119   • Teaching

120   • Learning

121   • Scholarship

122   • Administration

123   • Artistic expression

125   4. **Lincoln Memorial University values diversity**
126   • Ethnic

127   • Cultural

128   • Belief systems

130   5. **Lincoln Memorial University values community**
131   • Communication

132   • Honesty and integrity

133   • Caring and helpful

134   • Teamwork

135   • Responsibility

136   • Respect

137   • Safe and secure environment

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138   6. **Lincoln Memorial University values accountability**
139   • Planning
140   • Assessment
141   • Evaluation
142   • Improvement

143
144   7**. Lincoln Memorial University values service**
145   • LMU community
146   • Appalachian region
147   • Extended sites and online communities
148   • Academic and intellectual communities
149   • Humanity

150
151   8. **Lincoln Memorial University values the process of life-long learning wherever**
152   **offered and however delivered**

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153 **IV. Vision Statement**
154
155 Lincoln Memorial University strives to achieve regional distinction as a student-centered,

156 educational and service-oriented intellectual and cultural community defined by excellence,

157 creativity, and diversity in its people, procedures and programs.
158
159 **V. Strategic Goals***
160
161 Lincoln Memorial University has identified eight Strategic Goals. The Strategic Goals were

162 developed from a review of SACSCOC expectations, internal outcomes assessment data and

163 external factors influencing the University. These eight goals reflect the University Mission,

164 Purpose, and Values and are crucial to achieving regional distinction. Section II of this plan

165 describes the activities, responsibility for accomplishment, time frames, required resources,

166 assessment methods and use of results for each objective related to each Strategic Goal.
167
168 **Strategic Goal 1:**   Assess and enhance academic quality
169
170 **Strategic Goal 2:**   Recruit and retain students so that enrollment, integrity and the mission of
171   Lincoln Memorial University will be maintained to produce
172   knowledgeable and productive citizens of society
173
174 **Strategic Goal 3:**   Strengthen planning, budgeting, and assessment
175
176 **Strategic Goal 4:**   Ensure the adequacy and efficient use of physical and human resources on
177   campus and at extended learning sites
178
179 **Strategic Goal 5:**   Ensure effective and efficient use of technology
180
181 **Strategic Goal 6:**   Enhance resources
182
183 **Strategic Goal 7:**   Assess and enhance University-wide research and scholarly activity
184
185 **Strategic Goal 8:**   Provide academic and student services that foster academic and
186   social integration to promote retention and student success

187   *A*pproved by Board of Trustees

188

189   **VI. Benchmarks for Regional Distinction**

190

191   **Strategic Goal 1: Assess and enhance academic quality**

192

193   - Review/Revise Institutional Mission Statement as appropriate

194   - Maintain Expanded Statement of Institutional Purpose articulating linkages between

195   Institutional Mission Statement and all institutional units emphasizing shared values

196   - Revise Institutional Strategic Plan annually

197   - Conduct annual University financial audit

198   - Balance annual fiscal year operating budget

199   - Produce five-year operating budget pro forma

200   - Secure necessary funding levels for institutional strategic initiatives and priorities

201   - Produce Annual Performance Report

202

203   **Strategic Goal 2: Recruit and retain students so that enrollment, integrity and the mission**
204   **of Lincoln Memorial University will be maintained to produce knowledgeable and**
205   **productive citizens of society**

206

207   - Conduct annual comparative analysis of Public Relations activities

208   - Conduct Preview Day/College Day evaluations

209   - Utilize potential student market analysis/trends/demographic measures and research to

210   direct enrollment and retention efforts

211   - Increase residential enrollment

212   - Increase commuter enrollment at the main campus

213   - Increase enrollment at extended learning sites

214   - Improve student academic and racial/ethnic profiles

215   - Track enrollment patterns and trend analyses for academy, undergraduate, and graduate

216   students

217   - Improve financial aid participation rates, award profiles, and satisfaction with services

218

219

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220	**Strategic Goal 3: Strengthen planning, budgeting and assessment**
221	
222	• Achieve and maintain accreditation and state approval of programs when external
223	accreditation and/or approval organizations exist
224	• Improve faculty and staff salaries
225	• Fortify faculty scholarly and professional development activities, and staff professional
226	development activities
227	• Increase number of grant applications and grant funding
228	• Amplify use of instructional technology at all levels for all programs
229	• Increase reliability of the faculty evaluation process
230	• Enhance use of assessment results for academic program and support service program
231	improvement
232	• Create and/or revise academic programs based on assessed/demonstrated need when
233	consistent with the Institutional Mission
234	• Intensify use of academic support resources and services
235	• Strengthen all University libraries and the Abraham Lincoln Library and Museum and
236	their services
237	
238	**Strategic Goal 4: Ensure the adequacy and efficient use of physical and human resources**
239	**on campus and at extended learning sites**
240	
241	• Update and improve the Facilities Master Plan as appropriate
242	
243	• Conduct Facilities Assessments (specific to building/site physical and learning
244	environments)
245	• Monitor compliance with Comprehensive Safety and Security Guidelines and Plans
246	• Maintain Occupational Safety and Health Administration (OSHA), Americans with
247	Disabilities Act (ADA) and other regulatory compliance assessments
248	• Enhance Human Resources and provide and encourage Staff Development
249	
250	**Strategic Goal 5: Ensure effective and efficient use of technology**
251	
252	• Maintain a Comprehensive Technology Plan
253	• Use technology user survey results to make improvements

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254	• Monitor technology problem tracking logs
255	• Assess effectiveness of technology training for faculty, staff, and students
256	• Improve Technology for both Academic and Administrative Operations
257	
258	**Strategic Goal 6: Enhance resources**
259	
260	• Monitor trends in unrestricted giving
261	• Increase faculty/staff participation in annual fund giving
262	• Raise alumni participation and giving levels
263	• Strengthen the endowment
264	• Increase student scholarship support and faculty development funding
265	• Conduct a successful integrated marketing and promotion campaign
266	• Monitor Certified Association Executive (CAE) report for peer institutions
267	• Conduct trend analyses for all types of fundraising
268	• Monitor comprehensive capital campaign and capital projects status
269	
270	**Strategic Goal 7: Assess and enhance University-wide research and scholarly activity**
271	
272	• Monitor and evaluate research activities
273	• Improve research capacity and infrastructure to support research
274	• Improve support for faculty research efforts
275	• Improve facilities for research
276	
277	
278	**Strategic Goal 8: Provide academic and student services that foster academic and**
279	**social integration to promote retention and student success**
280	
281	• Improve learning experience for residential students
282	• Improve learning experience for commuter students
283	• Improve learning experience for students at extended learning sites
284	• Survey results measuring students' use of, satisfaction with and success resulting from
285	student support services
286	• Improve retention and graduation rate statistics for all categories of students
287	
288	

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289

Progress Report on
2017- 2022 Strategic Plan

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292

Strategic Goal 1:

Assess and enhance academic quality

295 **Strategic Goal 1:** *Assess and enhance academic quality.*

296 **Objective 1.1**: Connect all development, improvement, and implementation of curricula and
297 programs to the University mission and planning, budgeting, and assessment processes.
298
299 **Progress:**
300
301 <u>General Education</u>
302

303 • Assessment data from General Education testing continued to indicate that average
304 performance of students is below expectations and that some results do not match the past
305 academic performance of students completing the tests. Therefore, the General Education
306 Committee recommended and Academic Council approved a more consequential testing
307 performance protocol to strengthen credibility of the data from such assessments. This
308 includes additional testing and subsequent specific remedial measures to ensure minimum
309 competency for the Lincoln Liberal Arts Core Curriculum elements. The details have been
310 included in the 2017-2018 Undergraduate Catalog and will be in the Syllabus Template.
311
312 <u>School of Allied Health Sciences</u>
313
314 *Athletic Training Program (ATP)*
315 • Probation status from CAATE was removed following the March 2017 annual report. The
316 ATP is once again fully accredited.
317 • 2 senior students sat for the BOC examination in April 2017. 1 student passed; the other
318 student's outcome is pending.
319 *Health, Physical Education, and Exercise Science (HPEES)*
320 • Department awarded its first Health degree May 2017
321 • One of two students passed the PRAXIS 5095 on the first attempt
322 • One student attempted and passed the PLT on the first attempt
323 • Strength and Conditioning minor became a nationally recognized Education program from
324 the National Strength and Conditioning Association.
325 *Medical Laboratory Science Program (MSLP)*
326 • Achieved 18 consecutive classes of 100%, first-attempt pass rate on the American Society
327 for Clinical Pathology (ASCP) Board of Certification (BOC) Exam.
328 • The next National Accrediting Agency for Clinical Laboratory Sciences (NAACLS) self-
329 study is due April 1, 2018, with a site visit scheduled in the fall of 2018.
330 *Veterinary Health Science Program (VHSP)*
331 • Two VHSP students were accepted to the LMU CVM for Fall 2016.
332 • 6 VHSP students have applied to the LMU CVM for Fall 2017; 5 have been accepted and 1
333 was wait-listed.
334 • 1 VHSP graduate was accepted to the LMU PA program.
335 *Veterinary Medical Technology Program (VMTP)*
336 • The VMTP was awarded continued full accreditation during the November 2016 AVMA
337 CVTEA meeting. The next scheduled site visit will take place in 2022.
338 • The VMTP submitted substantive change reports to the AVMA CVTEA in response to
339 USDA inspection reports.

340   • In 2016, 100% (7/7) of VMTP graduates passed the VTNE on the first attempt.
341   • The VMTP will submit a one-year progress report in September 2017.
342

343 <u>Hamilton School of Arts, Humanities, and Social Sciences</u>

344

345   • All programs in AHSS completed Outcomes Assessments Reports for the current school
346   year.
347   • Four programs completed Program Reviews this year: Criminal Justice undergraduate,
348   Criminal Justice graduate, Psychology, and English programs.
349   • Six AHSS programs are utilizing ETS major field achievement tests for feedback on
350   learning outcomes; the History program will use an outcomes test from the ACT.

351

352 <u>School of Business</u>

353

354   • Collection and preparation of data for biannual quality assurance report to Accreditation
355   Council for Business Schools and Programs (ACSBP) due September 15, 2017, continues.
356   The previous biannual quality assurance report was submitted on September 15, 2015, and
357   approved with all notes and conditions removed.

358

359 <u>Carter and Moyers School of Education</u>

360

361   • Preparations continue for year of record assessment for CAEP 2020 on-site visit;
362   • Continue collection and preparation of data and narrative for 2017 CACREP mid-cycle
363   report.

364 <u>School of Mathematics and Sciences</u>

365

366   • An initiative was started to use a syllabus review checklist for each course offered in the
367   School of Mathematics and Sciences to determine whether student learning outcomes and
368   course objectives were being articulated in each course. This will be used by the
369   department chairs to follow-up with each course instructor.
370   • Conservation Biology's (CBIO.BS, CBIOW.BS) learning goals and program goals were
371   reviewed, updated, and approved by the Department of Biology in accordance with
372   University's mission and goals.
373   • Received SACSCOC approval letter for Conservation Biology (CBIO.BS, CBIOW.BS).
374   • The Department of Biology's Junior and Senior Research Seminar (SEWS/Capstone) oral
375   presentations were recorded with assistance from Sigmon Communications for the
376   assessment of faculty application of the departmental rubric.

377

378 <u>Caylor School of Nursing</u>

379

380   • ASN NCLEX-RN pass rate is approximately 91% for calendar year 2016.
381   • BSN NCLEX-RN pass rate for 2016 is approximately 91%.
382   • Certification rates for MSN program are all above the national level:
383   o The Family Nurse Practitioner (FNP) pass rate for 2016 is 94.4%.
384   o Family Psych Mental Health (FPMHNP) pass rate for 2016 is 100%.

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385   o   The Nurse Anesthesia (NA) concentration pass rates for 2016 is 94.4%
386   •   The CSON received two HRSA awards for the 2016-2017 academic year totaling
387        $377,059. The Advanced Education Nursing Traineeship (AENT) grant was funded for
388        $350,000 for July 2016-June 2017, and the Nurse Anesthesia Traineeship (NAT) grant
389   was funded for $27,059 for 2016-17.
390   •   The CSON budget increased and was appropriate to support the record high CSON
391   program enrollments and further program development.
392
393 College of Veterinary Medicine
394
395   •   Submitted a biannual report to the American Veterinary Medical Association (AVMA)
396   Council on Education (COE) in July 2016.
397   •   A comprehensive self-study was submitted to the COE in December 2016.
398   •   An AVMA COE focused site visit was conducted in late January 2017.
399
400 DeBusk College of Osteopathic Medicine
401
402   •   Based on data collected from National Board of Osteopathic Medical Examiners
403   (NBOME) 100% of the graduating class of 2016 who have completed all curricular
404   requirements have passed the COMLEX Level 1 and Level II CE and PE licensing
405   exams; 95.42 % of graduates in 2016 cycle have passed COMLEX Level 3; 100% of PA
406   class of 2016 students have passed PANCE.
407   •   LMU-DCOM has placed 99.5% of its graduating class into postgraduate training
408   programs; 61% osteopathic programs; 36.8% allopathic programs and 2.2% military
409   programs; 27% Appalachian region; 9% in the State of Tennessee. Graduate Medical
410   Education match information – 81.3% of 2016 graduates chose primary care residency
411   programs.
412   •   ALUMNI DATA - Results as of Fall 2016 LMU-DCOM Alumni Tracking Analysis
413   Found:
414   o   97% (853/876) of DO graduates were located based on licensure information
415   o   45% (310/853) of DO graduates practice in an underserved area
416   o   14% (79/853) of DO graduates practice in a rural area
417   o   67% (460/853) of DO graduates practice a primary care specialty
418   o   25% (186/853) of DO graduates practice in Appalachia
419   o   82% (340/416) of PA graduates were located based on licensure information
420   o   47% (160/340) of PA graduates are located in Appalachia
421   o   48% (119/340) of PA graduates practice in an underserved area
422   o   25% (76/340) of PA graduates practice in a rural area
423   •   New hospital rotation sites started and development –
424   o   Florida Hospital Medical Group, 8 per year – started Fall 2016
425   o   Henry County Medical Center, 3 per year – Started Fall 2016
426   o   Methodist Medical Center, 12 per year – Oak Ridge – Started Fall 2016
427   o   Bayshore Medical Center, 9 per year - affiliation spring 2017 for Fall start

428		o Pasadena, TX, 9 per year – affiliation spring 2017 for Fall start

429 <u>Duncan School of Law</u>
430

431 • DSOL continues to be provisionally approved by the American Bar Association (ABA).
432 • DSOL's first ABA site evaluation visit as a provisionally approved institution took place
433 on March 26-29, 2017.
434 • The informal feedback from the site evaluation team at the time of the visit was generally
435 positive. The law school is still awaiting formal feedback on the visit from the ABA.
436 • In March 2017, the Dean informed the ABA Managing Director's Office that DSOL will
437 be applying for full ABA approval in Fall 2017. The site evaluation visit is scheduled for
438 September 24-27, 2017.
439 • The ABA has assigned a site evaluation team of seven individuals for the September
440 visit. The site team chair, Associate Dean Emeritus Paul Kurtz of the University of
441 Georgia School of Law, will visit DSOL in August.
442 • DSOL continues to be approved by the Tennessee Board of Law Examiners (TBLE)
443 through May 31, 2018.
444 • The Curriculum and Assessment Committees are currently in the process of mapping
445 DSOL's programmatic learning outcomes on to the required curriculum and developing
446 an assessment plan in compliance with ABA Standards 303 and 304.
447 • Course-level formative and summative assessment is performed in every course in
448 compliance with ABA Standards 314 and 315. The results of course-level assessment are
449 submitted by each faculty member to the Associate Dean for Student Learning and
450 Assessment for consideration of the programmatic assessment.
451
452
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454   **Strategic Goal 1:** *Assess and enhance academic quality*
455
456   **Objective 1.2:** Create, revise, support, or discontinue academic programs
457
458   **Progress:**
459   General Education
460
461   - The General Education Committee reviewed and recommended a revised general
462   education core for the Bachelor of Science Nursing degree program. The Academic
463   Council approved the revision. This revision requires that students perform at or above a
464   specific level on standard national test or complete remediation to demonstrate
465   competency in the Lincoln Liberal Arts Core Curriculum.
466   - The General Education Committee reviewed and recommended a new minimum number
467   of credit hours for a bachelor's degree to 122 from 128. Student learning outcomes and
468   general education outcomes must continue to be demonstrated by all programs which
469   have any reduction approved. The Academic Council approved the revision.
470   - The GE Committee recommended and the Academic Council approved a revised GE
471   testing protocol which prescribes retesting of students whose test scores fall below the
472   standard set by the GE Committee and prescribes remediation of general education
473   competencies if a specific student does not demonstrate competency through testing.
474
475   Honors Scholars Program
476
477   - The Honors Scholars Program (HSP) has enrolled an additional 12 students for the fall;
478   most will receive some amount of scholarship. HSP students receive peer support,
479   support from the HSP director and from the deans of the undergraduate colleges in
480   moving forward in the programs of their choice.
481   - Honors Scholars Program total required course credits were decreased to 23 credit hours
482   and students transferring to LMU from two-year colleges with honors programs can now
483   enroll in the honors program.
484   - The Honors Scholars Program implemented a 'common reading' program this year;
485   reading the book, *Eli the Good*, by Silas House. The author visited campus to discuss the
486   book and direct a workshop for the HSP students and others interested in attending. A
487   new reading is currently being discussed.
488
489   School of Allied Health Sciences
490
491   *Athletic Training Program (ATP)*
492   - One senior attended the ACES Preparatory Workshop in January 2017 at Union College
493   to assist with BOC exam preparation.
494   - One senior and two sophomores attended the SEATA Athletic Training Student
495   Symposium in February 2017 in Atlanta, GA.
496   *Health, Physical Education, and Exercise Science (HPEES)*

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497	•	Updated the Athletic Coaching minor to satisfy the 8 domains of the National Standards
498		for Sport Coaches as outlined by the Society of Health and Physical Educators (SHAPE
499		America).
500	•	New course: PEXS 354 Techniques and Coaching of Sports Skills, added for Fall 2017.

501 *Medical Laboratory Science Program (MLSP)*

502 • The MLSP cohort at the Kingsport Center for Higher Education (KCHE) in Kingsport,
503 TN continues to successfully enroll a strong academic cohort each spring semester
504 • The MLSP is continuing to explore a possible expansion to the Corbin, KY site as many
505 hospitals in the area are facing impending retirement of large portion of medical
506 laboratory scientists

507 *Veterinary Health Science Program (VHSP)*

508 • Over 100 prospective students have expressed interest in the VHSP for Fall 2017.
509 • 30 new VHSP students have enrolled for Fall 2017.
510 • VHSP curriculum revised in April 2017 to allow the student greater flexibility when
511 applying to multiple veterinary schools. Curriculum revision implementation to begin in
512 Fall 2017.
513 • VHSP introducing VHS minor in Fall 2017.

514 *Veterinary Medical Technology Program (VMTP)*

515 • VMTP-AS continues to use HESI mock VTNE examination and VetTechPrep course to
516 prepare graduates for VTNE.
517 • VMTP-BS curriculum revised in April 2017 to allow the student the opportunity to gain
518 more knowledge and experience in business related topics to better prepare them for the
519 competitive job opportunities as head technician or clinic manager. Curriculum revision
520 to be implemented in Fall 2017.

521

522 Hamilton School of Arts, Humanities, and Social Sciences

523

524 • The Media-Communications program (MCOM) offered special topics on sports
525 journalism to engage significant numbers of students who have shown interest in this
526 field.
527 • The MPA and MSCJ catalogs and student guidebooks have been updated. Students can
528 choose to participate in a thesis, case-study, organization project, internship or
529 comprehensive examination.
530 • MPA program expanded the thesis study to include additional credit time for completion
531 and to allow for white papers to submitted resulting from internships, organization
532 projects, and case-study projects.
533 • The English Program has incorporated a Bachelor of Fine Arts (BFA) degree in writing
534 in its offerings. It is in alignment with institutional and strategic goals.
535 • The Art Program added a Concentration in Ceramics to complement the existing 2D track
536 in Painting and Drawing.
537 • The 3 + 3 tracks in preparation for law school in Political Science, English, and Criminal
538 Justice have begun attracting students.
539 • A medically-related emphasis is now available in the psychology program.
540 • The MPA program started a student chapter of the International City/County
541 Management Association (ICMA). ICMA membership provides an abundance of

542 learning resources and invaluable networking opportunities with officials at all levels of
543 government.
544 • The Political Science program has developed new course offerings in International
545 Relations, Political Philosophy, the American Presidency, American Foreign and Security
546 Policy, and Public Administration.
547 • The Criminal Justice program revised the undergraduate program around two
548 concentrations of Law Enforcement and Law & Society.
549 • The master's degree in Criminal Justice (MSCJ) has been approved to move to a fully
550 online program beginning in Fall 2017.
551 • The English Program now offers two freshman composition courses and three sophomore
552 literature options to replace the General Education requirements, ENGL 110, 210, and
553 310. The transition has been smooth and without difficulties.
554 • The English program downsized from 42 credit hours to 39 credit hours.
555 • Through the cooperation of the English program, History program and the School of
556 Education, a new humanities course has been designed that will focus on secondary
557 education teaching methods and improved content for secondary education majors. The
558 course will enroll Humanities-Education students for the first time this fall.
559 • The MPA program has approval to implement three new non-profit courses in its
560 curriculum. This will allow MPA students to emphasize non-profit/not-for-profit in the
561 MPA curriculum.
562 • The Philosophy & Religion B.A. Program has been revised to create separate
563 concentrations in philosophy and religion. This will begin Fall 2017.
564
565 School of Business
566
567 • Revised the Sport Management program at the undergraduate level from a Bachelor of
568 Science to a Bachelor of Business Administration concentration.
569 • Revised the Master of Business Administration (MBA) program's credit hour
570 requirements for a general MBA from 36 to 30 to keep in line with other institutions and
571 reduce costs for students.
572 • Created an accounting concentration for the Doctor of Business Administration program.
573 • Created a certificate for the Business Analytics program at the graduate level.
574 • The School of Business completed outcomes assessments reports for all its programs which
575 will communicate program improvements to be implemented in the next academic year.
576
577 Center for Teaching and Learning Excellence
578
579 • Facilitated launch of online Doctor of Medical Science (DMS) degree.
580 • Facilitated launch of DBA online courses.
581 • Initiated launch of online Master of Criminal Justice program. Two online courses under
582 development.
583 • Initiated launch of online Special Education Endorsement. Four online courses under
584 development.
585 • Initiated training for proposed launch of two new EDUC HYB courses for Fall 2017.
586

587 Carter and Moyers School of Education
588

589 • Conducted faculty training in TVAAS state assessment; training in Edtpa assessment;
590   training in RTI^2; training in new math and ELA State of Tennessee standards; initiated
591   required dissertation chair workshops; andragogy/pedagogy; developing assessment
592   trainings in analysis and disaggregation in state testing for Pre-K12 Schools;
593 • Continued work on maintaining NCATE/CAEP and CACREP accreditation, as well as
594   State of   Tennessee Department of Education approval of all licensure programs.
595   Leadership personnel identified for attendance at appropriate regional, state and national
596   conferences and trainings;
597 • Submitted proposal for job-embedded licensure option with State TDOE;
598 • Submitted proposal for add-on special education endorsement to State TDOE;
599 • Program adjustments were made based on outcomes data
600 • MEDITL Program continues to collaborate with ITLU Program to offer additional
601   professional development for LMU faculty, candidates, and area school faculty;
602 • Assessment personnel attended professional conference/workshops/meetings that
603   included relevant topics on assessment and technology
604 • Maintained and continued to improve assessment processes to enhance culture of
605   assessment, data-driven decisions and to meet CAEP requirements;
606 • The MEd and EdS C&I, EL, and IL have been reconstructed as hybrid courses.
607

608 International Programs
609

610 • 37 students attended credit-bearing study abroad programs:
611   o Faculty-led programs: 30 (Belize, U.K.)
612   o Third-party providers: 6 (South Africa, Belgium, Costa Rica)
613   o International consortia: 1 (Ireland)
614 • Streamlined F-1 application procedures (working in conjunction with the Office of
615   Admissions)
616 • Streamlined J-1 application procedures (Working in conjunction with the Office of
617   Admissions)
618 • Revised curricula of short-term immersion programs (using exit interviews from 2016
619   immersion participants)
620 • Revised curricula of ESL101 course (using input from faculty, deans, and department
621   heads)
622 • Director of International Programs served on selection panel for the Benjamin A. Gilman
623   International Scholarship Program, Washington D.C., January 23-24, 2017.
624

625 School of Mathematics and Sciences
626

627 • A Computer Science B.S. program was created with input and approval of the faculty of
628   the Department of Mathematics. This program received approval by the School and by
629   Academic Council in Spring 2017. This is a generalist computer programming and
630   analysis type of degree program.

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631 • Revisions to the Mathematics curriculum were also recommended by the faculty of the
632   Department of Mathematics to adjust to needs for the Computer Science B.S. major.
633 • In collaboration with the College of Veterinary Medicine and the DeBusk College of
634   Osteopathic Medicine work was begun on an Integrative Biosciences PhD program.
635 • In response to Master of Science graduate faculty feedback, assessment data from the
636   program, and from the DeBusk College of Osteopathic Medicine, adjustments to the
637   Master of Science program were recommended and approved. These affected the
638   Biomedical Professions, Anatomical Science and the Veterinary Biomedical Sciences
639   programs. They consisted of substitutions of courses.
640 • Department of Biology program outcomes assessment reviewed by faculty and developed
641   changes for the assessment of Pre-med Seminar (SEWS/Capstone) written papers.
642 • Conservation Biology learning and program goals updated.
643 • Junior and Senior seminar oral presentations recorded
644
645 Caylor School of Nursing
646
647 • Accreditation and approval processes are in progress for the new Tampa extended
648   learning site, and renovations on the building are in progress.
649 • The University has received acknowledgment from SACSCOC of our intent to offer the
650   new online MSN Nursing Business Administration concentration commencing August
651   2017. The CSON submitted a substantive change report to the Accreditation
652   Commission for Education in Nursing (ACEN), and we are awaiting notification of their
653   approval.
654
655 College of Veterinary Medicine
656
657 • Cooperative Agreements between The University of Kentucky College of Agriculture,
658   Food and the Environment, Department of Veterinary Science (Gluck Equine Research
659   Center) and Veterinary Diagnostic Laboratory and Lincoln Memorial University College
660   of Veterinary Medicine which were fully executed in March 2014 continue to be
661   implemented.
662 • Association of American Veterinary Medical Colleges (AAVMC) Member since July
663   2013.
664 • There were 1120 total Qualified Applications through the Veterinary Medical Colleges
665   Application Service (VMCAS) to the CVM for the fourth CVM Class which enters Fall
666   2017. The CVM will enroll 125 students in Fall 2017.
667 • The College of Veterinary Medicine continues with Provisional Accreditation status from
668   the American Veterinary Medical Association Council on Education.
669 • The LMU-CVM submitted a biannual report to the American Veterinary Medical
670   Association Council on Education (COE) in July 2016 and in December 2016
671   comprehensive self-study document to the COE.
672 • An American Veterinary Medical Association Council on Education Site Visit was
673   conducted January 23 – 26, 2017.
674 • All 14 students interviewed from the 2016-2017 MS program were accepted into the
675   LMU-CVM Class of 2021.

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676 • The CVM offers a dual degree DVM-MBA program. The program is the 3rd in the
677 country of its kind.
678 • DVM- PhD offered in collaboration with the University of Kentucky (UK). The PhD will
679 be awarded from UK
680 • The LMU-CVM is working with the School of Education to develop a M.A.Ed/DVM
681 program.
682 • LMU-CVM, LMU-DCOM, and the School of Math and Science are developing a PhD
683 program in Integrative Biosciences.
684
685
686 <u>DeBusk College of Osteopathic Medicine</u>
687
688 • Doctor of Medical Science (DMS) started Fall of 2017
689   o New class admissions: 21 students
690 • LMU-DCOM started the 2-year, PhD in Clinical Anatomy program with one student
691 admitted Fall 2016. One student is planned for admission each year.
692 • Planning development of Occupational Therapy and Physical Therapy Programs
693 • Planning the development of an additional location in Knoxville, TN for the DO an dPA
694 programs
695 • The Office of Educational Development and Assessment conducted 10 programs for 1st
696 and 2nd-year faculty.
697 • The LMU-DCOM CME/Preceptor Development Office conducted 6 faculty development
698 programs for physicians who supervise students on clinical rotations. Most programs
699 were conducted at the distant regional locations. Additionally, 10 enduring materials are
700 available online for preceptor.
701
702 <u>Duncan School of Law</u>
703
704 • The law school restructured its legal research, legal writing, and academic success
705 programs for first-year and second-year students, beginning in the Fall 2016 semester.
706 • Feedback from faculty on these changes, including those who teach doctrinal, legal
707 writing, legal research, and academic success courses, has been positive.
708 • Increased resources and changes to these foundational courses helped the law school cut
709 its first-year attrition in half in 2015-16, relative to 2014-15. Attrition was reduced again
710 by 20% in 2016-17.
711

712　**Strategic Goal 1:** Assess and enhance academic quality.
713
714　**Objective 1.3:** Pursue international collaborations to enhance the diversity and quality of the
715　University community and academic programs.
716
717　**Progress:**
718
719　<u>Hamilton School of Arts, Humanities, and Social Sciences</u>
720

721　• This is the second year for enrolling students in classes in beginning and intermediate
722　　Chinese and Japanese offered by the Department of Literature and Language. Classes are
723　　staffed by international instructors and are attracting more interest.
724　• The Department of Literature and Language instituted a course in sign language this
725　　spring and will continue with a second level of sign language this coming year. At this
726　　point, sign language courses do not meet the BA requirement in foreign language.
727　• The Religion/Philosophy Program created a new special topics course, Islam, for the
728　　coming academic year.
729　• A MCOM instructor will be teaching courses this summer in Ramkamnhaeng University
730　　in Bangkok, Thailand. He will be teaching in China this summer as well.
731　• A criminology instructor will be teaching criminal justice courses in China this summer.
732　• Two Chinese students are enrolled in the MSCJ program; one Chinese student is enrolled
733　　in the MPA program.
734
735　<u>School of Business</u>
736
737　• Continued affiliation with Liocheng University in Shandong Province, China.
738　• The School of Business sent two faculty members (Dr. Jay Wright and Dr. Karen Carter)
739　　and eight students to Harlaxton College to complete six-hours of course study within
740　　Leadership and International Economics.
741　• The School of Business will send a faculty member and fourteen students to Harlaxton
742　　University in the United Kingdom during the summer 2017 semester as part of the study
743　　abroad program.
744　• Created a collaboration between University of West England (Bristol, UK) & LMU
745　　Schools of Business.

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746
747 <u>Carter and Moyers School of Education</u>
748
749 • Scheduled EdD concentrations in Higher Education and Executive Leadership on
750 Harrogate campus for international students;
751 • School of Education, in cooperation with Academic Affairs and the Director of
752 International Programs, has developed a Visiting Scholars Program for Jiangxi University
753 faculty beginning August 2017. This model will be in use with future international
754 scholar visits;
755
756 <u>International Programs</u>
757 • Increased participation in inbound student and scholar exchange programs through the
758 University's existing partnerships.
759 o Research scholar: 1 (China)
760 o Students: 6 (China)
761 • Signed MOUs for two new international partnerships:
762 o Cruzeiro do Sul University (Brazil)
763 o Ramkhamhaeng University (Thailand)
764
765 <u>School of Mathematics and Sciences</u>
766
767 • Developed and hosted the Myxoblitz and Symposium (July 2017) in the Great Smoky
768 Mountains National Park. The event was a great success with 22 participants representing
769 five countries (Brazil, Costa Rica, Honduras, Philippines, and the United States) and 8
770 universities.
771 • Official collaborative agreement signed between Lincoln Memorial University and the
772 University of Costa Rica. The agreement includes faculty/student exchange for academic
773 and research purposes.
774 • Hosted Fulbright Lecturer Dr. Angeles De Leon from Central Luzon State University
775 (Philippines). The event was well attended by faculty, staff, students, and the larger
776 community.
777 • Collaborative educational and research opportunities explored with Central Luzon State
778 University and University of Santo Tomas both located in the Philippines.
779 • Seven biology students and two faculty members traveled to Belize to study marine
780 ecology at the Tropical Research and Education Center in March 2017.
781 • One biology faculty member and two students conducted small mammal research at the
782 LaSuerte Biological Field Station in Costa Rica in May 2017.
783
784 <u>College of Veterinary Medicine</u>
785
786 • We are actively pursuing Memorandums of Understanding with a number of international
787 veterinary programs including in Australia, the Caribbean, and China.
788
789 <u>DeBusk College of Osteopathic Medicine</u>
790

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791 • During the Summer and Fall of 2017, the following clinical rotations were conducted
792   internationally:
793   o Townsend, Australia (4-week rotation) – 2 PA students; 2 DO students
794   o Gangzhou, China (4 week rotation) – 2 PA students;
795   o Beijing, China (4 week rotation) - 4 DO students
796   o Honduras (4-week rotation) – 1 DO student
797 • LMU-DCOM Physician Assistant Program is finalizing the affiliation agreement with the
798   University of the West of England for student rotations in Bristol, United Kingdom
799 • LMU-DCOM continues the affiliation agreement with James Cook University College of
800   Medicine and Dentistry, Queensland, Australia and Gannan Medical University in
801   Ganzhou City, Jiangxi Provence, China for student rotations

802 Duncan School of Law
803
804 DSOL will not be pursuing any LMU-sponsored study abroad programs for its students until
805 fully approved by the ABA

806 **Strategic Goal 1:** *Assess and enhance academic quality.*
807
808 **Objective 1.4:** Ensure that all programs have clearly articulated academic expectations.
809
810 **Progress:**
811 General Education
812
813 • Proposed new general education courses were reviewed and evaluated by the GE
814 Committee for their student learning outcomes as related to the Lincoln Liberal Arts Core
815 Curriculum Learning Outcomes
816 • Two additional learning outcomes were added to the Lincoln Liberal Arts Core
817 Curriculum Learning Outcomes: 1) "Students demonstrate the knowledge and skills
818 necessary to function as successful college students in academic and interpersonal
819 pursuits," and 2) "Students demonstrate knowledge and skills in using common software
820 and hardware to accomplish or enhance college-level learning activities."
821
822 School of Allied Health Sciences
823
824 *Health, Physical Education, and Exercise Science (HPEES)*
825 • Strength and Conditioning Minor meets the requirements to become a nationally
826 recognized Education program from the National Strength and Conditioning Association.
827 • Athletic Coaching minor revised to meet Coaching National Standards.
828 *Medical Laboratory Science Program (MLSP)*
829 • The program reviewed the academic progression policy and no changes were initiated.
830 *Veterinary Health Science Program (VHSP)*
831 • Academic progression policy instituted in Fall 2016 continues to identify academically
832 struggling VHSP students.
833 *Veterinary Medical Technology Program (VMTP)*
834 • Academic progression policy that was revised in Fall 2015 continues to identify
835 academically struggling students early in the curriculum rather than towards the end.
836
837 Hamilton School of Arts, Humanities, and Social Sciences
838
839 • The Arts In The Gap (AITG) program advisory council met in November and made
840 progress toward focusing the direction of the program and its many events. Its website
841 has been updated and a new webpage for enrolling in events is available.
842
843 School of Business
844
845 • School of Business curricular requirements, academic policies, and program expectations
846 are reviewed and published annually on its website and catalogs.
847 • The content pertaining to all levels of Business programs in all catalogs has been
848 reviewed and updated for publication.
849 • A DBA Style and Dissertation Guide is under current development to be review by
850 faculty by August 1
851

27

852
853 <u>Carter and Moyers School of Education</u>
854
855 - All program outcomes are outlined in course syllabi
856
857 <u>International Programs</u>
858
859 - Clarified entrance requirements for the English Language Institute to include a Skype
860   interview and a monitored writing test as needed.
861
862 <u>School of Mathematics and Sciences</u>
863
864 - Outcomes assessment reports were reviewed by faculty and appropriate adjustments to
865   learning and program goals were made for the upcoming academic year.
866 - All syllabi were reviewed to ensure that each one clearly articulated academic
867   expectations. Shortcomings were reported and discussed at department meetings.
868
869 <u>Caylor School of Nursing</u>
870
871 - All CSON academic policies and program expectations are reviewed and published
872   annually in appropriate catalogs and handbooks.
873
874 <u>DeBusk College of Osteopathic Medicine</u>
875
876 - The Learning Outcomes Assessment Plan includes core competencies and objectives for
877   the LMU-DCOM curriculum and is reviewed annually. Outcomes objectives align with
878   learning objectives for the course and lecture objectives. A curriculum mapping program
879   was purchased with a dedicated staff member to support faculty.
880 - Each core rotation has developed a learning contract signed by the student that outlines
881   learning expectations at each core clinical training site. All expectations are provided in
882   writing and clearly articulated in course syllabi and posted to Blackboard (learning
883   management system)
884
885 <u>Duncan School of Law</u>
886
887 - DSOL's curricular requirements are published on the DSOL website and in its catalog.
888 - The Associate Dean for Enrollment Services and Assistant Dean for Student and Career
889   Services are required to attend DSOL faculty meetings to ensure that they remain
890   apprised of all academic expectations for incoming and current students.
891 - Incoming students are made aware of DSOL's academic expectations through
892   presentations at Orientation and Bridge Week and follow-up meetings with their faculty
893   academic advisors, academic success professionals, and the Associate Dean for
894   Academic Affairs.
895

896 **Strategic Goal 1:** *Assess and enhance academic quality.*
897
898 **Objective 1.5:** Evaluate faculty and academic staff compensation against benchmark salary
899 levels of peer institutions with respect to faculty rank, appointment, academic discipline,
900 experience, workload requirements and scholarly activity.
901
902 **Progress:**
903 Caylor School of Nursing
904
905 • CSON Faculty and staff salaries are approximately comparable to institutions in the
906   region.
907
908
909 DeBusk College of Osteopathic Medicine
910
911 • The administrative office utilizes three sources for monitoring faculty compensation – the
912   Medical Group Management Association Physician Compensation Data, the AAMC
913   Report on Medical School Faculty Salaries, and the AACOM salary survey data.
914 • The professional staff compensation is based on market reviews through searches on the
915   Internet, comparable compensation from other peer institutions, and comparable
916   compensation within LMU.

917 Duncan School of Law
918
919 • The Dean, Associate Dean for Faculty, and Associate Dean for Academic Affairs are
920   considering revisions to the faculty evaluation process to make it more objective and
921   more clearly tie yearly cost-of-living adjustments to merit. As part of these processes,
922   DSOL is considering evaluation process and compensation models at peer law schools.
923

924

Strategic Goal 1: *Assess and enhance academic quality*

Objective 1.6: Enhance University libraries and the Abraham Lincoln Library and Museum (ALLM) and their services.

Progress:
Abraham Lincoln Library and Museum (ALLM)

- Finished the design for the exhibition "Log Wall to Marble Halls" in conjunction with Owen's Design.
- Four new themes in the Civil War gallery were installed
  o The Common Soldier
  o Women in War
  o Technology of War
  o Civil War Medicine
- The ALLM planned and hosted the Kincaid Lecture Series in September of 2016
- New K-12 Programs
  o Graduate Intern designed on-line middle school activities during Summer and Fall of 2016
  o Two new programs started in Spring 2017
    ▪ Tad's Tots: a monthly on-site program from pre-K students and parents/guardians
    ▪ Lincoln Letters: a Newsletter for elementary and middle school kids and a "Lincoln's Army" club to sponsor activities and visits to the Museum

Hamilton School of Arts, Humanities, and Social Sciences

- The Carnegie-Vincent Library staff worked with the directors of the MSCJ program and the MPA program to ensure the adequacy of holdings.
- The Carnegie-Vincent Library has consulted with the School of Arts, Humanities, and Social Sciences for suggestions on culling the stacks and contracting for applicable journal indices.
- Social Work reviewed primary reference holdings and requested updates.
- History faculty evaluated library holdings and made recommendations.
- English faculty worked with library staff to secure use of University of Tennessee library resources.

School of Business

- The School of Business submitted a list of peer-reviewed journals necessary for its graduate programs to library staff.
- Assigned Dr. Rick Hesse to review resources and provide liaison assistance with the library promoting robust resources and accessibility to all degree levels but especially the DBA as the program begins its second year.

30

970

971 <u>Carnegie-Vincent Library</u>

972

973 • Print and Electronic Collections: The Carnegie-Vincent and Reed Health Sciences
974   Library collections now have over 85,000 print book titles, over 218,000 e-book titles,
975   and over 36,000 e-journal titles. New this year, we have online access to *The Chronicle of*
976   *Higher Education* and to *Education Week*. Placed a large order of ebooks in support of
977   the sciences and the College of Veterinary Medicine. In process of finalizing a list of
978   books to order in support of DCOM and a list of books for a collection at Tampa for
979   Nursing. Annual usage statistics for the most recent complete year (July 1, 2015-June 30,
980   2016) show that more than 340,000 items (books, e-books, e-journal articles) have been
981   used.
982 • Staffing: The positions of Medical Librarian and Health Sciences Librarian were filled.
983 • Carnegie-Vincent Library Building Improvements: The Special Collections and Archives
984   rooms were remodeled and materials returned to those rooms. The children's books in
985   support of JFWA and education majors were reorganized and relocated to the 1st floor.
986   Maintenance painted the 1st and 2nd-floor hallways.
987 • In response to a request for longer hours by DO students, we conducted a trial of longer
988   weekend hours. In response to a request for more study space from students in general,
989   we are requesting additional tables and chairs in the next year's budget.

990

991 <u>School of Mathematics and Sciences</u>

992

993 • Department of Biology faculty members evaluated the library's physical and digital
994   holdings and made recommendations as relevant to programs in the life sciences.
995 • Subject area librarians were integrated into the Junior/Senior Seminars as well as the
996   undergraduate research design and analysis course in biology.

997

998 <u>Caylor School of Nursing</u>

999

1000 • The CSON and its students continue to utilize the LMU library services including the
1001   Lon and Elizabeth Parr Reed Medical and Allied Health Library.

1002

1003 <u>DeBusk College of Osteopathic Medicine</u>

1004

1005 • Medical Library and Health Science Library staff have provided staff to make a
1006   presentation to 1st year osteopathic medical students during the Foundations of Modern
1007   Health Care Course and also provide additional training and review for students in the 2nd
1008   year getting prepared for 3rd year clinical rotations. A Medical Librarian is dedicated to
1009   providing support for both on-campus and off-campus osteopathic medical students and
1010   travels to various sites as scheduled.
1011 • The Health Sciences Librarian is dedicated to also provide support for Physician
1012   Assistant students through presentations during the Public Health Course, Research
1013   Methods, Capstone Courses, and also extends support to them during the 2nd year clinical
1014   rotations.

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1016   <u>Duncan School of Law</u>
1017
1018   •   Katherine Marsh rejoined the library in August 2016 as the Digital Resources Librarian.
1019   •   The Law Library added the following digital collections: ProQuest Supreme Court
1020   Insight, the 2016 Cambridge Law Books ebook collection, and our Loislaw treatises
1021   collection were expanded to include all available titles (with access through Fastcase).
1022   Additionally, the Law Library added the last of three legal study publisher collections,
1023   Wolters Kluwer. The Law Library now provides access to every legal study aid title
1024   available on the market to each of our students in a digital format. The Law Library also
1025   added select ABA titles to the Lexis OverDrive ebook platform, which will give students
1026   access to titles on career development and specific legal practices, such as construction or
1027   elder law.
1028   •   The Law Librarians taught 3 sections of Legal Research I in the Fall of 2016 and three
1029   sections of Legal Research II in the Spring of 2017. The Law Librarians worked with
1030   Legal Writing to structure Legal Research III, which will be taught for the first time in
1031   the Fall of 2017.
1032   •   The Law Librarians taught required and elective courses at DSOL. Gordon Russell taught
1033   Legal Research I (Fall 2016), Interviewing and Counseling (Fall 2016), Legal Research II
1034   (Spring 2017), and Negotiation (Spring 2017). Ann Long taught Legal Research I (Fall
1035   2016), Legal Research II (Spring 2017), and provided a required upper-level research
1036   lecture for Human Trafficking (Fall 2016), Education Law (Spring 2017), Federal
1037   Criminal Law (Spring 2017), and First Amendment (Summer 2017). Katherine Marsh
1038   taught Legal Research 1(Fall 2016) and Legal Research II (Spring 2017).
1039   •   The Curriculum Committee approved the proposal to recategorize Advanced Legal
1040   Research as a course that would satisfy either the experiential learning requirement or the
1041   upper-level writing requirement. The recent change to the American Bar Association
1042   (ABA) Standards now allows a course to meet more than one requirement. The revised
1043   course will be taught for the first time in the Spring of 2018.
1044   •   The Law Librarians represented DSOL at two national conferences: Gordon Russell
1045   attended CALI (Computer-Assisted Legal Instruction annual conference) and Ann Long
1046   attended AALL (American Association of Law Libraries annual conference). Gordon
1047   Russell, Ann Long, and Katherine Marsh attended the American Library Association's
1048   annual meeting to meet with automated circulation vendors, including Bibliotheca, our
1049   current automated circulation vendor.
1050   •   The Law Library continues to provide research, editing, and cite-checking support to its
1051   faculty via librarians and student Research Assistants (RAs). During FY 2016-2017,
1052   fifteen RAs were hired to provide more than 500 hours of research support to our faculty
1053   scholarship projects. The Law Library provided 50 hours of reference coverage in person
1054   and through virtual reference during the fall and spring semesters.
1055   •   The Law Library continued to update and maintain our Instructional Design Springshare
1056   LibWizard Suite which provides a platform for developing course LibGuides for all
1057   required courses. Each LibGuide is designed to curate print and digital resources to
1058   support each course. Each LibGuide provides access to the study aids on that subject

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1059   from our three study aid providers: West Academic, Lexis Overdrive, and Wolters
1060   Kluwer; CALI Lessons, Qumibee video lecturettes, quizzes, and black-letter law
1061   synopsis; BARBRI Amp Multiple Choice question sets; and Courtroom Cast audio cases.
1062   Thirteen course LibGuides were created for Fall 2016, twelve for Spring 2017, and three
1063   for Summer 2017.

1064 • The Law Library began a self-check-out program where students can reserve a study
1065   room for a specific date and time. The reservation request form is accessible from the law
1066   library's homepage.

1067 • The Law Library continues to provide all students with digital versions of study aids
1068   through contracts with West Academic for the West Study Aids subscription and Lexis
1069   for study aids and ebook treatises in the Overdrive collection. The Law Library added
1070   Wolter Kluwer collection this year, which provides access to additional study aid titles.
1071   Study aid titles are also available in a print format, however, only one student can check-
1072   out a print title. The digital study aid collections allow us to offer all titles to all of our
1073   students, from on or off-campus.

1074 • The Law Library provides our graduates with on-campus access to WestlawNext and
1075   Lexis Advance through Patron Access subscriptions. All Tennessee digital forms and
1076   treatises are also available on the PC on the third floor of the library.

1077 • The Law Library provides all graduates with password-protected, off-campus access to
1078   the extensive HeinOnline Law Journal collection. All cited cases and statutes are linked
1079   to Fastcase for easy

1080 • The Law Library provides graduates from 2015, 2016, and 2017 cohorts remote access to
1081   Fastcase, which includes Loislaw treatises. The Law Library has recently expanded our
1082   collection of Loislaw treatises to include all available titles.

1083

1084   **Strategic Goal 1:** *Assess and enhance academic quality*
1085
1086   **Objective 1.7:** Use a comprehensive faculty evaluation process, based on a clear understanding
1087   of both professional and institutional expectations, relative to teaching, research/scholarly
1088   activity and service.
1089
1090   **Progress:**
1091
1092   Hamilton School of Arts, Humanities, and Social Sciences
1093
1094   • The School (AHSS) has established measurable goals for all faculty as part of the faculty
1095   evaluation process. Each area of faculty responsibility will be evaluated using at least one
1096   measurable goal.
1097   • The AHSS Mentoring Program has been successful. Two meetings are scheduled each
1098   academic year for new faculty to have access to administration, HR, and other resources. All
1099   new faculty have in-class reviews and are required visit classes of other more established
1100   faculty once per semester.
1101   • Syllabi for AHSS courses are evaluated during the Outcomes Assessment meetings at the end
1102   of each semester.
1103
1104   School of Business
1105
1106   • School of Business faculty members are reviewed annually through the LMU evaluation
1107   process in teaching, scholarly activity, and service.
1108
1109   Carter and Moyers School of Education
1110
1111   • Supervisors continued to conduct face-to-face reviews with faculty based on faculty
1112   evaluations
1113
1114   School of Mathematics and Sciences
1115
1116   • The faculty review process in the Department of Biology included an explicit discussion
1117   pertaining to a faculty member's rank advancement trajectory.
1118
1119   Caylor School of Nursing
1120
1121   • The Caylor School of Nursing follows the University guidelines for the faculty evaluation
1122   process.
1123
1124   DeBusk College of Osteopathic Medicine
1125
1126   • On an annual basis, faculty members are reviewed through the LMU evaluation process
1127   on teaching research/scholarly activity and service. These activities are quantified in a

1128	faculty workload form for review by supervisors and administration to determine level of
1129	commitment from each faculty and to also identify any workload issues.
1130	
1131	Duncan School of Law
1132	
1133	• Consistent with the University's timeline, DSOL faculty members were evaluated in
1134	Spring 2017 through the evaluation process outlined in the DSOL faculty handbook.
1135	• All members were analyzed relative to teaching, research/scholarly activities and service,
1136	and recommendations for continued employment.
1137	• DSOL is considering revisions to the faculty evaluation process to make it more objective
1138	and more clearly tie yearly cost-of-living adjustments to merit.

Strategic Goal 1: *Assess and enhance academic quality*

Objective 1.8: Offer a quality college-preparatory educational program at the J. Frank White Academy (JFWA).

Progress:

J. Frank White Academy

- *Test Scores*

    - JFWA outperformed state and national averages on the ACT and SAT exams.

        - ACT (Composite): JFWA – 22.74; State – 19.8; National – 20.8

        - SAT (Composite): JFWA – 1727; State – 1497; National – 1490

- *Enrollment*

    - Fall 2016 enrollment increased to 163 students.

- *Curriculum*

    - School improvement plan was revised to reflect current goals and initiatives for the 2016-17 academic year.
    - One school-wide STEaM unit will be planned and executed per semester. Each course offered at JFWA will integrate a unit plan into the school-wide STEaM unit.
    - On-demand writing prompts are being implemented in all JFWA courses to increase writing in all
    - JFWA maintains an Information Literacy Initiative to ensure goals are being met during daily instructional activities
        - Information Literacy is also taught as a stand-alone course during Flexblock
        - Other offerings include math, science and writing labs, intervention courses, capstone courses, and enrichment courses (such as Digital Citizenship).
    - Integration of AP courses to begin Fall 2017.
    - Professional Apprenticeship Program slated to begin Spring 2018.
        - Community Partners: Middlesboro ARH, Vaughn & Melton Consulting Engineers, Holiday Inn Express, Kentucky Orthopedic Clinic, Russel Essary Pharmacist, Commercial Bank, Campbell County District Attorney's Office, David Standifer – Law Firm
    - Mountain Fiesta- Appalachian and Latin American Culture Festival. Festival is planned and run by JFWA students in collaboration with the JFWA Spanish Instructor. The festival is held within the town of Cumberland Gap, TN.
- *International Connections*

    - Six Kanto International High School students with high levels of English proficiency were integrated into the JFWA student population during the Kanto students' visit to LMU's campus

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1179   • The remainder of the Kanto students rotated in and out of a classroom hosted
1180   within JFWA providing them with opportunities to collaborate and socialize
1181   with JFWA students.
1182   • Three JFWA students traveled to Tokyo, Japan to participate in the World School
1183   International Forum 2016.
1184   • Three students will travel to Brisbane, Australia to participate in World School
1185   International Forum 2017.
1186   • JFWA Social Studies classes participated in a Skype debate concerning international
1187   politics with students from Invicta Grammar School as a part of the school-wide
1188   STEaM unit entitled Election 2016.
1189   • Students and faculty chaperones traveled to Switzerland, Germany, and France during
1190   spring break 2016.
1191   • Students and faculty chaperones will travel to Peru during spring break 2017.
1192   • One student will participate in an international exchange with Invicta Grammar
1193   School within the United Kingdom during summer 2017.
1194   • One student was selected as an EF Global Citizen Scholar.
1195   • Two week European tour
1196   • Two day leadership conference in Milan, Italy with keynote speakers
1197   Anthony Bourdain and Raj Patel.
1198   • Recipient of journalism internship
1199   ▪ Student will run EF social media during the conference and will work
1200   with journalism mentors to publish a reflective article following the
1201   conference.
1202   • One faculty member was awarded a scholarship to participate in the Fulbright
1203   Teaching the Andes program to be held in the Andes region during summer 2017.
1204 • *Professional Development*

1205   • JFWA Professional Learning Communities (PLCs) are required to meet with
1206   University librarians periodically throughout the school year to identify resources.
1207   • Implemented PlusPortals software to enhance JFWA's blended instruction
1208   capabilities.
1209   • Integration of OneNote classroom notebooks with PlusPortals to create an
1210   interactive collaborative space for students to utilize for blended instruction.
1211   • STEaM Trainings will be hosted for JFWA Faculty members in collaboration with
1212   Oak Ridge Schools.
1213   • Collaborative team teaching opportunities will be facilitated in collaboration with
1214   Oak Ridge Schools
1215   • Faculty Data retreats will be hosted summer 2018 to disaggregate data and analyze
1216   benchmark goals for school improvement.
1217   • Nine out of twenty JFWA faculty members are currently pursuing doctoral degrees.
1218   • Twelve out of twenty teachers currently hold or are pursuing Educational Specialist
1219   degrees
1220   • Eighteen out of twenty currently hold or are in the process of pursuing a Master
1221   degree.
1222   • One faculty member will be attending AP training sessions during July 2017
1223   • One faculty Member will be attending apprenticeship program training sessions
1224   August 2017

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1225	• Four faculty members will attend the AdvancED STEM Summit conference and
1226	trainings Fall 2017
1227	• Two Faculty members will be trained as evaluators for AdvancED for 2017.
1228	• *Accreditation*
1229	• Results from AdvancED Exrenal Review conducted April 2017:
1230	Accreditation Recommendation Index of Education Quality
1231	The Index of Education Quality (IEQ™) provides a holistic measure of overall
1232	performance based on a comprehensive set of indicators and evaluative criteria. A
1233	formative tool for improvement, it identifies areas of success as well as areas in need
1234	of focus. The IEQ™ comprises three domains: 1) the impact of teaching and learning
1235	on student performance; 2) the leadership capacity to govern; and 3) the use of
1236	resources and data to support and optimize learning.
1237	
1238	The overall and domain scores can range from 100-400. The domain scores are
1239	derived from: the AdvancED Standards and indicators ratings; results of the Analysis
1240	of Student Performance; and data from Stakeholder Feedback Surveys (students,
1241	parents, and staff). The IEQ™ results include information about how the institution is
1242	performing compared to expected criteria as well as to other institutions in the
1243	AdvancED Network. The institution should use the information in this report,
1244	including the corresponding performance rubrics, to identify specific areas of
1245	improvement.
1246	

	External Review IEQ Score	AdvancED Network Average
Overall Score	391.03	278.94
Teaching and Learning Impact	392.86	268.48
Leadership Capacity	390.91	293.71
Resource Utilization	385.71	286.27

1247	
1248	Consequently, the External Review Team recommends to the AdvancED
1249	Accreditation Commission that the institution earn the distinction of accreditation for
1250	a five-year term. AdvancED will review the results of the External Review to make a
1251	final determination including the appropriate next steps for the institution in response
1252	to these findings.
1253	• JFWA will also request evaluation of STEM indicators for an additional certification
1254	through AdvancEd to become a STEM certified school Spring 2018.
1255	• *Stakeholder Involvement*
1256	• JFWA Advisory Boards meet periodically and represent a broad base of JFWA stake
1257	holders
1258	• JFWA Student Activities Board hosted 5 social events including Prom.
1259	• JFWA PTO hosted fundraisers to support academic endeavors and purchase
1260	additional supplies for teachers.
1261	• JFWA PTO plans to offer mini-grants to teachers for innovative teaching ideas and
1262	practices during future academic years.
1263	• JFWA PTO hosted a family movie night and plans to host many social activities to
1264	foster positive relationships between faculty and families.

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1265	• JFWA PTO has worked in conjunction with World School International Forum
1266	participants to develop a relationship with the LMU Organic Garden to facilitate the
1267	calls to action from the 2016 forum held in Japan. The student driven collaboration
1268	has been named project Avalon.
1269	• JFWA Booster Club will host fundraising events to supplement athletics program
1270	equipment needs.
1271	• *New Programs*
1272	• Feasibility study for JFWA Lower School program will be completed and presented
1273	for approval Fall 2017.
1274	• The JFWA Afterschool Enrichment program will continue to be piloted for the 2017-
1275	2018 Academic Year.
1276	• JFWA will refine and implement the New Teacher Induction Program during the
1277	2017-2018 Academic Year.
1278	• JFWA faculty and administrators will explore curricular collaborations and a course
1279	catalog to be shared and utilized by World School International Forum Schools.
1280	Each School will contribute a course to be hosted asynchronously on a Learning
1281	Management System and be open to qualified students from any partner school.
1282	

1283 **Strategic Goal 1:** *Assess and enhance academic quality*
1284
1285 **Objective 1.9:** Emphasize information literacy skills across the curriculum.
1286
1287 **Progress:**
1288 <u>Abraham Lincoln Library and Museum</u>
1289
1290 - ALLM is participating in a SENCER-ESE (National Center for Science and Civic
1291 Engagement) partnership with the LMU Department of Biology as well as faculty from
1292 the Departments of Geography and History. This will include teaching and content
1293 workshops for LMU students who will in turn teach local middle school students about
1294 environment and history of Appalachia.
1295
1296 <u>School of Allied Health Sciences</u>
1297
1298 *Athletic Training Program (ATP)*
1299 - Senior ATP students were required to research a topic of his/her choice and present
1300 findings in the form of a research paper and poster presentation at the spring 2017 LMU
1301 undergraduate research day.
1302 *Health, Physical Education, and Exercise Science (HPEES)*
1303 - Junior and Senior writing requirement courses are integrated to allow student to identify a
1304 research topic in a selected field.
1305 - PEXS 275: Technology for HPEES major's curriculum changes with new and improved
1306 technology.
1307 *Medical Laboratory Science Program*
1308 - Junior and senior writing requirement courses are integrated into the MLS curriculum in
1309 the MEDT 340X and MEDT 497Z courses, which help students to identify, research, and
1310 report on a selected research topic. Each addition to these courses, all MLS students are
1311 required to regularly present at the LMU MLS Continuing Education Conference each
1312 academic semester.
1313 *Veterinary Health Science Program (VHSP)*
1314 - VHSP students enrolled in the junior writing requirement class were required to present
1315 his/her research proposal during the Fall 2016 semester.
1316 - VHSP students enrolled in the senior writing requirement class were required to complete
1317 a research project of his/her choice and present findings in the form of a research paper
1318 and a poster presentation at the spring 2017 LMU undergraduate research day.
1319 *Veterinary Medical Technology Program (VMTP)*
1320 - VMTP students enrolled in the junior writing requirement class were required to present
1321 his/her research proposal during the Fall 2016 semester.
1322 - VMTP students enrolled in the senior writing requirement class were required to
1323 complete a research project of his/her choice and present findings in the form of a

40

1324	research paper and a poster presentation at the spring 2017 LMU undergraduate research
1325	day.
1326	

Hamilton School of Arts, Humanities and Social Sciences

- Library staff regularly schedule time with English classes and other program classes to discuss information literacy, the SEWS program, and use of information in composition.
- The School (AHSS) continues to use SEWS guidelines as a component of determining student and program success.

School of Business

- The undergraduate recruiter and student success coordinator provided academic support for undergraduate programs.
- ISYS 100 provided the general education core course for all LMU programs of study for development of information literacy. The Chair of Management and ISYS faculty review this program annually to ensure compliance with general education objectives and learning outcomes.

Carnegie-Vincent Library

- Librarians taught information literacy sessions and overviews of the library sessions as needed at any location. Librarians taught 160 presentations reaching approximately 3,030 persons. This was up by seven from 153 in the number of presentations and up in the number of persons reached from 2,497 to 3,030 over last year.
- The Information Literacy Librarian and the Head of Ref. and Instruction continued to provide embedded, foundational IL instruction in English Composition Courses. A Library Scavenger Hunt was also added as an IL component to the UACT course in Fall 2016.
- Subject liaisons continued to provide support in SEWS courses, including face-to-face instruction sessions and individual reference consultations.
- The Library staff recorded and will continue to record the ACRL standards and ACRL Framework threshold concepts addressed during instruction sessions.

School of Mathematics and Sciences

- Information literacy librarians were integrated into the Biology and Conservation Biology Junior/Senior Seminars as well as the undergraduate research design and analysis course.
- In the Master of Sciences program, information literacy librarians provided orientations and support for using the library resources and developing better competencies for the use of the primary scientific literature. This is integrated into all courses of the MS program.

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1367 <u>Caylor School of Nursing</u>
1368
1369 • Implementation of the QEP continues in both the ASN and BSN programs.
1370 • Graduate students in the MSN program are required to complete a research course that
1371 integrates information literacy skills.
1372
1373 <u>DeBusk College of Osteopathic Medicine</u>
1374
1375 • Information literacy is first introduced to the DO students in the Foundation of Modern
1376 Health Care Course I offered Fall of the first year of the program. Students learn to
1377 review the literature on clinical studies and must evaluate the study methods. Students are
1378 also required to produce an analysis of their review. Throughout the systems courses and
1379 clinical rotation courses (i.e., Rural Hospital), students continue to hone their literature
1380 review skills through various courses.
1381 • Information literacy is included in the Public Health and Research Methods courses for
1382 the PA program with formal application in the graduate projects and portfolios.
1383
1384 <u>Duncan School of Law</u>
1385
1386 • The Law Librarians taught Legal Research 1 and Legal Research II for the first time and
1387 will work with the writing faculty to refine the courses based on student feedback and
1388 feedback from the instructors. The Law Librarians have worked with the writing faculty
1389 to design Legal Research III which will be taught for the first time in the Fall 2017.
1390 • The Law Librarians incorporate two in-class hours of subject-specific research instruction
1391 into the curriculum of all 4000-level writing courses. Required upper-level research
1392 lectures were provided for Human Trafficking (Fall 2016), Education Law (Spring 2017),
1393 Federal Criminal Law (Spring 2017), and First Amendment (Summer 2017).
1394 • The existing two-credit hour Advanced Legal Research course has been re-classified to
1395 meet either the experiential learning requirements or the upper level writing
1396 requirements.
1397

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1398	**Strategic Goal 1:** *Assess and enhance academic quality*
1399	
1400	**Objective 1.10:** Provide appropriate academic support services.
1401	
1402	**Progress:**
1403	
1404	School of Allied Health Sciences
1405	
1406	*Veterinary Medical Technology Program (VMTP)*
1407	• All first semester students are required to attend weekly mandatory study hall sessions,
1408	held by VMTP faculty and staff members
1409	• Students with satisfactory academic progress in subsequent semesters are no longer
1410	required to attend
1411	• Students with academic deficiencies are required to attend
1412	
1413	Hamilton School of Arts, Humanities and Social Sciences
1414	
1415	• Students with academic (or other) problems are identified from 3-week grades, mid-term
1416	grades, and the <u>Enrolled but not Registered</u> report. Academic Advisors in AHSS and the
1417	Recruitment and Student Success Coordinator moved students toward needed academic
1418	support services.
1419	
1420	School of Mathematics and Sciences
1421	
1422	• Mathematics and Sciences faculty members provided incoming students a basic
1423	orientation and FAQ sessions at each New Student Registration event.
1424	• Faculty worked in conjunction with the School of Mathematics and Sciences Recruitment
1425	and Student Success Coordinator to improve student outcomes.
1426	
1427	Office of Mental Health Counseling
1428	
1429	• The LMU office of Mental Health Counseling provided mental health counseling
1430	services for 364 individuals in the LMU campus community.
1431	
1432	• Counseling staff members also provided multiple trainings for both students and
1433	faculty/staff in areas such as suicide prevention, stress management, sexual
1434	assault/domestic violence prevention, and etc.
1435	
1436	Caylor School of Nursing
1437	
1438	• All CSON sites utilize appropriate University support services. Peer tutors are typically
1439	not available at the extended sites when requested for undergraduate students, therefore

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1440   the VP for Extended Sites has made a request for a position for academic success to assist
1441   undergraduate students needing tutor support.
1442
1443   <u>DeBusk College of Osteopathic Medicine</u>
1444
1445   • LMU-DCOM offers academic support services designed to enhance learning and aid in
1446   the success of all students. Academic support services include one-on-one individual
1447   consultation, large and small group seminars and workshops, and peer tutoring. The
1448   Director of Academic Support provides proven strategies to assist students with study
1449   skills, time management, stress management and wellness, test anxiety, test-taking
1450   strategies, board preparation, and more.
1451   • The academic support services offered during the past academic year included:
1452   o Effective Study Strategies; September 16, 2017; 31 OMS I and OMS II
1453   participated
1454   o Effective Test Taking Strategies; September 16, 2017; 16 OMS I and OMS II
1455   students participated
1456   o Peer Tutor Training; August 2016, January 2017, April 2017; 29 OMS I and OMS
1457   II participated
1458   o Test Taking Strategies for COMLEX; April 17, 2017; 26 OMS II participated
1459   o How to Spend the Summer Between First and Second Year: professional
1460   development, curriculum review, and board preparation tips; April 2017; 175
1461   OMS I and OMS II students participated
1462   o Individual Consultation; 160 OMS I, OMS II, OMS III, OMS IV were seen in the
1463   past year
1464
1465

Strategic Goal 2:

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

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STRATEGIC GOAL II
1473 *Recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial*
1474 *University will be maintained to produce knowledgeable and productive citizens of society.*
1475
1476 **Objective 2.1**: *Maximize student recruitment by development of a global comprehensive*
1477 *recruitment plan.*
1478
1479 **Progress:**
1480
1481 Admissions (undergraduate)
1482 *Changes in Admissions Procedures/Policies*
1483 • New Operating System
1484 • New Undergraduate application service
1485 • New Housing Application
1486 • Added New Recruiters
1487 • Plan in place September 8, 2017. Senior Day. 2200 seniors from the surrounding
1488 counties coming for a one-day event at Tex Turner Arena. ***First Time Event for LMU***
1489 • April 22, 2017. Junior Preview Day. Chance for Juniors to apply to LMU and get
1490 accepted by June 2017. This has never been done at LMU before.
1491 • All high schools within 100 miles of LMU assigned to different recruiters and counselors.
1492 First time at LMU.
1493 • More Preview Days and Railsplitter events for this year than previous years.
1494 • NSR dates were held earlier this year.
1495 • Participated in NACAC College Fairs in Ohio, Tennessee, Kentucky and Florida
1496 • Improved Preview Day programming based on participant feedback received on prior event
1497 evaluation forms
1498 • Increased attendance – additional events were added to allow more opportunities for
1499 participation
1500 • University affordability addressed in emails, letters, presentations, and brochures
1501 • Hired recruiters for each school (modeled after the nursing recruiter position)
1502 ▪ These recruiters will also work with current students and retention
1503 • Due to increased interest, an extra overnight visit was incorporated (Railsplitter for a Day)
1504 • More use of social media (Facebook, Instagram, Twitter) to interact with prospects
1505 • Developed transfer-specific recruitment tactics
1506 • Recruiter software updated to provide enhanced services
1507 • Incorporated the new recruiters in weekly admissions staff meetings to keep all informed
1508 • Fall 2016 housing occupancy was 93.96%.
1509
1510 Duncan School of Law (DSOL)
1511 • DSOL facilities have been evaluated for potential for maximum enrollment
1512 o When consistent with the adequate delivery of the program of legal education,
1513 classrooms, offices, and meeting spaces are being utilized by other LMU programs

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1514		○ DSOL also considering additional or new programs that can be offered once full
1515		accreditation has been earned from the American Bar Association
1516	•	Targeted Facebook and website advertisements were posted by independent contractors to
1517		assist DSOL with marketing its program of legal education
1518
1519

1520 <u>College of Veterinary Medicine (CVM)</u>

1521

1522 <u>International Programs</u>

1523

1524 Maximize student recruitment by development of a global comprehensive recruitment plan.
1525 Increased efforts to coordinate international recruitment with the Office of Admissions.

1526

1527 <u>Academic Affairs</u>
1528 *Abraham Lincoln Library & Museum:*
1529 • ALLM participates in yearlong recruitment by hosting recruiting tours and managing
1530 information kiosk

1531

1532

1533 <u>Paul V. Hamilton School of Arts, Humanities, and Social Sciences</u>

1534

1535 **Progress:**
1536 • A Recruiter/Student Success Coordinator was hired last spring. Goals and
1537 objectives were emplaced, contacts and connections with faculty made, and
1538 progress toward recruitment and retention has been forthcoming.
1539 • Faculty work closely with the Recruiter/Student Success Coordinator in following the
1540 recruitment plan and in creating ways to attract new applicants.
1541 • The School has created a comprehensive recruitment plan inclusive of goals, objectives
1542 and approaches to student recruitment, retention and student success. The plan is in full
1543 operation and goals are measureable, trackable, and determinable.
1544 • The Master of Public Administration (MPA) program has developed a recruitment plan
1545 for the Knoxville region.
1546 • The Master of Science in Criminal Justice (MSCJ) program recruitment plan was created
1547 in fall of 2015 and has been revised. As a result of monitoring program growth through
1548 the Outcomes Assessment process, the program will be made fully online beginning Fall
1549 2017.
1550 • Faculty have been encouraged to increase their advising skills with training provided by
1551 the School of AHSS the first week in August. Training is required for new faculty
1552 through the AHSS mentors program. A mentor's program report is on file with the
1553 School.
1554 • Recruitment plans include dual degrees, 3+3 programs, dual enrollment, and home
1555 schoolers.
1556 • The radio program, "American Culture: Arts, Humanities, and Social Sciences," is a
1557 weekly hour-long program that details all the majors and programs available within the

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1558   School of AHSS and at LMU at large. It provides information about programs and
1559   admissions at LMU and AHSS.
1560   • The Department of Fine Arts and Communication presented its inaugural Fine Arts
1561   Showcase in Fall 2016, which hosted high school counselors and prospective students for
1562   a concert in the morning followed by individual program activities such as masterclasses,
1563   workshops, and tours of facilities in the afternoon.
1564   • The Art faculty participated in a portfolio preview event in Knoxville to recruit and
1565   elevate exposure for the LMU Art Program.
1566   • The Music Program hosted its 3rd annual Spring Choral Workshop Spring 2017; area high
1567   school choir students performed with the LMU Choirs in a final concert, after working
1568   with a guest clinician and acapella ensemble.
1569
1570 <u>Carter & Moyers School of Education</u>
1571 Employed a full-time graduate and a full-time undergraduate recruiter; identifying three regional
1572 school system contacts to work in conjunction with recruiters;
1573 Currently targeting teacher shortage areas for recruitment into initial teacher licensure programs;
1574 On-going
1575
1576 <u>Caylor School of Nursing (CSON)</u>
1577
1578   • The CSON developed a strategic plan for recruitment in all four programs: ASN, BSN,
1579   MSN, and DNP.
1580   • Advertising and information sessions have increased and, as a result, applications
1581   continue to be obtained in all programs and have increased in the BSN program.
1582   • Nursing has added a ½ time recruiter at the Harrogate site, and a full-time recruiter to the
1583   new Tampa extended site.
1584
1585 <u>School of Business</u>
1586
1587 **Progress:**
1588   • Hired undergraduate and graduate recruiter/student success coordinators. The
1589   undergraduate coordinator works closely with academic advisors and the
1590   Assistant Dean of Undergraduate Programs at the main Harrogate campus. The
1591   graduate coordinator works closely with MBA and DBA Directors as well as the
1592   Assistant Dean of Graduate Programs at the DSOL campus.
1593   • Coordinators each created a comprehensive recruitment plan conducive to each
1594   level of program (e.g. undergraduate, graduate and professional).
1595   • All program information (printed or published online) is reviewed annually to
1596   provide accurate, convenient information for the continued recruitment and
1597   retention of students at all degree levels within the School of Business.
1598
1599
1600 <u>School of Mathematics and Sciences</u>
1601

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1602 The Annual LMU STEM Academy for rising seniors across the Clinch-Powell
1603 Educational Cooperative Area was held May 16 – 18, 2017.
1604
1605 The Recruitment and Student Success Coordinator for the School of Mathematics and
1606 Sciences carried through on recruitment plans by visiting numerous regional schools and
1607 participating in college fairs. In addition numerous individual visits and tours were
1608 completed. He also coordinated efforts to follow-up on students having academic issues
1609 with individual meetings and connections with their academic advisor and/or coach.
1610
1611 Modifications to the published acceptance standards for the Master of Science program
1612 were approved by the MS Graduate Council and used by the MS Admissions Committees
1613 during the 2016-2017 cycle with a result significantly increased applicant numbers
1614 compared to the 2015-2016 cycle. The approach was to publish the "typical profile of a
1615 successful applicant" rather than absolute minimum scores or GPA levels. Currently there
1616 have been 407 applicants compared to 275 at this same point in the application cycle.
1617 Deposits for the MS program have also rebounded to match the best from previous
1618 cycles. The background check was removed from the process as it was found to be
1619 unproductive; there were no situations that merited rejection of an applicant and it
1620 delayed the ultimate acceptance.
1621
1622 Allied Health Sciences
1623 • Faculty work closely with the AHS Recruiter to create new ways to attract
1624 applicants to AHS programs.
1625 • The MLS faculty are actively involved in student recruitment as demonstrated by
1626 their participation at all new student registration programs as well as traveling and
1627 presenting at local community colleges for recruitment purposes.
1628
1629

1630 ## College of Veterinary Medicine
1631 • Aggressive recruitment for prospective DVM students by the 30th national CVM
1632   o The CVM target demographic is the top half of the 1,400 US applicants who do
1633   not receive in-state subsidized seats
1634   o CVM employs a full time recruiter to attend national conferences, pre-vet club
1635   meetings, and offer on-site tours and meetings
1636   o We are increasing the efficiency and effectiveness of recruiting activities
1637 • Staying true to our mission, we conduct recruitment efforts to prospective students
1638 throughout Appalachia and beyond
1639 • Consistently collect prospective student and college advisor data to use for follow up
1640 communication
1641 • Use technology to increase reach and visibility
1642   o Enhance social media as a recruitment tool
1643   o Enhance website to be more focused on recruiting students
1644   o Enlist an online meeting program to begin recruiting virtually using pre-vet
1645   presentation and Q&A sessions for prospective students, applicants, and accepted
1646   students
1647   o Create an admissions newsletter to use as a recruitment tool

1648	o Marketing brochures, rack cards, tear sheets, banners, and swag to be updated and
1649	disseminated
1650	• Continue to improve engagement with prospective students throughout the application
1651	process
1652	• Increase the number of highly qualified applicants
1653	o Grow strong partnerships both locally, regionally and nationally
1654	▪ Sustain and enhance existing relationships while establishing new ones
1655	▪ Cultivate recruiting relationships with colleges where other LMU-CVM
1656	departments have a relationship
1657	▪ Regional schools with robust pre-veterinary programs, as well as the
1658	largest national pre-vet programs, will be targeted for visits, presentations,
1659	and relationship building with CVM advisors and club leaders
1660	o LMU-CVM Branding Efforts
1661	▪ CVM representatives to conduct local, state, and executive board VMA
1662	presentations, host state CE conference tables, and make numerous local
1663	practice contacts
1664	• CVM stresses the hands-on nature of the CVM curriculum, the family feel of LMU and
1665	the campus community, and the relative value in comparison to out-of-state and other
1666	private school tuitions
1667	• Further development of Master of Science degree program in Biomedical Professions to
1668	provide a potential pathway to gain admission to CVM
1669	• A dual degree DVM/MBA program to provide the essential business acumen to our
1670	students
1671	• A "hub" for clinical affiliate rotations is developed in the Northeast, which will also be
1672	attractive to Northeast applicants where few veterinary colleges exist. This Buffalo, NY,
1673	hub will complement hubs already developed in Knoxville, Nashville, Lexington and
1674	Louisville.
1675	o CVM's first affiliate agreement with Daemen College was initiated Spring 2015
1676	and could deliver additional Northeast qualified applicants through a 3+4
1677	program.
1678	
1679	
1680	
1681	

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1682 **Objective 2.2**: *Meet benchmark goals as established by recruitment plans for individual*
1683 *populations.*
1684
1685 **Progress:**
1686
1687 Admissions (undergraduate)
1688
1689   Final fall 2016 applications were up 17.96%, acceptances were up 14.52% and deposits
1690   were up 8.51% (all new undergraduates at all locations) over the final Fall 2015 numbers.
1691   Current (as of June 19) fall 2017 applications are up 14.42%, acceptances are up 7.87%
1692   and deposits are up 11.85% (all new undergraduates at all locations) over the final Fall
1693   2016 numbers.
1694
1695   Final fall 2016 new undergraduate students on the main campus: 492; total Fall 2016 new
1696   undergraduate students: 691.
1697
1698   Fall 2016 housing occupancy was 93.96%.
1699
1700
1701 Paul V. Hamilton School of Arts, Humanities, and Social Sciences
1702
1703 **Progress:**
1704   • Benchmark goals are set for each major, undergraduate and graduate programs. There are
1705   10 undergraduate programs as well as two graduate programs that have measurable goals
1706   set. We believe we are on track to meet all goals.
1707   • Web pages have been updated and linked to pages with full explanations regarding
1708   programs, goals, initiatives and expectations.
1709   • All four year plans and revised program plans have been updated and installed on the
1710   website for LMU and AHSS.
1711   • Curricular information has been clarified on all four-year plans in line with the TBR
1712   pathways programs and LMU's requirements for all four-year degrees.
1713
1714
1715 Carter & Moyers School of Education
1716   Updated all recruiting materials.
1717   Developed a system for reporting recruitment and admissions data.
1718
1719
1720 Caylor School of Nursing (CSON)
1721
1722 Slightly lower enrollment goals for graduate nursing for academic year 2016-17, therefore
1723 marketing plans were made to address this issue
1724
1725
1726 College of Veterinary Medicine

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1727		•	CVM application pool increased from 822 to 1120, an increase of 36.25% in the 2016-
1728			2017 application cycle with high quality applicants continuing to seek seats
1729		•	Efforts in the Appalachian region has yielded over 30% of the incoming class originating
1730			from our regional target area
1731		•	Targeted regional schools with strong pre-veterinary programs, as well as the largest
1732			national pre-vet programs, for visits, presentations, and relationship building with
1733			advisors and club leaders
1734		•	During this recruiting season, CVM recruiters presented at 50 schools, hosted six school
1735			visits, hosted a preview day, and over 100 applicant tours.
1736		•	Redesigned the CVM website to enhance the digital presence and focus on recruitment
1737		•	Increased social media presence; added an additional social media outlet
1738			Marketing brochures, rack cards, tear sheets, banners, and swag were updated and disseminated
1739			locally, regionally and nationally by CVM recruiter, Clinical Relations and Outreach team, and
1740			travelling faculty and staff
1741			
1742			Duncan School of Law (LMU-DSOL)
1743			
1744		•	DSOL exceeded incoming student enrollment projections for the 2016-2017 academic year
1745			○ 63 students matriculated in fall 2017 (26% increase YOY) (55 predicted in the
1746			Reliable Plan)
1747			○ Five (5) transfer students matriculated in fall 2016 (0 predicted in the Reliable Plan)
1748			○ Another 20 students transferred in spring 2017 and summer 2017 (19 spring; one
1749			summer)
1750		•	For fall 2017 admission, DSOL has experienced an increase of over 70% increase in
1751			applications YOY
1752		•	As of June 14, 2017, DSOL has already exceeded its 2017-2018 enrollment projections
1753			based upon the number of acceptances and seat deposits received to date
1754			○ Seventy-seven (77) new students have accepted offers of admission (22% increase
1755			YOY) (65 predicted in the Reliable Plan)
1756			○ 17-of-the-77 incoming first-year students are identified as ethnic minorities (22%)
1757			○ An additional 12 transfer students have accepted offers of admission for the 2017-
1758			2018 academic year (11 for fall 2017 and one for spring 2018)
1759			○ Twenty-three (23) additional students accepted the opportunity to participate in the
1760			summer Admission Through Performance (ATP) Program. If they successfully
1761			complete the program and perform well on the final exam, then some of the
1762			participants could be considered for 2017-2018 admission
1763		•	Recruitment efforts throughout the Southeast Region continue, and articulation agreements
1764			have been signed by 12 colleges and universities whereby eligible applicants from those
1765			schools receive tuition discounts at DSOL if offered admission and otherwise qualify by
1766			meeting established criteria
1767		•	Marketing pieces were redesigned for use at recruiting events, the annual Open House,
1768			career fairs, and applicant meetings
1769		•	Recruitment of minority applicants remains a priority at the law school through partnering
1770			with organizations such as Council on Legal Education Opportunity (CLEO), the National
1771			Black Pre-Law Conference, the National Hispanic Pre-Law Conference, and the National
1772			HBCU Pre-Law Summit.

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1773
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1775
1776   School of Business
1777
1778   • Continued to develop intentional strategies to increase enrollment and awareness
1779   of LMU School of Business.
1780   • Implemented 10 social initiatives to provide networking and career awareness
1781   (these included students at all levels).
1782   • Implemented School of Business FaceBook (425 followers), Twitter (286
1783   followers), Instagram (300 followers) presence.
1784
1785
1786   School of Mathematics and Sciences
1787   Overall, the goal for fall 2016 undergraduate enrollment was not met. It was 249 total
1788   students including post-baccalaureate students. The actual number was 224. The goal for
1789   Fall 2017 is 255. Secondary education majors were an area where the numbers were most
1790   notably below goals. This included biology, chemistry and mathematics.
1791
1792   Recruitment goals were updated for programs in the Department of Biology in
1793   association with the Mathematics and Sciences Recruitment and Student Success
1794   Coordinator.
1795
1796   The Recruitment and Student Success Coordinator has been providing bi-weekly updates
1797   on applicant and deposited undergraduate students throughout the Spring 2017 semester.
1798   The numbers are about 25 ahead of the 2015-2016 cycle. He has also reported on fall–to-
1799   spring retention rates.
1800
1801   For the Master of Science program, the enrollment goal for fall 2016 was 148 while
1802   actual enrollment only reached 130. The Fall 2017 applicant goal of 400 applicants has
1803   been exceeded as of May 31, 2017 with 2 months remaining in the cycle. Deposits for
1804   the program are also on track to match the best cohort which was the fall 2015 group of
1805   147. Continued improvements to the applicant processing flow has helped to shorten the
1806   turn-around time from application to acceptance. The addition of an Admissions Clerk
1807   has greatly helped these efforts.
1808
1809   DeBusk College of Osteopathic Medicine
1810   • DO Program: AACOMAS data – 4832 applications received which is a 5.79% decrease
1811   from last year (average decrease per COM = -5.23% excluding newly opening schools).
1812   Although the AACOMAS applications decreased, our completed applications (with
1813   supplementals) increased by 3% to 3163. We conducted 568 interviews ; 240
1814   matriculants (still fluid) include 56% males and 44% females; 76 from TN; 23 from KY
1815   and 14 from VA; 32% diverse population; 53% from Appalachia region; and 47% from
1816   Tri-State area.

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1817	• PA Program: CASPA data – 1600 applications received; 240 students interviewed; 105
1818	matriculates include 25% males, 75% females; 42 from TN, five from KY and five from
1819	VA (60% from Southern Appalachia region)
1820	Class filled with 96 matriculates as expected
1821	
1822	
1823	
1824	Allied Health Sciences
1825	• All recruiting materials are updated regularly.
1826	• All AHS programs work closely with AHS recruiter to attract, enroll and retain
1827	students in all AHS programs.
1828	• Health, Physical Education, and Exercise Science Department uses Twitter to
1829	recruit and maintain contact with students.
1830	• The faculty of the MLS Program is working to ensure that all enrollment goals are
1831	met as illustrated by their regular recruitment presentations at local community
1832	colleges.
1833	o Class filled with 96 matriculates as expected
1834	
1835	
1836	

Objective 2.3: *Achieve and maintain appropriate enrollment levels in the graduate and professional programs to meet program capacity goals.*

Progress:

College of Veterinary Medicine (CVM)
- Recruit and retain a diverse student body
- Increase our focus on recruiting applicants with diverse qualities to veterinary medicine including male and ethnically diverse applicants
- Increase focus on recruiting applicants in the Appalachian region
- Focused efforts on educating competent and confident, productive graduates for diverse careers
- Student centric administration, faculty and staff
- 103 students compose the inaugural CVM class of 2019
- 110 students compose the CVM class of 2020
- 129 students have matriculated and will begin in August 2017 for the class of 2021
- Over 250 clinical practice sites have signed CVM contracts, and continuing to aggressively recruit additional locations
    - Diverse options for clinical year placement
- The Master of Science Biomedical Professions (Pre-Veterinary Medicine option) enrolled 15 students in the Fall 2016 semester. 15 of these students were accepted to the CVM for the Fall 2017 semester. For the Fall 2017 semester, 30 seats will be available in the MS VBS program.
- The MBA/DVM enrolled 2 students in the Spring 2016 semester.
- 41 students involved in 2017 summer research programs
    - (7) University of Kentucky
    - (23) LMU Summer Research Scholars
    - (11) CAHA Summer Student Scholars

DeBusk College of Osteopathic Medicine (DCOM)
- DCOM received 4.832 applications for the Class of 2021 and interviewed 568 applicants
- DCOM will matriculate 243 new students for the DCOM Class of 2021; the class is still fluid but so far there are 76 from TN, 23 from KY, and 14 from VA
    - 47% from the KY-TN-VA tristate area
- DCOM graduated 208 students
- 99.5% of the Graduating Class of 2016 were placed in residency programs:
    - 61% placed in osteopathic residencies
    - 37% placed in allopathic residencies
    - 2% placed in military residencies
    - 82% in a primary care track
    - 27% in Appalachian region

- DCOM will continue to work closely with LMU MS Students in Biomedical Sciences and Anatomical Sciences
    - This cycle is still fluid but so far DCOM has accepted 45 MS students

1882	• During recruitment trips, DCOM also takes material for other graduate programs

1882 • During recruitment trips, DCOM also takes material for other graduate programs
1883   including PA, MS, Nursing and Vet
1884 • The PA program matriculated 96 new students and five returning students for the Class of
1885   2017
1886
1887
1888 Paul V. Hamilton School of Arts, Humanities, and Social Sciences
1889
1890 **Progress:**
1891 • The MPA program director has developed a recruitment plan for the greater Knoxville
1892   area and region. He has attended graduate program admissions workshops and
1893   recruitment meetings this fall and spring.
1894 • Enrollment in the MPA program is in line with its proforma budget expectations. The
1895   MSCJ program has not developed enrollment as per expectations given competition it
1896   experiences. The MSCJ will be fully online Fall 2017.
1897 • The School tracks enrollment and applications via its team site, where information details
1898   the status of all applicants and registered students so to aid in contacting applicants and
1899   tracking progress for enrollment.
1900 • The graduate program team site information includes reports on registration, applicant
1901   funnel, application status, re-engagement and admissions reporting and other documents
1902   for guiding faculty and the recruiter toward meeting enrollment goals.
1903 • The Recruiter is a member of the local chambers of commerce and has established
1904   contacts with all regional two-year colleges, local high schools and Claiborne County
1905   Office of Homeschooling.
1906
1907 Carter & Moyers School of Education
1908 Along with the implementation and **continuous update** of the Comprehensive Recruitment Plan,
1909 the School of Education also participates in the following activities to promote enrollment:
1910   · Associate Dean continues to serve on the Board of the Clinch Powell Educational
1911   Cooperative to keep professional relationships and partnerships active with surrounding
1912   school systems (On-going);
1913   · School of Education hosts monthly meetings of the Clinch Powell Educational
1914   Cooperative Advisory Committee and the School deans attend meetings (On-going);
1915   · School of Education hosts the Carter & Moyers School of Education Advisory Council
1916   meetings each semester – the Council is made up of regional and surrounding state school
1917   officials (On-going).
1918
1919 Caylor School of Nursing (CSON)
1920
1921 Slightly lower enrollment goals for graduate nursing for academic year 2016-17, therefore
1922 marketing plans were made to address this issue.

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1923
1924 <u>School of Business</u>
1925
1926 - Enrolled 61 undergraduate students for the freshman class Fall 2017 ~ increase
1927   above expected enrollment of 50 new students.
1928 - Total Undergrad for Fall 2017 will include 191 students.
1929
1930 <u>School of Mathematics and Sciences</u>
1931
1932 Social media use by the MS program has improved the visibility of the MS program, especially
1933 with featuring a Student of the Week profile on Facebook. This improves the amount of chatter
1934 online about the program which usually impacts perceptions in a positive manner.
1935
1936 <u>Duncan School of Law</u>
1937
1938 - DSOL facilities have been evaluated for potential for maximum enrollment
1939   o When consistent with the adequate delivery of the program of legal education,
1940   classrooms, offices, and meeting spaces are being utilized by other LMU programs
1941   o Also, started the process to consider additional/new programs that can be offered
1942   by the law school once full accreditation from the American Bar Association has
1943   been awarded.
1944 - Targeted Facebook and website advertisements were posted by independent contractors to
1945   assist DSOL with marketing its program of legal education
1946 - DSOL added a part-time flex program option to its part-time offering in an attempt to make
1947   the day-time part-time program more attractive to working professions
1948

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1949 **Objective 2.4**: *Achieve and maintain appropriate enrollment levels at the J. Frank White Academy*
1950 *(JFWA) to meet program capacity goals.*
1951
1952 **Progress:**
1953
1954 Academic Affairs
1955 *J. Frank White Academy:*
1956 • Continue to market the Academy and its programs in targeted locations using social
1957 media, signage, and commercial advertising
1958 • Maintain and periodically evaluate a marketing plan for the Academy
1959 • Pursue a diverse enrollment (e.g., community students, international students, etc.)
1960 • JFWA will continue to work in coordination with Academic Affairs to develop a private
1961 lower school feasibility study evaluating the cost to operate a pre-k through grade 5 lower
1962 school.
1963 • Fall 2016 enrollment for JFWA reached 163 students
1964 ○ Spring 2017 enrollment dropped to 160
1965 • JFWA hosted a preview night for interested prospective students and families
1966 • JFWA hosted a high volume of preview students throughout the academic year
1967 ○ During the Spring semester, JFWA averaged 1 preview student each week
1968 • JFWA administration will continue to collaborate with LMU Marketing to maintain and
1969 execute the JFWA Marketing and Recruitment Plan
1970 • Maintained part-time homeschool program
1971 • The JFWA middle school boys basketball program started Fall 2015 and will continue
1972 forward into 2017
1973 • The JFWA middle school girls basketball and cheer programs will start Fall 2017
1974 • World School International Forum initiated development of a study abroad exchange
1975 program
1976 ○ JFWA was invited to participate in development and participation
1977 ▪ Participation will be contingent upon the development of a homestay
1978 program for families interested in exchange opportunities
1979 ▪ The first JFWA student to participate in the World School Exchange
1980 Program will travel to Invicta Grammar School in the United Kingdom in
1981 July 2017.
1982 JFWA administrators plan to host Invicta students during the 2017-2018 academic year.
1983
1984
1985

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1986	**Objective 2.5**: *Improve the persistence and progression rates for students in undergraduate,*
1987	*graduate, and pre-professional programs.*
1988	
1989	

1990 Paul V. Hamilton School of Arts, Humanities and Social Science (AHSS)

1991 • The School of AHSS engages students in academic and quasi-academic programs and events
1992 in a wide variety of ways which improves persistence and academic success rates; some
1993 examples from this past year include:

1994 o English program essay contest for local high school AP English class students

1995 o Hosting Social Work practitioners for panel discussions for junior students

1996 o Re-establishment of the LMU Players theater group

1997 o Engaging students in student travel to conferences in cities including Las Vegas,
1998 Orlando, Washington DC, Kingsport, Nashville, and St. Louis.

1999 o Implementing a faculty mentoring program to improve awareness of advising
2000 opportunities for curricular and student service needs.

2001 o Providing opportunities for internships and work with faculty on current research

2002 o The MPA program initiated a lecture series for local practitioners to talk with
2003 graduate and law students about community opportunities and job options.

2004 o MCOM students are now anchoring LMU News at Sigmon. Students have
2005 contributed news packages, sports packages and written scripts, while anchoring the
2006 news and sports segments.

2007 o MCOM students produced promotional videos for class including a video for the Art
2008 Program and a video for DSOL.

2009 o The Music Program's Fall 2016 Concert Schedule included:

2010 ▪ September 12- Core Ensemble performing *Tres Vidas*
2011 ▪ September 14- L & M Piano and Percussion Duo
2012 ▪ October 18- University of Alabama at Birmingham Chamber Trio
2013 ▪ November 12- First Annual Fine Arts Showcase Day
2014 ▪ November 15- LMU Choirs Winter Concert
2015 ▪ November 17- Dr. Robert Young, saxophone recital
2016 ▪ December 1- Knoxville Symphony Chamber Orchestra with LMU
2017 Choirs
2018 ▪ December 4- LMU Bands Winter Concert

2019 o The Music Program's Spring 2017 Concert Schedule included:

2020 ▪ Francesca Anderegg, violin recital
2021 ▪ LMU Choral Workshop featuring Greyscale
2022 ▪ LMU Bands Spring Concert
2023 ▪ The Nordic Fiddler's Bloc
2024 ▪ LMU Honor Band Festival
2025 ▪ Spring Musical Production of Fiddler on the Roof
2026 ▪ *les Freres Meduses,* guitar duo
2027 ▪ LMU Choirs Spring Concert

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2028	▪ LMU Bands "Pops" Concert
2029	• Four graduating social work students have been admitted to graduate programs in Tennessee
2030	and Kentucky.
2031	• The Office of Admissions and the Office of Financial Aid agreed to offer all accepted
2032	Honors Scholars students, $2500 scholarships beginning Fall 2017.
2033	
2034	
2035	
2036	School of Mathematics and Sciences
2037	
2038	Retention and completion of the MS Veterinary Biomedical Sciences program was 100 percent.
2039	The overall retention rate for the School of Mathematics and Sciences was 89% from fall 2016 to
2040	spring 2017 based in list of eligible students in the programs on the 12th class day.
2041	A more holistic student advising paradigm which did not simply focus on making a schedule was
2042	discussed in Department of Biology meetings and adopted as the model for advising students.
2043	
2044	Student and Enrollment Services
2045	☐ Persistence Rates
2046	First-time, full-time Freshmen Fall 2016 to Spring 2017 Persistence rate: 86.53%
2047	First-time, full-time Freshman Fall 2015 to Spring 2016 persistence rate: 87%
2048	First-time, full-time Freshmen Fall 2014 to Spring 2015 persistence rate: 89%
2049	First-time, full-time Freshmen Fall 2013 to Spring 2014 persistence rate: 87%
2050	First-time, full-time Freshmen Fall 2012 to Spring 2013 persistence rate: 85%
2051	
2052	
2053	New transfer students Fall 2016 to Spring 2017 persistence rate: 86.4%
2054	New transfer students Fall 2015 to Spring 2016 persistence rate: 87%
2055	New transfer students Fall 2014 to Spring 2015 persistence rate: 88%
2056	New transfer students Fall 2013 to Spring 2014 persistence rate: 79%
2057	New transfer students Fall 2012 to Spring 2013 persistence rate: 67%
2058	
2059	☐ Retention Rates
2060	First-time, full-time freshmen Fall 2015 to Fall 2016 Retention rate: 68.62%
2061	First-time, full-time freshman Fall 2014 to Fall 2015 retention rate: 67%
2062	First-time, full-time freshman Fall 2013 to Fall 2014 retention rate: 72%
2063	First-time, full-time freshman Fall 2012 to Fall 2013 retention rate: 66%
2064	First-time, full-time freshman Fall 2011 to Fall 2012 retention rate: 71%
2065	
2066	
2067	Fall 2015 to Fall 2016 overall undergraduate retention rate: 72.64%
2068	Fall 2014 to Fall 2015 overall undergraduate retention rate: 78%
2069	Fall 2013 to Fall 2014 overall undergraduate retention rate: 75%
2070	Fall 2012 to Fall 2013 overall undergraduate retention rate: 76%
2071	Fall 2011 to Fall 2012 overall undergraduate retention rate: 73%

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2072
2073   ☐   Graduation Rates
2074   Six-year graduation rate for the 2011 cohort: 44.65% (Unofficial)
2075   Six-year graduation rate for the 2010 cohort: 64% (IPEDS Data)
2076   Six-year graduation rate for the 2009 cohort: 53% (IPEDS Data)
2077   Six-year graduation rate for the 2008 cohort: 47% (IPEDS Data)
2078   Six-year graduation rate for the 2007 cohort: 53% (IPEDS Data)
2079   Six-year graduation rate for the 2006 cohort: 49% (IPEDS Data)
2080   Six-year graduation rate for the 2005 cohort: 49% (IPEDS Data)
2081   Six-year graduation rate for the 2004 cohort: 32% (IPEDS Data)

2082
2083   Academic Affairs
2084   *Academic Support:*
2085   • The Office of Academic Support contacted all students on Third Week Grade or Midterm
2086   Report who had at least one D or F
2087   o The Third Week Grade Report included 86 students who had at least one D or F
2088   o This is 5 % of all undergraduates (86/1565) (Not full-time equivalent).
2089   o 100% of all qualifying students were contacted by either Academic Support staff
2090   or their academic advisor by email to meet and recommend tutoring
2091   • The Office of Academic Support contacted all students on Midterm Report with at least
2092   one D or F
2093   o The Midterm Report included 78 students who had at least one D or F
2094   o This is 5% of all undergraduates (78/1565)
2095   o 100% of all qualifying students were contacted by either Academic Support staff
2096   or their academic advisor to meet and recommend tutoring
2097   • The Office of Academic Support ran a Final Grade report of students who had at least
2098   one D or F
2099   o On the Final Grade Report 82 students had at least one D or F
2100   o This was 5% (82/1565) of all undergraduates.
2101   o Of those with at least one failing grade at Third Week Report (86) only 61 had at
2102   least one failing grade at Final grade (61/86). **30% improvement**.
2103   o Of those with at least one failing grade at Midterm (78) 61 had at least one failing
2104   grade at Final grade (61/78). **22% improvement.**
2105   • The Tagge Center for Academic Support provided 1823.96 hours of tutoring for the Fall
2106   2016 and Spring 2017 semesters.
2107   • During the academic year (Fall 2016 to Spring 2017) the Office of Academic Support
2108   responded to 219 student welfare alerts generated by professors who felt the student(s)
2109   had an academic need that warranted extra attention
2110   o 100% of all alerts generated an email to the student asking them to meet with
2111   Academic Support staff
2112   o Appropriate information was shared with the referring professor
2113   o 100% of all students identified by the Student Welfare Alert system were offered
2114   academic counseling

2115   • 100% of all students on Academic Warning or Academic Probation were offered
2116   academic counseling.
2117   • Of the 60 students on Academic Warning for Fall 2016, 15 did not register for the Spring
2118   Semester 2016. (**75%** Fall 2016 to Spring 2017 retention rate).
2119   o Of those remaining 60, 100% were contacted and offered academic support.
2120   o 21 out of the remaining 45 had a Spring 2017 semester GPA above a 2.0, thus
2121   removing the warning (**47% improvement**).
2122   o 40 of the original 60 had a schedule for Fall 2017, showing a Fall 2016 to Fall
2123   2017 retention rate of **67%**.
2124   • Of the 10 students on Academic Probation for Fall 2017, the Director of Academic
2125   Support offered 100% academic counseling and met personally with 80% of them.
2126   o Of the 10 students, 8 had a Spring 2017 schedule (**80% retention**).
2127   o Of the 8 who registered for Spring 2017, 3 had a Spring 2017 semester GPA over
2128   2.0 (**38%**).
2129   o Of the 10 original Fall 2016 probation students, 4 have an entered schedule for
2130   Fall 2017 (**40%** retention rate Fall 2016 to Fall 2017).
2131   o 3 of the 4 who have registered for Fall 2017 now have cumulative GPA's over 2.0
2132   thus removing the academic probation (**30%** improvement from Fall 2016).
2133

2134 ## *Cornerstone:*

2135

2136 **Overview of Cornerstone Program - Fall 2016 to Spring 2017**
2137

Incoming Fall 2016 Cohort	# Placed on Academic Warning	# Placed on Academic Probation	# Placed on Academic Suspension	# Withdrew during Fall 2016 Semester	# Transferred **out** after fall 2016 semester	# Transferred **in** Spring 2017	# Registered for Spring 2016
29	7	0	0	2	4	4	27

2138
2139   • Academic retention rate from Fall 2016 to Spring 2017 = **93.1% or 27 of 29 remained**
2140   **academically eligible to return for Spring 2017**
2141   • Matriculation rate for <u>original</u> cohort (excluding transfers <u>out</u> and withdraws from Fall 2016) =
2142   **79.3% or 23 of 29 registered and enrolled in Spring 2017**
2143   • Noteworthy Happenings:
2144   1. Two Cornerstone students withdrew mid-semester
2145   2. Two of the four transfers **out** were in good academic standing; two were placed on academic
2146   warning
2147   3. Three of the four students transferred **out** for athletic reasons. One transferred **out** for social
2148   reasons
2149
2150 **Overview of Cornerstone Program – Spring 2017 to Summer 2017**
2151

Incoming Spring 2017	# Placed on Academic Warning	# Placed on Academic Probation	# Placed on Academic Suspension	# Withdrew during Spring 2017 Semester	# Transferred **out** after Spring 2017 semester	# Registered for Fall 2017
27	2	3	1	2	0	22

- Academic retention rate for Spring 2017 to Summer 2017 = **88.9% or 24 of 27 remained academically eligible to take summer courses and/or return for Fall 2017**
- Projected matriculation rate for Fall 2017 (excluding transfers out, withdraws, and suspensions from Spring 2016) = **81.5% or 22 of 27 have registered for Fall 2017**
- Noteworthy Happenings:
  1. Two Cornerstone students made the Dean's List (3.5 or better in Spring Semester)
  2. Two Cornerstone students withdrew mid-semester
  3. One Cornerstone student was socially suspended for Fall 2017 but was academically eligible to return

Overview of Cornerstone Program – Fall 2016 to Fall 2017

Incoming Fall 2016	# added in Spring 2017	Total # in 2016-2017 Cohort	# Placed on Academic Suspension 2016-2017	Occurrences of Academic Probation for 2016-2017	Occurrences of Academic Warning for 2016-2017	# of Withdrawals during 2016-2017	# Transferred **out** during 2016-2017	# Registered for Fall 2017
29	4	33	1	3 / 3 actual	9 / 7 actual	4	4	22

- Academic Retention rate for *2016-2017* = **84.8% or 28 of 33 remained academically eligible for Fall 2017**
- Projected yearly matriculation rate from Fall 2016 to Fall 2017 = **66.7% or 22 of 33 have registered for Fall 2017**
- Projected **viable** yearly matriculation rate from Fall 2016 to Fall 2017 (excluding transfers out, withdraws, and suspensions from Fall & Spring) = **91.7% or 22 of 24 have registered for Fall 2017**
- Noteworthy Happenings:
  1. Two students have not completed registration but were advised and provided a schedule

Allied Health Sciences
- All Programs have processes in place to identify struggling students (academic, social, etc.) early in their progression through their respective curriculum
  o Once identified, faculty members work closely with the student and appropriate Student Services office (s) to ensure students receive needed support
- All Programs have academic progression policies in place
- Any student that faces dismissal from his/her program meets with his/her academic advisor to identify an alternative major at LMU in an effort to support University retention
- Two faculty members participate in instruction of sections of UACT 100

63

2187
2188 <u>Caylor School of Nursing (CSON)</u>
2189
2190 • The CSON identified a retention committee for the ASN program several years ago
2191 because retention has been an issue. Retention in the ASN program has improved
2192 slightly over the last 2 years at several sites.
2193
2194
2195 <u>School of Business</u>
2196
2197 **Progress:**
2198 • Implemented a referral program for current LMU students transitioning to
2199 MBA/DBA.
2200 • Provided outreach visits to area high schools, industry, hosting parent/student
2201 tours, working collaborative with the Admissions office and providing assistance
2202 during new student registration orientation sessions throughout the academic year.
2203 • Faculty and coordinators actively participated within the Tennessee Promise
2204 program.
2205 • Half of the new undergraduate student recruiter's role for the School of Business is that
2206 of student success coordinator.
2207 • The MBA program in School of Business did a full-individualized program completion
2208 plan for all students.
2209 • The School of Business retained a higher percentage of freshmen that will enter
2210 sophomore status compared to the previous year.
2211 • The School of Business invited students to quarterly social gatherings with the Dean,
2212 faculty, and staff.
2213 • The School of Business determined that half of students transferring out of the school left
2214 due to athletic transfers.
2215 • The School of Business implemented a faculty and staff mentoring program to improve
2216 student success.
2217 • The School of Business participated in IEC's advising study.
2218
2219
2220 <u>Allied Health Sciences</u>
2221 • All AHS programs have processes in place to identify struggling students early in
2222 their progression through their respective curriculum.
2223 o Once identified, faculty members work closely with the student,
2224 appropriate Student Services office and AHS retention office to ensure
2225 students receive needed support.
2226 • All AHS programs have academic progression policies in place.
2227 • Any student that faces dismissal from his/her program meets with his/her
2228 academic advisor to identify an alternative major at LMU in an effort to support
2229 University retention.
2230 • Two faculty members participate in instruction of sections of UACT 100.

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2231   •   The MLS faculty continues to meet regularly with all of the MLS students so that
2232   the progression rates goals are met in the MLS Program.
2233
2234   •   The School of Business participated in IEC's advising study
2235
2236 DeBusk College of Osteopathic Medicine
2237

Incoming Cohort	Cohort Size	Program Completion			Completion Rate
		4 years	5 years	> 5 years	
Fall 2007	160	129	20	2	94.4%
Fall 2008	160	125	16	4	90.6%
Fall 2009	162	126	16	3	89.5%
Fall 2010	162	130	11	2	89.0%
Fall 2011	162	134	13	1	91.4%

2238
2239
2240 College of Veterinary Medicine
2241   •   Faculty were readily available to meet with students during office hours, in person
2242   scheduled meetings, by phone, video conference or through email
2243   •   CVM established an Advising program in which all students were assigned a faculty
2244   advisor that they met with on a regular basis
2245   •   Set up a peer to peer tutoring "Big Sibling Little Sibling" program
2246   •   Developed and implemented regular student workshops that covered topics such as
2247   resume writing
2248   •   Regularly held "Dean's Hour" where the CVM Administration met with the students to
2249   provide updates and answer questions in an open forum
2250   •   Optional review sessions held on campus as well as via videoconference
2251   •   LMU Wellness Committee formed
2252   •   Frequent Student Services wellness events
2253   •   Numerous guest speakers and extracurricular hands on training activities
2254   •   Expert non-resident faculty provide specialized lectures throughout the curriculum
2255   •   Encourage students to attend national veterinary conferences and events throughout their
2256   education
2257   o   Class schedule allows students to attend events without missing critical material
2258   •   Career mentor program to be implemented before clinical year
2259   •   Established remediation program for summer

65

2260   Established LMU North American Veterinary Licensing Examination preparation course

Objective 2.6: *To improve student success by increasing student use of available services.*

Career Services

Progress:
- Utilize Focus2 software in UACT courses and in one-on-one appointments to help advise and direct students to appropriate majors and career paths to enhance persistence.
- Provide graduate school and career fairs each semester to prepare students for planning during and after their collegiate career.
- Student attendance to career fair events has quadrupled and employer attendance has tripled through outreach and marketing initiatives.

Visit service area high schools to conduct workshops on college application etiquette and personal statement writing to enhance LMU's visibility and aid in recruitment

Caylor School of Nursing (CSON)

- This continues to be a problem for the CSON since the majority of CSON sites are extended sites. Student tutors for Nursing students are rarely available. We are working on solutions to help improve this issue.

College of Veterinary Medicine

- The classes have founded seventeen LMU student chapters of national veterinary organizations thru volunteer opportunities with animal organizations
  - Over 80% of our students are involved in at least one of these student chapters, many are involved in multiple organizations
  - LMU students participate in veterinary medicine thru national and global impact CE and experiential opportunities.
- Hired administrative assistant to Student Services and Admissions to work with students and student organizations to ensure they have resources to be successful
- Conducted periodic student surveys to give students the opportunity to provide feedback on services offered
- Comments from Comment Box in student lounge are addressed monthly at Deans Executive Council
- Conduct end of course surveys
- Collaborated with the LMU main campus and DCOM Student Services to provide an array of student services and student activities
- Open door policy for all student service offices

Office of Mental Health Counseling

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2304 The LMU Office of counseling now provides counseling services in the Knoxville area (Cedar
2305 Bluff and the DSOL) three days per month.
2306
2307 Counseling staff currently seeking licensure in both Kentucky and Florida in an attempt to
2308 increase student access to counseling services in these states.
2309
2310 Counseling Center now utilizing a HIPPA encrypted online scheduling platform to allow
2311 students to schedule appointments quickly/easily
2312
2313 The Director of Counseling is currently working with a company called Protocall (a 24/7 crisis
2314 call center staffed with licensed mental health professionals) to offer after-hours crisis
2315 management services for all LMU students regardless of the student's current location.
2316
2317 School of Business
2318
2319 **Progress:**
2320 - Integrated course assignments within each concentration to increase research
2321 awareness and abilities.
2322 - Dr. Edwin Quinn took three students to the Sullivan Foundation sponsored
2323 Diversity Retreat held at Kanuga, in Hendersonville, NC.
2324 - Assisted with the recruitment and hiring of an advanced accounting tutor for
2325 graduate students.
2326 - Advisors worked closely with Cornerstone, SSS and Tagge Center to assure
2327 student success within the School of Business.
2328 - Inclusion of SEWS paper writing requirements at the Junior and Senior level
2329 require students to log a minimum of 10 hours with a librarian to increase
2330 research application, knowledge and APA writing.
2331 - Three School of Business faculty have taught UACT-100.
2332 - The School of Business is reinstating the ENACTUS student group.
2333 - The School of Business conducted end of semester student course evaluations for the fall
2334 and spring semesters as well as oral exit interviews with graduating students.
2335
2336
2337 DeBusk College of Osteopathic Medicine
2338
2339 - Two (2) financial services officers are available to support both the DO and PA program
2340 students
2341 o The office provides student debt management seminars and provides students
2342 periodic emails regarding scholarship opportunities
2343 o Each officer provides one-on-one counseling for students as needed with an open
2344 door policy
2345 - A student activities office supports both the DO and PA student government clubs (35+)
2346 and interprofessional community activities
2347 o For the DO program, small groups are created to create "colleges" where students
2348 participate in recreational activities, study groups, and fellowship within a smaller
2349 community of a large class size

2350   • A new full-time academic support person (Dr. Justina Hyfantis) started last August to
2351   support students from the DO, PA and Vet program.
2352
2353
2354   Abraham Lincoln Museum
2355
2356   Dr. Robert L. Kincaid Endowed Research Center identified an LMU senior to be the 2017
2357   Student Researcher. She is analyzing the political positions within the *Evangelical Family*
2358   *Library* published by the American Tract Society in the 1830s.
2359
2360
2361   Paul V. Hamilton School of Arts, Humanities, and Social Sciences

2362
2363   **Progress:**
2364   • AHSS held a workshop about advising students for success and has had several staff
2365   speak at school meetings about the Tagge Center and student success initiatives.
2366   • The Dean of AHSS is a member of the Student Success Council and attend meetings
2367   regularly.
2368   • The Recruiter in coordination with advisors requires feedback on students that are
2369   enrolled but not registered. This information often progresses to students being sent to
2370   the Student Success staff in Academic Support Services and the Office of the
2371   Registrar and Financial Aid Office for help to remain at LMU and become successful.

2372
2373   Student Services

2374
2375   • Partnered with Academic Affairs to implement our new vision for the ***Lincoln Ambassadors***
2376   to serve as First Year Experience Peer Mentors, beginning with ***Welcome Weekend 2016*** and
2377   continuing in the ***UACT 100*** courses.
2378
2379   • Partnered with Academic Affairs and Athletics to implement the First Year Experience
2380   "***PASSPORT TO SUCCESS***" program. Awarded two Sophomore Year Scholarships for
2381   students who attended all 44 educational and social programs during the "1st Six Weeks" of
2382   the Fall semester.

2383   • Partnered with Academic Affairs to host bi-weekly "***Dine with the Mind***" programs to
2384   facilitate out-of-class interactions with faculty and students.

2385   • Initiated weekly "***Lincoln's Lounge***" mystery programming to promote social and academic
2386   integration for students, particularly targeted at first year students.

2387   • Hosted ***175 Student Activity Events*** and recorded 8,905 student participations for the 2016 –
2388   2017 academic year.
2389
2390   • ***Partnered with Abe's Army and Athletics*** to sponsor *Pack the House events* during Bowling,
2391   Men's and Women's Soccer, Men's LaCrosse, Men's and Women's Volleyball, Men's and

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2392   Women's Basketball, Tennis, Baseball, and Soft Games to increase fan involvement and
2393   school spirit.
2394

2395 •   Expanded Residence Life's role in *educational and social programming* for on-campus
2396   residents.
2397   o Continued to collaborate with Student Life to offer 13 programs for all students,
2398   reaching 350 students.
2399   o Coordinated an additional 43 Residence Life-sponsored programs for undergraduate
2400   residents.
2401   o Coordinated 18 programs for 250+ graduate and professional student residents;
2402   collaborated with DCOM Student Activities to make these events successful.
2403

2404 •   Implemented the *5 Star Program for Student Clubs & Organizations* to provide structure
2405   and incentives to be involved in educational, social, and community service programs
2406   throughout the year.

2407 •   Created the first *Student Clubs/Organizations Handbook.*

2408 •   Conducted the first *Club Officers Training Workshops* and *Club Advisor Training*
2409   *Workshops* to enhance student clubs/organizations involvement on-campus.

2410 •   Collaborated with *23 student clubs/organizations and academic departments* on co-
2411   sponsored activities.
2412

2413 •   Trained 4 Lincoln Ambassadors and 6 Federal Work Study students to assist with the
2414   *Lincoln's Activities Board* in order to increase student developed programming and foster
2415   support of activities amongst campus organizations.
2416

2417 •   Drafted a *5-year Greek Life Strategic Plan* to increase the number of LMU students
2418   involved in fraternities and sororities; reviewed and approved by the *Inter-Greek Council.*
2419

2420 •   Sought recommendations from faculty and staff to identify first year students with leadership
2421   potential and invited them to our *2nd Annual Rising Stars Dinner.*

2422 •   Planned and implemented our *2nd Annual Student Leadership Retreat* to enhance student
2423   leaders' leadership skills, enhance collaboration and cooperation, and build community
2424   among student leaders.

2425 •   Hosted the inaugural *Student Leadership Banquet* where 79 student leaders, clubs, and
2426   faculty/staff advisors were recognized for their positive contributions to LMU.
2427

2428 •   Hosted the *Fall 2016 and Spring 2017 Dean's List Luncheon* for over 60 honor students.
2429

2430 •   Collected *Fitness Center traffic data* in 2-hour increments to improve departmental
2431   efficiency and planning, including:
2432

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2433   o   Total Visits: Fall 2016 = 12,688 and Spring 2017 = 14,910 (130 visits per day)
2434   o   Busiest Time Frame: 4:00 – 8:00 PM daily (30.8% of visits)
2435

2436 • Added three *Group Fitness classes* to accompany ZUMBA (average attendance = 30):
2437 Bootcamp (average attendance = 12), Total Body Conditioning (average attendance = 6, and
2438 Yoga (average attendance = 11)
2439

2440 • Partnered with DCOM to organize campus-wide (undergraduate, graduate, and faculty/staff),
2441 7-week*, 5v5 Co-Recreational Intramural Basketball League* for 103 participants on 12
2442 teams (largest league in several years).
2443

2444 • Implemented bi-weekly "*Wellness Wednesday" programming* during meal times to increase
2445 education and awareness about various health and wellness topics.
2446

2447 • Participated in the *One Health Initiative* to create learning opportunities for undergraduates
2448 and graduate/professional students.

2449 • Created the *Healthy Splitters Challenge*, a 10-week health and wellness challenge that
2450 included incentives for exercising, attending workshops, and participating in relevant events
2451 offered by other Student Services areas.
2452

2453 • Led sixteen *High Adventure Ropes Course* groups for 481 participants.
2454

2455 • Led two *High Adventure Excursions* for backpacking, hiking, caving, and snow skiing for
2456 74 student participants.
2457

2458 • Participated in the *Outdoor Nation Campus Challenge* which included weekly outdoor
2459 related prizes for the 6-week challenge and encouraged students, faculty, and staff to
2460 participate.

2461 • Received *Enterprise Holdings Foundation Grant for $2,500* to improve the quality of the
2462 Bicycle Friendly Campus program.
2463

2464 • Checked-in a total of **979 Undergraduate students** at THE LMU POOL during the 2016 –
2465 2017 academic year.

2466 Duncan School of Law (LMU-DSOL)
2467 • DSOL administrators have increased collaboration with undergraduate and other graduate
2468 and professional programs by guest lecturing or teaching in Criminal Justice, Business and
2469 Political Science courses.
2470 • When available, DSOL faculty members are assisting in the Pre-Law, Political Science and
2471 Criminal Justice programs by teaching independent study courses for undergraduate
2472 students.
2473 • As part of its Professionalism Series, Student Services hosted a series of legal leaders from
2474 the Knoxville community and beyond, that provided insight into various aspects of the

2475   legal profession and the demands and responsibilities associated with the duties of an
2476   attorney.
2477 • Student Services promoted and provided many pro bono opportunities and led the school's
2478   Access to Justice Initiative with the Tennessee Bar Association.
2479 • Student Services held several campus events for students including a professionalism series
2480   events intended to educate students on the law and various aspects of being a practicing
2481   attorney, and advised the Student Bar Association in all activities, including the annual
2482   Barristers' Ball.
2483 • Provided on-site anonymous counseling for students
2484 • Provide parking and accommodations for students with varying needs
2485 • Career Services are being utilized significantly by DSOL students and graduates, resulting
2486   in a 100% employment rate for May 2016 graduates (82.3% J.D. Required* or Advantage;
2487   17.6% Professional).
2488
2489
2490

2491 **Objective 2.7**: *To provide appropriate student aid awards to eligible students.*
2492
2493 **Progress:**
2494
2495 <u>Student and Enrollment Services</u>
2496 • Made brief "College Expectations" presentations to 10 UACT 100 courses
2497 • Formed the Student Life Co-Programming Team to encourage institutional collaboration in
2498   planning events for undergraduate and graduate students
2499 • Formed Diversity Appreciation Committee made up of a cross-section of students, faculty,
2500   and staff to advise the Office of Multicultural Student Services on the needs of
2501   underrepresented students from their departments' perspective
2502 • Formed the International Student Services Task Force to encourage inter-departmental
2503   collaboration to serve international students
2504 • Started International Student Union to provide a support network for international students
2505   and American students who want to learn about other cultures
2506 • Collaborated with Career Services to plan and implement a Career & Community Service
2507   Fair
2508 • Restructured the Resident Director position and developed a Resident Director duty schedule
2509   which includes office hours from 8:00 am – 8:00 pm
2510 • Clarified the roles and responsibilities of the Resident Assistant position and developed a
2511   Resident Assistant duty schedule which includes office hours after 4:30 pm and nightly
2512   "rounds" at 9:00, 10:00, and 11:00
2513 • Created and introduced a 100+ page RA Manual to be used during training and to be kept by
2514   RAs as a reference throughout the school year
2515 • Improved service to students and parents by instituting a 24/7 housing hotline which provides
2516   a way for on-campus residents to reach a Residence Life staff member at any hour, of any
2517   day, every day of the year
2518 • Introduced an RA Challenge to encourage more educational and social programming within
2519   the halls, resulting in eighteen additional programs for Spring 2016
2520 • Utilized the Resident Assistants to follow up with residents about registering for classes and
2521   completing the housing update process for Fall 2016 in order to help with retention efforts
2522 • Improved service to students and employees by adding IDs, Parking Permits, and FERPA
2523   waivers as functions of the Office of Residence Life
2524 • Increased faculty, staff, and student access from 4 hours/day to 12 hours/day
2525 • Re-vitalized Welcome Weekend educational programming to include a New Student
2526   Convocation and Student Services Departmental Info Sessions
2527   o Instituted "All Weekend, Every Weekend" programming to plan on-campus events
2528   and off-campus trips on Fridays, Saturdays, and Sundays
2529 • Partnered with Residence Life and the Wellness Center Staff to revitalize Intramural Sports
2530   involvement on campus. Created "friendly competitions" among residence areas to develop
2531   "Area Pride"
2532 • Planned and coordinated monthly "Get Outta Town" shopping shuttles

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- 2533 • Collaborated with the extended learning sites to host Student Appreciation Days, including
- 2534 Free Breakfast on test dates, Pizza Parties, and drawings for LMU apparel and accessories
- 2535 • Hosted Free Donut and Coffee events the week of Early Registration to encourage students to
- 2536 register for Fall 2016 classes
- 2537 • Began discussions about how to utilize Federal Work Study and Institutional Scholarships
- 2538 dollars to enhance student leadership opportunities
- 2539 • Sought recommendations from faculty and staff to identify "rising stars" with leadership
- 2540 potential and invited them to the Rising Stars Dinner
- 2541 • Planned and implemented the 1st Annual Student Leadership Retreat to enhance student
- 2542 leaders' leadership skills, enhance collaboration and cooperation, and build community
- 2543 among student leaders
- 2544 • Developed a Strategic Housing Plan for 2016-2017 and designed new paperwork to provide
- 2545 opportunities for returning students to choose their housing assignment before the end of
- 2546 Spring 2016 semester and new students to be placed according to a retention-focused model
- 2547 • Transformed the Lincoln Ambassadors program into First Year Experience Peer Mentors for
- 2548 2016-2017
- 2549 • Developed the PASSPORT TO SUCCESS program to improve the first year experience for
- 2550 LMU students and create a synergistic partnership with the UACT courses/faculty for 2016-
- 2551 2017
- 2552 • Developed a 5 Star Program for Student Clubs & Organizations to increase student
- 2553 involvement in academic societies, social clubs, Greek Life, and Athletics for 2016-2017
- 2554 • Created the Fall 2016 and Spring 2017 Student Activities Calendar to be included in the
- 2555 LMU School Datebooks for the 2016-2017 Academic Year
- 2556 • Created the inaugural Lincoln's Activities Board to plan, implement, and review student-led
- 2557 campus activities, beginning in the 2016-2017 academic year

2558 College of Veterinary Medicine (CVM)
2559
- 2560 • CVM suffers a strategic disadvantage vs. legacy schools in scholarship offerings. Significant
- 2561 efforts have resulted in some scholarship offerings to date, but much more effort will be
- 2562 required to be competitive with established CVMs.
- 2563 • Spring Scholarship and Awards Ceremony
  - 2564 o 17 current students received scholarships totaling $42,200
  - 2565 o A $500 CVM faculty established research award was also given to 3 students
  - 2566 o This Spring, one student was awarded the F. Edward Hébert Armed Forces Health
  - 2567 Professions Scholarship, which makes a total of two students receiving this ongoing
  - 2568 full tuition scholarship.
  - 2569 • Financial Aid Office changed from joint DCOM/CVM to main campus office
- 2570 • CVM Admissions Office and the Financial Aid Office worked together closely to ensure that
- 2571 student needs are met
2572
2573 Paul V. Hamilton School of Arts, Humanities, and Social Sciences
- 2574 **Progress:**
- 2575 • Criminal justice program initiated two new student financial awards this year.

2576 • There were more scholarships and grants awarded to the School of AHSS students this year
2577   than last.
2578
2579
2580 <u>Caylor School of Nursing (CSON)</u>
2581
2582 • The CSON continues to apply for student scholarships with the help of other departments
2583   across campus and we have been successful securing several additional tuition awards for
2584   ASN and BSN students. Furthermore, the CSON has applied for and received HRSA
2585   traineeship awards over the past several years to provide support for MSN students.
2586
2587
2588 <u>School of Business</u>
2589
2590 **Progress:**
2591 • Awarded a total of $19,259 in School of Business Scholarships.
2592 • Awarded $1,500 to Top Scholar/Top Leader ACBSP Scholarships
2593
2594 <u>DeBusk College of Osteopathic Medicine</u>
2595 • The following scholarships were awarded for 2016-2017

2596   o **DCOM Annual Faculty/Staff Scholarship** – Total Amount Awarded:
2597 $10,000 ($2,500 awarded to one student from each class.)

2598   o **Jimmie Charles Whitt Memorial Scholarship at LMU-DCOM** – Amount
2599   Awarded: $800

2600   o **Dr. Ray Stowers Endowed DCOM Scholarship** – Amount Awarded $2,300

2601   o **Mary Frances Gray Lundy Endowed Scholarship for LMU-DCOM in**
2602   **memory of James Charles Gray, Sr**. – Amount Awarded: $2,000

2603   o **Dr. Jerry D Westerfield Endowed Scholarship** – Amount Awarded $1,000

2604   o **R.R. Evans Endowed Scholarship for DCOM** – Amount Awarded: $3,000

2605   o **Snider Whitaker Endowed Scholarship –** Total Amount Awarded $4,500
2606   ($1,000 to PA student and $3,500 to DO student.)

2607   o **Alesha Hicks Memorial Scholarship for PA students** – Amount Awarded
2608 $1,500

2609 • Total federal student loans amounting to $59,182,332 was awarded to DO students in
2610   2016-2017.

2611
2612 <u>School of Mathematics and Sciences</u>
2613

2614	• Department chairs and dean used the new online scholarship evaluation software to
2615	help evaluation undergraduates for scholarships. They thought and observed that the
2616	awards were better distributed and thus affecting more students than in past cycles.

2617 <u>International Programs</u>

2618	• To provide appropriate student aid awards to eligible students.
2619	• The President's Study Abroad Scholarship awarded $7,000 to six students for credit-
2620	bearing study abroad programs in six countries.
2621	

2622 <u>Duncan School of Law</u>

2623	• The Office of Financial Aid added a person in Knoxville to work with financial aid
2624	matters of students at the Knoxville extended sites.
2625	
2626	
2627	

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2628 **Objective 2.8**: *Promote the service component of our mission statement to the University*
2629 *community.*
2630
2631 **Progress:**
2632
2633 University Advancement
2634
2635 • Serving 27 rising senior high school women from Claiborne and Union Counties
2636 • LMU Day of Giving (November 18, 2016)
2637
2638 Paul V. Hamilton School of Arts, Humanities, and Social Sciences
2639
2640 **Progress:**
2641 • All majors in AHSS have an internship (or externship or practicum) course
2642   available, taken advantage of particularly by those interested in going to a
2643   professional school or graduate program.
2644 • The Social Work program requires a practicum experience of every student in the
2645   program.
2646 • The Honors Program requires hours of community services to be expended in
2647   service to the community.
2648 • There are 14 clubs that are active in the School. Nearly all have a service
2649   component as a requirement of their bylaws.
2650 • The School of Arts, Humanities, and Social Sciences held a Presidential Election forum.
2651   This forum discussed the electoral process and how one becomes president. This was an
2652   opportunity for students to have a better understanding of politics and service to the
2653   community, state and nation.
2654 Student Services
2655
2656 **Progress:**
2657
2658 • Logged *7,946 community service hours* completed by undergraduate students (including
2659   6,507 related to their academic majors/career plans).
2660
2661 • Served *356 non-profit organizations/agencies* through our Community Service Initiative for
2662   undergraduate students.
2663
2664 • Encouraged Greek organizations to complete *nearly 400 hours of community service* during
2665   Spring 2017.
2666
2667 • Partnered with *Women of Service* to open the *Lincoln's Cupboard* in September 2016 to
2668   serve faculty, staff, and students who experience food insecurity.
2669
2670 • Launched *SilverSneakers Healthway's program* to serve local income seniors from the
2670   community.

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- Donated Household memberships, Individual memberships, or Pool Parties to the following organizations:

  - *DCOM SAA Welcome Weekend i*n July.
  - *Coopers Carnival*
  - *Bell County Animal Shelter*
  - *DCOM SAA Fall Festival*.
  - *Young Women's Organization of Cumberland Gap.*
  - *KANTO Program*.
  - *Claiborne High School 2017 Senior Skip Day*.

DeBusk College of Osteopathic Medicine

Over 16 Events/Services for the community

- Tazewell Medical Clinic
- RAM clinics
  - LMU-DCOM students volunteer at RAM clinics. The RAM clinics are set up in various areas in the region where free health care is provided to the community. Not only do our students help with the various tents such as dental and pharmacy, they set up 10-15 OMT tables. They serve approximately 300-500 people per year in this area of medicine. LMU-DCOM has been serving in RAM clinics since 2012.

  - 8 clinics per year
    - 20 students per trip
    - Total of 160 students helping at RAM clinics per year
  - Sites include but are not limited to:
    - Knoxville
    - Sneedville
    - Wise, VA
    - Maryville
    - Jonesville, VA
- Spring Mobile Food Pantry-free food for the community fed over 1,000 people
- Fall Mobile Food Pantry-free food for the community fed over 400 people
- Servolution
  - Blood Pressure screening
- Clinch/Powell Head start physicals
  - Over 120 students served each August
- Community Wellness student volunteers
  - Ellen Myers, Forge Ridge, Powell Valley, Yellow Creek
  - Over 150 students
  - Teaching health and wellness to K-7th grade
- Cooper's Carnival-Carnival for the community in the Fall. All proceeds go to CSA

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- After School Reading Program at Middlesboro
  - Lead by Dr. Stanczak
- Doggie Dash 5K-money from the event is donated to the Claiborne County Animal Shelter
- 22 Too Many 5K-money from the event is donated to 22 Too Many. This is an organization for PTSD awareness
- Sundown Rundown 5K (PA)
- Cumberland Gap Fire Department entirely lead by DCOM students
- Community Veteran's Day dinner
  - Sponsored by our SAMOPS club
- Canyon Creek clean up
- LMU-DCOM Summer Camps
  - Scrub camps for high school students.
  - 4 Summer camps, over 140 high school students from Claiborne, Harlan, and Bell County.
  - CPR/First Aid training
  - Airway training
  - Tips on how to apply to medical school

Donations to the community
- Claiborne County Animal Shelter
  - Donations and Doggie Dash event (5K)
- Food for Kids Claiborne County
  - Through Second Harvest
- Gatlinburg fire relief fund
- CSA (Christianson Syndrome Association)
  - Donations and Cooper's Carnival
    - Cooper is the only person in the tristate area who has Christianson syndrome
- Winter Clothing Drive
  - Through Servolution
- Mobile Food Pantry- Second Harvest and Food City
- Servolution
- CCM donations-food pantry in Middlesboro
- 22 Too Many-PTSD awareness organization

**Over $10,000 in donations to the community

International donations and involvement
- Child Scholars
- Hope for Haiti
- "Power of a Nickel" –medical work in Nicaragua
- Honduras (2016) and Jamaica (2017) outreach trips

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2754   **Over $4,400 worth of donations
2755
2756
2757   School of Business
2758
2759   **Progress:**
2760   - Dr. Sheree Schneider and Dr. Karen Carter along with Ms. Lindsay Davis are
2761   active members of the Women of Service. Dr. Carter is President Elect.
2762   - Dr. Sheree Schneider and Dr. Karen Carter provided workshops (*Continuing Your*
2763   *Education* and *Dangers of Social Media,* respectfully) for the Pearls of Grace
2764   CORE summer program.
2765   - Dr. Sheree Schneider is providing active participation in *Servolution Health*
2766   *Services.*
2767   - Dr. Roger Holt spearheaded the Volunteer Income Tax Assistance (VITA)
2768   program having served 103 federal IRS returns completed with approximately
2769   one-third of those also involved state returns.
2770   - Dr. Jake Fait, member of Knox County Rotary Club and serves on Pellissippi
2771   State Community College Business Advisory Board.
2772   - Dr. Allen Pannell, President and member of Knox County Rotary Club.
2773
2774   Duncan School of Law (LMU-DSOL)
2775   - Participated in ASB (Alternative Spring Break) where students spend spring break
2776   providing legal services to those that are in need and cannot afford to pay for the
2777   service.
2778   - Partnered with Legal Aid of East Tennessee in the summer externship program
2779   and pro bono opportunities throughout the school year.
2780   - Will host the 2017-2018 Law School Pro Bono and Public Interest Summit in
2781   November 2018.
2782   - Sponsor multiple clubs that participate and provide pro bono service opportunities
2783   to students.
2784   - SBA has required all clubs to add a service project opportunity to its
2785   programming each semester in order to acquire club funds.
2786
2787
2788
2789

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2790 # **Strategic Goal 3:**

2791 *Strengthen planning, budgeting and*

2792 *assessment*

2793 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
2794
2795 **Objective 3.1:** To use the institutional mission statement as the foundation for all planning,
2796 budgeting, and assessment processes.
2797
2798 **Progress:**
2799
2800 <u>Finance</u>
2801
2802 • The Institutional Strategic plan was reviewed to reflect changes in academic
2803 programming and instructional site development, assessment results and budget
2804 considerations.
2805 • The mission, goals and objectives of the colleges, divisions, departments and units were
2806 determined to be aligned with the Institutional Mission Statement and Strategic Plan.
2807 ○ As mission statements for new programs were developed, particular attention was
2808 devoted to ensuring their alignment with the Institutional mission.
2809 • Each educational program and administrative unit documented changes and
2810 improvements based on assessment results and completed Prior Year Improvement
2811 Forms to record progress during 2016-17.
2812 • Budgeting for all units and the Institution demonstrates alignment with the Institutional
2813 mission, goals, objectives and strategic priorities.
2814 • LMU's mission served as the basis for all planning, budgeting and assessment practices
2815 during the 2016-17 academic year.
2816 ○ Institutional and unit planning, budgeting and assessment activities reflect
2817 alignment with the Institutional mission statement and the Institutional and
2818 strategic goals derived from and supportive of the Institutional mission.
2819 • Financial forecasts were developed for all colleges, divisions, departments and units.
2820 ○ The forecasts were reviewed on a quarterly basis to assess the University's
2821 financial performance to plan.
2822 ○ Any necessary adjustments to plan were developed as a result.
2823
2824 <u>Duncan School of Law</u>
2825 • The DSOL administration requires all of its budget managers to justify how new requests
2826 meet the University and law school mission and enhance the program of legal education.
2827 • The law school works closely with the Vice President for Finance and her staff, both in
2828 developing its proposed budget in concordance with institutional priorities and ensuring
2829 that it remains within budget.
2830
2831 <u>School of Arts, Humanities, and Social Sciences</u>
2831 • The School of Arts, Humanities, and Social Sciences created and, in some cases, revised
2832 department and program mission statements and program and curricular outcome
2833 objectives for all major programs.
2834 • All School mission statements are tied to the University mission statement and to the
2835 School of Arts, Humanities, and Social Sciences' mission statement and organization
2836 chart.
2837

Strategic Goal 3: *Strengthen planning, budgeting and assessment*

Objective 3.2: Prepare a balanced fiscal year operating and cash flow budget annually for Board of Trustees' approval.

Progress:

Finance

- The Budget Committee (President's Cabinet), as a part of its ongoing review of institutional performance, evaluated all areas of the Institution to determine the optimal application of institutional funding.
    - This evaluation, coupled with the Institutional strategic plan, informed the development of departmental pro formas, which were consolidated into an institutional pro forma.
    - This document was then further refined into a balanced budget which was proposed to the Board of Trustees and adopted at a regular Board meeting.
    - This process continues to improve coordination and planning, resulting in significant improvements to overall budget development.
- Each budget officer prepared annual budget requests consistent with their approved pro forma and in keeping with individual unit plans and strategic priorities.
    - These budget requests were submitted for consideration by divisional vice presidents.
- Budget Committee members (Vice Presidents) reviewed all budget requests and departmental, divisional and institutional evaluation results as part of their decision making related to the allocation and reallocation or resources consistent with the strategic plan.
- The Budget Committee considered institutional priorities, goals and objectives from the institutional strategic plan in the development of the new fiscal year budget.
- The Budget Committee developed and proposed a balanced budget and cash flow projection for the President for further consideration by the Board of Trustees.
- The President presented the balanced budget and cash flow projection to the Board of Trustees for approval.
- Budget officers were made responsible for effective communication for their area during the budget process and ongoing review of revenues and expenses to ensure the financial results meet or exceed expectations.

Duncan School of Law
- DSOL is finishing FY 2017 well within the budget that was approved by the Board in May 2016.
- The approved budget for FY 2018 reflects a significant increase in revenue and continues to make strides towards the goal of a neutral operating budget for DSOL.

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Strategic Goal 3: *Strengthen planning, budgeting and assessment*

Objective 3.3: To prepare a rolling five year operating pro forma and cash flow that reflects strategic institutional priorities, including academic, operational and capital initiatives.

Progress:

Finance

- The Budget Committee evaluated the current five-year pro forma considering the University's recent financial history and trends.
- Budgetary assumptions were developed using expense and revenue trend data, as well as available projections of future developments in the market.
- Institutional research trend analysis was utilized to determine a realistic estimation of enrollment and expense needs for each program for the five-year revenue projections and operating budget to reflect institutional priorities.
- The President presented the five year operating budget to the Board of Trustees and received their approval.

Duncan School of Law
- As part of its accreditation efforts with the ABA, DSOL has worked closely with the Vice President for Finance and her staff to develop estimates of revenues and expenses for the next several years.

Allied Health Sciences
- All AHS programs continue to use the current five year pro forma as the baseline for budgeting purposes.

2910   **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
2911
2912   **Objective 3.4:** To provide budget for debt service, strategic initiatives and contingencies.
2913
2914   **Progress:**
2915
2916   <u>Finance</u>
2917

2918   • The Board of Trustee approved budget for 2017-18 includes an expense line for Strategic
2919   Initiatives/Contingencies to cover new programs approved by the Board of Trustees,
2920   unplanned costs as approved by the President and to provide incremental funding for any
2921   outstanding debt service obligations.
2922   • Forecasts for operating revenues and expenses, as well as cash flow, were developed for
2923   the University financials.
2924   o A systematic forecasting process to include the individual departments has been
2925   implemented.
2926

2927	**Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
2928	
2929	**Objective 3.5:** To enhance budget management.
2930	
2931	**Progress:**
2932	
2933	<u>Finance</u>
2934	
2935	• Budget process for the 2016-2017 budget cycle continued to include all fiscal managers.
2936	• Each fiscal manager completed a budget package for their area which included operating
2937	expenses, new hire expectations and capital requirements.
2938	• Reviews of these budgets were initially completed between the fiscal manager and their
2939	Budget Committee member (Cabinet/VP) followed by meetings with Finance.
2940	• Statistical data, where possible was utilized to verify the appropriate allocations of
2941	University resources.
2942	• The submitted balanced budget was reviewed and approved by the Finance Committee
2943	prior to submission to the Board of Trustees.
2944	• While enhancement of budget management was successful during 2016-17 as evidenced
2945	by a positive year-end, specific programs and processes will continue to be enhanced in
2946	the coming year to support this objective.
2947	
2948	<u>Allied Health Sciences</u>
2949	• Budget managers within the School of Allied Health Sciences closely monitor all
2950	budgetary purchases so that effective budget management is maintained.
2951	
2952	
2953	<u>School of Arts, Humanities, and Social Sciences</u>
2954	• The School of AHSS has improved procedures for using funds for the performing arts
2955	and dinner theater as well as AITG. Protocols now include pre-requests for approval
2956	channeled through the program and department and assistant dean before purchases are
2957	made.
2958	• Budget management is often a topic of discussion during department chair meetings and
2959	School meetings. Careful use of the purchase request system helps to minimize errors and
2960	increase efficiency.
2961	• The School of AHSS divided the department of Humanities and Fine Arts into two:
2962	Department of Humanities and Department of Fine Arts and Communications. This came
2963	about from information from our Outcomes Assessment reports as well as planning for
2964	the budget process for the 2017 budget. Bifurcating HuFA will make decision making
2965	more efficient and tracking budget use more clear and exact.
2966	

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2967 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
2968
2969 **Objective 3.6:** To plan and budget for resources appropriate to support Lincoln Memorial
2970 University as a Level VI institution.
2971
2972 **Progress:**
2973
2974 Finance
2975
2976 • Funding was continued for the Research department as part of the University budget that
2977   was approved by the Board of Trustees.
2978 • Increased funding for research was approved in the 2017-2018 budget in several
2979   academic areas.
2980

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Strategic Goal 3: *Strengthen planning, budgeting and assessment*

Objective 3.7: To utilize data to make informed decisions.

Progress:

Finance

- Processes for making essential data available to decision makers continued to be improved during 2016-17. However, there is a need for further refinement in this area.
- Vice Presidents evaluated progress on strategic goals based on assessment and provided progress reports indicating the level of achievement of those goals.
- Revenues and expenses continue to be reported in detail to allow more granular visibility into our financial performance thereby increasing opportunity for more data based decisions by function.
- Revenue budgets for 2016-17 were created in a way to allow for semester, program or extended site financial reporting.
- Feasibility studies and pro formas were developed concerning major program initiation decisions (i.e. updated College of Veterinary Medicine, updated Duncan School of Law, and Doctor of Medical Science) that incorporated consideration of institutional capacity and market analysis.
- Careful attention was given to fulfilling the requirements of the Southern Association of Colleges and Schools-Commission on Colleges' Substantive Change requirements when initiating new programs or teaching sites.
- All unit level Outcomes Assessment reports for 2016-17 indicate use of data in decision making.

Paul V. Hamilton School of Arts & Humanities
- The School of AHSS Data Team meets each semester throughout the year analyzing data from NSSE, Student Opinion Surveys, graduating student surveys and other survey derived information. Actions were taken or policies were developed in response to program and student needs suggested by the data.
- Data collected through OARs and program evaluations are used to continually improve programs and departments.

Abraham Lincoln Library and Museum
- The ALLM is continuing its summer survey of guests to study visitor reactions and effectiveness of the marketing efforts
- Staff have planned a core group study for selected visitors to study reactions deeper

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3022   **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
3023
3024   **Objective 3.8:** To document status of strategic goals in an annual progress report.
3025
3026   **Progress:**
3027
3028   Finance
3029

3030   •   Each revision of the Institutional Strategic Plan includes a progress report for each
3031   strategic goal from the previous edition.
3032   •   The annual President's Report to the Board of Trustees (2015-16) included material
3033   related to fulfillment of institutional strategic goals.
3034

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3035 # **Strategic Goal 4:**

3036 *Ensure the adequacy and efficient use of*

3037 *physical and human resources on campus*

3038 *and at extended learning sites*

3039

3040 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
3041 *resources on campus and at extended learning sites*
3042
3043 **Objective 4.1:** Provide for the development and use of the physical resources of the
3044 Institution.
3045
3046 **Progress:**
3047 **<u>Physical Plant</u>**
3048 - Weekly evaluation of custodial, grounds, maintenance, water plant workers to manage
3049   workload effectively
3050 - Daily distribution and monitoring of work orders to ensure efficient use of time; 5178
3051   work orders for 2016-2017
3052 - Oversite and care of 1,341,651 square feet of building space
3053 - Provided maintenance, grounds, and custodial support at Alcoa/Blount Site, Cedar Bluff,
3054   and DSOL
3055 - OSHA 10-hour training for Physical Plant and Properties
3056 - Additional campus lighting at Byram, Student Center, DAR, Duke, Burchett,
3057   McClelland, Peters
3058 - Setup and takedown of all University events in Turner Arena
3059 - Delivery & partial setup of 125+ events outside of Turner Arena
3060 - Pressure wash DCOM, Arena, Math & Science and all residential breezeways
3061 - Continued to add more LED lighting
3062 - Renovate classroom to Men's Basketball Lounge in Turner Arena
3063 - Create 5 counselor's office on 3rd floor Student Center
3064 - Renovate front lobby & cashier's office in DAR
3065 - Renovate the checkout area of University Medical Clinic
3066 - Installed Splash Pad at Harrogate City Park
3067 - Created 3 office in the old print shop in Turner Arena
3068 - Installed back-up generator at University Medical Clinic
3069 - Installed new carpet in the IS Dept. of Duke
3070 - Renovate JFWA Locker Room in Mary Mars Gym
3071 - Renovate the vending area of Student Center
3072 - Created offices for Soccer coaches in Turner Arena
3073 - Renovate the archives area of the Library
3074 - Painted & added indoor sand training area in Mary Mars Weight Room
3075 - Enlarged the sound booth in Turner Arena
3076 - Painted hallways and multiple classrooms in Business Education
3077 - Renovate classrooms into offices on 3rd floor DAR
3078 - Painted public restrooms at Harrogate City Park
3079 - Painted multiple offices, hallways and 2nd floor restrooms of DCOM
3080 - Recently acquired new Pellissippi site 170,000 square feet
3081 - Building signage at Cedar Bluff, added chair rail in lounge area, additional outside
3082   seating
3083 - Additional outside lighting at DSOL, provide custodial/maintenance support for the
3084   Legal Aid of East Tennessee

3085	**Caylor School of Nursing (CSON)**
3086	• The CSON programs at the Harrogate campus are often challenged to find enough
3087	classroom space despite being in the new MANS building. Additionally, there have been
3088	some challenges for space at the Cedar Bluff site, and the VP for Extended Sites has put
3089	in a request to complete the buildout of the space in the back at the Cedar Bluff site.
3090	
3091	**Paul V. Hamilton School of Arts, Humanities, and Social Sciences**
3092	• The Art program installed a ceramic pugmill and has been recycling clay for reuse
3093	• The Cumberland Gap Arts Center Baggage Building second floor refurbished and
3094	renovated for 2D art classes last year. It has been successful in its use but due to growth
3095	in 2D art classes, expansion is on the horizon
3096	• The School of AHSS department chairs' meetings regularly include discussions regarding
3097	facilities usage, maintenance and needed repairs
3098	• The School accommodates the use of classrooms in Avery Hall by the J. Frank White
3099	Academy, School clubs, University clubs, and administrative departments for a variety of
3100	needs and purposes
3101	• MPA classes held at the DSOL facility in Knoxville. The program director has an office
3102	in that location
3103	• The Social Work program continues to use the DCOM Simulation Laboratory facilities in
3104	the training of social work juniors and seniors
3105	• The theater program requested and has installed window treatments in Duke Hall.
3106	• The music program classroom technology equipment was assessed and up-to-date
3107	equipment and software has been installed
3108	• Supply closet room 309 repurposed into an office for the Recruiter/Student Success
3109	Coordinator
3110	• The supply closet room 308 is doubling as a testing center for the psychology department
3111	behavioral testing program
3112	• The Criminal Justice program acquired equipment for hands-on learning for:
3113	o Fingerprinting equipment
3114	o Alco-sensors to demonstrate DUI testing
3115	o Software to demonstrate crime scene investigation
3116	
3117	

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3118 **Water Plant**
3119 • Sanitary Survey 97%
3120 • Average daily Flow – 150,000 gallons
3121 • Yearly Approximate – 54,750,000 gallons
3122 • Water Filtration Plant – install new Fan Forced Heater
3123 • Water Filtration Plant – switched to liquid bleach on 02/02/17
3124 • Water Plant Cumberland Gap 4" Water Meter test
3125 • Replaced Student Center Backflow preventer with Zurn Wilkins 975XL2P Reclaimed
3126   Water RPZ Backflow Preventer
3127 • Ordered 3 fire hydrant repair kits (for BE, Kresge & the Arena/Schenck side hydrants
3128 • Replace Water Plant Bray Electric Actuator

3129 **Facilities Scheduling**
3130 • Trained Athletics for Arena & Fleet Management Calendars on Active Data Calendar
3131   system
3132 • Added Arena & Fleet Management Calendars for Athletics
3133 • Train responsible party for DVTC calendar and made public & private calendar links
3134 • Trained responsible party for MANS calendar
3135 • Create Active Data Calendars for DCOM, Math & Science, School of Business, Arts,
3136   Humanities & Social Sciences, Caylor School of Nursing for LMU Website
3137 • Schedule 60 outside facility rentals
3138
3139 **Post Office**

3140 • Update Pitney Bowes Mailing System in the Post Office & Distribution Center
3141 • Post Office & Distribution Center – change from multiple contracts with Pitney Bowes to
3142   one contract. Change out mailing system to Connect+ P2000 system.
3143 • Post Office – installed new outgoing mail box slot

3144 **Interior Design & Special Events**
3145
3146 • Updated Apartment 146 with new sheets, blankets, towels, dishcloth, and sheet topper
3147 • Selected paint colors and fabrics for players' lounge – Tex Turner Arena
3148 • Decorated 30 tables for A-Team Meeting at Convention Center
3149 • Decorated PA Graduation w ferns & baby's breath
3150 • Decorated Women of Service Fashion Show at TTA – 30 tables
3151 • Updated Apartments 133 & 131 with new sheets, towels, blankets and sheet toppers
3152 • Selected carpet for Museum
3153 • Placed order for Atomic Clocks for Nursing Department
3154 • Placed order for 20 prints from Kirkland's for offices on campus – updated and new
3155   offices
3156 • Decorated Women of Service at Tex Turner Arena – 55 tables with linens, pink linens
3157   and flower shoe arrangements
3158 • Selected fabric or furniture at Student Center Lounge

93

3159	• Decorated 12 tables at Convention Center for Service Awards
3160	• Hung prints at Construction Office in 2 offices, waiting area and kitchen
3161	• Selected carpet from Broadway Carpets for Museum remodel
3162	• Replaced prints in Business Dept. Administration Office with new prints
3163	• Replaced prints in BE Graduate Office with new prints
3164	• Relocated prints from Graduate Office to office in BE
3165	• Decorated Offices 308 A & B in DCOM
3166	• Decorated Offices 106 & 108 in DCOM
3167	• Atomic Clocks in BE classrooms – 3
3168	• Ordered Fall 2016 Homecoming decorations for campus
3169	• Dinner, Breakfast & Luncheon at President's Conference Room – Decorate
3170	• Schedule repairing of Duke Auditorium Drapes – 2nd time
3171	• Order decorations for Homecoming Activities
3172	• Order Decorations for Christmas
3173	• Decorated Convention Center for Dr. Carter Seminar
3174	• 25+ events decorated for Homecoming
3175	• ITLC Dinner Lincoln Dining Room
3176	• Repaired and replaced numerous clocks throughout campus
3177	• Fall Board Meetings and events – decorated
3178	• Decorated Police & Security Dinner at Convention Center
3179 3180	• Decorated numerous events in Lincoln Dining Room and Convention Center for Christmas
3181 3182	• Decorated Presidents Office, Cumberland Gap Convention Center, Cumberland Gap Cap and Arts Center for Presidents Christmas reception
3183	• Decorated for VA Lodge Christmas Party
3184	• Decorated Corbin Nursing site with prints, clocks, and decorative items
3185	• Hang new prints and updated 2nd floor hallway at Library
3186	• Order atomic clocks for Med Tech
3187	• Updated Dr. Kessler's office with clocks and new prints, rearranged furniture
3188	• Teacher Education Banquet decorated
3189	• Fall Graduation decorated
3190	• Painted interior at Cumberland Gap Cabin & changed out prints
3191	• Bought clocks, prints, deco for new employees and update numerous offices
3192	• Updated several offices with paints, prints & clocks
3193	• Planned and coordinated fabric, carpet for Grant Lee Administrative Office
3194	• Ordered prints and décor for Grant Lee Offices and Lounges
3195	• Planned and coordinated fabric carpet etc. for Tampa Nursing Site
3196	• Planning for upcoming events in Spring
3197	• Order ferns and flower arrangements for graduation events
3198	• Awards Dinner
3199	• Producers Circle Dinner
3200	• Professional Administrative Brunch
3201	• ITLC Dinner
3202	• Board of Trustees meeting and breakfasts, lunch and dinners

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3203	• Graduation Speakers luncheon and dinner
3204	• Graduation – Undergraduate, DCOM, PA
3205	• Chamber of Commerce Dinner
3206	• Decorated 60 offices at Grant Lee
3207	• Move offices to Grant Lee
3208	• Painted offices and areas in DCOM
3209	• Cumberland Gap Cabin interior painted

3210 **Furniture Procurement & Design**

- 3211 Moved Corbin Nursing Location from Baptist Hospital to new location on 25E
- 3212 Moved Lacrosse program into new facility
- 3213 Players' lounge was created and furnished in Tex Turner Arena
- 3214 Three offices and an open area were built and furnished in Tex Turner Arena
- 3215 Also for Tex Turner Arena chairs were purchased for the new sound booth and tables
- 3216 along the court
- 3217 Furnished new classroom and seminar room at Duncan School of Law along with a few
- 3218 other offices there
- 3219 Set up new office in DAR
- 3220 Moved several staff from Tazewell Clinic to Harrogate
- 3221 Relocated some of the staff at the Tazewell Clinic
- 3222 Replaced couches and chairs in the dorms in preparation for arriving students
- 3223 Relocated cashiers at DAR. This included a complete renovation by maintenance and all
- 3224 new furniture.
- 3225 Worked with vet med to set up additional offices in preparation for accreditation visit
- 3226 Relocating conference room at DAR and creating office for VP of Admissions. Also
- 3227 setting up four new offices on the third floor
- 3228 Sat up 32 dorm rooms in the newest dormitory building on campus
- 3229 Biggest projects of the year have been working on furniture for Grant Lee and Tampa.
- 3230 Grant Lee furniture install will be complete by June 15 and Tampa is scheduled to begin
- 3231 install July 10
- 3232 For 2017 future projects, include completing Tampa and beginning planning for the new
- 3233 Veterinary medicine building on the Harrogate Campus. Some furniture will also be
- 3234 placed at the new athletic facilities.
- 3235 Furniture will be finished in Liles in June.

3236

3237 **Organic Garden**

- 3238 Working with 35 families, of which 19 are new members
- 3239 15 members are home gardeners
- 3240 Workshop attendees range from 25-60 people (wild edibles and medicinal plants)
- 3241 Working with Servolution Ministries on gardens for participants
- 3242 Participated with 4H Junior beekeeper on installation of bees

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3243	• Six additional upcoming workshops: Basic Beekeeping, Starting Sweet Potato
3244	Slips, Heart Healthy Cooking from the Garden, Preserving Your Garden Bounty,
3245	Canning College
3246	• Participate in UT Organic Crops Field Day
3247	• Work closely with Grow Appalachia
3248	
3249	**Sigmon Communications**
3250	*Athletics*
3251	• Televised/live streamed 103 LMU and local high school (football) events during the
3252	2015-16 academic year
3253	• Broadcasted 40 away LMU Basketball games
3254	• Had students work with Packman Sports for a Regional broadcast of LMU vs. Carson-
3255	Newman on MyVLT and had students work with the American Sports Network for a
3256	national broadcast of LMU vs. Wingate on ASN.
3257	• During the past year the LMU Sports Network received advertising support from four
3258	national sponsors and eighteen regional sponsors
3259	• Transitioned from SD to HD at the beginning of basketball season with the purchase of a
3260	High Definition Tricaster and Mini Tricaster.
3261	• Provided live radio and tape delayed TV coverage of Cumberland Gap and Claiborne
3262	High School football games
3263	• Provided live radio coverage from the NCAA Division II Southeast Regional
3264	Tournaments in Charlotte, North Carolina and Columbus, GA.
3265	• Provided live radio coverage from the NCAA Division II Men's Elite Eight basketball
3266	finals in Sioux Falls, SD.
3267	• Provided live radio coverage of all LMU basketball games at the SAC Tournament from
3268	Greenville, SC
3269	• Live radio broadcast of basketball coaches shows from the Angelo's in the Gap, bringing
3270	the programs before a live audience
3271	*Campus Audio Services*
3272	• Between August 1, 2016 and May 15, 2017, 115 work orders were generated through this
3273	system that included LMU Faculty Staff Conference and LMU Homecoming as the
3274	biggest events per day. All work orders were either completed or in the process of being
3275	completed.
3276	• Provided audio systems for five different University locations to be kept on site and
3277	utilized when needed: Convention Center in Cumberland Gap, Cafeteria, Math and
3278	Science Building, DCOM, and the Veterinary Farm in Virginia
3279	• Audio services were provided for University Commencement, DCOM Commencements,
3280	White Coats, and theatrical and music events, Knoxville Symphony, tree lighting,
3281	Women of Service Fashion Show and other various events
3282	• Provided audio services for local high school graduations, Cumberland Gap, Claiborne,
3283	Union County, Campbell County and JFWA.

LMU Community TV
- Continue to expand news coverage of community and campus happenings
- Worked with DCOM students on a health tip segment focusing on heart month, cancer awareness, breast cancer prevention & detection, flu season and other health issues
- Continued a partnership with the Claiborne Animal Shelter for an adoption segment each week; shelter brings in two pets that are eligible for adoption each week for our Pet of the Week segment
- Produced 16 hours of religious programming live and recorded for Sunday and Wednesday's
- Televised and broadcast the fourth annual Servolution Telethon
- Integrated more Media Communications students into the Sigmon work force
- Recorded the Lincoln Symposium at the Abraham Lincoln Library and Museum
- Live streamed and recorded the CAHA (Center for Animal Health in Appalachia Symposium) from the College of Veterinary Medicine
- Worked at the annual ROHO Shopping Spree
- Live streamed the Women of Service Fashion Show
- Broadcast the second athletics Lincoln Awards Ceremony from Tex Turner Arena

Radio
- Continued our Midday Classics radio show daily on WLMU-FM
- Continued the Extra Mile, a public service program that features local organizations and their good deeds in our region (airs weekly every Tuesday at 6pm on WLMU-FM)
- Continued our partnership with the College of Arts, Humanities & Social Sciences to produce a weekly recruitment and informational program on WLMU-FM and increase the length of the program from 30 minutes to 60 minutes.
  - Program airs each Wednesday at 4:30 pm and is re-aired during the week
- Did a number of radio remote broadcasts in the community, including the Claiborne Health Department's Baby Shower (July) and the Claiborne County Fair to name two
- Increased our social media presence for both WCXZ-AM and WLMU-FM
- Utilized local personalities as 'guest DJ's' on WCXZ-AM
  - These included Steve Gulley, Don Gulley, Vic Graves, Bill Sowder, Phil Leadbetter, Bryan Turner & Bill Turner, Stuart Wyrick
- Provided live radio broadcast for all Railsplitter men's and women's basketball games on WLMU-FM, High School Football Game of the Week, and the SAC Baseball Tournament Championship.
- Continue to provide a radio platform for local religious programming every Sunday on WCXZ-AM and WLMU-FM

Social Media
- Increased our social media footprint with all Sigmon brands
- All Sigmon Facebook pages (LMU Community TV, WLMU-FM, WCXZ-AM, and Monday Sports Talk) have seen an increase in likes and views totaling over 3000 likes.

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3324   • All LMU Community TV newscasts, high school football games, and Railsplitter
3325   Athletic Reports are posted on Facebook and YouTube
3326
3327   **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**
3328   • The School of AHSS broadcasts are supported fully by Sigmon Communications
3329   Center and the IS department.
3330   • The MCOM program works closely with Sigmon Center, supported by IS, to ensure that
3331   student learning and development take place to the fullest. Determination of success
3332   occurs in the Outcomes Assessment process.
3333

3334 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
3335 *resources on campus and at extended learning sites*
3336
3337 **Objective 4.2:** Provide a healthy, safe, and secure environment.
3338
3339 **Progress:**
3340 **Administration**
3341 **Police & Security**
3342 • Dispatch answered 30,908 calls for service
3343 • Attended FBI Command Staff Training in Murfreesboro, TN.
3344 • Spoke to Baseball Team about Alcohol Awareness
3345 • Spoke to Athletic Advisory Committee about Alcohol Awareness
3346 • Spoke to Basketball Team about the partnership with the Police Department
3347 • Provided safety training for housing RD's and RA'.
3348 • Participated in Welcoming New Students
3349 • Updated the Critical Incident Response Team
3350 • Coordination CIRT Team kick luncheon and training
3351 • Coordinated agreement with HY Livesay for CIRT Team assistance
3352 • As part of the Critical Incident Response Team: Coordinated with Pineville,
3353 Middlesboro, Claiborne County and Lafollette Hospitals in case of a mass casualty event.
3354 • Provided Lockdown Training throughout campus
3355 • Coordinated training for the Rapid Response Team.
3356 • Coordinated with the Harrogate and the Shawnee Fire departments to assist during a mass
3357 casualty event
3358 • Continued promotion of "See Something Say Something" campaign
3359 • Cleared 19 of 23 Threat Assessment Cases
3360 • Resolved threats to main campus without incident
3361 • Coordinated investigative measures with the Lexington Police Department, the FBI and
3362 the Joint Terrorism Task Force
3363 • Coordinated with the Tennessee Highway Patrol in conducting bomb sweeps prior to
3364 major events (SAC Basketball Tournament, NCAA Basketball Tournament and
3365 Graduations)
3366 • Certified Melisa Myers, Travis Bailey, and Alan Powers as Firearms Instructors
3367 • "See Something, Say Something" presentation at Missionary Baptist Church
3368 • Participated in Festival at the city park during Labor Day celebration
3369 • Utilized grant money to purchase a 2008 Chevrolet Tahoe and 16' enclosed trailer for the
3370 Police Department
3371 • Utilized grant money to purchase flashlights for the handguns
3372 • Developed Standard Operating Procedures (S.O.P.'s) for Minors on Campus, Visitation
3373 Violations, Bomb Threats, and Active Shooter Incidents
3374 • Coordinated with the Department to remain in compliance with the Clery Act
3375 • Coordinated providing security for the Tampa Hospital site
3376 • Certified Alan Powers and Travis Bailey as Patrol Rifle instructors
3377 • Kathy Human and George Bruce to attend Command Staff Training in Gatlinburg

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3378	• Justin Proffitt and Tim Collingsworth attended a training for Police Instructor
3379	Development
3380	• Jaimee Snow attended Leadership Training sponsored by Caliber Press
3381	• Cesar Gracia scheduled to attend Supervisor Training sponsored by the FBI Law
3382	Enforcement Executive Development Association
3383	• Alan Powers and Travis Bailey schedule to attend the Tennessee Law Enforcement
3384	Training Officers Fall Conference
3385	• Attended Suicide Prevention Training in Nashville
3386	• New Campus Parking Policy underway
3387	*Community Service*
3388	• Provided In-service program for the Rogersville and Mount Carmel Police Departments
3389	and Hancock County Sheriff's Office
3390	• Hosting the Tennessee Governor's Highway Safety Office Hands Across the Border
3391	• Hosted a Free Firearms Instructor Class to surrounding agencies (12 different agencies
3392	participated)
3393	• Hosted a Free Patrol Rifle Instructor Class to surrounding agencies (15 different agencies
3394	participated)
3395	• Provided Lockdown and Active Shooter training for the Union County School System
3396	

3397 **Health & Safety**
- 3398 • Purchased Lock Out/Tag Out program from Brady Worldwide
- 3399 • Lock Out/Tag Out = Seven facilities completed 221 Procedures installed
- 3400 • Additional Parking Lot signage for Faculty/Staff Parking, JFWA parking & Commuter
- 3401   parking)
- 3402 • Signage for Infrastructure Management Parking, Lacrosse Complex, DVTC, Harrogate
- 3403   City Park Splashpad (under video surveillance & rules)
- 3404 • UINN/UNC – purchase reflective sign (UNC-Special Events Parking) and rolling pole
- 3405   base to put out for parking, Signage for Pet Area @ Lee & Mars Hall, UINN-Pool Area
- 3406 • UINN – install emergency call box in the Lobby
- 3407 • DVTC/Small Animal Clinic – install panic button
- 3408 • Purchased 11 AED units, 9 for cabinets and 2 portable
- 3409 • DCOM – replace two expired AED pads
- 3410 • DVTC – Formaldehyde Monitoring & Testing
- 3411 • Ordered 100 GHS Hazard Symbols & Classes wallet cards for employees
- 3412 • Ordered three Universal Maintenance Spill Kits for the Maintenance Shop
- 3413 • Pope, Mitchell, Dishner, & UINN – install camera system upgrades
- 3414 • 2016- 26 Building Inspections with a Potential Fine totaling $442,000, maintenance
- 3415   created work orders to perform corrective action for the findings

3416 **Risk and Insurance**
- 3417 • Managed property coverage for 80+ structures professional liability coverage for 25+
- 3418   programs
- 3419 • Continued to evaluate existing insurance coverage to ensure adequate coverage
- 3420 • Obtained new program coverages in Florida and Tennessee as approved

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3421	•	Obtained new property coverage in Tennessee and Virginia as approved, i.e. Builder's
3422		Risk for Florida and Harrogate campuses (Vet Med and Pellissippi)
3423	•	Worked closely with Athletics and Student Services to ensure risk free programs on
3424		campus
3425	•	Processed certificates of insurance and claims history reports for graduating students in
3426		our professional programs
3427	•	Approved university drivers after successfully transitioning to new MVR search company
3428		with decrease in research time
3429	•	Continued to work closely with physical plant to reduce facility liability exposure
3430	•	Reduction of 90% rate per student from 2007-2017 for professional liability
3431	•	Added International Package/Special Contingency Risk Coverage
3432	•	Managed $1,103,730.92 in premiums of coverage
3433		
3434		**Caylor School of Nursing (CSON)**
3435	•	The CSON strives to promote and provide a healthy, safe, and secure environment by
3436		following established policies and requesting maintenance repairs/updates when needed.
3437		Faculty and staff in the CSON have participated in training events such as active shooter
3438		training, CPR classes, and the mandatory harassment training held annually by the
3439		University
3440		
3441		**Paul V. Hamilton School of Arts, Humanities, and Social Sciences**
3442	•	A workshop for active shooter aggression was completed in the fall.
3443	•	Lighted exit signs were replaced and/or updated
3444	•	Security personnel provided a training on how to accept alerts, how to contact security,
3445		and under what conditions security or off-campus emergency responders are to be alerted
3446	•	Faculty in AHSS serve on the Parking Tickets committee, the Health and Safety Service
3447		Committee, and other university and school safety and health committees
3448	•	The School of AHSS provided a Healthy Month of November where many activities,
3449		events and medical activities were provided and presented. Activities from hiking to
3450		blood pressure tracking to drunk driving simulations were available to students and
3451		faculty
3452		

Strategic Goal 4: *Ensure the adequacy and efficient use of physical and human resources on campus and at extended learning sites*

Objective 4.3: Enhance and sustain the Institution's Human Resources (HR).

Progress:
Human Resources
- Completed conversion to a Kronos Timekeeping System from the current EMMA system for all hourly employees
- Put on hold the planning for the new overtime rules proposed by the federal Fair Labor Standards Act
- Human Resources one day a month at Knoxville locations.
- Participated in Job Fairs
- LMU Years of Service Awards and the Administrative Professionals Day Luncheons conducted by Human Resources
- Employee Recruitment Administrator conducted Lunch and Learn sessions for employees regarding various topics of interest
- TIAA-Cref representative for individual counseling sessions for LMU employees on campus
- Millennium representatives presented individual counseling sessions and group meetings on retirement for LMU employees
- New broker and consulting services relationship established with BB&T.
- Initiated implementation of a benefit online system in conjunction with LMU IS department and LMU broker/consultants, BB&T
- Review and updating of current University Policies
- Human Resources staff provided support for over 1,600 full time and part time employees

Caylor School of Nursing (CSON)
- The CSON provides orientation and mentoring to new faculty and staff in addition to the University orientation
- The CSON works with the Human Resources department to coordinate and schedule interviews for faculty and staff. However, the availability of staff from Human Resources is limited and creates challenges for scheduling interviews

Paul V. Hamilton School of Arts, Humanities, and Social Sciences
- The School of AHSS mentors program was established three years ago and has been a success, according to faculty. The faculty-mentoring program includes assignment of mentors, scheduled mentoring meetings each semester, workshops on academic matters such as advising and registration, and discussions with LMU departments with information helpful to new faculty
- Changes to leadership are regularly communicated to the Office of Human Resources.
- The faculty leadership have been trained on the use of PeopleAdmin, the program for hiring and advertising open positions

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Strategic Goal 5:

3498

3499

3500

Ensure effective and efficient use of technology

3501   **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
3502   *resources.*
3503
3504   **Objective 5.1:** Plan and budget for appropriate technological resources, including staff,
3505   software, and hardware.
3506
3507   **Progress:**
3508
3509   Information Services
3510   • Procured annual software assurance for academic software
3511   • Microsoft campus agreement
3512   • New Computer Support Technician Tampa
3513   • New Classroom Technology Technician
3514   • New Senior Programmer
3515   • New Director of Classroom Technology
3516   • Migrated GoToMeeting and BlueJeans to Zoom Online meeting space annual savings
3517 $44,350.00
3518   • Migration from AT&T long distance to SIP provider with annual savings of $36,000.00
3519   • Migration from on-premise to VMWare cloud with annual savings of $250,000.00
3520   • Installed new AT&T Education MLS circuit to remove NetTN annual savings of
3521 $42,000.00
3522   • Installed new Sunset dedicated internet circuit 2gb annual savings $26,500.00
3523   • Signed CDWG shipping agreement annual savings $18,000.00
3524   • Replaced desktop backup software with Druva annual savings $11,000.00
3525   • Combine EMS contracts annual savings 27,000.00
3526   • Signed ParkPlace Support contract for server hardware support annual savings
3527 $19,000.00
3528   • Procured classroom technology hardware support contract
3529

3530 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
3531 *resources.*
3532
3533 **Objective 5.2:** Provide and maintain technology infrastructure.
3534
3535 **Progress:**
3536
3537 Information Services
3538 • Upgraded 197 faculty and staff pc across all campuses
3539 • Direct private connection to VMWare data center
3540 • Migrated 93 servers to the VMWare cloud
3541 • Upgraded phone system to eliminate long distance with SIP
3542 • Security audit of all internal and external systems
3543 • Implemented new McAfee IDS system
3544 • Druva personal desktop backup system deployed to select clients
3545 • Migrated email spam solution to ProofPoint cloud solution
3546 • IT provided services with 99.991% uptime from July 2015 to July 2016
3547 • Library wireless upgrade
3548 • DCOM/MANS/DSOL wireless upgrade
3549 • Network peering with Facebook and Netflix
3550 • Grant Lee-(4) Conference Rooms with TVs and wireless presentation support by
3551 AirMedia
3552 • Lacrosse Complex-Hallway digital signage, Men and Women's locker room TVs with
3553 wireless presentation support, Coaches' offices with TVs and wireless presentation
3554 support by AirMedia, Player Lounge and Athletic Training Room with TVs and cable
3555 • Study Room upgrades from VGA and/or HDMI to wireless presentation via AirMedia in
3556 MANS, DCOM, and DSOL
3557 • DSOL 325 Room Expansion-Added three new 70" TVs to accommodate a larger
3558 classroom
3559 • DSOL Study Room-Installed (1) SMART Kapp IQ 55" Touch Screen
3560 • Corbin Site Expansion-Installed (4) new classrooms with podiums, laser projectors,
3561 screens, SMART Sympodiums with PC input, laptop input, and Blu-Ray input
3562 • DVTC Bovine/Equine Rounds Rooms-Installed 65" TVs with wireless presentation
3563 support by AirMedia
3564 • Assisted with new Scoreboard implementation
3565 • Tex Turner sound booth Expansion-Moved the Scoreboard equipment to second tier in a
3566 rack under the counter
3567 • Tex Turner-Players' Lounge-Installed 75" TV
3568 • Women's Basketball Locker Room-Installed 65" and 43" TVs for wireless presentation
3569 and cable

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- Athletic Suite-Installed 65" TV with cable
- Women's Soccer Coach's Office-Installed 43" TV
- Schenck Radiology-Installed 55" TV with wireless presentation support by AirMedia
- LMU Club-Installed replacement 55" TV
- Implemented Michelangelo reporting software for University Advancement
- Implemented College Scheduler to enhance student registration
- Implemented Target X online application service
- Upgraded Business Objects service pack 7 reporting software
- Image Now system upgrade
- Implemented McAfee antivirus software across all sites
- Implemented redundant Avaya network access control system across all sites
- Performed routine network monitoring of LMU's switched network for performance and high availability
- Performed routine maintenance, firmware upgrades and monitoring of LMU servers for performance and availability
- Performed routine maintenance, firmware upgrades and monitoring of the LMU's hardware appliances to assure security, optimum performance and high availability
- Performed routine maintenance, firmware upgrades on 247 windows servers
- Maintained timely updates on over 3350 windows workstations (faculty, staff and students)
- Maintained and verified timely and valid backups of the Ellucian systems on an hourly basis
- Maintained and verified timely and valid backups of all mission critical systems
- Verified disaster recovery with co-locations
- Finalized Kronos implementation (replacing Softdocs EMMA)
- Implemented eVisions FormFusion form printing software (replacing Softdocs doc e-serve)
- Self-service upgrade to 2.14 (new budget, transcript request, graduation application, enrollment verification)
- Installed Colleague UI 5.x
- Implemented communications tracking in Colleague for Education
- Created export files from Colleague for Barnes & Noble integration - financial aid info for students
- Created import into Colleague for Barnes & Noble book data
- Upgrade Recruiter to version 4.0
- Created ELF to import 3rd year rotation courses and grades for DO
- Modified transcript subroutine to incorporate new PHD and DBA levels
- Replaced Official Payments with Touchnet as payment provider
- Created data exports for NCAA data

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3609	• Re-implemented the SharePoint portal (created new farm and migrated content)
3610	• Upgrade Self-Service to 2.14
3611	• Implemented Financial Aid Self-Service
3612	• Implemented Person Proxy
3613 3614	• Implemented Deposits Due (allows automation of deposits and payment from self-service)
3615	• Implemented opt-out process and streamlined myLMU alerts
3616 3617	• Redesigned the process used to distribute tuition revenue to the general ledger in Colleague
3618	• E-Transcript
3619	• SiSense reporting package implemented
3620	• Dorm 7
3621	• LAET Building (aka Stair Building)
3622	• Identity Engine HA Pair
3623	• West Wireless Upgrade
3624	• DVTC SASC Front Lobby Panic Buttons
3625	• DSOL Access Control On Porch Doors
3626	• Pope, Mitchell, and Dishner Camera Upgrades
3627	• Added a new Avigilon camera server
3628	• Avigilon software upgrade to ACC 6
3629	• MANS 101 & 102 wireless upgrade
3630	• Changed Corbin Site over to the new AT&T ASE circuit
3631	• DAR Cashier Office camera installs
3632 3633	• Changed out the ID PC in Dishner for a laptop and carrying case for the ID printer to make it more portable
3634	• Grant Lee buildout
3635	• Tex Turner Parking Lot Cameras
3636	• Unitrends upgrade
3637	• NetApp Upgrade
3638	• HP Blade Servers
3639	• JFWA Lab Replace
3640	• MANS 207 and 212 Lab Replacement
3641	• BE 116 Monitor Upgrade
3642	• Access Point Installation - Liles and West
3643	• 24/7 support of CVM Site Visitors
3644	• Druva rollout
3645	• Skype for Business rollout
3646	• Office 2016 Rollout
3647	• 24/7 support of Nursing Site Visitors

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3648   •   BE 117 Lab Replacement

3649

3650	**Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
3651	*resources.*
3652	
3653	**Objective 5.3:** Provide training opportunities for faculty, staff, students and technology support
3654	staff.
3655	
3656	**Progress:**
3657	
3658	Information Services
3659	• Seventy-one private training sessions completed
3660	• Provided training to incoming DCOM students
3661	• Provided training to incoming NA/FNP students
3662	• Provided training to incoming PA students
3663	• Provided training to incoming VetMed students
3664	• Provided training to incoming DSOL students
3665	• Trained additional administrative users in the use of the Colleague report writing tool
3666	• Trained new security staff on Avigilon security camera software
3667	• Trained security staff on the NCC fire system
3668	• Training request work order template made available on the Helpdesk site
3669	• Fifty-two private classroom technology training sessions completed
3670	

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3671 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
3672 *resources.*
3673
3674 **Objective 5.4:** Provide user support for technology services.
3675
3676 **Progress:**
3677
3678 Information Services
3679 • IS Helpdesk closed 27,915 work orders
3680 • Provided support for 177 video conferences
3681 • Recorded and edited 2927 lectures via Mediasite
3682 • Provided tech support for nursing online ERI testing
3683 • Provided technical support for all DCOM, PA, VetMed, DSOL online exams
3684 • New categories added to the LMU IS Helpdesk site for more detailed work requests
3685 • Re-deployment of LMU automated attendant
3686 • New IS Helpdesk call script implemented
3687 • New IS Helpdesk expanded hours for pre and post work day coverage
3688

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3689 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
3690 *resources.*
3691
3692 **Objective 5.5:** Plan and implement necessary resources and services for radio/television stations.
3693
3694 **Progress:**
3695
3696 • Installed New TriCasters at Sigmon, Tex Turner sound booth, and setup a portable mini
3697   unit to support HD streaming
3698 • Updated Sigmon Cameras with addition of TeraDek units for wireless video capture
3699 • Installed wireless transmitters in sound booth at Tex Turner

3700 • Sigmon – working with TradeMark but the end users just wanted something completely
3701   new that was in the CMS. Created all of the pages that they currently had and the new
3702   pages that they requested and trained the end users
3703

3704

3705 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
3706 *resources.*
3707
3708 **Objective 5.6:** Provide appropriate support for research initiatives at the University.
3709
3710 **Progress:**
3711
3712 Information Services
3713 • Supported Institutional Effectiveness in reporting needs
3714 • Provided an in-depth financial aid data analysis for the common data set
3715 • Upgraded Colleague for all federal regulatory releases
3716 • Provided enrollment and financial data from the colleague system to Institutional
3717 Research to support institutional, state and federal reporting requirements
3718 • Implemented door access reporting on MANS research area access
3719 • Research Site – worked with the members of the Research and Grant team/DCOM
3720 faculty on this project. I set up the main site and all of the sub-sites for each of the
3721 schools as requested

3722 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
3723 *resources.*
3724
3725 **Objective 5.7**: Develop and maintain a high quality external website.
3726
3727 **Progress:**
3728
3729 Information Services
3730 • CVM site – TradeMark moved the pages/content
3731 • Law Site – TradeMark moved the pages/content
3732 • JFWA Site – TradeMark moved the pages/content
3733 • Drafthorse – created the new pages for the new issue and changed the styling
3734 • School of Business – restructuring of this site
3735 • School of Arts and Humanities – restructuring and redesign of this site
3736 • Research Site – worked with the members of the Research and Grant team/DCOM
3737   faculty on this project, and set up the main site and all of the sub-sites for each of the
3738   schools as requested.
3739 • TargetX – created the landing page for the TargetX
3740 • EmailMeForm – creating/maintaining all of the current used forms (66)
3741 • DCOM supplemental application – landing page/form to pass the information over.
3742 • Arts in the Gap –restructuring and redesigning all of the Arts in the Gap pages and
3743   events.
3744 • Alumni Site – site switched over to where it was more manageable for them.
3745 • Giving/Donation Page – restructuring these pages and getting the information in the
3746   correct order as well as a site redesign.
3747 • Vendor Direct Deposit form – worked heavily with finance on getting this form secure
3748   and correct.
3749 • Directory – worked with TradeMark on getting the directory built
3750 • Museum – TradeMark moved the pages/content
3751 • News/blog system – created a new blog/news system for each of the schools and set up
3752   contact points for each one. This system replaced the old PR hard copy form.
3753 • Pool – have worked heavily with the end user on developing the pool site.
3754 • Counseling – worked with the end user on the counseling site structure and design, and
3755   also lead on getting their new booking/scheduling calendar set up and implemented into
3756   the website.
3757 • Sigmon – working with TradeMark but the end users just wanted something completely
3758   new that was in the CMS. Created all of the pages that they currently had and the new
3759   pages that they requested and trained the end users
3760 • ADA – worked with Dan Graves on creating a new site/pages for all of the legal
3761   information that people would need
3762 • Housing – met with Elise, Kate, and Lee to update the restructure the House site. I lead
3763   this meeting and we established a game plan/design.
3764 • Safety, Campus Police, and Security – worked with Robin, Cesar, and Officer Snow on
3765   the new structure of their site. As well as, creating all the new pages for the emergency
3766   information

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3767	• Office of University Counsel – worked with the end users to create/design this site. We
3768	worked together to make sure that all of the legal information that the University needed
3769	was there.
3770	• Information Services Site - Created a new entire directory and started filling in the
3771	information that we would need.
3772	• YouTube/radio shows – Assisted setting up a system for Niki so that each
3773	school/museum would have their own playlist to allow videos to be showed on the
3774	website and to help give life to the YouTube account.
3775	• Active Data Calendar – Administering and maintaining active data calendar content and
3776	data.
3777	

3778

Strategic Goal 6:

3779

Enhance resources

3780 **Strategic Goal 6***: Enhance resources*
3781
3782 **Objective 6.1**: Create an environment of practical, helpful collaboration and service across the
3783 main campus and all extended learning sites and the community.
3784
3785 **Progress:**

3786 <u>**LMU Women of Service Recruiting New Students, TheCORE: Youth Leadership**</u>
3787 <u>**Symposium 2017**</u>
3788 • <u>C</u>ultural understanding, <u>O</u>vercoming obstacles, <u>R</u>oles and responsibilities, <u>E</u>ducation
3789 • A program of LMU Women of Service (WOS)
3790 • Building confidence and a pathway out of generational challenges
3791 • Funded by a $14,650 grant from the Women's Fund of East Tennessee and other private
3792 gifts
3793 • Serving 36 rising senior high school women from Claiborne, Knox and Union counties
3794 • Campus residency - July 10-14, 2017
3795
3796 <u>**Lincoln's Cupboard**</u>
3797 • September 7, 2016 — LMU Women of Service (WOS) teamed with Student Services to
3798 open Lincoln's Cupboard, an on-campus food pantry, to provide healthy food options for
3799 LMU students, staff and faculty

3800 <u>**Caylor School of Nursing (CSON)**</u>
3801 • Faculty and students in the CSON collaborated with individuals in other schools and
3802 programs, as well as individuals in the community, on research initiatives, publications
3803 and service projects

3804 <u>**Hamilton School of Arts, Humanities and Social Sciences**</u>
3805 • The Social Work Program developed additional placement sites to accommodate growth
3806 in the number of majors during Fall 2016
3807

3808 **School of Mathematics and Sciences**
3809 • School of Mathematics and Sciences, the DeBusk College of Osteopathic Medicine and
3810 the College of Veterinary Medicine have faculty members collaborating in research
3811 projects, thesis committees and Admissions Committees for graduate students.
3812

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Strategic Goal 6: *Enhance resources.*

Objective 6.2: Increase unrestricted donations through giving and alumni participation by building a broad base of annual support.

Progress:

- Raised $5,066,442.57 in gifts from all sources (as of May 22, 2017)
- Received gifts from 196 full-time faculty and staff (30.0 percent) in 2016-17 (as of May 10, 2017) compared to 177 (28.8 percent) in 2015-16 (YTD)
- Increased active friends giving rate to 14.73 percent during 2016-17 (as of May 22, 2017) up from 13.3 percent (YTD)
- Raised $84,370.09 in Annual Fund contributions (as of May 22, 2017) compared to $83,630.55 in 2015-16 (YTD)
- Current undergraduate alumni giving rate is 5.08 percent (as of May 22, 2017) compared to 5.19 percent (YTD)
- Achieved a 43.1 percent donor retention rate for 2016-17 YTD
- Conducted the 12th successful MVT focused on social media segmentation
- Reconciled 1,040 credit card payments totaling $109,174.56 in coordination with Finance Office, via iModules and the Authorize.net gateway
- Compiled 76 prospect research reports including biographic information, donor history, business interests and property ownership as of May 22, 2017
- Conducted three iModules user group training sessions
- Expanded the use of LinkedIn as a platform for alumni and donor research
- Worked with Information Services to expand the use of ImageNow platform for document and storage retrieval in Advancement
- Continued to use and support the Michelangelo reporting platform
- Completed the Voluntary Support of Education (VSE) survey in Fall 2016
- Presented a summary of LMU's MVT and Experimental Design methodology at the 2016 Southeastern Conference on Public Administration
- Supported the development of new web forms and event registration pages across campus using the iModules platform
- Launched the GiveCampus platform in Fall 2016 as a mobile-first solution to expand online giving
- Launched the NextGen Scholarship manager platform in Fall 2016 as an online scholarship application and review platform, and worked with IS and Financial Aid during Spring 2017 to complete this transition
- Provided training and support for 68 faculties, staff, and deans serving as scholarship committee reviewers in the NextGen Scholarship system
- Maintained the use of HEPData matching system in LMU online giving pages to facilitate donor matching gifts
- Submitted 23 proposals to foundations
- Achieved 30% success rate for submitted proposals
- Conducted 49 meetings with faculty and staff to assess project goals, objectives and sustainability.
- On-going communication with faculty on grant opportunities

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3859	• Conducted grant workshop for students
3860	• Held 40% more events resulting in a significant increase in alumni participation
3861	• 163 alumni returned to main campus for Alumni Night at the basketball game
3862	• Around 500 people attended a Homecoming function at one of three sites
3863	• 1,000 graduates and their families attended breakfasts hosted by the Alumni Association
3864	• Sold 456 Dollywood tickets!
3865	• Met with 14 alumni groups: five in Tennessee, five in Florida and four in other states
3866	• Awarded first Alumni Association scholarship
3867	• Three alumni chapters awarded a total of 13 scholarships at the Awards Banquet
3868	• Achieved 100% donor participation by Alumni Association board members
3869	• Hosted 14 alumni events since last November, resulting in around 180 alumni
3870	*Reconnecting* and *Renewing* relationships with LMU and other alumni
3871	• Hosted two breakfasts for graduates and their families attended by over 1,000 and signed
3872	up hundreds of new alumni
3873	• Increased alumni membership by 50%
3874	• Because Railsplitters live in communities across the country, we offer communications,
3875	events, services and other programs that help reach alumni wherever they call home.
3876	• The *Alumni Insider* reached a total of 15,600 alumni & friends, and the open rate was
3877	above the industry standard
3878	• Published 21,940 copies of *The Alumnus* magazine
3879	• Published 22,400 copies of *Blue & Gray* newsletter
3880	• Alumni Association Facebook Page grew, with a 16% increase in fans since December 1
3881	• Over 600 people saw information on the Alumni Association Facebook page in April
3882	(*reach has doubled since December 1)*
3883	• Over 7,200 people saw post about Dollywood tickets
3884	• One of the major goals of the Alumni Association is to connect alumni through events
3885	and programs that reach and engage our members and Railsplitters everywhere through a
3886	variety of programs and events
3887	• A total of 1,975 alumni attended 31 events (since July 2016)
3888	• Alumni Association has 1,496 dues paying members, including 264 lifetime members
3889	• Experienced a 10% growth in lifetime memberships
3890	• Hosted Steak Night at University Club to kick off women's and men's basketball season.
3891	Forty-nine fans, including alumni, faculty, staff, and friends, plus the coaches attended
3892	• Continued Railsplitter Legends series, hosting eight groups/82 former athletes during
3893	home basketball games
3894	• 1979 women's basketball
3895	• 1984 baseball
3896	• Cheerleaders
3897	• 2010 men's and women's tennis
3898	• 1980-82 softball
3899	• 1986 men's golf
3900	• 2002 women's volleyball
3901	• 1996, 1997, 2004, 2005 and 2007 women's soccer and 2004, 2005, 2006 and 2007
3902	men's soccer
3903	
3904	Social Media

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3905	• The 3.5-minute video overview of LMU reached an audience of 135,000 on Facebook
3906	• Residential Life video reached an audience of 35,000
3907	• Men's basketball win on February 18 reached an audience of 24,000
3908	• LMU scenic photo reached an audience of 35,000
3909	• Men's basketball win on March 14 reached an audience of 20,000
3910	• LMU-DCOM Director of Alumni Services, in conjunction with LMU-DCOM Director of
3911	Career Services, launched lunchtime seminar series for 2016-2017 academic year
3912	focusing on rotations, the residency match process, and specialty choice. Ten sessions
3913	were held for 1st and 2nd year students; five speakers were LMU-DCOM alumni
3914	• LMU-DCOM alumni events held at various regional and national conferences in 2016-
3915	2017, including AOA OMED, TAPA FallFest, ACOFP, AAO and TOMA.
3916	• Grew LMU-DCOM MATCHMaker Mentorship Program between DO graduates and
3917	OMS students; launched mentorship program for PA graduates and PAS students.
3918	• Initiated four new DCOM PA Scholarships: LeConte Rural Medical $1,000 each & Erika
3919	Todd Memorial Scholarship $1,500
3920	• Alisha Hicks Memorial Scholarship increased from $1,104 to $8,122
3921	• Golden Scalpel Tournament net revenue increased 18%
3922	• Awarded Snider Whitaker Endowed Scholarship
3923	• Awarded Dr. Ray Stowers Endowed Scholarship
3924	

3925	**Strategic Goal 6:** *Enhance resources*
3926	
3927	**Objective 6.3:** Increase endowment participation by 5% annually for student scholarships,
3928	faculty development, research, endowed chairs, continuing education and physical plant
3929	(3.10.1—Principles of Accreditation).
3930	
3931	**Progress:**
3932	• Increased total endowment giving by 254 percent (as of May 22, 2017) with
3933	$3,369,756.62 in total endowed gifts, compared with $951,879.64 last year-to-date
3934	• Established 15 new annual scholarships and six new endowed scholarships
3935	• Worked with the Student Awards Committee to organize LMU's annual Student Awards
3936	and Recognition Program, presenting 548 annual/endowed scholarships and awards to
3937	373 students from 21 states and six foreign countries
3938	• The grand total of the endowed scholarship corpus is $14,364,008.54
3939	• In addition to that, the total annual scholarship value available for this year was $288,068
3940	
3941	**Carter and Moyers School of Education**
3942	• Continue to support the Upholding the Constitution event and other activities related to
3943	the Carter/ Moyers Endowed Fund.
3944	
3945	

Strategic Goal 6: *Enhance resources*

Objective 6.4: 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. Alcoa (Blount County), Alcoa City Center; Chattanooga, TN (Chattanooga State Community College); Corbin, KY (Baptist Health; Ewing, VA, extension of Harrogate Campus (DeBusk Veterinary Teaching Center; Kingsport, TN (Kingsport Center for Higher Education); Cumberland Gap, TN, extension of Harrogate campus; Knoxville, TN, Cedar Bluff and Duncan School of Law. (1.1 and 4.6—Principles of Accreditation).

Progress:

Public Relations
- "Beyond" awarded Gold in the Video Advertisement/PSA category of the 2017 Tennessee College Public Relations Association (TCPRA) Awards
- Earned 2,772 media mentions worth $1,816,429.62 in ad equivalency (July 1, 2016-May 1, 2017)
- Media mentions reached a circulation of 13,616,243 people

Identified and profiled five recent grads' early career success.
- Derek Voiles, EdS – Carter and Moyers School of Education
- Kayla Swiney, JD – Duncan School of Law
- Lane Welch, DO – DeBusk College of Osteopathic Medicine
- Lindy McGuire, BBA – School of Business
- Whitney Vannoy Taylor, BA, MBA – School of Business

Marketing Publications
In cooperation with the Office of Admissions and the academic schools, produced:
- Undergraduate search brochure (new layout, photography, and updated content)
- Undergraduate view book (new layout, photography, and updated content)
- School brochures (six) new photography and updated content
- Major/program rack cards (52) (incorporated new logo, photography and updated content)
- Undergraduate transfer brochure (new photography and updated content)
- Undergraduate residential life brochure (new photography and updated content)
- Undergraduate financial aid guide (new photography and updated content)
- Developed plan for 2017-18 publications

School of Arts, Humanities and Social Sciences
- Initiated a weekly radio program called, "American Culture: Arts, Humanities and Social Sciences." The main purposes of the radio broadcast is recruitment of student and informing the community of all that the School and University have to offer

Caylor School of Nursing (CSON)

121

3990   • Worked closely with Summer Martin to develop advertising campaigns for the new
3991   Tampa site, online program and new nursing initiatives in addition to increasing
3992   advertising for specific programs and sites via billboards, digital media and print media

3993

3994 **Strategic Goal 6:** *Enhance resources*
3995
3996 **Objective 6.5:** Continue aggressive fundraising to meet identified fundraising priorities,
3997 including increased annual fund donor base; increased endowment fund; capital projects for
3998 facility construction, maintenance and improvement; flexibility to meet unforeseen needs,
3999 utilizing MVT in all areas to track outcomes and maximize return on investment (ROI). (2.11.2,
4000 3.10.5—Principles of Accreditation).
4001
4002 **Progress:**
4003
4004 • Fundraising Priorities
4005

4006	**Strategic Goal 6:** *Enhance resources*
4007	
4008	**Objective 6.6:** Provide support for the University by accurately recording gifts and maintaining
4009	alumni and demographic information through the use of appropriate technology and software
4010	(2.11.1 and 3.10.2—Principles of Accreditation).
4011	
4012	**Progress:**
4013	

- Enhanced Custom XSPC screen for career information for DO graduates to indicate if graduate was chief resident and to indicate what Match process graduate participated in to gain residency (i.e., osteopathic match or allopathic match)
- Advancement: UA entered **1,895** meaningful points of contact in Colleague (as of May 22, 2017) including **800** phone calls, **559** face-to-face contacts and **237** emails
- Processed **239** reports, mailing lists and other requests for information (as of May 22, 2017)
- Processed **1,441** NCOA updates in Colleague Advancement
- Maintained and expanded our Entrinsik Informer report library to meet the information needs of Advancement and other campus constituents

4025 **Strategic Goal 6:** *Enhance resources*
4026
4027 **Objective 6.7:** Continue to support the accreditation processes of the University.
4028
4029 **Progress:**
4030
4031 • All documents are completed per timeline for the University Advancement progress
4032 report and outcomes assessment, as well as other documents as requested and required

4033 Caylor School of Nursing (CSON)
4034 • The CSON submits accreditation reports and outcomes assessment documents in
4035 accordance with established timelines as requested and required
4036

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4037   **Strategic Goal 6:** *Enhance resources*
4038
4039   **Objective 6.8:** Enhance legislative relationships.
4040
4041   **Progress:**

4042

Strategic Goal 7:

4043

Assess and enhance University-wide

4044

research and scholarly activity

4045	**Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
4046
4047	**Objective 7.1:** INTEGRATION: To connect all development, improvement and implementation
4048	of University research and scholarly activity initiatives to the University mission, planning,
4049	budgeting, academic programs, assessment and evaluation processes.
4050
4051	**Progress:**
4052	• University Committee on Scholarly Activities (CSA) Membership includes each school
4053	or college dean or the appropriate dean's representative, the Director of the Abraham
4054	Lincoln Library & Museum, as well as the Executive Director of the ORGSP.
4055	• Continued to refine and update the routing and approval form for grant submissions that
4056	streamlined signature requirements while ensuring that deans and divisional vice
4057	presidents were informed of grant submissions in their areas.
4058	• Continued to encourage self-reporting of research and scholarly activity by reporting
4059	such activity in ORGSP newsletter.
4060	• ORGSP newsletter highlighting faculty research and scholarly activity continues to be
4061	electronically distributed monthly to faculty.
4062	• ORGSP coordinates with Office of Public Relations on publicizing grants.
4063	• Continued to work with University Advancement on developing donors for research and
4064	scholarly activity.
4065

4066	**Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4066 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
4067
4068 **Objective 7.2:** INFRASTRUCTURE: Foster the development and management of the
4069 centralized research and scholarly activity support services to optimize their utility, accessibility
4070 and their responsiveness to the campus and extended learning sites research community.
4071
4072 **Progress:**
4073 • Worked with auditors when appropriate to ensure all policies and required documentation
4074   are in place.
4075 • The Collaborative Institutional Training Initiative (CITI) continues to be available for
4076   faculty, staff and student training; since 2011 4,857 faculties, staff, and students have
4077   been trained.
4078 • The ORGSP has worked with faculty on several grants which include undergraduate
4079   students.
4080 • ORGSP continues to work with CMRC researchers on grants and contracts.
4081 • ORGSP continuously updates the LMU website to provide the best faculty support
4082   possible for research, grants and sponsored activities.
4083 • ORGSP continues to provide a comprehensive list of grant opportunities listed on the
4084   ORGSP website and updated monthly.
4085 • Executive Director of ORGSP, Director of Foundations and the Director Health Sciences
4086   Research continue to notify appropriate faculty of external funding opportunities.
4087 • Together, ORGSP, University Advancement and Office of Health Science Research
4088   continue to sort Grant opportunities according to faculty expertise and interest and
4089   notifies appropriate faculty of the opportunities.
4090 • Together, the ORGSP, University Advancement and Office of Health Science Research
4091   assisted in the preparation and submission of 50 grant applications during fiscal year
4092   2016-2017.
4093 • The total awarded dollars for LMU in externally funded grant support is currently
4094 $2,190,837.
4095 • The ORGSP continues to work with the Chair of the Institutional Review Board (IRB)
4096   and the School of Education to refine the IRB application process for EdD students.
4097 • ORGSP provided an IRB workshop for EdD students and for LMU faculty.
4098 • ORGSP provided administrative support to the IRB which reviewed 70 protocol
4099   submissions, and the IACUC which reviewed _ protocol submissions and _ protocol
4100   renewals.
4101 • ORGSP staff/chairs/attending vet attended nine trainings during FY 2016–2017 for
4102   research administration through NCURA as well as NIH, IRB and IACUC.

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4104 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
4105
4106 **Objective 7.3:** FACULTY/STUDENTS: Ensure adequate on- campus and extended learning site
4107 faculty to initiate, grow and sustain both undergraduate and graduate level research and scholarly
4108 activities.
4109
4110 **Progress:**
4111 • 161 Publications, 226 Presentations and 56 Abstracts by LMU Faculty as listed by
4112 Schools and Colleges are as follows:
4113 o **Arts & Humanities**: 23 Publications, 34 Presentations and 19 Abstracts
4114 o **Math & Natural Sciences**: 9 Publications, 7 Presentations
4115 o **Business**: 2 Publications, 5 Presentations and 3 Abstracts
4116 o **Education**: 2 Publications, 23 Presentations and 13 Abstracts
4117 o **Allied Health**: 6 Publications and 6 Presentations
4118 o **VCM**: 37 Publications, 35 Presentations and 19 Abstracts
4119 o **DO/PA**: 9 Publications, 15 Presentations and 2 Abstracts
4120 o **CSON**: 9 Publications, 5 Presentations
4121 o **DSOL**: 35 publications, 89 Presentations
4122 • Mini-Grants were awarded by the URC to nine Faculty members in the total amount of
4123 $44,689.
4124

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4125 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
4126
4127 **Objective 7.4:** FACILITIES: Identify the need for facilities that foster the development of
4128 research and scholarly activity and manage them to optimize their utility and accessibility to the
4129 University-wide community.
4130
4131 **Progress:**
4132 - Dedicated research space in MANS building was allocated to all DCOM, MANS and
4133   VCM faculty with research appointments. Four research faculty continue to share
4134   laboratory facilities in the CMRC.
4135 - A list of journals where faculty can publish their education research compiled by the
4136   Medical Librarian for the URC continues to be available on the ORGSP website.
4137 - The CMRC field station at BFREE continues operations to support research by LMU
4138   Faculty.
4139

4140	**Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
4141	
4142	**Objective 7.5:** EVALUATION: To develop and implement an evaluation system that recognizes
4143	the importance of research and scholarly activity to the mission of the University.
4144	
4145	**Progress:**

- 4146 A database containing all grant and contract submissions continues to be updated jointly
- 4147 by the Executive Director of the ORGSP, the Director of Foundations and the Director of
- 4148 Health Science Grants & Research and is stored on MyLMU.
- 4149 A form to document faculty and staff research and scholarly activity continues to be
- 4150 available for use.
- 4151 A database of faculty scholarly publications continues to be maintained by the ORGSP.
- 4152 Faculty and staff receive a monthly newsletter from the ORGSP which details research
- 4153 and scholarly activity at LMU.

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Section II
4157

Strategic Plan: 2018-2023
4158

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Strategic Goal 1:

4159

4160

Assess and enhance academic quality

4161 **Strategic Goal 1:** *Assess and enhance academic quality.*

4162 **Objective 1.1**: Connect all development, improvement and implementation of curricula and
4163 programs to the University mission and planning, budgeting, and assessment processes.
4164
4165 **Strategies and Action Plans:**
4166 - Submit all proposals for accreditation substantive changes/approvals sequentially through
4167   the appropriate curriculum committee(s), program(s), department(s), college(s),
4168   school(s), division(s), and Academic Council. This may include, but is not limited to,
4169   feasibility studies, adequacy of faculty, staffing plans, mission compatibility, budget pro
4170   forma and all budgetary implications.
4171   o The appropriate vice president will present proposals to the President's Cabinet
4172   o The appropriate vice president will inform the Institutional Effectiveness
4173   Committee after review/approval by the Cabinet and Board of Trustees
4174 - Ensure academic programs receive review of financial pro forma and marketing plans
4175   prior to entering the academic approval process beyond the school/college level
4176 - Demonstrate that assessment results and outcomes are used to improve/support curricula,
4177   programs, compliance with accreditation criteria, and the annual budget process
4178 - Document assessment results using appropriate technology
4179 - Distribute and use documented assessment results to guide program improvement,
4180   support or discontinuation
4181 - Include adequate funding in the program budget pro forma for marketing new and
4182   existing programs
4183 - Suggest: Goal 3.6 (162): Review and recommend specific adjustments to funding for
4184   marketing new and existing programs. *this was not added in2017 but is still
4185   recommended
4186
4187 **Responsibility**: Program Directors/Coordinators, Department Chairs, Deans, Office of
4188 Institutional Effectiveness, Senior Director of Marketing, Vice President for Academic Affairs
4189 (VPAA), and appropriate Vice President(s) (VPs).
4190
4191 **Time Frame**: Ongoing. Curricular changes should be completed by March 1, with inclusion in the
4192 new catalogs, web pages, and the schedule of classes. Any changes with fiscal impact must be
4193 included in the budget planning process.
4194
4195 **Resources Required**: Commitment of time; collection and analysis of data; and budgeted
4196 resources for program development, marketing, learning resources, academic support services,
4197 appropriate technology, assessment, and accreditation processes.
4198
4199 **Assessment**: Annual review of budget proposals and marketing plans based on departmental and
4200 program plans, needs identified by assessment activities and corresponding program outcomes by
4201 all responsible parties.
4202
4203 **Use of Results**: To create, maintain and document a connection among mission, academic
4204 planning, and budgetary decision-making, as these relate to continued assessment and
4205 enhancement of academic quality.
4206

4207	**Strategic Goal 1:** *Assess and enhance academic quality*
4208	
4209	**Objective 1.2:** Create, revise, support or discontinue academic programs.
4210	

Strategies and Action Plans:

- Consider and implement innovative approaches to instructional delivery and student learning
- Continue the development and implementation of new academic programs including, but not limited to: (1) Continuing Medical Education (CME); (2) Graduate Medical Education (GME); (3) Doctor of Veterinary Medicine (DVM); (4); Master of Science in Business Analytics; (5) Doctor of Business Administration (DBA); (6) Master of Public Health; (7) DVM/MBA joint degree; (8) DVM/PhD with University of Kentucky; (9) 3+4 DVM with Daemon College (Buffalo, NY) and Berry College (Georgia); (10) Doctor of Medical Science (DMS); (11) PhD in Clinical Anatomy; (12) BS in Computer Science; (13) DVM/MS; (14) MSN NBA; (15) integrative bioscience PhD; (16) Graduate certificate in Business Analytics; and (17) additional undergraduate, graduate, and professional programs
- Continue/begin investigation of new academic programs including, but not limited to: (1) reciprocal licensure pathways for teachers and leaders from Alabama and Georgia; (2) Master of Science in Athletic Training; (3) Master of Arts in Psychology; (4) Doctor of Osteopathic Medicine/Juris Doctor (DO/JD); (5) JD/MBA and JD/MPA joint degree programs; (6) JD/DVM joint degree program; (7); (8) international programs and other collaborative efforts; (9) BA in Communication Arts; (10) Additional concentrations and programs in Mental Health and Counseling; (11) Medical Laboratory Science to Corbin, Chattanooga and Knoxville extended learning sites; (12) School librarian endorsement; (13) Occupational Therapy; (14) Doctor of Physical Therapy (DPT);; (15) 3 + 3/4 professional programs and undergraduate programs to include law, medicine, and veterinary programs (16) certificates of therapy (Art and Music); (17) DVM/MPH joint degree; master of veterinary medical education; (18) MSN Nursing Education; and (19) additional undergraduate, graduate and professional programs, including degree completion programs, bridge programs, and certificate programs
- Continue to explore opportunities to provide academic program offerings at existing or new extended learning sites.
- Continue to improve coordination between Harrogate and extended learning sites with emphasis on budget development, human resources, marketing, facility operations, student and academic support services, technology, learning resources, and comparability of courses/programs
- Continue to explore, secure, and utilize technology to enhance the instructional delivery process
- Continue to provide relevant professional development opportunities for all faculty, including training for program promotion to enhance enrollment and retention
- Continue the process for obtaining full ABA and AVMA accreditation

Responsibility: Instructional Technologist, Director of Online Learning, Program Directors/Coordinators, Department Chairs, Deans, VPAA, and appropriate VPs.

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4253   **Time Frame**: Ongoing. Curricular changes and program creations should be completed by March
4254   1, with inclusion in the new catalogs, web pages, and schedule of classes. Any changes with fiscal
4255   impact must be included in the budget planning process.
4256
4257   **Resources Required**: Commitment of time; collection and analysis of data; and budgeted
4258   resources for program development, academic and student services, library, and other learning
4259   resources and accreditation processes.
4260
4261   **Assessment**: Annual review of budget proposals based on departmental and program plans and
4262   needs identified by assessment activities and corresponding program outcomes by Program
4263   Directors/Coordinators, Department Chairs, Deans, Office of Institutional Effectiveness, and
4264   appropriate VPs.
4265
4266   **Use of Results**: To create, maintain, and document a connection among academic planning,
4267   budgeting, implementation, and mission fulfillment.

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Strategic Goal 1: Assess and enhance academic quality.

Objective 1.3: Pursue international collaborations to enhance the diversity and quality of the University community and academic programs.

Strategies and Action Plans:
- Continue to develop and expand student exchange programs
- Continue to develop and expand faculty exchange programs
- Continue to develop a visiting scholars program
- Continue to recruit, enroll and retain international students
- Continue to revitalize the English Language Institute (ELI)
- Continue to develop relationships with language institutes
- Continue to build infrastructure to support collaborations and other initiatives
- Explore opportunities for international extended learning sites
- Develop professional programs' student clinical year integration at LMU

Responsibility: Program Directors/Coordinators, Department Chairs, Deans, Director of International Programs, Assistant Director of International Programs, Coordinator of International Recruitment and Advising, Assistant Vice President for Academic Support, and appropriate Vice Presidents.

Time Frame: Ongoing.

Resources Required: Commitment of time; collection and analysis of data; and budgeted resources for program development, student and academic services, library and other learning resources, accreditation processes, and travel.

Assessment: Annual review by Director of International Programs, Assistant Director of International Programs, Coordinator of International Recruitment and Advising, appropriate Deans and Vice Presidents, Assistant Vice President for Academic Support

Use of Results: To enhance the diversity and quality of the University community and academic programs.

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4301 **Strategic Goal 1:** *Assess and enhance academic quality.*
4302
4303 **Objective 1.4:** Ensure that all programs have clearly articulated academic expectations.
4304
4305 **Strategies and Action Plans:**
4306 • Clarify expectations for each program
4307 • Publicize academic expectations via appropriate channels
4308 • Ensure accuracy and consistency of information in all catalogs, handbooks, program
4309 brochures, social media, and website, and provide a unified brand for all publications by
4310 establishing a Publications Department
4311 • Collaborate with marketing, academic and student support services, and student
4312 recruitment to publicize academic expectations
4313 • Document and demonstrate a systematic plan of evaluation for all programs
4314 • Develop and communicate college/school-specific accountability processes that
4315 demonstrate course-specific academic expectations
4316 • Suggest: Goal 6.4- Suggest adding emphasis on digital footprint/social media evaluation
4317
4318 **Responsibility**: Program Directors/Coordinators, Department Chairs, Deans, VPAA, and
4319 appropriate Vice Presidents.
4320
4321 **Time Frame**: Ongoing. Curricular changes and program creations should be completed by March
4322 1, with inclusion in the new catalogs, web pages, and schedule of classes. Any changes with fiscal
4323 impact must be included in the budget planning process.
4324
4325 **Resources Required**: Commitment of time; collection and analysis of data; and budgeted
4326 resources for program development, academic and student services, learning resources, and
4327 accreditation processes.
4328
4329 **Assessment**: Annual review of budget proposals in light of departmental and program plans and
4330 needs identified by assessment activities and corresponding program outcomes by Program
4331 Directors/Coordinators, Department Chairs, Deans, Office of Institutional Effectiveness, and
4332 appropriate VPs.
4333
4334 **Use of Results**: To ensure clearly articulated academic expectations.

Strategic Goal 1: *Assess and enhance academic quality.*

Objective 1.5: Evaluate faculty and academic staff compensation against benchmark salary levels of peer institutions with respect to faculty rank, appointment, academic discipline, experience, workload requirements, and scholarly activity.

Strategies and Action Plans:
- Continue to examine faculty and academic staff compensation and develop a step-wise plan to address identified issues
- Continue development of a plan for faculty and academic staff compensation with a target salary scale as prioritized below:
  - Adjust any institutional inequities of full-time faculty and academic staff
  - Develop a plan to establish full-time faculty and academic staff compensation that is competitive with peer institutions within the region and/or industry standards
  - Sustain a system of faculty compensation with an evaluation system to support it
  - Implement and maintain a competitive compensation package for summer instruction
  - Implement and maintain a competitive compensation package for adjunct faculty
  - Maintain benchmark data on compensation by level, discipline, and/or college/school
  - Evaluate the impact of faculty contractual term
  - Review the compensation process for appointed positions (including Chairs and program directors)
  - Explore the development and implementation of a broader definition of faculty and academic staff roles/positions

Responsibility: The President's Cabinet, Program Directors/Coordinators, Department Chairs, Deans, Office of Institutional Effectiveness, and Director of Human Resources.

Time Frame: Collection, evaluation and interpretation of data in the preceding academic year with planned implementation in the upcoming academic year. Ongoing cycle of review occurs every five years or as needed.

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

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

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

4374	**Strategic Goal 1:** *Assess and enhance academic quality*
4375	
4376	**Objective 1.6:** Enhance the Abraham Lincoln Library and Museum (ALLM), and its services.
4377	
4378	**Strategies and Action Plans:**

4379 • Pursue grants and leverage resources to support and extend LMU collections at the
4380 ALLM
4381 • Promote the ALLM to area schools, community groups, tourists, scholars and consumers
4382 by means of exhibits and publications; and investigate e-commerce opportunities
4383 • Provide appropriate cataloging, physical protection, security, and space for ALLUM
4384 collections
4385 • Promote research opportunities at the ALLM to internal constituents and outside
4386 researchers

4388 **Responsibility**: Director of the Abraham Lincoln Library and Museum (ALLM), and, Security
4389 Staff, University Advancement staff, and the Special Assistant for Executive Affairs.

4391 **Time Frame**: Ongoing.

4393 **Resources Required**: Time commitment; funding both from institutional budgets and from
4394 external grants and gifts.

4396 **Assessment**: Analysis of visitor numbers and of user satisfaction surveys will indicate the extent
4397 to which the objectives are being met.

4399 **Use of Results**: For the improvement of services the ALLM to scholars and service to the
4400 community.

4401   **Strategic Goal 1:** *Assess and enhance academic quality*
4402
4403   **Objective 1.7:** Use a comprehensive faculty evaluation process, based on a clear understanding
4404   of both professional and institutional expectations, relative to teaching, research/scholarly
4405   activity, and service.
4406
4407   **Strategies and Action Plans:**
4408   - Use the current faculty evaluation process based on professional and institutional
4409   expectations and on key performance indicators, such as course, self, and chair
4410   evaluations. Other indicators such as faculty credit hour production, research/scholarly
4411   activity, student advisement, committee participation, community service, and leadership
4412   involvement in their profession or discipline should be considered.
4413   - Review and assess the faculty evaluation process
4414   - Enhance electronic course and advising assessment processes for academic programs
4415   - Explore faculty peer evaluation process
4416
4417   **Responsibility**: Department Chairs, Program Directors, Deans, appropriate VPs, Office of
4418   Institutional Effectiveness, Director of Online Learning, Instructional Technologist, and Director
4419   of Human Resources.
4420
4421   **Time Frame**: Ongoing.
4422
4423   **Resources Required**: Time commitment, data collection, analysis, interpretation.
4424
4425   **Assessment**: Periodic review of the faculty evaluation process.
4426
4427   **Use of Results**: To provide a comprehensive faculty evaluation process.
4428

Strategic Goal 2:

4429

4430 *Recruit and retain students so that enrollment,*

4431 *integrity and the mission of Lincoln Memorial*

4432 *University will be maintained to produce*

4433 *knowledgeable and productive citizens of*

4434 *society*

Strategic Goal 2: *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: Maximize student recruitment through the development of a global, comprehensive recruitment plan.

Strategies and Action Plans:
- Continue/Maintain a system-wide Enrollment Coordination Committee
  - Regular meetings with representatives from undergraduate/graduate/professional programs
  - The committee will collaborate with essential LMU offices.
- Evaluate system-wide potential for maximum enrollment
  - Facility needs, including co-curricular space (classroom audit by department, student center, study space, etc.); facilities optimized for current and future student populations.
  - Availability of courses and classrooms at optimal times for undergraduate/graduate/professional student requirements
  - Faculty/Staff resources
  - Alternative delivery and advising models (Online/Virtual)
  - Appropriate budget
  - ROI Analysis
- Develop a LSEM (LMU strategic enrollment management plan). A comprehensive recruiting plan for undergraduate programs
  - Streamline the application process via Target X Software
  - Continue the utilization of Multivariable Testing (MVT)
  - Prioritize our regional market
  - Invest in an engaging and interactive online presence.
  - Utilize census data to identify potential markets
  - Continue to expand Associate Degree completion programs to take advantage of Tennessee State Aid
  - Explore graduate/professional preferable admission placement programs
  - Develop a five-year strategic growth plan
  - Increase our focus on recruiting high performing students
  - Implement a recruiting plan for all programs at extended learning sites
- Begin to establish a centralized recruitment philosophy for all graduate/professional programs
- Continue collaboration in support of J. Frank White Academy
- Continue to promote quality and affordability
- Collaborate with Student Success Coordinators in developing LSEM components
- Collaborate with University Advancement staff to identify potential alumni recruitment liaisons.
- Continue to utilize name searches to identify suitable candidates for undergraduate, graduate, and professional programs
- Increase the number of dual-enrollment students and course offerings
- Continue to recruit dual-enrollment homeschool students

144

4481
4482   • Increase Parent communication and outreach efforts.
4483   • Utilizing technology to optimize communication
4484   • Conduct routine meetings among the Director of Admissions, recruitment staff, Director
4485   of Financial Aid and academic deans and chairs to engage LMU faculty in the
4486   recruitment process (department letters to potential students, department telephone calls,
4487   automated emails, etc.)
4488   • Host recruitment and yield events for undergraduate, graduate and professional students.
4489   • Maintain and enhance contact with high school counselors, teachers and principals. Host
4490   counselor lunches to establish a stronger partnership.
4491   • Conduct student surveys and focus groups to determine the effectiveness of marketing
4492   and recruitment efforts
4493   • Pursue opportunities to expand the diversity of our student population at the
4494   undergraduate, graduate and professional level.
4495
4496   **Responsibility:** Vice President for Student and Enrollment Services, Director of Admissions and
4497   Admissions staff, Department Chairs, Faculty, Director of Public Relations and Marketing,
4498   Director of Publications, Webmaster, and Enrollment Coordination Committee.
4499
4500   **Time Frame:** Annually.
4501
4502   **Resources Required:** To be determined.
4503
4504   **Assessment:** Compare enrollment patterns through trend analysis for undergraduate,
4505   graduate and professional students each semester; minutes from Enrollment Coordination
4506   Committee meetings, copies of advertisements and news releases; review survey results.
4507
4508   **Use of Results**: Consistently improve recruitment efforts for all academic programs at
4509   LMU.

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4510 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4511 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4512 *and productive citizens*
4513
4514 **Objective 2.2:** Meet benchmark goals as established by recruitment plans for individual
4515 populations.
4516
4517 **Enrollment Goals:**
4518   • Overall LMU Enrollment goals by 2017 – 2018 – 4,558 students
4519   o 2018 – 4,656
4520   o 2019 – 4,726
4521   o 2020 – 4,831
4522   • Overall Undergraduate Enrollment by 2017 – 2018- 1,800 students
4523   o 2018 – 1,875
4524   o 2019 – 1,925
4525   o 2020 – 2,000
4526   • Overall Graduate enrollment goals by 2017 – 2018 – 1,026 students
4527   o 2018 – 1,036
4528   o 2019 – 1,046
4529   o 2020 – 1,056
4530   • Overall Professional Enrollment goals by 2017 – 2018 – 1,732 students
4531   o 2018 – 1,745
4532   o 2019 – 1,755
4533   o 2020 – 1,775
4534
4535 **Strategies and Action Plans:**
4536   • Implement LSEM
4537   • Assist in the coordination of a unilateral retention plan
4538   • Continue to coordinate with financial aid to maximum all financial resources
4539   available
4540
4541 **Responsibility:** The Vice President for Enrollment Management, Director of
4542 Admissions, Director of Publications, Webmaster, Director of Marketing and Public
4543 Relations, Athletics staff, Deans, Academic Chairs, Enrollment Management
4544 Coordination Committee, and Executive Director of Financial Aid.
4545
4546 **Time Frame:** Fall 2017 - 2020.
4547
4548 **Resources Required:** To be determined.
4549
4550 **Assessment:** Track through minutes of marketing committee, Enrollment Coordination
4551 Committee meetings, publications and statistics, housing reports, weekly admissions
4552 reports, and athletic prospects.

Strategic Goal 2: *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: Achieve and maintain appropriate enrollment levels in the graduate and professional programs to meet program capacity goals.

Enrollment Goals:

- Overall Graduate enrollment goals by 2017 – 2018 – 1,026 students
  - 2018 – 1,036
  - 2019 – 1,046
  - 2020 – 1,056
- Overall Professional Enrollment goals by 2017 – 2018 – 1,732 students
  - 2018 – 1,745
  - 2019 – 1,755
  - 2020 – 1,775

Strategies and Action Plans:
- Complete brochures and other promotional materials for graduate and professional programs; identify brochures that need to be developed and brochures that need to be updated, and develop a publication schedule
- Schedule quarterly meetings with representatives from undergraduate/graduate/professional
- Investigate the purchase of testing names for graduate recruitment
- Continue to recruit medical, veterinary, and law students who are committed to serving the Appalachian area
- Increase the diversity of the faculty, staff and student body
- Promote graduate programs and implement matriculation strategies from undergraduate to graduate/professional programs
- Explore the potential of admitting new undergraduate students to graduate and professional programs as they enter as freshmen, provided they meet certain criteria
- Develop industry partnerships to explore tuition reimbursement programs
- Increase community awareness of graduate/professional programs through professional organizations, school districts, community involvement and open houses

Responsibility: Deans of schools, housing, graduate/professional programs, Enrollment Coordination Committee, Director of Public Relations, and Director of Publications, and Webmaster.

Time Frame: Each semester.

Resources Required: To be determined.

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

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4599	**Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4600	*mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4601	*and productive citizens of society*
4602	
4603	**Objective 2.4:** Achieve and maintain appropriate enrollment levels at J. Frank White Academy
4604	(JFWA) to meet program capacity goals.
4605	
4606	**Strategies and Action Plans:**
4607	• Complete feasibility study for lower school program (Pre K – 5)
4608	• Integrate JFWA students with campus life initiatives
4609	• Maintain a low student-teacher ratio
4610	• Maintain enrollment of over 150 students
4611	• Maintain a balanced and diverse student body
4612	• Continue to assess and revise the Marketing and Recruitment plan to reflect new
4613	initiatives
4614	• Maintain healthy community relationships to recruit potential students
4615	• Work with University Advancement to enhance scholarship opportunities for students
4616	• Maintain a part-time program for homeschooled students
4617	• Continue to explore and develop athletic programs for JFWA students
4618	• Maintain and cultivate funding for an exchange program with international institutions
4619	
4620	**Responsibilities:** Director of JFWA Admissions, JFWA Principal, JFWA Guidance
4621	Counselor, JFWA Athletic Director, Enrollment Coordination Committee, Dean of
4622	Administration, Director of Student Life, and Director of Residential Life.
4623	
4624	**Time Frame:** 2017-2020.
4625	
4626	**Resources Required:** To be determined.
4627	
4628	**Assessment:** Enrollment statistics.

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4629	**Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4630	*mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4631	*and productive citizens of society*
4632	
4633	**Objective 2.5:** To provide appropriate student aid awards to eligible students.
4634	
4635	**Strategies and Action Plans:**
4636	• Reassess the undergrad institutional financial aid practices/philosophy
4637	o The institutional financial aid policy is reviewed and revised annually to
4638	maintain consistency with university goals and resources.
4639	o Financial aid uses the Noel Levitz model for financial aid packaging of
4640	new and transfer students
4641	o For the 2016-2017 academic year, the aid matrix was adjusted to give a
4642	larger percentage of LMU need based aid to students who live on campus.
4643	We also gave a small academic scholarship to those at the lowest level
4644	academically.
4645	o This was the first year FAFSA opened in October. As a result, we decided
4646	to accelerate the process of registration and student aid packaging. The
4647	first aid packages were sent to new student in early December and new
4648	student registration began in March.
4649	o For returning students who lost academic or state-based aid and received
4650	LMU need-based aid a cap of $14,000 was established. A new 2.0 GPA
4651	requirement was established.
4652	o Institutional financial aid increased along with annual cost of attendance
4653	▪ The Finance Office and Office of Financial Aid monitor spending
4654	continuously to try and keep the discount rate within budget.
4655	• Assess retention rates
4656	o The Endowed Scholarships Committee identified current students who
4657	best met the defined scholarship criteria and had a minimum cumulative
4658	GPA of 3.0.
4659	o Through recently purchased Nex Gen software, many students with
4660	diverse interests and backgrounds were identified and awarded additional
4661	funding.
4662	• A new process was put into place for full tuition scholarships. This process
4663	included an application process and a personal interview. Members of admissions
4664	and faculty were on the committee.
4665	• Utilize the Enrollment Revenue Management System to develop and assess
4666	multiple econometrics
4667	o This is on-going and weekly reports are reviewed by Admissions, Financial Aid
4668	and Finance
4669	o Currently on a one-year contract with Noel Levitz
4670	• Improve interdepartmental communications
4671	o Cross training occurred on various occasions to improve communication
4672	o Leadership team meetings have addressed communication issues
4673	o Admission counselors were given Noel Levitz training to address potential barriers
4674	to entry. We want to deliver a campus wide consistent enrollment message.

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4675   ▪ All Admissions Counselors can view the awards from Financial Aid to
4676   better inform prospective students and families
4677   ▪ Best Practices on call times and proactive tips to promote LMU positive
4678   outcomes were discussed in detail
4679   o Document imaging is underway and the Office of Financial Aid shreds documents
4680   each year following the annual A-133 audit
4681

4682   • On-going activities
4683   o Identify students' financial needs and meet those needs through a combination of
4684   grants, scholarships and self-help aid
4685   o Re-evaluated the funding level of the Lincoln Grant component of the Financial
4686   Aid budget
4687   o Continued training work study students and supervisors. Spend all allotted federal
4688   funds.
4689   o Monitor Federal and State funds annually
4690   ▪ Be aware of work study spending in 2017-2018 but communicate additional
4691   funding to be received in 2018-2019
4692   o Continue work with the Consumer Information Taskforce which created single
4693   webpage for all Consumer Information requirements for LMU
4694   o Keep a close eye on the political environment. Short-term: Summer Pell, No Cost
4695   of Living Increase for Pell, No SEOG, Cut Work Study by 50%, Work Study only
4696   for Pell Recipient's, Eliminate PSLF, One Income Based Repayment Plan. Long-
4697   term: Elimination of the Loan Subsidy and Parent Plus Loan
4698

4699 **Responsibility:** VP for Student and Enrollment Services, Executive Director of Financial
4700 Aid, Admissions staff, Student Services staff, Awards Committee, Vice President for
4701 Advancement, and Financial Aid staff.
4702

4703 **Time Frame:** Each semester.
4704

4705 **Resources Required:** Included in the institutional Financial Aid budget each year. Need
4706 $116,000.00 over a three-year period plus travel costs for the Enrollment and Revenue
4707 Management System (ERMS) product from Noel-Levitz.
4708

4709 **Assessment:** Examine financial aid statistics and audits.
4710

4711 **Use of Results:** Improved enrollment, retention and student satisfaction.
4712
4713
4714

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4715 # Strategic Goal 3:

4716 *Strengthen planning, budgeting and*

4717 *assessment*

4718	**Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4719	
4720	**Objective 3.1:** To use the institutional mission statement as the foundation for all planning,
4721	budgeting, and assessment processes.
4722	
4723	**Strategies and Action Plans:**
4724	• Coordinate annual review of the institutional mission statement (with specific
4725	consideration of the current and projected character and composition of the institution) at
4726	the Strategic Planning Retreat and submit recommended changes to the Institutional
4727	Effectiveness Committee (IEC)
4728	o The IEC will approve changes and submit recommendations to the President and
4729	Cabinet for consideration by the Board of Trustees
4730	• Review the University Strategic Plan on an annual basis and revise as appropriate to
4731	reflect any changes in the University Mission Statement
4732	• Ensure the alignment of the mission, goals and objectives of the colleges, divisions,
4733	departments, and units with the University Mission and Strategic Plan
4734	• Align the budget with the University Mission, Values, Goals, Objectives and Strategic
4735	Plan
4736	• Ensure the assessment of expected outcomes across the University, including college,
4737	school and departmental levels
4738	• Make continuous changes and improvements as dictated by the assessment results
4739	
4740	**Responsibility:** Strategic Planning Retreat attendees**,** IEC, the Cabinet, the President and the
4741	Board of Trustees.
4742	
4743	**Time Frame:** Continuous.
4744	
4745	**Resources Required:** Time.
4746	
4747	**Assessment:** The President's Cabinet and the IEC will determine that the University Mission is
4748	the foundation for all planning, budgeting and assessment as documented by the committee
4749	minutes.
4750	
4751	**Use of Results:** To document alignment of planning, budgeting, and assessment process or make
4752	appropriate revisions.

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4753	**Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4754	
4755	**Objective 3.2:** To prepare a balanced fiscal year operating and cash flow budget annually for
4756	Board of Trustees' approval.

4753 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4754
4755 **Objective 3.2:** To prepare a balanced fiscal year operating and cash flow budget annually for
4756 Board of Trustees' approval.
4757
4758 **Strategies and Action Plans:**
4759 • Evaluate the Institution's financial performance, identifying strengths, weaknesses,
4760   opportunities and threats (to be accomplished by the President's Cabinet)
4761 • Prepare budget requests consistent with individual unit plans and strategic priorities
4762 • Review budget requests, institutional priorities, the five-year pro forma, and institutional
4763   evaluation results specific to each department and/or program to make informed
4764   decisions related to the allocation and reallocation of resources consistent with the
4765   strategic plan
4766 • Conduct annual budget discussions during which the Vice Presidents and their respective
4767   budget officers present proposals and provide supporting documentation to ensure that all
4768   estimates are reasonable
4769 • Present the balanced budget to the Board of Trustees for approval
4770 • Review the financial performance for deviations from projected revenues and expenses
4771   and make spending adjustments accordingly
4772 • Assure that timely communication and feedback to appropriate persons regarding budget
4773   matters will occur throughout the fiscal year
4774
4775 **Responsibility**: The Vice President for Finance, President, Vice Presidents, and Budget Officers.
4776
4777 **Time Frame**: Annually.
4778
4779 **Resources Required**: Adequate data and time.
4780
4781 **Assessment**: Balanced fiscal year operating and cash flow budget.
4782
4783 **Use of Results**: To ensure proper and adequate funding of expenditures necessary to meet the
4784 strategic goals of the Institution for use and preparation of future budgets, forecasts, and five
4785 year pro formas, which sustains financial stability, complies with debt service requirements, and
4786 supports growth.

4787 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4788
4789 **Objective 3.3:** To prepare a five-year operating pro forma and cash flow that reflects strategic
4790 institutional priorities, including academic, operational and capital initiatives.
4791
4792 **Strategies and Action Plans:**
4793 - Evaluate the current five-year operating pro forma and cash flow using recent financial
4794   and economic trends
4795 - Develop budgetary assumptions using expense and revenue trend data and specific
4796   environmental considerations
4797 - Use institutional research for trend analysis, unit strategic plans and outcomes assessment
4798   results to assess and update the rolling five-year operating pro forma and cash flow to
4799   reflect institutional priorities
4800 - Present the five-year operating pro forma and cash flow to the Board of Trustees each fall
4801   for approval
4802
4803 **Responsibility**: Budget Officers, Office of Institutional Effectiveness, and the President's
4804 Cabinet.
4805
4806 **Time Frame:** Annually.
4807
4808 **Resources Required**: Adequate data and time.
4809
4810 **Assessment**: The President's Cabinet will review to ensure the alignment of the five-year
4811 operating and cash flow pro forma with institutional priorities as documented by the committee
4812 minutes.
4813
4814 **Use of Results**: To plan effectively and aid in preparing annual operating and cash flow budgets.

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4815   **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4816
4817   **Objective 3.4:** To provide budget for debt service, strategic initiatives and contingencies.
4818
4819   **Strategies and Action Plans:**
4820   • Ensure, as part of the budget development, line items for debt service, strategic initiatives
4821   and contingencies
4822   • Establish parameters for the allocation of budgeted funds in support of debt services,
4823   strategic initiatives and contingencies
4824   • Designate a portion of remaining cash balances at year-end as restricted for future debt
4825   service requirements
4826   • Utilize a forecasting process to provide a foundation for decision-making
4827   • Include in the program budget pro forma adequate funding for marketing new programs
4828
4829   **Responsibility**: Vice President for Finance and President.
4830
4831   **Time Frame**: Continuous.
4832
4833   **Resources Required**: Adequate data and time.
4834
4835   **Assessment**: The Board of Trustees will approve an annual budget that assures the ability of the
4836   Institution to meet unexpected financial events, plan for debt service requirements and allow for
4837   financial funding of strategic initiatives.
4838
4839   **Use of Results**: To assure institutional financial flexibility, compliance with debt service
4840   requirements and support strategic growth.

4841	**Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4842	
4843	**Objective 3.5:** To enhance budget management.
4844	
4845	**Strategies and Action Plans:**

- 4846 Include evaluation of budget management performance as a regular component of each
- 4847 budget officer's annual evaluation
- 4848 Facilitate comprehensive communication of financial performance between Finance,
- 4849 budget officers and department members through periodic forecast process
- 4850 Review, and where appropriate, revise expenditure approval process
- 4851 Review the financial performance for deviations from projected revenues and expenses
- 4852 and make spending adjustments accordingly

4853	
4854	**Responsibility**: President's Cabinet and Budget Officers.
4855	
4856	**Time Frame**: Continuous.
4857	
4858	**Resources Required**: Adequate data and time.
4859	
4860	**Assessment**: The President's Cabinet will review budget management performance across the
4861	Institution.
4862	
4863	**Use of Results**: To more effectively manage institutional financial operations.

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4864 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4865
4866 **Objective 3.6:** To plan and budget for resources appropriate to support Lincoln Memorial
4867 University as a Level VI institution.
4868
4869 **Strategies and Action Plans:**
4870 • Coordinate with the Vice President for Academic Affairs, through the Committee on
4871 Scholarly Activities (COSA), to develop budgeting projections in support of scholarly
4872 activity
4873 • Coordinate with the administrative personnel to develop budgeting projections in support
4874 of infrastructure needs
4875 • Coordinate with enrollment management personnel to develop budgeting projections in
4876 support of student services' needs
4877 • Provide support in seeking funding from external sources
4878 • Monitor compliance and manage expenditures of grant-funded programs
4879 • Review levels of scholarly activity and align budgeting to provide adequate support,
4880 including intramural, and start-up funding
4881
4882 **Responsibility**: Vice President for Academic Affairs, Office of Research, Grants and Sponsored
4883 Programs, Vice President for Finance, Director of Foundations, Director of Health Sciences
4884 Research and Grants, Vice President for Enrollment Services, Vice President for Academic and
4885 Student Support Services and President.
4886
4887 **Time Frame**: Continuous.
4888
4889 **Resources Required**: Relevant, time specific data and stated time frames.
4890
4891 **Assessment**:
4892 • Documented outcomes of scholarly activities and growth of funding.
4893 • Documented infrastructure support requirements through project plans.
4894
4895 **Use of Results**: To plan effectively and aid in preparing five-year operating pro forma and cash
4896 flow and annual operating budget for scholarship efforts for Level VI requirements.

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4897	**Strategic Goal 3:** *Strengthen planning, budgeting and assessment*
4898	
4899	**Objective 3.7:** To utilize data to make informed decisions.
4900	
4901	**Strategies and Action Plans:**

- Collect and analyze appropriate data from internal and external sources
- Develop allocation methods to support activity based costing
- Provide appropriate access to results of analysis to guide the decision-making process for improvement of the Institution
- Maintain a repository of institutional data to ensure consistency in official reporting
- Ensure consistency of data provided in support of the decision-making process
- Provide assistance to faculty and staff in interpretation and use of data
- Utilize a forecasting process to provide a foundation for decision-making

Responsibility: Office of Institutional Effectiveness, Finance, and the President's Cabinet.

Time Frame: Continuous.

Resources Required: Appropriate staff and tools to timely accumulate and evaluate relevant data.

Assessment: The President's Cabinet will utilize findings discovered through the analysis of data to support informed decision-making.

Use of Results: To improve the planning, budgeting, and assessment processes.

Strategic Goal 3: *Strengthen planning, budgeting and assessment*

Objective 3.8: To document status of strategic goals in an annual progress report.

Strategies and Action Plans:
- Evaluate progress of strategic goals based on University assessment
- Produce an annual progress report prior to the fall meeting of the Board of Trustees
- Post the revised Strategic Plan, with progress reports, for access to the University community and its accrediting bodies

Responsibility: Vice President for Academic Affairs and President.

Time Frame: Annually.

Resources Required: Timely submissions.

Assessment: Annual strategic planning progress report.

Use of Results: To inform constituents of the Institution's status and contribute to the Strategic Planning process.

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4981

4982 **Strategic Goal 4:**

4983 *Ensure the adequacy and efficient use of*

4984 *physical and human resources on campus*

4985 *and at extended learning sites*

4986	**Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
4987	*resources on campus and at extended learning sites*
4988	
4989	**Objective 4.1:** Provide for the development and use of the physical resources of the
4990	Institution.
4991	
4992	**Strategies and Action Plans:**

- 4993 Develop a vetting process for prioritization that can align with a 5-year budget projection
- 4994 in order to assess, plan for, and evaluate facilities and grounds at the Harrogate campus
- 4995 and extended learning sites to respond to fluctuations in student demographics; support
- 4996 faculty/staff research and scholarly activities; support community program needs by
- 4997 providing physical maintenance, housing, and furniture to the following:

4998 *Existing Facilities*

- 4999 Continue to review and identify office, classroom, and study space on the main
- 5000 campus and throughout the extended learning sites
- 5001 Continue improvements to the Student Center, including wellness and recreational
- 5002 activities
- 5003 Continue to remodel the Abraham Lincoln Library and Museum, including installation of
- 5004 a new roof and relocation of HVAC rooftop components
- 5005 Completed the final Village residential hall
- 5006 Completed the remodel of rental property adjacent to campus
- 5007 Completed remodel of University Inn pool (completed by the end of the Fall 2015
- 5008 semester)
- 5009 Completed remodel of Liles Hall
- 5010 Completed the roofing project for Carnegie-Vincent Library
- 5011 Demolished Alumni, Bluebird, and Robertson houses
- 5012 Completed renovation of Grant Lee Hall for administrative spaces
- 5013 Completed renovation of President's house to President's and legal offices
- 5014 Completed relocation of the Post Office to the Student Center
- 5015 Completed relocation of the Print Shop to the Student Center
- 5016 Constructed new golf facility
- 5017 Completed Renovation of Art Center in Cumberland Gap
- 5018 Completed relocation and renovation of UMC-New Tazewell
- 5019 Continue demolition of old tennis facility
- 5020 Continue to complete HVAC renovations for Duke and DAR Halls
- 5021 Completed construction of additional office space in Tex Turner Arena
- 5022 Completed remodel of Mary Annan Natatorium
- 5023 Continue to pursue funding through University Advancement for Democrat Hollow
- 5024 upgrades
- 5025 New roof on Business Education Building
- 5026 Cafeteria for Kindergarten-4th grade JFWA
- 5027 New roof for Liles and West Residence Halls
- 5028 Road completion through campus
- 5029 New roof and building upgrades to Schrenk

5030	● Remove maintenance building
5031	● Remodel space to accommodate 4 classrooms in Duke Hall
5032	● Pellissippi site remodel
5033	

5034 *New Facilities*
5035 ● Track and field facilities- On going
5036 • Lacrosse facilities- Completed
5037 • Indoor baseball/softball facility- On going
5038 • Communication, Instruction and Technology (CIT) facility- On going
5039 • New maintenance building with storage- On going
5040 • Construct on-campus (Harrogate) Veterinary Medicine facility, including labs,
5041 lecture halls and office space- In progress
5042 • Additional water storage to support irrigation and fire sprinkler systems- On
5043 going
5044 o Five hundred-thousand-gallon tank- On going
5045 • Investigate catch basin to collect and store raw water for irrigation and grounds
5046 upkeep- On going
5047 • Continue plans for construction of facility for Conservation Biology teaching and
5048 research
5049 • Renovate CMRC building- Completed
5050 • Construct Virginia Small Animal Veterinary Medicine facility, including labs,
5051 lecture halls and office space- Completed
5052 • Construction of community tennis facility at Harrogate City Park- In progress
5053 • Complete upgrades of Cumberland Gap buildings- Completed
5054 • Development of a Social Sciences lab- On going
5055 • New water plant facility with office space- On going
5056 • Purchase and renovation of Shipping and Distribution Center- Completed
5057 • Plan and construct new UMC-Harrogate- On going
5058 • New Electronic Library & Commons

5059
5060   *Campus Enhancements*
5061   • Ongoing campus lighting enhancements- In progress
5062   • Campus sidewalks and crosswalks- In progress
5063   • Continue to monitor utilities to enhance fiscal responsibility- In progress
5064   • Evaluate and identify facilities with potential Accessibility compliance issues- In
5065   progress
5066   • Implement and continue upgrades to Schenk facility- In progress
5067   • Continue to renovate Student Center- In progress
5068   • Reconfigure campus road schematics- In progress
5069   • Continue to identify site-specific enhancements at extended sites- In progress
5070
5071   **Responsibility**: Director of Properties and Physical Plant, VP for Administration, Director of
5072   Environmental Safety and Facility Coordination, Director of Infrastructure Management, the
5073   President, President's Cabinet, and Properties Committee of the Board of Trustees.
5074
5075   **Time Frame**: Annually and as needed.
5076
5077   **Resources**: Physical plant budget, plant fund.
5078
5079   **Assessment**: Minutes of President's Cabinet and Properties Committee; minutes from the
5080   Physical Plant Operations Group and other project plan documentation.
5081
5082   **Use of Results**: Improve, maintain, preserve and protect the physical resources of the
5083   Institution.

5084 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
5085 *resources on campus and at extended learning sites*
5086
5087 **Objective 4.2:** Provide a healthy, safe, and secure environment.
5088
5089 **Strategies and Action Plans:**
5090 • Assess, plan for, and evaluate University safety and security operations in order to ensure
5091 compliance with regulatory agencies annually- In progress
5092 • Seek funding from outside sources to ensure additional health and safety opportunities
5093 and resources- In progress
5094 • Communicate the University's Health and Safety Manual, including the University Crisis
5095 Plan- In progress
5096 • Delete
5097 • Conduct an annual assessment of physical plant and facilities, focusing on safety and
5098 health issues (posted evacuation plans, lighting, traffic signs, alarm systems, call boxes,
5099 and camera systems, security and access control) - In progress
5100 • Support training opportunities for health and safety issues- In progress
5101 • Coordinate and implement handling of hazardous materials and biological waste in
5102 compliance with applicable local, state and federal regulations- In progress
5103 • Implement access control in all new facilities on campus- In progress
5104 • Continue to expand the security call phone system and utilization of campus siren-
5105 Completed
5106 • Enhance participation in Emergency Alert System- In progress
5107 • Enhance current fire drill procedures for administrative buildings- Completed
5108 • Designation of shelter in place for each facility- In progress
5109 • Mock emergency drill conducted on a scheduled basis- On going
5110 • Assist with educating students about campus, personal and situational safety- In progress
5111 • Ongoing enhancement of safety and maintenance support at extended learning sites-
5112 Completed
5113 • Increased training of police officers on Campus Save initiative and sexual assault
5114 investigation- Completed
5115 • Posting of evacuation routes on all floors of all buildings- Completed
5116 • Assess risks for both facility and employee related to reduce potential claims
5117 • Coordinate with Student Services, Financial Aid, Housing, Athletics, and Student
5118 Enrollment in order to remain in compliance with the Clery Act.
5119 • Certify faculty, staff, and students as Campus Safety Authorities (CSA) on all LMU
5120 campuses per the Clery Act.
5121 • Ongoing training with the Critical Incident Team (CIRT)
5122
5123 **Responsibility**: IS Representative for Infrastructure, Director of Properties and Physical Plant,
5124 VP for Administration, Director of Environmental Safety and Facility Coordination, Director of
5125 Campus Safety and Emergency Preparedness, Director of Infrastructure Management,
5126 President's Cabinet, Chief of LMU Campus Police and Security, and the Risk and Insurance
5127 Manager, and Chair of the Institutional Biological and Chemistry Safety Committee.
5128

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5129   **Time Frame**: Annual or as needed.
5130
5131   **Resources Required**: Physical plant and/or departmental budget(s)
5132   **Assessment**: Evaluate regulatory agency reports, safety and security reports and plans
5133
5134   **Use of Results**: Enhance safety and security on campus and at extended learning sites

5135	**Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
5136	*campus and at extended learning sites*
5137	
5138	**Objective 4.3:** Enhance and sustain the Institution's Human Resources (HR).
5139	
5140	**Strategies and Action Plans:**
5141	• Enhance employee orientation process- In progress
5142	• Maintain the HR information site on LMU's internal portal- In progress
5143	• Continue to provide and enhance in-house training and development programs for
5144	employees- In progress
5145	• Evaluate and enhance University benefits- In progress
5146	• Ensure compliance with local, state and federal agencies- In progress
5147	• Review and ensure compliant procedures for Faculty/Staff based on current laws
5148	• Support the financial audit process- In progress
5149	• Participate in job fairs to present LMU as a career opportunity- In progress
5150	• Enhance the Human Resources physical presence at extended learning sites- In progress
5151	• Research and address current healthcare reforms- In progress
5152	• Further streamline payroll process (EMMA) while adhering to payroll legislation-
5153	Updated to Kronos System effective November 2016
5154	• Maintain digital backup employee file system to aid in retention documentation (Image
5155	Now) - In progress
5156	• Recognize employee service and promotions through celebrations- In progress
5157	• Support and encourage the development of wellness programs- On going
5158	• Implement human resources technology (as budget permits) to reduce manual processes-
5159	In progress
5160	
5161	**Responsibility**: Human Resources Legal, IS Representative, and the Vice President for
5162	Administration
5163	
5164	**Time Frame**: Ongoing.
5165	
5166	**Resources Required**: Division budgeting for faculty/staff development; human resources
5167	department budget.
5168	
5169	**Assessment**: Budget reports (faculty/staff development); faculty/staff evaluations; orientation
5170	evaluation form.
5171	
5172	**Use of Results**: For the improvement of services and support of the University's mission
5173	

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Strategic Goal 5:

Ensure effective and efficient use of technology

Strategic Goal 5: *Provide and maintain effective and efficient utilization of technological resources.*

Objective 5.1: Plan and budget for appropriate technological resources, including staff, software, and hardware.

Strategies and Action Plans:
- Actively participate in budgeting process of new and proposed initiatives
- Identify and prioritize department and program technology requests for existing programs
- Identify cost effective solutions to meet technological needs
- Identify budget resources for upgrades, maintenance, support and training
- Develop university purchasing, life-cycle management and maintenance schedule
- Assess technology initiatives to determine adequate resources
- Procure instructional technology to support adjunct faculty
- Support instruction, research and scholarly activity
- Include opportunities to provide service to the community
- Identify, plan and support resource needs (including both physical and personnel needs) for online and hybrid course and program offerings
- Improve communication between Finance, Information Services and appropriate departments regarding funded and unfunded technology budget requests
- Negotiate technology resource agreements to provide comparable support and access at extended learning sites

Responsibility: Vice President of Finance, Information Services (IS) staff, and President's Cabinet.

Time Frame: Continuous.

Resources Required: Included in IS budget.

Assessment: Annual survey of faculty, staff, students and technology; and an annual itemized review of technology budget and expenditures.

Use of Results: To justify, plan and communicate budgeting for technology.

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5211 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5212 *resources.*
5213
5214 **Objective 5.2:** Provide and maintain technology infrastructure.
5215
5216 **Strategies and Action Plans:**
5217 • Review and assess all network closets
5218 • Provide and maintain appropriate technology resources for faculty, staff and students
5219 • Review, assess and modify online services for faculty, staff and students
5220 • Review, assess and modify software, website and database functionality for University
5221   use
5222 • Review, assess and provide additional classroom technology needs
5223 • Continue planned implementation of secure electronic document imaging solution
5224 • Maintain appropriate wireless network and wireless network security
5225 • Perform network security audit annually
5226 • Review, assess and analyze network monitoring reports
5227 • Identify technology needs in new and existing buildings
5228 • Identify technology needs for new and existing programs
5229 • Review, assess and modify Disaster Recovery Plan for Information Services
5230 • Continue implementation of safety plan to including access control, video surveillance
5231   and fire and smoke detection
5232 • Maintain appropriate support for security services
5233 • Partner with vendors to identify and improve bandwidth and performance on applications
5234   hosted off-site
5235
5236 **Responsibility**: IS and Security
5237
5238 **Time Frame**: Continuous.
5239
5240 **Resources Required**: Basic resources included in Information Services budget; additional
5241 resources requested through budget process and grants. Compliance with national standards and
5242 regulatory guidelines.
5243
5244 **Assessment**: EDUCAUSE or national benchmarks, Network monitoring reports, Helpdesk logs
5245 and resolutions, Standard Operating Procedures, Information Technology Infrastructure Library
5246 (ITIL) standards, International Society for Technology in Education (ISTE) recommendations
5247 and Control Objectives for Information and Related Technologies (COBIT).
5248
5249 **Use of Results**: To ensure adequate technology infrastructure for faculty/staff/student.

5250	**Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5251	*resources.*
5252	
5253	**Objective 5.3:** Provide training opportunities for faculty, staff, students and technology support
5254	staff.
5255	
5256	**Strategies and Action Plans:**
5257	• Create an annual training schedule in collaboration between IS and Center for Teaching
5258	and Learning Excellence (CTLE)
5259	• Train new employees on basic productivity tools
5260	• Train and cross-train technology support staff
5261	• Support online learning initiatives
5262	• Provide new and emerging technology training opportunities
5263	• Support CTLE with the development of instructional resources that use technology
5264	• Coordinate training opportunities with vendors
5265	• Coordinate training and orientation opportunities with graduate and undergraduate
5266	students
5267	
5268	**Responsibility**: IS, CTLE, Academic Affairs, Office of Institutional Research and Student
5269	Support Services
5270	
5271	**Time Frame**: Continuous.
5272	
5273	**Resources Required**: Basic resources included in IS budget and Academic Affairs budget.
5274	
5275	**Assessment**: Training assessment surveys and Annual Software utilization assessment.
5276	
5277	**Use of Results**: To determine user satisfaction levels as measured by continuous survey and
5278	identify training needs of faculty, staff, and students; to identify problems which additional user
5279	training could improve user satisfaction.

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5280	**Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5281	*resources.*
5282	
5283	**Objective 5.4:** Provide user support for technology services.
5284	
5285	**Strategies and Action Plans:**
5286	• Review, assess, and modify IS Helpdesk support
5287	• Continue campus-wide campaign to communicate Helpdesk support procedures
5288	• Review and analyze Helpdesk service and support logs
5289	• Assess and analyze Helpdesk FAQ and online support documentation
5290	• Encourage the use of campus portal (MyLMU)
5291	• Analyze trends for user support frequency and staff appropriately
5292	• Review, assess and modify IS Policies and Procedures as needed
5293	• Review, assess, and modify the student and employee handbooks for IS policy changes
5294	• Develop policies and procedures for granting appropriate guest access to technology,
5295	facilities and services
5296	• Support the technology needs for campus and community events
5297	
5298	**Responsibility**: IS and President's Cabinet.
5299	
5300	**Time Frame**: Continuous.
5301	
5302	**Resources Required**: Basic resources included in IS budget.
5303	
5304	**Assessment**: Helpdesk work order survey results, routine review and analysis of Helpdesk work
5305	orders and resolutions.
5306	
5307	**Use of Results**: To ensure user support for technology for faculty, staff and students

Strategic Goal 5: *Provide and maintain effective and efficient utilization of technological resources.*

Objective 5.5: Plan and implement necessary resources and services for radio/television stations.

Strategies and Action Plans:
- Investigate opportunities for a new communication center
- Provide additional staff training to minimize air down time
- Establish additional advertising accounts and programming opportunities
- Provide video and audio support for campus events, public relations and marketing and community events
- Maintain compliance with Federal Communications Commission (FCC) and adherence to additional regulatory guidelines
- Maintain required memberships and licensing
- Expand opportunities for internet broadcasting
- Support a communication plan to advertise services to the LMU community
- Facilitate student involvement with broadcast productions
- Continue to foster collaboration between academics, administrative departments, and Sigmon Communications
- Support necessary upgrades to Sigmon Communications Center broadcasting infrastructure

Responsibility: Sigmon Communications, CIO and VP of Administration and Academic Deans.

Time Frame: Continuous.

Resources Required: Sigmon Communications budget and revenue from advertising and sponsorship.

Assessment: Annual review of memberships. Annual review and analysis of program offerings. Review of logs and regulatory requirement updates. Assess and survey listener-viewer base. Annual assessment of air downtime.

Use of Results: To enhance the student learning experience, provide services to the University and community, maintain up-to-date technology for TV and radio, and maintain quality services.

5343	**Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5344	*resources.*
5345	
5346	**Objective 5.6:** Provide appropriate support for scholarly activity
5347	
5348	**Responsibility**: IS and the Office of Research, Grants, and Sponsored Programs.
5349	
5350	**Time Frame**: Continuous.
5351	
5352	**Resources Required**: IS budget and revenue from grants and sponsored programs.
5353	
5354	**Assessment**: Approved grant requirements and regulatory assessment; purchase orders that
5355	support grant requests; user satisfaction surveys.
5356	
5357	**Use of Results**: Identify additional needs to support research initiatives.

5358	**Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5359	*resources.*
5360	
5361	**Objective 5.7**: Develop and maintain a high quality external website.
5362	
5363	**Strategies and Action Plans:**

- Maintain communication with current web design firm on redesign of website
- Provide support and training for website content management system (CMS).
- Develop a dynamic/responsive website to allow viewing on all electronic devices
- Consult with the office of PR and Marketing to facilitate consistent design and brand use across all LMU web pages
- Maintain the content management system
- Investigate software options to enhance University website, including e-Commerce (beyond what is currently available through iModules/alumni community)
- Empower department heads or designee to review, assess and modify website content
- Review web analytics on an ongoing basis to determine security threats and marketing opportunities

Responsibility: IS, Office of Public Relations and Marketing, department heads or designees

Time Frame: Continuous

Resources: IS budget, personnel

Assessment: Web analytics

Use of Results: To create a consistent dynamic website accessible to all constituents via all web access devices

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5389 # Strategic Goal 6:

5390 *Enhance resources*

5391 **Strategic Goal 6***: Enhance resources*

5392

5393 **Objective 6.1**: Create an environment of practical, helpful collaboration and service across the
5394 main campus and all extended learning sites and the community

5395

5396 **Strategies and Action Plans:**
5397 - Track and publish current listings of internal experts, scholarly activity and
5398 campus/community service
5399   o This will provide a means for collaboration, public relations opportunities,
5400   advertising, tracking and recruitment
5401 - Establish a committee to plan and host fall 2017 and spring 2018 social events in order to
5402 foster a sense of faculty/staff community, share new program initiatives and provide
5403 collaborative and social opportunities
5404 - Utilize cross-departmental experts to create fundraising opportunities
5405 - Create dedicated section on main LMU website to promote new initiatives, and utilize
5406 Outlook calendar invitations to announce scheduled events and encourage attendance
5407 - Continue to provide opportunities for local high school teachers to meet faculty/staff and
5408 coordinate with faculty to provide opportunities for guest lectures
5409 - Promote the use of MyLMU notifications for campus communication
5410 - Employ surveys and focus groups to identify ways to engage commuter students (such as
5411 facilities, programs, services and other strategies)
5412 - Employ surveys and focus groups to identify faculty/staff needs (such as recruitment,
5413 retention, etc.)

5414 **Responsibility**: Vice President for University Advancement, Assistant Vice President for
5415 University Advancement, Prospect Research, I.S., Assistant Vice President for Academic and
5416 Student Support Services, President's Cabinet, Academic Deans, Program Directors, Department
5417 Chairs, Faculty Senate President, Staff Senate President, Athletics and Administrative Assistants.

5418

5419 **Time Frame**: Ongoing

5420

5421 **Resources Required**: University Advancement Entertainment and Other budget lines (if funds
5422 are necessary)

5423

5424 **Assessment**:
5425 - Track service hours
5426 - Surveys to assess interest, participation and awareness
5427 - Monitor attendance at forums and events

5428

5429 **Use of Results:** Enhance campus image through marketing and promotion. Improve formal and
5430 informal campus and community communication. Revise future activities based on results of
5431 assessment.

5432	**Strategic Goal 6:** *Enhance resources.*
5433	
5434	**Objective 6.2:** Increase unrestricted donations through giving and alumni participation by
5435	building a broad base of annual support.
5436	
5437	**Strategies and Action Plans:**
5438	• Maintain best advancement practices with the University Advancement division and
5439	adhere to established fundraising code of ethics by Council for Advancement and Support
5440	Education (CASE) and National Association of College and University Business Officers
5441	(NACUBO)
5442	• Identify and cultivate donors who have the potential to give unrestricted gifts annually
5443	• Emphasize the concepts of Values – Education – Service as it applies to giving
5444	• Support efforts to enhance University-wide research.
5445	• Solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund
5446	(Goal of 100% participation)
5447	• Request all members of the President's Cabinet to participate in the Annual Fund (Goal
5448	of 100% participation)
5449	• Encourage University Advancement staff to continue to contribute to the Annual Fund
5450	(Goal of 100% participation)
5451	• Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of
5452	100% participation)
5453	• Collaborate with deans, departmental chairs and all campus constituencies to increase
5454	current faculty/staff giving with the goal of 50% participation for FY 2016-17, and 100%
5455	participation for schools/departments and extended learning sites
5456	• Meet each academic year with deans to discuss potential internal and external fundraising
5457	opportunities for the department
5458	• Establish an internal advisory board with representatives from each school and
5459	administrative area, to meet quarterly as a means to share fundraising priorities, materials
5460	and needs/goals
5461	• Continue to monitor fundraising strategies for the Annual Fund
5462	o The Annual Fund allows LMU to place resources where they are most
5463	immediately needed or where opportunities are greatest
5464	o Strategies for meeting the Annual Fund goal include:
5465	▪ Maintain the Recognition Societies
5466	▪ Target group designations for direct mailings for the Annual Fund such as
5467	class years, special interests and majors and will be closely monitored for
5468	success rate and all letters will be signed by the President
5469	▪ Continue to target LYBUNT and SYBUNT donors
5470	▪ Publish Annual Fund appeals publications such as, *AlumniInsider, the*
5471	*Alumnus with the Honor Roll of Donors,* the *Blue and Gray*, and other
5472	publications as needed, and will include self-mailer formats where
5473	appropriate and direct mail appeals
5474	• Increase efforts to solicit potential donors
5475	o Target special interest groups, honorary degree recipients, recipients of
5476	institutional awards, corporations, professional organizations and parents
5477	o The University President and President Emeritus will call on targeted donors

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5478	•	Improve donor recognition system to include enhanced Recognition Societies through use
5479		of annual events, publications, and personal meetings
5480	•	Travel within targeted territories for systematic cultivation and solicitation
5481		o Through utilization of prospect research, focus on potential major gift level
5482		donors
5483	•	Educate alumni about the increased need for scholarship funding for veterans and
5484		dependents
5485	•	Explore ways to recognize LMU's alumni veterans at special events such as
5486		Homecoming or Inauguration
5487	•	Involve students in philanthropy from the time of enrollment through programs such as
5488		the Student Alumni Association and UACT courses
5489	•	Educate the University's community on the importance of speaking with a consistent
5490		message
5491		o Create enhanced revenue streams and synergy through education on philanthropy
5492		o Stress the importance of working through the University's president, major gift
5493		officers and deans to enhance the giving process
5494	•	Evaluate future composition of advisory boards with the Vice President for Academic
5495		Affairs; encourage advisory board giving
5496	•	Target mailings to new graduates to obtain correct e-mail and physical address
5497	•	Target inaugural classes of new program initiatives to facilitate transition from current
5498		students to University alumni with emphasis on giving
5499	•	Explore new affinity programs
5500	•	Investigate TravelPledge program
5501	•	Continue communication with Human Resources personnel on payroll deduction
5502		procedures
5503	•	Disseminate trustee letters to target groups
5504	•	Collaborate with Abraham Lincoln Library and Museum (ALLM) staff to develop a list
5505		of contacts for annual support to include the Lincoln Letters, former donors to the
5506		Museum, and the Museum visitors list
5507		o Names will be compiled into a master solicitation list
5508	•	Continue to collaborate with the J. Frank White Academy (JFWA) principal to maintain a
5509		list of contacts for annual support to include parents and relatives and graduates of the
5510		Academy
5511	•	Develop a list of contacts with the Athletics staff for annual support to include graduates
5512		who participated in athletics
5513	•	Partner with athletics on annual golf tournament, auction, and other fundraising events
5514	•	Continue to develop the role of volunteers in the overall fundraising program
5515	•	Work with staff senate and faculty senate to address giving options
5516	•	Establish personal visit goals for athletics, the Abraham Lincoln Library and Museum
5517		(ALLM), and JFWA in cooperation with their supervisors
5518	•	Utilize prospect research to build information about alumni, friends, and potential
5519		prospects
5520	•	Support initiatives to demonstrate adequate resources for accreditation standards
5521	•	Pursue private foundation dollars to fund University projects in cooperation with the
5522		President Emeritus

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5523	• Maintain a calendar of stewardship and cultivation events to help create and broaden the
5524	foundation for annual donor support
5525	• Maintain calendar of annual solicitations for DCOM donors including White Coat
5526	Solicitation, End of Year Appeal, LYBUNT and Commencement
5527	• Continue Thank-You call program for the Board of Trustees with 20 board members
5528	signing commitment cards
5529	• Maintain Thank-You Call process for dean of DCOM to help steward gifts of $1,000 or
5530	more and develop major gift prospects from preceptor pool
5531	• Maintain presence at the Annual American Osteopathic Association (AOA) Convention
5532	with intent to recruit faculty, potential students, and continue DCOM alumni annual
5533	reception
5534	• Maintain all undergraduate and graduate Alumni Boards and giving programs as needed
5535	• Maintain and expand online alumni sub-communities as needed
5536	• Maintain e-newsletter to medical students on clinical rotations
5537	• Expand the use of iModules Alumni Community as an online registration tool
5538	• Expand alumni chapter membership and events, and investigate new locations for
5539	chapters
5540	• Expand alumni travel program
5541	• Implement Multi Variable Testing (MVT) factors during 2017-18
5542	• Coordinate LMU Student Awards Day program
5543	• Initiate fundraising activities to support research and scholarly activity
5544	• Explore opportunities to contribute to LMU at corporate point-of-purchase

5545

5546 **Responsibility**: Vice President for University Advancement, President, President Emeritus,
5547 President's Cabinet, UA, Athletics Director/Representative and Board of Trustees in cooperation
5548 with deans, chairs, program directors and other designated faculty and staff.

5549

5550 **Time Frame**: Ongoing.

5551

5552 **Resources Required**: University Advancement/Alumni Services Travel, Postage, Printing,
5553 Publications and Honors and Awards budget lines

5554

5555 **Assessment**: (Benchmark with Council for Aid to Education (CAE) report on peer institutions to
5556 be added when report is in)

5557	• Review call reports at staff meetings and development meetings
5558	• Monitor all giving totals
5559	• Review LYBUNT and SYBUNT reports as needed

5560

5561 **Use of Results**: To support current operating expenses.

5562 **Strategic Goal 6:** *Enhance resources*
5563
5564 **Objective 6.3:** Increase endowment participation by 5% annually for student scholarships,
5565 faculty development, research, endowed chairs, continuing education and physical plant.
5566
5567 **Strategies and Action Plans:**
5568 • Support efforts to enhance University-wide research
5569 • Research, identify, and cultivate potential donors who have the capacity to endow chairs
5570   at a minimum of $2,000,000, endow professorships at a minimum of $1,000,000, endow
5571   scholarships at a minimum of $25,000 and endow faculty development funds at a
5572   minimum of $25,000
5573   o Review endowed chairs to determine which ones are currently fully funded
5574 • Emphasize the concepts of Values – Education – Service as it applies to giving
5575 • Identify and cultivate special interest groups, honorary degree recipients, and recipients
5576   of institutional awards
5577 • Recognize donors who contribute to endowment funds
5578 • Continue to monitor fundraising strategies for the Endowment
5579   o Recruit and retain quality faculty and students by establishing endowed chairs,
5580   providing financial aid, and ensuring through endowed scholarships, and ensures
5581   that facilities are adequately maintained
5582   o Cultivate and solicit targeted generations for increased gifts through estate plans
5583   by the fundraising arm of the University Advancement staff
5584   o Re-evaluate fundraisers' respective calls lists, including the president's call list
5585   o Increase number of grant proposals for grants to endowment projects
5586 • Increase the number of the Circle of Friends for Endowment gift club
5587 • Review prospects with the Development Committee of the Board of Trustees, the
5588   president of the University, the chairman of the Board, and the chairman of the Executive
5589   Committee
5590 • Feature donors who have already made estate plans in the *Alumnus* magazine
5591 • Feature long-term donors in publications and on the website
5592 • Collect and scan documentation for planned giving through ImageNow
5593 • Utilize DonorSearch prospect research services
5594 • Expand solicitation of foundations, professional organizations, corporations, and
5595   government agencies that support endowment endeavors
5596 • Pursue private foundations
5597 • Establish endowment levels required for maintenance of each facility on campus with
5598   coordination with the vice president for Finance
5599 • Support additional scholarship funding for Honors Scholars
5600 • Educate University community on importance of speaking with consistent message
5601 • Continue to coordinate LMU Student Awards and Recognition program and recognize
5602   endowed scholarship donors
5603 • Initiate fundraising activities to support research and scholarly activity
5604 • Marketing dollars for developing new programs
5605

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5606 **Responsibility**: Vice President for University Advancement, President, President's Cabinet, UA,
5607 Student Awards Committee, and Board of Trustees in cooperation with designated faculty and
5608 staff.
5609
5610 **Time Frame**: Ongoing.
5611
5612 **Resources required**: University Advancement Travel, Postage, Printing, Publications and
5613 Honors and Awards budget lines; similar budget lines within the DCOM budget are also required
5614
5615 **Assessment**:
5616   • Review and compare call reports of major gift officers
5617   • Compare five-year endowment giving trends
5618   • Evaluate return on investment for donor calls, direct mail, special events and other
5619   initiatives
5620   • Evaluate actual endowment acquired for facility upkeep versus goal amounts
5621   • Evaluate the use of endowed scholarship dollars to offset need for institutional student
5622   aid
5623
5624 **Use of Results**:
5625   • To increase endowed scholarships to enable students to attend LMU as cited in our
5626   mission statement
5627   • To increase communication to and involvement with the Board of Trustees and alumni
5628   through the class agents program, friends of the University, and foundations and
5629   corporations and other granting agencies
5630   • To demonstrate that best practices in fund raising are addressed and maintained, to ensure
5631   that calls are made on a timely basis, and to ensure that budget relief for academic areas,
5632   as well as capital projects, is provided
5633
5634

5635	**Strategic Goal 6:** *Enhance resources*
5636	
5637	**Objective 6.4:** Promote the University locally, regionally, nationally and internationally through
5638	alumni, friends and all donor constitutes to support fundraising goals, recruitment, retention.
5639	
5640	**Strategies and Action Plans:**

5635   **Strategic Goal 6:** *Enhance resources*

5636

5637   **Objective 6.4:** Promote the University locally, regionally, nationally and internationally through
5638   alumni, friends and all donor constitutes to support fundraising goals, recruitment, retention.

5639

5640   **Strategies and Action Plans:**

5641   •   Emphasize the concepts of Values – Education – Service as it applies to giving

5642   •   Utilize social media sites including Facebook, Twitter and YouTube to promote
5643   fundraising

5644   •   Promote the University to alumni through the Alumni Online Community

5645   •   Educate University community on importance of speaking with consistent message

5646   •   Identify human interest stories throughout the University to include in the alumni and
5647   fundraising publications

5648   •   Meet individually with each dean once per year and develop specific fundraising plans
5649   for each school; and attend periodic dean's meetings for fundraising leadership

5650   •   Partner with Sigmon Communications to produce video segments/news releases to be
5651   loaded on the LMU website and YouTube for fundraising awareness

5652   •   Develop fundraising promotional materials

5653   •   Communicate regularly with extended learning sites to ensure that their needs with regard
5654   to fundraising needs

5655   •   Continue to distribute the *Blue and Gray* newsletter, the *Alumnus* magazine*,*
5656   *CommunityLinc, AlumniInsider, and Bridge Builder Heritage Society Newsletter*

5657   •   Publish donor recognition notices in appropriate media

5658   •   Assist with service initiatives including Rural Area Medical center (RAM) in 2018 to
5659   help promote the University's mission of service to humanity

5660   •   Promote the culture of service among faculty, staff and students through participation in
5661   external charitable events

5662   •   Continue to promote LMU through collaboration with LMU-TV and Sigmon
5663   Communications Center

5664   •   Continue to implement overarching strategy with distinct talking points for CVM
5665   recruitment of faculty, students and clinical sites

5666   •   Broaden the use of testimonials (parents, students within specific majors, faculty, staff,
5667   alumni) using social media in conjunction with the Merit Pages system to recognize
5668   student achievement

5669   •   Continue internal marketing plan to educate students on the Merit Page program and how
5670   LMU will utilize Merit Badges to promote student achievements

5671   •   Support initiative to demonstrate adequate resources for accreditation standards

5672

5673

5674
5675 **Responsibility**: Vice president for university advancement and all gift officers, Director of
5676 Special Projects and Foundations, Director of Alumni Services, Director of Social Networking,
5677 and the Sports Information Director in cooperation with the and designated faculty and staff.
5678
5679 **Time Frame**: Annually with a quarterly review of the Marketing Committee.
5680
5681 **Resources Required:** University Advancement Travel, Postage, Printing, Publications, budget
5682
5683 **Assessment**:
5684 • Compare five-year endowment giving trends
5685 • Evaluate return on investment for donor calls, direct mail, special events and other
5686   initiatives
5687 • Evaluate actual endowment acquired for facility upkeep versus goal amounts
5688 • Evaluate the use of endowed scholarship dollars to offset need for institutional student
5689   aid
5690
5691 **Use of Results**:
5692 • Improve goodwill through improved personal relationships between regional community
5693   leaders and University officials, faculty and staff
5694 • Provide accurate information to aid effective promotion of the University
5695 • Utilize data to demonstrate connection between marketing efforts, recruitment and
5696   retention, and gift income
5697

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Strategic Goal 6: *Enhance resources*

Objective 6.5: Continue aggressive fundraising to meet identified fundraising priorities, including increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; flexibility to meet unforeseen needs, utilizing MVT in all areas to track outcomes and maximize return on investment (ROI).

Strategies and Action Plans:
- Identify, cultivate and solicit donors to provide revenue for identified initiatives
- Campus Capital Improvements: Lincoln Memorial University has the opportunity to complete a number of significant improvements to its Harrogate and extended learning sites
  - These projects directly benefit students and faculty as they enjoy the diverse educational opportunities of LMU

- Increase Endowment fund
- Increase Annual Fund
- Robert Kincaid $1 million Challenge for the Abraham Lincoln Museum and Library
- Pellissippi (Plan and start) updates
- Monitor facility needs and improvements for extended learning sites
- Mountain Heritage Literary Festival
- International Programs
- Speaker Series for any academic program
- Completion of Athletic facilities
- Additional water storage tank to support irrigation and fire sprinkler systems
- Development of social science lab
- Enhance campus lighting
- Roof, lighting and gallery improvements at the Abraham Lincoln Library and Museum through Kincaid gift
- Roof improvements at the Carnegie Vincent Library
- Construct on-campus Veterinary Medicine facility (adding labs, lecture halls and office space)
- Construction of facility for conservation biology teaching and research, to replace pottery shop and CMRC building
- Boiler project
- Campus road project
- Fiber optic/high voltage project
- Climate Control for Carnegie Library
- Awaiting Administrative listing of projects

Responsibility: Vice President for University Advancement, President, President Emeritus, President's Cabinet, UA, and Board of Trustees in cooperation with designated Faculty and Staff.

Time Frame: Review progress monthly and on June 30.

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5743
5744   **Resources Required**: University Advancement Travel, Printing, Postage, and Entertainment
5745   budget lines
5746
5747   **Assessment**:
5748   • Review monthly giving reports
5749   • Meet monthly with Finance to review capital projects and budget pro formas for new
5750   projects to ensure adequate resources for the division
5751
5752   **Use of results**:
5753   • Plan effectively as we target our fund raising territory and major donors
5754   • Document ROI of fund raising travel plan for major donors
5755   • Review fund raising priorities and ensure that priorities align with academic and non-
5756   academic division planning
5757   • Utilize fund raising data to chart our progress on approved projects
5758   • Review Campus Master Plan as needed to make the connection between fund raising and
5759   capital projects
5760   • Demonstrate that best practices in fund raising are addressed and maintained, to ensure
5761   that calls are made on a timely basis, and to ensure that budget relief for academic areas,
5762   as well as capital projects, are provided
5763

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5764	**Strategic Goal 6:** *Enhance resources*
5765	
5766	**Objective 6.6:** Provide support for the University by accurately recording gifts and maintaining
5767	alumni and demographic information through the use of appropriate technology and software.
5768	
5769	**Strategies and Action Plans:**
5770	• Code all alumni by major, parents of current students and alumni, and add other codes as
5771	needed
5772	• Provide ongoing training for all members of University Advancement staff of all Ellucian
5773	and Informer tools and processes as needed
5774	• Expand tracking of foundations and other organizations
5775	• Expand planned giving tracking in conjunction with ImageNow scanning project
5776	• Enhance reporting and data analysis to meet the needs of the Division
5777	• Continue tracking alumni and donor contacts
5778	• Continue to use Informer as needed
5779	• Continue to utilize Michelangelo software to facilitate gift officer access to donor
5780	information
5781	• Continue to utilize GiveCampus
5782	• Provide alumni and donor data as requested for departmental fundraising efforts
5783	
5784	**Responsibility**: Vice President for University Advancement, Assistant Vice President for
5785	University Advancement, and designated faculty and staff in cooperation with Finance and
5786	Information Services (IS).
5787	
5788	**Time Frame:** Ongoing.
5789	
5790	**Resources Required**: Costs covered under Information Services budget.
5791	
5792	**Assessment**:
5793	• Document the completion of address updates, gift records and contact reports
5794	• Track and evaluate the dissemination of information for fundraising efforts
5795	
5796	**Use of results**: Improved return on investment for all forms of interaction with alumni, friends
5797	and donors.

5798	**Strategic Goal 6:** *Enhance resources*
5799	
5800	**Objective 6.7:** Continue to support the accreditation processes of the University.
5801	
5802	**Strategies and Action Plans:**

5803 • Participate in accreditation activities and planning through representative membership on
5804 committees addressing compliance with specific components of the *Principles of*
5805 *Accreditation: Foundations for Quality Enhancement*
5806 • Monitor changes in the University's academic program and make adjustments in staffing
5807 that promote the success of new and continuing programs in meeting the expectations of
5808 program and institutional accreditation associations
5809 • Study the organizational structure of advancement divisions of other SACSCOC Level
5810 VI accredited institutions and the effectiveness of their development efforts for
5811 benchmarking and planning purposes
5812 • Review and update fundraising policies and procedures, where appropriate, to reflect best
5813 practices in all areas of operation to support LMU's Level VI status with development of
5814 additional programs and scholarly activities
5815 • Review program accreditation as it relates to student scholarship support
5816
5817 **Responsibility**: Vice President for University Advancement, President, President's Cabinet, UA,
5818 and Board of Trustees in cooperation with designated faculty and staff.

5819 **Time Frame**: Ongoing.

5820 **Resources Required**: Budgeted under the Institutional Research and Accreditation budget.

5821 **Assessment**: Provide required completed outcomes assessment documents to meet University
5822 schedule

5823 **Use of results:** Continued accreditation

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5824   **Strategic Goal 6:** *Enhance resources*

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5826   **Objective 6.8:** Pending

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5828

5829
Strategic Goal 7:

5830
Assess and enhance University-wide

5831
research and scholarly activity

5832	**Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
5833	
5834	**Objective 7.1:** INTEGRATION: To connect all development, improvement and implementation
5835	of University research and scholarly activity initiatives to the University mission, planning,
5836	budgeting, academic programs, assessment and evaluation processes.
5837	
5838	**Strategies and Action Plans:**

5839 • Continue to examine membership of Committee on Scholarly Activities (COSA) to
5840 ensure adequate representation of academic colleges/schools and entities
5841 • Work with the Deans through the COSA to develop processes and support for student
5842 scholarly activities
5843 • Review, evaluate and revise policies and procedures pertaining to research and scholarly
5844 activities
5845 • Work with Deans through the COSA to ensure that the Office of Research, Grants and
5846 Sponsored Programs (ORGSP) receives notice of research and scholarly activity in a
5847 timely manner
5848 • Review, evaluate and refine methods of disseminating news about research and scholarly
5849 activity both internally and externally including coordination with the Office of Public
5850 Relations
5851 • Facilitate the integration of research and scholarly activities throughout the University's
5852 curricula
5853 • Facilitate the development of multi-institutional local, state, national and international
5854 partnerships

5855
5856 **Responsibility**: Vice President for Academic Affairs, Deans of Schools/Colleges, Executive
5857 Director of the ORGSP, Director of Marketing and Public Relations, and COSA.

5858
5859 **Time Frame**: Ongoing.

5860
5861 **Resources Required**: Time commitment, data collection, analysis, and interpretation
5862 ($ amount to be determined annually).

5863
5864 **Assessment**: Documentation of presentations, exhibitions, publications, internal and external
5865 grant activity, press releases, and course syllabi with research integration; COSA agendas and
5866 minutes

5867
5868 **Use of Results**: The continued development and support of research and scholarly activities
5869 related to the University's mission.

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5870 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
5871

5872 **Objective 7.2:** INFRASTRUCTURE: Foster the development and management of the
5873 centralized research and scholarly activity support services to optimize their utility, accessibility
5874 and their responsiveness to the campus and extended learning sites research community.
5875

5876 **Strategies and Action Plans:**
5877 - Review the electronic grant budget and tracking system to ensure it is efficient and
5878   effective
5879 - Continue to assess procedures to ensure same day purchasing and delivery of supplies
5880   and rapid purchasing and delivery of equipment from grant accounts
5881 - Continue to assess procedures to ensure rapid direct on campus delivery of supplies and
5882   equipment to the purchaser, to ensure biological and chemical safety and grant
5883   accountability
5884 - Ensure ORGSP staff and committee chairs (IRB, IBC, IACUC and AV) actively
5885   participate in professional development activities to ensure LMU's compliance with
5886   federal and state law pertaining to research and grants
5887 - Review biological, chemical and radiation safety policies and procedures to ensure
5888   compliance with federal and state guidelines and regulations
5889 - Review and update fiscal management procedures and policies relative to external
5890   funding
5891 - Foster the management of internal grant programs for the support of
5892   undergraduate/graduate students' research projects and scholarly activity
5893 - Assist faculty, staff and students in obtaining external financial support for their scholarly
5894   activities including research, training, publications and presentations
5895 - Evaluate process and procedures for communicating grant opportunities to faculty, staff
5896   and students
5897 - Expand information support services (e.g. electronic resources, software licenses, library
5898   and accessibility) to facilitate research and scholarly activity
5899 - Develop and maintain a research and scholarly activities budget for each school/college
5900 - Develop and grow institutional support for attracting and hosting scholarly conferences
5901 - Maintain and negotiate the cost and purchase of service contracts for core equipment in
5902   the Math and Science research laboratories and other core facilities across campus and
5903   the extended learning sites
5904 - Continue the university scholarly activities seminar program
5905 - Ensure potential researchers complete Collaborative Institutional Training Initiative
5906   (CITI) training
5907 - Support the activities as outlined in the strategic plan for the Dr. Robert L. Kincaid
5908   Endowed Research Center
5909 - Continue to fund a writer-in-residence program
5910

5911 **Responsibility**: Vice President for Academic Affairs, Deans of Schools/Colleges, Office of
5912 Finance, Dean of Administration, Risk and Insurance, Director of Library, Executive Director of
5913 the ORGSP, Post-Award Grants Manager, IS, Chair of Institutional Biological and Chemical
5914 Safety Committee, Chair of Institutional Animal Care and Use Committee (IACUC), Chair of

5915 Institutional Review Board (IRB), Attending Veterinarian (AV), and Committee on Scholarly
5916 Activities (COSA).
5917
5918 **Time Frame**: Ongoing**.** Any changes with fiscal impact must be included in the budget planning
5919 process.
5920
5921 **Resources Required**: Time commitment, data collection, analysis, and interpretation ($ amount
5922 to be determined).
5923
5924 **Assessment**: Documentation of professional development, CITI training, purchase and receiving
5925 of equipment/supplies; compliance with federal and state regulations
5926
5927 **Use of Results**: The continued development and support of research and scholarly activities
5928 related to the University's mission.

5929	**Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
5930	
5931	**Objective 7.3:** FACULTY/STUDENTS: Support on-campus and extended learning site faculty
5932	to initiate, grow and sustain undergraduate, graduate, and professional research and scholarly
5933	activities.

Strategies and Action Plans:
- Office of Research and Sponsored Programs works with COSA to support grant-related research and scholarly activities
- Contribute to the development of guidelines for startup funds for new faculty tailored to research and scholarly activity expectations of the new faculty member(s)
- Review and refine incentive structures for research and scholarly activity
  - Scholarly funding for travel and publications
  - Individual membership in scholarly associations, societies and councils.
  - Sabbatical leave policy and funding
  - Rank advancement standards and incentive compensation increments
  - Reassignment of time in order to achieve a 9 hour undergraduate semester instructional work load and 6 hour scholarly activity/service work load
  - Expected incremental scholarly output increase
  - Scholarly Activity Support Services
- Develop new programs that foster interdisciplinary, multidisciplinary and inter-professional research and scholarly activities
- Maintain funding for a University statistician to support faculty/staff research statistical design and data analysis
- Promote the External Funding Incentive Pay Plan
- Review the university Intellectual Properties Policy
- Review the institutional conflict of interest policy regarding research
- Continue to develop and support national and international programs that foster student scholarly activities including academic honor societies and Honors Scholars Program
- Support and mentor the professional development of all faculty to become nationally and internationally recognized leaders in their academic disciplines

Responsibility: VPAA, Vice President for Finance, Deans of Colleges/Schools, and Committee on Scholarly Activities (COSA).

Time Frame: Ongoing.

Resources Required: Cost to be determined, Information Resources.

Assessment: Documentation of the Strategies and Action Plans related to this objective.

Use of Results: The continued development and support of research and scholarly activities related to the University's mission.

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Strategic Goal 7: *Assess and enhance University-wide research and scholarly activity*

Objective 7.4: FACILITIES: Identify the need for facilities that foster the development of research and scholarly activity and manage them to optimize their utility and accessibility to the University-wide community.

Strategies and Action Plans:
- Identify short-term and long-term facility needs ensuring future competitiveness of research and scholarly activities across campus and at extended learning sites in conjunction with Deans, Chairs, and research faculty
- Ensure adequate information technology, library and support services are in place to facilitate research and scholarly activities across campus and at extended learning sites
- Ensure that all facilities across campus and at extended learning sites comply with laboratory health, safety and environmental protection regulations
- Support Space Allocation Committee policies and procedures for space allocation of dedicated laboratory research facilities across campus and at extended learning sites
- Review library resources for campus and extended learning sites to ensure graduate, undergraduate and faculty research and scholarly activity needs are adequate
- Ensure ADA and USDA compliance of research facilities across campus, including the Abraham Lincoln Library and Museum, and at extended learning sites

Responsibility: Deans of Colleges/Schools, appropriate Vice Presidents, Director of Abraham Lincoln Library and Museum, Chief Information Officer, Director of Accessible Education Services, Chairs of IACUC, IBC and IRB, AV and Director of the Library.

Time Frame: Ongoing.

Resources Required: Cost to be determined, Information Technology, Technology Support for on-campus and extended learning site activity, Carnegie-Vincent Library and Abraham Lincoln Library and Museum resources.

Assessment: Documentation of the Strategies and Action Plans related to this objective.

Use of Results: The continued development and support of research and scholarly activities related to the University's mission.

| 6008 | **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity* |
| 6009 | |

Objective 7.5: EVALUATION: To develop and implement an evaluation system that recognizes the importance of research and scholarly activity to the mission of the University.

Strategies and Action Plans:
- Encourage the Deans to establish guidelines, expectations, and incentives concerning research and scholarly activities (including start-up funds for research and scholarly activities)
- Continue to ensure research and scholarly activities criteria are a component of the annual faculty evaluation
- Review procedures to record and report research and scholarly activity, including submissions, awards, outcomes presentations and publications
- Assess the broader impact of research and scholarship on student learning, curricular development and the community at large

Responsibility: VPAA, Deans of Schools/Colleges, Chairs of departments/program directors.

Time Frame: Ongoing.

Resources Required: Cost to be determined.

Assessment: Documentation of presentations, exhibitions, publications, internal and external grant activity, press releases, and course syllabi with research integration; COSA agenda and minutes; ORGSP Outcomes Assessment

Use of Results: The continued development and support of research and scholarly activities related to the University's mission.

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Strategic Goal 8:

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Provide academic and student services that

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foster academic and social integration to

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promote retention and student success.

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6044 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
6045 *integration to promote retention and student success.*
6046
6047 **Objective 8.1:** Improve the retention, progression, and graduation rates for students in
6048 undergraduate, graduate, and professional programs.
6049
6050 **Strategies and Action Plans:**
6051 • Continue to collect, interpret, and present data outcomes to academic leadership
6052   and Cabinet members
6053 • Continue to utilize student survey results in addressing student satisfaction and
6054   engagement as coordinated by Institutional Research; supplement survey needs
6055   with the Office of Institutional Research
6056 • Increase participation in student surveys
6057 • Utilize institutional benchmarks with regard to retention, progression, and
6058   graduation rates to create a student retention, progression, and graduation plan
6059 • Continue to improve upon new student orientation programs
6060 • Continue the fifth-year program for student athletes to promote degree completion
6061 • Continue to develop and offer academic support programs
6062 • Develop a contingency plan for academic support if external funding is not secured
6063 • Continue three-week and mid-term grade assessment for all undergraduate students;
6064   continue Concerned Conferences; encourage faculty participation
6065 • Continue to promote and discuss retention initiatives with faculty
6066 • Maintain and promote the early warning system through Ellucian
6067 • Continue to expand and improve student services at the extended learning sites
6068 • Continue to expand academic support at extended learning sites
6069 • Utilize feedback from the Parent's Club to improve services
6070 • Continue to assess and track retention figures by semester and Fall-to-Fall
6071 • Enhance utilization of peer support programs
6072 • Continue to identify "at-risk" students and promote the use of available student services
6073 • Enhance our coordinated effort to identify and serve students with undecided majors
6074 • Require "at risk" (semester GPA under 2.5) student athletes to meet with an Athletic and
6075   academic support representative for advice and guidance regarding available resources
6076 • Continue and evaluate the expansion and success of the Cornerstone program
6077
6078 **Responsibility:** Academic and Student Support Services Personnel, Deans, Directors,
6079 Undergraduate Student Success Committee.
6080
6081 **Time Frame:** By 2018.
6082
6083 **Resources Required:** Academic and Student Support Services, Financial Aid, Academic
6084 Affairs, Advancement, and Athletics.
6085
6086 **Assessment:** Evaluation of the institutional research data, utilization of annual Outcome
6087 Assessment Reports, establishment of institutional benchmarks.
6088

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6089   **Use of Results:** Improved retention, progression, graduation rates, and enhanced culture.

6090 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
6091 *integration to promote retention and student success.*
6092
6093 **Objective 8.2:** To improve the student experience by developing and promoting available
6094 services.
6095
6096 **Strategies and Action Plans:**
6097 - Increase opportunities for cooperation between undergraduate, graduate, and
6098   professional communities
6099 - Continue to improve the co-curricular experience for students at all locations
6100 - Continue to provide leadership development opportunities for students
6101 - Continue to enhance intramural sports and recreation opportunities
6102 - Evaluate the effectiveness of Omicron Delta Kappa, the national leadership organization
6103 - Expand involvement of Career Services to include early intervention academic advising
6104 - Develop and maintain a living and learning community through Residence Life
6105 - Provide intentional and effective information to students about University services and
6106   activities
6107 - Enhance a comprehensive student activities program; enhance a student-led programming
6108   committee/board
6109 - Provide educational information to facilitate appropriate accommodations for students
6110   with documented disabilities through the Accessible Education Office
6111 - Provide counseling and mental health awareness to students through the Counseling
6112   Services department
6113 - Educate the campus community on requirements and responsibilities pertaining to
6114   Accessible Education Services, FERPA, and mental health issues
6115 - Encourage the Student Government Association to effectively evaluate student issues and
6116   advocate on students' behalf
6117 - Promote knowledge and integration of the Tagge Center for Academic Support and other
6118   academic support services into the campus community
6119 - Coordinate and partner with faculty and key staff to develop theme events to increase
6120   awareness of and involvement in the Tagge Center for Academic Support
6121 - Develop a weekly newsletter highlighting upcoming events, important dates, and services
6122   offered by Academic and Student Support Services – to be sent via MailChimp to all
6123   students and parents/guardians
6124 - Enhance appropriate communication with parents and guardians to develop a partnership
6125   with parents and guardians
6126 - Proactively budget for housing management software
6127
6128 **Responsibility:** Academic and Student Support Services, Academic Affairs, , Legal
6129 Counsel, and Deans of Undergraduate, Graduate, and Professional Programs.
6130
6131 **Time Frame:** Annually.
6132

6133   **Resources Required:** Adequate funding to support the Academic and Student Support
6134   Services Division, collaboration and participation by other offices across campus; budget
6135   allocation for housing management software
6136
6137   **Assessment:** Collect and analyze data for continuous improvement of student experience
6138
6139   **Use of Results:** Use assessment data to enhance student experience for improvement of
6140   retention, progression, and graduation rates.
6141
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6143	**Strategic Goal 8:** *Provide academic and student services that foster academic and social*
6144	*integration to promote retention and student success.*
6145	
6146	**Objective 8.3:** Promote the service component of our mission statement to the University
6147	community.
6148	
6149	**Strategies and Action Plans:**
6150	• Explore opportunities for outreach in LMU's service area and beyond
6151	• Explore the possibility of partnering with University Advancement, Marketing,
6152	and Sigmon Communications to increase community awareness of existing
6153	service by faculty, staff and students through social media, radio, and television
6154	formats
6155	• Continue to track Student Service Initiative (SSI) hours from undergraduate,
6156	graduate, and professional programs for accountability purposes
6157	• Continue to support student groups conducting fundraising efforts for local
6158	charities
6159	• Continue to support student groups conducting health fairs, wellness and health
6160	awareness outreach programs for community groups
6161	• Continue programs on campus to enhance individual well-being
6162	• Review service requirements for university programs
6163	• Investigate the possibility of gaining Carnegie Community Engagement
6164	Classification and/or President's Higher Education Community Service Honor
6165	Roll as a University based on service to the Appalachian Region
6166	
6167	**Responsibility:** VP for Academic and Student Support Services, Student Support
6168	Services staff, Institutional Research Office, Vice President for Advancement.
6169	
6170	**Time Frame:** Each semester.
6171	
6172	**Resources Required:** Collaboration from academic programs for reporting service
6173	hours, community partners for service opportunities
6174	
6175	**Assessment:** Analysis of student satisfaction survey results, data relevant to the impact of
6176	community service, and other relevant data.
6177	
6178	**Use of Results:** Improved community involvement, enrollment, retention, and student
6179	satisfaction.
6180	

6181	**Strategic Goal 8:** *Provide academic and student services that foster academic and social*
6182	*integration to promote retention and student success.*
6183	
6184	**Objective 8.4:** Provide appropriate academic support services.
6185	
6186	**Strategies and Action Plans:**

6187 • Coordinate with Yellow Schedule to implement an electronic tutoring calendar to allow
6188 students to schedule appointments
6189 • Continue to offer graduate/professional school preparation for standardized tests and
6190 admission processes
6191 • Investigate the possibility of incorporating online tutoring to better service extended
6192 learning sites
6193 • Explore feasibility of creating a Student Success Center to include a Writing Center, a
6194 Testing Center, and an Advising Center
6195 • Grow and expand the Cornerstone program
6196 • Collaborate with faculty and staff members to effectively deliver and assess Academic
6197 and Student Support Services functions at all extended learning sites and implement a
6198 plan to more fully meet all identified needs
6199

6200 **Responsibility**: Academic and Student Support Services Division, Director of Academic
6201 Support; Director of Counseling; Director of Accessible Education Services; Director of Career
6202 Services; appropriate Deans and Vice Presidents; Assistant Vice President for Academic Support
6203 Services; Vice President for Extended Learning Sites
6204

6205 **Time Frame:** Ongoing.
6206

6207 **Resources Required:** Budgets for Academic and Student Support Services, Academic Support,
6208 Counseling, Career Services, Cornerstone, Student Support Services, appropriate Deans and Vice
6209 Presidents, Assistant Vice President for Academic Support Services; Vice President for Extended
6210 Learning Sites
6211

6212 **Assessment:** Outcomes Assessment Reports for offices reporting through the division of
6213 Academic and Student Support Services; other offices rendering such services through
6214 professional schools; and Extended Learning Sites
6215

6216 **Use of Results:** To improve academic support services.
6217

6218 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
6219 *integration to promote retention and student success.*
6220
6221 **Objective 8.5:** Enhance University libraries and their services.
6222
6223 **Strategies and Action Plans:**
6224 • Pursue grants and leverage resources to support and extend LMU collections at the
6225 Carnegie-Vincent Library, Reed Health Sciences Library, the Duncan School of Law
6226 Library, and other extended learning site library resource collections
6227 • Assess learning resource needs and address the growth and development of new and
6228 existing programs, including collaborative agreements with other University/college
6229 library systems
6230 • Secure appropriate library and learning resources to support new and existing programs
6231 consistent with accreditation standards for Level VI requirements, including student,
6232 faculty and staff research/scholarly activity
6233 • Support integrated information literacy and quality learning resources, evidenced by
6234 student research/scholarly activity, technology and communication skills
6235 • Provide appropriate cataloging, physical protection, security and space for all University
6236 collections
6237 • Emphasize the integration of electronic resources to extend the availability of the
6238 collections to all constituencies
6239 • Provide faculty training opportunities on library resources
6240
6241 **Responsibility**: Directors of the Carnegie Vincent Library, LMU-DSOL Library, Security Staff,
6242 Academic Deans, University Advancement staff, Assistant Vice President for Academic Support
6243 Services, Vice President for Academic and Student Support Services.
6244
6245 **Time Frame**: Ongoing.
6246
6247 **Resources Required**: Adequate funding both from institutional budgets and from external grants
6248 and gifts.
6249
6250 **Assessment**: Analysis of peer library survey results as well as internal data that demonstrate how
6251 well the dedicated library resources serve all sites and meet accreditation standards; assessment
6252 tools and testing will indicate whether and how well students possess information literacy; user
6253 satisfaction surveys will indicate the extent to which the objectives are being met.
6254
6255 **Use of Results**: For the improvement of services and support of the University's mission.
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Strategic Goal 8: *Provide academic and student services that foster academic and social integration to promote retention and student success.*

Objective 8.6: Offer a quality college-preparatory educational program at the J. Frank White Academy (JFWA).

Strategies and Action Plans:
- Maintain a School Improvement Plan to monitor progress and provide data to promote and sustain improvement
- Meet or exceed benchmark senior scores on the ACT
- Maintain a systematic, cooperative approach to teaching writing in grades five through twelve to produce confident, open-minded writers who think critically, read considerably and negotiate differences considerately
- Improve full-time and adjunct faculty salaries to parity with elementary and secondary schools in the tristate area
- Expand collaboration between the JFWA and the KANTO program and other World School member schools
- Continue to integrate information literacy into the academy curriculum
- Increase the collaboration with the University, particularly the School of Education, Math and Science, medical programs and the library
- Continue use of online learning and blended instruction
- Pursue more systematic data collection to determine college completion rates/career information and other pertinent data for graduates
- Explore additional options for expanding fine arts and language curriculum options.
- Maintain accreditation through AdvancED
- Collaborate with University Advancement to establish an alumni organization, and increase alumni involvement
- Maintain an active JFWA advisory board that includes a broad-based constituency
- Develop curricula for K-3 component, in anticipation of the approval of proposed lower school.
- Collaborate with the Office of International Programs regarding English Language Instruction (ELI)

Responsibility: Assistant Principal and Principal of JFWA, Dean of the School of Education, Assistant Director and Director of International Programs, Director of World School, Information Literacy Librarians, Assistant Vice President for Academic Support Services, Vice President for Academic and Student Support Services.

Time Frame: Annual reports of progress. The School Improvement Plan will be reviewed and revised as appropriate on an annual basis.

Resources Required: Time commitment; data collection; analysis and interpretation; technology; adequate funding from both institutional and JFWA budgets.

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6301   **Assessment**: Annual School Improvement Plan results submitted to AdvancED; standardized
6302   testing results; college placement completion data; long-term career achievement data; and
6303   annual progress reports.
6304
6305   **Use of Results**: Use data to chart improvement and suggest needed actions to promote and
6306   sustain improvement.