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# **Lincoln Memorial University**

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## **Part I**

# **Strategic Plan Overview and Introduction**

**2007- 2012**

## **I. Planning Process**

The planning process at Lincoln Memorial University incorporates:

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

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting, and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty, and staff have responsibilities for and opportunities to participate in the process. The University Mission and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Six Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS expectations for institutional improvement. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish these Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five-Year Budget Pro Forma, (2007-2012). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices.

## **II. Mission and Purpose**

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

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

The University believes that one of the major cornerstones of meaningful existence is service to humanity. By making educational and research opportunities available to

students where they live and through various recreational and cultural events open to the community, Lincoln Memorial University seeks to advance life in the Cumberland Gap area and throughout the region through its teaching, research, and service mission.

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

## **INSTITUTIONAL GOALS**

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

1. Secure and maintain fiscal integrity in all its activities, programs, and operations through concerted efforts to continuously increase its endowment and financial standing.
2. Provide quality educational experiences that have their foundation in the liberal arts and professional studies, that promote high personal standards and that produce graduates with relevant career skills to compete in an ever-changing, increasingly global economy.
3. Make educational opportunities available to all persons without reference to social status. The university seeks to stabilize undergraduate enrollment by strengthening recruitment efforts and increasing student retention through the creation of an academic and social environment that facilitates success and rewards achievement.
4. Advance the Cumberland Gap and tri-state region through community service programs in continuing education, leadership development, recreation, and the fine and performing arts.
5. Continue to be a critical educational, cultural, and recreational center for the area, and to develop and maintain facilities, which are safe, accessible, and conducive to the development of body, mind, and spirit.
6. Attract and retain a highly qualified faculty and staff, committed to teaching, research, and service, by providing the best compensation program possible.
7. Commit resources to support the teaching, research, and service role of the institution and the faculty.
8. Continue to strengthen the faculty and staff development program with priority for allocation of resources determined by institutional needs.

9. Increase technology for all educational sites. Specifically, the university seeks to continuously improve continuously its computer and other technological resources for faculty and students.
10. Develop and implement academic programs in response to anticipated or demonstrated educational needs, and to continuously evaluate and improve the effectiveness of current programs.
11. Continue the tradition of providing a caring and nurturing environment where students, faculty, and staff with varied talents, experiences, and aspirations come together to form a community where diversity and growth in the pursuit of academic and career goals are encouraged. The university seeks to develop students' potential in a supportive environment while challenging to grow intellectually and personally.
12. Provide high quality educational opportunities through selected undergraduate, graduate, and professional degree programs for students who live or work a significant distance from the Lincoln Memorial University main campus, and for whom other options are not as accessible or satisfactory.

### **III. Values**

- I. Lincoln Memorial University values integrity
  - honesty
  - openness
  - commitment to principles
  
- II. Lincoln Memorial University values excellence
  - teaching
  - learning
  - operations management
  - scholarship
  - leadership
  
- III. Lincoln Memorial University values creativity
  - teaching
  - learning
  - research
  - administration
  - artistic expression
  
- IV. Lincoln Memorial University values diversity
  - ethnic
  - cultural
  - belief systems
  
- V. Lincoln Memorial University values community
  - communication
  - honesty and integrity
  - caring and helpful
  - teamwork
  - responsibility
  - respect
  - safe and secure environment
  
- VI. Lincoln Memorial University values accountability
  - planning
  - assessment
  - evaluation
  - improvement

VII. Lincoln Memorial University values service

- LMU community
- Appalachian region
- academic and intellectual communities
- humanity

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

#### **IV. Vision Statement**

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

#### **V. Strategic Goals**

Lincoln Memorial University identified six Strategic Goals. The Strategic Goals were developed from a review of SACS expectations, internal outcomes assessment data, and external factors influencing the University. These six goals are reflective of the University Mission and Purpose and Values and are crucial to achieving regional distinction. Section II of this plan describes the activities, responsibility for accomplishment, time frames, resources, assessment method, and use of results for each objective related to each Strategic Goal.

Strategic Goal 1: *Continue to Assess and Enhance Academic Quality*

Strategic Goal 2: *To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.*

Strategic Goal 3: *Strengthen Planning, Budgeting and Assessment*

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

Strategic Goal 5: *Make Effective and Efficient Use of Technology*

Strategic Goal 6: *Enhance External Resources*

## **VI. Benchmarks for Regional Distinction**

### **Strategic Goal 1: *Continue to Assess and Enhance Academic Quality***

- Achieve and maintain accreditation and state approval of programs.
- Improve faculty (and staff) salaries.
- Fortify faculty scholarly and professional development activity (and staff professional development).
- Boost number of grant applications.
- Amplify use of instructional technology.
- Increase reliability of the faculty evaluation process.
- Enhance use of assessment results for academic improvement.
- Create and/or revise academic programs based on assessed/demonstrated need when consistent with the Institutional Mission.
- Intensify use of academic support resources and services.
- Strengthen the library and museum and their services.

### **Strategic Goal 2: *To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.***

- Conduct annual comparative analysis of Public Relations activities.
- Conduct Preview Day/College Day evaluations.
- Utilize potential student market analysis/trends/demographic measures and research to direct enrollment and retention efforts.
- Increase residential enrollment.
- Improve student academic and racial/ethnic profiles.
- Track enrollment patterns, trend analyses for academy, undergraduate, and graduate students.
- Improve retention and graduation statistics for all categories of students.
- Survey results measuring students' use of, satisfaction with, and success resulting from student support services.
- Improve financial aid participation rates, award profiles, and satisfaction with services.

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

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

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

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

**Strategic Goal 5: *Make Effective and Efficient Use of Technology***

- Maintain a Comprehensive Technology Plan.
- Use technology user survey results to make improvements.
- Monitor technology problem tracking logs.
- Assess effectiveness of technology training for faculty, staff, and students.
- Improve Technology for both Academic and Administrative Operation.

**Strategic Goal 6: *Enhance External Resources***

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



## Progress Reports for 2006 Strategic Goals

### Progress Report on Strategic Goal 1

#### Strategic Goal 1: Enhance Academic Quality.

**Objective 1.1:** Connect all academic planning, implementation, assessment, and improvement of curricula and programs to the University mission and budgeting processes.

#### Progress

- a. Continued implementation of Datatel administrative software for registration, advising, academic records, and the posting of mid-term and final grades.
- b. Conducted workshops to assist faculty in the areas of instruction, assessment, and the use of technology and library resources to enhance student learning.
- c. Expanded the implementation of LiveText technology to facilitate assessment and improvement of academic programs in the Carter and Moyers School of Education.
- d. Established an assessment function within the Office of Institutional Research and Accreditation to support institutional evaluation and improvement activities.
- e. Established an academic program review template and timetable for all academic schools and departments.
- f. Continued a broad-based effort on Level V accreditation planning and attainment.
- g. Established various assessment activities (e.g., alumni survey, graduating student survey, facilities survey, general education review, etc.) to support program improvement and reaffirmation of accreditation.
- h. Followed the guidance of a Southern Association of Colleges and Schools consultant in the establishment of an institutional SACS Leadership Team and an evaluation of university organizational structures, policies and processes.
- i. Designed and implemented a published curriculum/academic program approval process.
- j. Created a faculty research fund that will support faculty development and doctoral level status attainment by the university.
- k. Successfully achieved the maximum eight year reaffirmation of accreditation for the social work program by the Council for Social Work Education.
- l. Established new academic policies and procedures, and committee appointments to enhance the integration of the prospective college of osteopathic medicine with other academic schools and programs.
- m. Received state approvals from Tennessee and Kentucky for all undergraduate and graduate education programs.
- n. Received Tennessee Board of Nursing approval for all undergraduate nursing programs and the launch of a graduate program in nursing.
- o. Received full accreditation from the American Veterinary Medical Association for the B.S. in Veterinary Technology degree.
- p. Graduate education students continue to excel on state required licensure exams with a 98% pass rate.

- q. Eighty-three post-bac students received certification for 2005-06, while two former students were named Teacher of the Year.
- r. The Learning Tree Academy received an improved state rating (4.54 to 4.87) for quality child care.
- s. Undergraduate education program completers were employed at a 95% hire rate.

**Objective 1.2:** Create and/or revise academic programs linked to department assessments and university mission, to include general education core curriculum, adult learning and degree completion programs, courses for international students and traditional programs at the undergraduate, post baccalaureate and graduate levels on the Harrogate campus and at extended sites.

Progress

- a. Launched a degree completion program in Management and Leadership Studies at Walters State Community College and planned a similar launch at LMU's West Knox site.
- b. Continued the planning and implementation of a Doctor of Osteopathy Program, with the attainment of pre-accreditation status for the degree offering.
- c. Conducted a comprehensive review of extended site facilities and services for the improvement of faculty support and student learning.
- d. Secured approval from the Southern Association of Colleges and Schools to offer a degree completion program at the West Knox site and the implementation of the MSN Program.
- e. Launched a revised general education program based on comprehensive faculty review and a broad-based effort to strengthen mission connection, health and wellness offerings, and information fluency attainment.
- f. A school superintendent council was established to facilitate Ed.D. Program planning.
- g. Four new medical technology clinical sites have been added to the program list.
- h. The Tri-State Community Chorus led by music professor Candace Armstrong will by invitation offer a special performance in New York's historic Carnegie Hall.

**Objective 1.3:** Bring average faculty compensation to within mid-range of peer benchmark institutions with respect to faculty rank, academic discipline, and workload.

Progress

- a. Benchmark institutions have been identified by the Institutional Effectiveness Committee

**Peer Institutions**

Covenant College  
Piedmont College  
Campbellsville University  
Cumberland College  
Georgetown College  
Lindsey Wilson College  
Union College

Carson-Newman College  
Cumberland University  
Lee University  
Milligan College  
Southern Adventist University  
Tusculum College

- b. Salary increases have been significantly funded, with implementation of the salary increase plan projected out five years; merit and equity factors represent important criteria for salary increases.

**c. Faculty Salary Analysis**

Note: Data Source for LMU and Benchmark Institutions: IPEDS Report (2004-05)

The overall salary increase for LMU faculty for 2003-04 was 5%.  
The overall salary increase for LMU faculty for 2004-05 was 5%.  
The overall salary increase for LMU faculty for 2005-06 was 5%.  
The overall salary increase for LMU faculty for 2006-07 was 5%.

	Avg. FT Salary Professor	Avg. FT Salary Assoc. Prof.	Avg. FT Salary Asst. Prof.
Benchmark Mean	\$51,098	Mean \$44,190	Mean \$40,099
Institutions Median	\$51,306	Median \$44,773	Median \$40,384
LMU	Mean \$44,871	Mean \$43,268	Mean \$38,824

**d. Faculty Benefits Analysis**

Note: Data Source for LMU and Benchmark Institutions: IPEDS Report (2004-05)

	9/10-month Retirement plans – avg. expenditure	9/10-month Medical/dental plans – avg. expenditure	9/10-month Group life insurance – avg. expenditure
Benchmark Mean	\$2420	Mean \$4102	Mean \$104
Institutions Median	\$2242	Median \$3696	Median \$50
LMU	Mean \$2077	Mean \$6568	Mean \$45

- e. Teaching responsibilities (and other workload factors) have been reviewed, with the most current Faculty/Staff Policy Manual reflecting the general agreements reached.
- f. Faculty holding the highest degree in field represented approximately 70% of the 2005-06 faculties.

**Objective 1.4:** Continue to strengthen the University libraries/museum and their services.

Progress

- a. The Carnegie-Vincent Library added approximately 10,000 additional e-books to its electronic catalog in 2005-06.
- b. The Carnegie-Vincent Library's circulation count has increased by 24% for books and audiovisual materials.
- c. Special materials circulation (including laptop checkouts) has increased by 88%.
- d. Preparation for Level V status was supported by library consultant evaluations and purchased access to Dissertation Abstracts.
- e. In support of the new music major, a \$20,000 gift for music library materials was presented.
- f. The university continued the renovation and upgrade of the Carnegie-Vincent Library with the goal of creating a state-of-the-art medical library, improved technology resources, enhanced archival facilities, and expanded social learning space.
- g. The Lincoln Library and Museum continued the implementation of the PastPerfect Collection Management System for improved management of the museum collection.
- h. The Lincoln Library and Museum received \$10,000 from the National Endowment for the Humanities to support to support evaluation and improvement activities.
- i. The museum continued its conservation and restoration work with the assistance of various specialists, including representatives from The Etherington Conservation Center.

**Objective 1.5:** Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, that ties evaluation to faculty development opportunities, merit pay considerations, and improved professional performance, promotions and contracts.

Progress

- a. While the University has a faculty evaluation process that includes self-evaluation, student evaluation, and chair evaluation, (evaluations of chairs), faculty workload agreements, and faculty development activities reports, the division is reviewing the process to ensure inclusion of current and more accurate assessment methods.
- b. In support of this initiative, LMU continues to pursue the development of a comprehensive faculty evaluation process with broad-based participation in its development, and with the improvement of professional performance as its aim.

**Objective 1.6:** Offer a quality college-preparatory educational program for grades 5-12.

Progress

- a. A 7<sup>th</sup> grade JFWA student attained first place in the Tennessee Math Teachers Association competition involving 13 regional high schools.
- b. The Academy acquired new admissions software that will support the tracking of prospective students.
- c. Launched a new writing program and expanded fine arts offerings.
- d. Initiated a School Improvement Plan in support of the upcoming SACS evaluation.

**Progress Report on Strategic Goal 2**

**Strategic Goal 2: To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.**

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

## Progress

- a. Advertised with local and regional media outlets.
- b. Sent out timely news releases.
- c. Publicized the University's academic programs.
- d. Used the World Wide Web for advertisements and news. (*Currently published in Hobson's International Recruitment both web based and printed materials*).
- e. Linked the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies. (*meta tags have been embedded in our web site that allows for links between to the LMU web page and major search engines*).
- f. Maintained direct mail to target markets. (*Increase areas with name recognition of Abraham Lincoln*).
- g. Increased E-mail and telecounseling to applicants and qualified prospects. (*Using outside agencies and building an internal e-mail answering system. Also have developed e-counseling not telecounseling*).
- h. Developed an information packet for Deans and Department Chairs to talk with high-achieving, potential students to recruit for specific programs. (*Brochures were developed to assist faculty and individual chairs, and deans received e-mail addresses of potential students in specific majors. Some faculty took the lead and e-mailed those students*).
- i. Conducted monthly meetings with the Director of Admissions and academic chairs to engage LMU faculty more in the recruitment process (Department letters were sent to potential students; department telephone call were also made.). (*The Director of Admissions is a member of the Academic Council, which has been reinstated to establish better communication between academics and admissions*).
- j. Hosted preview days and counselor workshops targeting alumni of LMU graduate programs, such as Guidance and Counseling and Administration and Supervision. (*Hosted by Admissions in April. Office of Admissions is planning a preview day in conjunction with homecoming in fall-2006. Upward Bound will also host their advisory board and a financial aid workshop on the campus to bring local high school counselors and administrators to the LMU campus*).
- k. Identified and visited school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport, and other sites in Georgia, Kentucky, and Virginia to assist with the recruitment of

students. *(Not accomplished, however, Upward Bound distributed LMU materials to high schools in the tri-state region).*

- l. Budgeted for and produced 1000 information notebooks for distribution to regional high school guidance counselors' offices. An additional information sheet will be added to the mailing detailing the graduate education programs at LMU for the high school teachers. *(I believe 1000 was a typo. One hundred (100) extra notebooks have been purchased, collated, and are available to give to regional high school counselors. A Graduate informational sheet will be placed in the front pocket of each notebook).*
- m. Maintained recruitment effort into more populated areas.
- n. Reviewed national, regional, and local data to assist in the identification of new markets.
- o. Conducted student surveys to determine the effectiveness of marketing and recruitment efforts. *(On applications, orientation evaluations, and student questionnaires).*
- p. Concentrated admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship. *(Admissions purchased all names from the ACT Plan and sent specific brochures to sophomore, junior and senior level students. Admissions also attended all college career nights in the state of TN. LMU has received more TN applications this year than in previous years).*
- q. Reallocated resources to attract a larger percentage of academically talented students by targeting specific schools. *(Used matrix to award scholarships)*
- r. Added appropriate questions specific to LMU to the CIRP survey. *(Questions have been added to the CIRP to be given to new students in August 2006).*
- s. Used more direct mailing to specific majors and undecided majors. *(E-mail addresses have been sent to deans and chairs for better communication between students and academic offices).*
- t. Updated major brochures with "subject to change" (reviewed and/or revised annually). *(Brochures have been designed by Stein to be updated every other year. Also, \$5,000.00 was budgeted for the following: MBA –radio and print-Knoxville, News Sentinel and City View Magazine; Graduate Education-as they had a wait list, no ads were run; MSN- radio and print.)*
- u. Used Datatel Benefactor Component to facilitate, cultivate, and maintain relationships with alumni.
- v. Budgeted for and assigned recruiting coordinator(s) for extended site that supports multiple programs.
- x. Conducted survey to determine need for alternative scheduling and/or delivery of classes.
- y. Investigated admissions criteria for Level 5 designation. *(Might need to raise the bottom ACT scores for admittance).*
- z. Conducted "College Days" at local high schools and middle schools during the evening hours. *(Scheduled one at Pineville Junior High School, it was not well attended. A new method of communication needs to be established to conduct more of the programs. Brochure "Preparing for College" will be given to attendees with "Compliments of LMU" stamped on material. Student Services*

*set up a table at the LMU College fair to disperse information on the services offered at LMU: how to apply for financial aid, preparing for college, student athlete presentation, and goal setting.*

**Objective 2.2:** To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and increase full-time transfer and re-admitted students to 150. Of those 425 new students, 175 will be residential students by 2009.

#### Progress

- a. Maintained two marketing committees (Board Committee and University Committee).
- b. Evaluated current markets and make additions and/or corrections as needed. *(A shift is made in and out of areas depending on the number of responses received. A low response required a targeted approach to certain majors).*
- c. Followed guidelines for ensuring distribution of accurate information.
- d. Followed established timelines for the production of recruitment materials for new and transfer students. *(New brochures were printed under the guidance of Stein and Student Support Services designed and produced a new brochure to be used to recruit students to that program).*
- e. Designed recruitment materials that are attractive to potential students. *(Stein assisted with the transformation of brochures to be completed on a rotating basis.)*
- f. Reviewed latest research on why students choose a college and work with printing companies to incorporate information into materials. *(Working with Stein, a marketing company that researches information and designs brochures accordingly).*
- g. Maintained and updated a comprehensive Web site for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies. *(Stein was contracted to set up the new web page that is currently in use).*
- h. Increased the recruitment of undecided majors through career planning services. *(This is listed in 2.1)*
- i. Increased recruitment of international, Hispanic, and other minorities. *(Admissions currently subscribe to Hobson International Recruitment in the ri web page + printed material. The Diversity Grant has been established for new students. Recruitment includes cities like Memphis, Nashville, Knoxville, and Cincinnati. The University must also build services for minorities).*
- j. Maintained recruitment outside the primary 100-mile radius recruitment area. *(On going via e-mailing as discussed in 2.1).*
- k. Focused academic scholarship money on new students, academically gifted students and residential students. *(A room grant [\$750.00/smester] was offered with a May 13, 2006 deadline - Housing applications are up 51% over this time last year. Student Support Services offers academic scholarships to new freshmen to help decrease their loan amounts.)*
- l. Coordinated the recruiting efforts of athletic coaches and the admissions office. *(With the change from GSC to SAC, the athletic department worked much closer with admissions and financial aid.)*



- m. Continued work on the International Student Web page. (*A student has been contracted to work on the International Student Web page during summer 2006*).
- n. Provided international snacks available in the book store.
- o. Continued to schedule an orientation class for international students to be conducted within the first week of the fall semester to include, but not limited to: safety and security issues, assimilation into the LMU and Appalachian cultures, working visas, study strategies, sharing diversity, LMU support systems, and community amenities

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

### Progress

- a. Increased enrollment from fall 2004 to fall 2005:
  - i. Ed.S. program                    771 students increased to 849
  - ii. M.Ed. program                293 students increased to 306
  - iii. MBA program                Goal not met – 67 students decreased to 58 students
  - iv. Post Bac program-        211 students increased to 250
  - Total Increase –    133 students
- b. New Programs
  - i. The new Ed.S. program at Walters State Community College had a target enrollment of 50 students. The actual enrollment was 58.
  - ii. The new M.Ed. program at Walters State had a target enrollment of 25 students. The actual enrollment was 30.
  - iii. Plans to request approval of an Ed.D. degree program have been placed on hold. The Ed.D. program is scheduled to begin with a cohort of 25-30 students when the program receives SACS approval.
- c. Advertisement
  - i. Advertisement and publicity for the graduate programs through local media, newspapers, and the Internet have been a planned part of the general advertising budget of the University.
  - ii. A brochure has been developed for the M.Ed. program. The decision was made that no brochure was needed for the Ed.S. program because there is more student interest than capacity.
  - iii. The largest and most successful graduate program, the Ed.S. program, is advertised by word of mouth with the majority of our students coming from the state of Georgia.
  - iv. The MBA program moved to the School of Business in January 2005.

**Objective 2.4: The J. Frank White Academy (5<sup>th</sup> – 12<sup>th</sup> grades) will increase enrollment by 5% annually through 2009 with 120 students.**

After meeting with administration and looking at long-range goals for the Academy, the 5% annual increase should be re-examined. The decision was made to move the Academy to the next level, specifically by making the curriculum more challenging and more in line with a prep school format and by carefully adhering to pre-set admissions standards which specify that all students who are admitted are capable of performing on or above grade level. The objective should be evaluated with those considerations in mind. Previous discussions with the president, the vice president for academic affairs, trustee committee members and the dean of the school of education resulted in a consensus that enrollment may in fact decrease slightly for the 2006-2007 school year; optimistically the Academy would maintain in '06-'07 and begin a trend to increase for the '07-'08.

**Progress**

- a. To implement an aggressive recruitment plan incorporating the following methods of targeting students and building a name base of potential students:
  - i. Referrals - Get names from satisfied people associated with the Academy including current students and their families, alumni and their families, as well as friends of the academy such as businesses, churches, community leaders, and donors. This has been one of our most successful methods of recruitment. We have been receiving prospects from parents of currently enrolled students and we have followed up on all those, inviting them for visits and sending them application packets and information.
  - ii. Feeder schools (or private schools) in our service area - Get names of potential students directly from their records (Visit the students at the school and give presentations about the Academy.) Have special days (e. g. St. Julian's Day) specific to the targeted feeder schools. We have developed a very good relationship with Campbell County Christian Academy, and we held a very successful information night at their school. We currently have several siblings of CCCA students at the Academy, and we anticipate applications from several of those students.
  - iii. Identify home school students - These students' names are available through the local school districts and the state departments of education.  
No action on this method since January. We do get home school applicants (for example we have 3 thus far for the fall who were home schooled, and we do have two other serious prospects on record who were home schooled.
  - iv. Other methods of getting names - Collect names of students visiting the campus for museum tours, sports camps and other programs. Get mailing lists from area sports leagues. No action on this method since January; move to next year and work with museum and camp directors.
  - v. Walk-ins and phone inquires - Follow up with parents who visit the school for information or call with inquiries or ask about the school through those associated with the Academy. We always welcome walk-ins and provide tours of the facility, meetings with the principal, the guidance counselor and the

- administrative assistant, who covers financial information and the application process with prospects.
- vi. Continue to plan and present Preview nights.
  - vii. To develop and implement a development plan targeted at offering more scholarships by increasing fundraising. The principal has spoken with Vice President for University Advancement, and the plan for fundraising goals at the Academy will be updated at the Strategic Planning meeting in July.
- b. To market the academy to the targeted groups
- i. Direct one-on-one home visits. Home visits were determined to be an ineffective and impractical method of marketing.
  - ii. Presentations at schools or local civic group meetings. We had a very successful visit with Campbell County Christian Academy and hope this institution will become a regular feeder school for us. The upcoming 9<sup>th</sup> grade from there is very strong. A good relationship has developed with the principal there and he is optimistic we get at least half the 8<sup>th</sup> graders at the Academy. We already have several prospects from there.
  - iii. Improve Academy web page. The website underwent the same improvements as the University's page. Plans are underway to implement a process that would allow for daily updating of the web page. The principal has been working with Ken Ramos to explore the possibility of creating an internship for an advanced technology student who would perform the daily upgrades under the direction of a faculty member.
  - iv. Create monthly newsletter. This has been done in the publications class, which was dropped from the curriculum at the beginning of the 05-06 year. We are currently doing a feasibility study to determine if we want to reinstitute the newsletter. We do mail a newsletter from the guidance office to all parents each month and we send at least one letter per month from the principal to parents that addresses upcoming events and deadlines.
  - v. Press releases to hometown newspapers. Since January we have attempted to submit at least three press releases per month through the University's marketing and PR director, including regional and state winners from Science Olympiad teams, community service projects, math contest winners, Family Partnership projects, and athletics achievements.
  - vi. Advertising methods — newspaper ads for specific events; image ads, radio ads, billboards, mail-outs; drop boxes or posters placed at local restaurants and other businesses. For the immediate future, these methods seem to be less effective than preview events, visits to local civic organizations and school visits, especially in terms of return on the financial investment. Since we are marketing to a narrower, more local constituency than the University does, billboards and other such media are not as effective as others. This is not say we will drop these all together, but these approaches to marketing are no as effective as preview nights and school visits and word of mouth from "satisfied customers."
  - vii. Review and implement the promotional plan developed by an LMU promotion class instructed by Dr. Carol Decker. Not done; carry over for '06-'07 year.
- c. To analyze retention information. Table was presented at the Strategic Planning Retreat in July.

- i. Survey the satisfaction of current students and students who leave or do not choose to attend. (Strengthen the exit interview process by obtaining relevant information on how to improve the JFWA.) We do require withdrawing students to complete a form that asks for information about why they are leaving. They also meet with the principal and the guidance counselor in an exit interview.

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

#### Progress

- a. Continued to schedule workshops using the Noel-Levitz Advising program. *(Four workshops were conducted with 51 participants. Another workshop is scheduled for August, 15, 2006 for new faculty).*
- b. Advised new students according to the Noel-Levitz program.
- c. Identified and counseled all students who are Tennessee Lottery Scholarships recipients. *(Larry Thacker currently works with TN Lottery recipients, counseling them as to the expectations of the scholarship and what steps need to be taken to meet those guidelines. The Financial Aid office distributes reminders to all TN Lottery recipients concerning GPA requirements. Student Support Services counsels their participants who are TN Lottery recipients concerning the requirements of the program).*
- d. Informed each department (administrative and academic) of their role in the Retention Plan.
- e. Student Services assisted each department with the development of a departmental retention initiative.
- f. Educated all faculty and staff on the importance of satisfied students and how improved retention benefits all University constituencies.
- g. Charged the Enrollment Management Committee to develop an Academic Advising manual. *(This charge has been given to the Enrollment Mgmt Committee for the 2006-07 academic year.)*
- h. Increased the number of successful interventions resulting from the early warning system. *(Student Support Services provides support for 160 students at the Harrogate campus with academic, personal, and financial advising, tutoring, and mentoring. This past year the "early Warning System" was emplyed).*
- i. Maintained the high percentage of student athletes who remain eligible to participate at the NCAA II level. *(The assistant softball coach has been charged with the duties of the Academic Coordinator, and the new tennis coach will also be involved with the counseling process in conjunction with the FAR).*
- j. Continue to use a systematic process for identifying "students at risk" *(through the Early Warning System, Progress Reports and Student Support Services 4th week reports).*

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

Progress

- a. Informed students of the services provided by the University. *(All new students receive a three ring binder with LMU information that will assist them in being successful students at LMU. Student Support Services reiterates these programs to those participants).*
- b. Provided courses in specified departments for developmental students. *(Department Chairs could identify appropriate courses to enroll developmental students).*
- c. Maintained and updated web pages for each department and linked the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies. *(Stein developed and designed a template to be used by all departments for consistency).*
- d. Researched current trends by department and report findings to the LMU community.
- e. Sought grants to defray costs of specified departments. *(The New Student 3-ring binders were printed by financial aid lenders).*
- f. Networked with University personnel. *(Socials, personal contact, e-mail).*
- g. Shared evaluation summaries with the LMU community. *(All information is available in OCA).*
- h. Canvassed the LMU student body for recommendations concerning activities and programs. *(Done through FYI Forum, surveys and through SGA. SSS surveys their students and tutors for recommendations concerning program improvement and activities).*
- i. Provide written materials in the form of catalogs, handbooks and other handouts. *(Most handbooks are now on line with informational cards distributed to the student body at large as to how to gain access to those handbooks. Should remove the word printed from this activity. Flyers, e-mails and non-traditional methods of advertising are used throughout each semester. Student complained that LMU does not print the schedule. The University must eliminate the many changes to the schedule and perhaps a written schedule could be provided).*
- j. Provided amenities for student use at the Harrogate site and investigated the possibility of amenities at extended sites. *(Extended site coordinators were asked to identify and hire peer tutors for each site. At each extended site orientation, students were asked to complete a survey concerning programs to be brought to that site. The Office of Student Services brings those identified programs to those sites on a semester basis (career planning, study strategies, and financial aid.) To date, these programs have not been well attended. With the hiring of extended site coordinators, perhaps these services could be available at those sites on a more regular basis.*
- k. Provided personal, academic, and financial information to all students, graduate or undergraduate. *(All SSS participants receive this information each semester. Those students who enroll in UACT 100 - Strategies for College Success also*

- receive this networking information. This information was also offered to all New Student Orientation attendees at each site).*
- l. Improved and maintains residential housing facilities and programs.(All RA's and RD's were required to plan, promote and convene at least one activity per semester for the residents of their community).*
  - m. Investigated the housing needs of doctoral students. (The University Inn will be converted to COM student housing. There will also be private rooms in LP available to COM students.)*
  - n. Continued referrals to the Tagge Center for Excellence.*
  - o. Investigated support services needed by doctoral students. (Discussions among COM personnel and Undergraduate Student Services took place with the following outcomes:*

<i>Counseling services</i>	<i>Financial Aid</i>
<i>Registrar</i>	<i>Housing</i>
<i>Student Handbook</i>	<i>Support Services</i>

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

#### Progress

- a. Identified students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid. (All applicants are sent individual award letters. School wide e-mails have been sent concerning new grant and scholarship opportunities. SSS distribute academic scholarships to new freshmen to help decrease their dependence on loans).*
- b. Increased funding of Lincoln Grant component of the Financial Aid budget. (Other opportunities have been made available for students in the form of the Diversity grant and the room grant).*
- c. Requested additional funding of Federal Supplemental Opportunity Grant.*
- d. Increased endowed institutional scholarship and loan programs.*
- e. Employed the financial aid matrix (grid) rewarding students with demonstrated academic potential. (2006-07 will be the third year of awarding student potential using the matrix).*
- f. Packaged financial aid awards for current/returning students prior to end of spring semester each year. (Those current students who filed early 90% were packaged before summer departure).*
- g. Provided financial aid awards to new students within five days of completing their financial aid files. (Currently packaging within 8 days but also providing estimates to those students who are pulled for verification).*
- h. Developed an application to be sent to all students who qualify for endowed scholarships to assist the Awards Committee in awarding those scholarships. (Currently under advisement is the revamping of the awards committee to simplify the process to assist more students).*
- i. Investigated the reallocation of unused scholarship funds that could be used by students enrolling in summer classes. (This has been investigated; this cannot be done without increasing the discount rate or re-working fall/spring awards).*

- j. Investigated the possibilities of reduced tuition for undergraduate students during the summer term giving particular attention to the financial implications on the University. (*Marketing and Finance issue*).
- k. Identified and counseled all students who were Tennessee Lottery Scholarship recipients. (*Letters were sent to all TN Lottery recipients concerning program requirements. The referral list was sent to Larry Thacker who initiated personal contact with participants (residential and some commuter). A mass e-mail was sent to all Lottery Scholarship recipients concerning requirements of the scholarship and student services assistance (counseling, tutoring and other intervention services) available to all students*).
- l. Identified and rewarded students whose academic potential has been previously unidentified. (*With the revamping of the awards process and committee, this should be more evident*).
- m. Investigated the financial possibilities for COM students. (This currently is being investigated and discussed. An Associate Financial Aid Director, *who will deal exclusively with the DCOM*, will be hired during the 2006-07 academic year.

### **Progress Report on Strategic Goal 3**

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

**Objective 3.1:** Use the institutional mission statement as the foundation for all planning, budgeting, and assessment processes.

##### Progress

- a. Mission statement was reviewed and revised to encompass new environmental realities.
- b. Mission statement was used as foundation for setting and revising strategic goals and for building and reviewing objectives flowing from those goals.
- c. Mission statement was used as guide to ongoing institutional effectiveness efforts and as foundation for assessment of all institutional activities.

**Objective 3.2:** Prepare a balanced fiscal year operating budget annually for Board of Trustee approval.

##### Progress

- a. Strategic (“pro-forma”) budgets were prepared and submitted by all units in October 2005.
- b. Unit pro-formas were consolidated into an institutional pro-forma, which was reviewed and adopted by the Executive Committee of the Board of Trustees in November 2005.
- c. Unit pro-formas were used as the basis to assemble the operating budgets for fiscal year 2006-07.
- d. A balanced institutional budget for fiscal 2006-07 was presented to the Board of Trustees at its regular May 2006 meeting.

**Objective 3.3:** Prepare a rolling five-year operating budget pro-forma that reflects strategic institutional priorities, including both academic and capital initiatives.

##### Progress

- a. All divisions, departments, and units submitted a strategic (pro-forma) budget in October 2005. These strategic budgets were to be reflective of the strategic priorities identified during the 2005 Strategic Planning Retreat for the five-year period beginning July 3, 2006.
- b. Unit pro-formas were consolidated into an institutional strategic (pro-forma) budget covering the upcoming five year period.
- c. The institutional pro-forma was presented to and adopted by the Executive Committee of the Board of Trustees at its November 2005 meeting.



**Objective 3.4:** Make data-based decisions.

## Progress

- a. The Office of Assessment identified appropriate instruments to measure effectiveness for all areas of campus operation, both academic and non-academic (CIRP, CAAP, NSSE, Student Opinion, Graduating Student Satisfaction, and Facilities survey).
- b. The Institutional Effectiveness Committee refined and approved all instruments developed by the Office of Assessment before instruments were distributed.
- c. The Office of Assessment broadly distributed measurement instruments where identified, and undertook analysis of data developed to inform the ongoing development of programs and services across the campus community.
- d. The Office of Assessment distributed results electronically across campus prior to the Strategic Planning Retreat.
- e. The School of Nursing reviewed ERI as a possible assessment tool for their programs.
- f. The School of Education adopted and implemented Live Text as an assessment tool for their programs.
- g. The School of Business reintroduced the Major Fields Test for MBA Programs; with this change all programs within the School of Business now utilize standardized assessment instruments that produce data for program improvement.
- h. The Finley Learning Resources Center introduced LibQual (a standardized library/learning resources assessment instrument) to enhance evaluation of library/learning resources and services.
- i. Most academic and administrative/educational support programs and services employed some type of standardized assessment instrument and used the results to inform program improvement.
- j. The I.E. Committee revised the Program Evaluation Guidelines.

**Objective 3.5:** Document status of strategic goals in an annual report.

## Progress

- a. Regular update on goal achievement was made during regular meetings of Institutional Effectiveness Committee.
- b. Progress on achievement of strategic goals was reported to the strategic planning group each year at the strategic planning retreat.

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

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

Progress

- a. Satisfaction surveys were completed by faculty, staff, and students for maintenance, custodial, and grounds services.
- b. Engaged an architectural firm to assist in planning, design, and management of projects involving LP Hall, Farr-Chinnock Hall, Carnegie-Vincent Library, and two new academic buildings: the College of Osteopathic Medicine facility and the Business/Education Building.
- c. Acquired the former Ramada Inn of Cumberland Gap, and began planning and design to convert the facility for residential use.
- d. Contracted professional consultation to review, revise, and update the Campus Master Plan.

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

Progress

- a. Campus security was returned to the administrative control of the University, after an extended period of contracted service from an outside vendor.
- b. Safety consultants from the University's insurance providers toured campus facilities and provided input on continuous improvements in the safety and health environments.
- c. Health and Safety Committee continued work on comprehensive safety, health, and disaster response policy.
- d. Expanded opportunities for faculty, staff, students and the community to participate in programming aimed at improving personal health and well being.
- e. Training regimen expanded to cover on the job safety, defensive driving, and first aid/CPR.
- f. Expanded coverage of campus by closed-circuit camera.
- g. Continued active participation with the Claiborne County Local Emergency Planning Commission.
- h. Reorganized Finance and Operations Division will include a department dedicated to compliance and licensing matters.

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

Progress

- a. Policies and procedures for the recruitment and hiring processes, along with forms documenting those processes, were developed by the Human Resources Office and adopted campus wide.

- b. A documented orientation and evaluation program was adopted for all new employees to help assure a more consistent orientation experience.
- c. Funds were budgeted under each department for staff development, and all staff development and training is documented each year during the employee evaluation process and is an integral part of performance evaluation.

**Strategic Goal 5: Make Effective and Efficient use of Technology.**

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

## Progress

- a. Entered agreements to acquire or update the following technology assets:
  - WebCT (course management system), including data storage
  - Exchange Server – improvements in email services
  - Printer server – improvements in printing services
  - Storage Area Network (SAN) – additional storage management
  - MS campus agreement
- b. Revised competitive bid process for technology.
- c. Completed agreement for technology in DCOM and Operations facilities.
- d. Terminated the PX (Poise) system, leaving the legacy data intact and accessible.

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

- a. Started plan to design a Technology Center in Duke Hall.
- b. Completed the transition to the Datatel Colleague/Benefactor administrative system.
- c. Improved network security by segregating network traffic, including email traffic.
- d. Commenced testing of virtual private networking to build remote secure access to the campus network.
- e. Added Blackberry services for key personnel.
- f. Implemented Phase I of the printer/copier/fax/scanning solution.
- g. Replaced core and edge switches to improve throughput of network traffic.
- h. Increased internet bandwidth from 9 to 15 megabyte capacity.
- i. Added new server to improve performance and response time for WebAdvisor.
- j. Upgraded campus telephone infrastructure and began planning for voice over IP telephones.
- k. Deployed over fifty new computers for faculty and staff, including those at remote sites.
- l. Completed significant ITV upgrades for Harrogate to W. Knox link.
- m. Assisted in the development of grant proposals supporting new technology resources.
- n. Assisted in the evaluation of admission software to support DCOM.
- o. Began integration of DCOM into the administrative software system.
- p. Implemented WebAdvisor midterm and final grading for faculty and student use.
- q. Created interface to allow smooth integration of P-Card activity into the general ledger.

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

Progress

- a. Conducted multiple WebAdvisor training sessions for both midterm and final grading entry for faculty.
- b. Conducted WebCT classes for faculty to further encourage its use.
- c. Conducted Admissions Plus and Administrator Plus training for the JFWA staff.
- d. Conducted staff training for Datatel and Safari.
- e. Attended training on a lengthy list of software and hardware solutions that have either been implemented or are planned for implementation.
- f. Implemented Element K, an online training option available to faculty and staff.
- g. Improved the level of technical support available to the campus community.
- h. Installed new TrackIt software to begin improvement in helpdesk operations.

**Progress Report on Strategic Goal 6****Strategic Goal 6: Enhance External Resources.**

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

**Progress:**

- a. Achieved 100% gift participation from the President's Cabinet, National Alumni Board of Directors, and the University Advancement staff.
- b. Achieved 31% participation from LMU faculty and staff; national average is 28-31%.
- c. Established policy to calculate alumni participation rate (4.4% undergraduate). We will continue to work on this objective with our new Director of Alumni Services, chapter presidents, class agents, and National Alumni Board of Directors.
- d. Continued to explore departmental agents for intracampus fundraising challenges and continued mailings to LYBUNTS and SYBUNTS.
- e. Initiated divisional training sessions.
- f. Established four new annual scholarships.
- g. Initiated Advisory Boards in cooperation with Academic Programs, who are now hosting their individual sessions with advisory boards.
- h. Initiated the Athletics \$1 million campaign, follow up continues on those who gave last year and with new prospects.
- i. Continued to solicit gifts to reach a \$5 million goal by August 1 in support of Level 5 attainment and initiation of the Debusk College of Osteopathic Medicine.
- j. Completed conversion into Datatel "live" account with successful transition for receipting gifts and keeping donor information through Benefactor.
- j. Hired a Director of Prospect Research.
- k. Conducted prospect research on 107 individuals and companies.
- l. Reviewed alumni and friends in specific geographic areas (California, Texas, Florida, etc.) in search of prospects.
- m. Identified 140 alumni and friends in the medical profession and designated them as prospects for the Debusk College of Osteopathic Medicine.
- n. Mailed surveys to over 1400 alumni in the classes of 2001 and 2002 to assess their experience and current relationship to LMU.
- o. Trained with peers in the Prospect Research Department at Rollins College.
- p. Met with 300 donors face to face – fell short of 425 goal due to numerous factors.
- q. Provided stewardship for 57 estate plans.
- r. Hired new Director of Alumni Services.
- s. Continued to service 16 existing and new alumni chapters

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

**Progress:**

- a. Established five new endowed scholarships.
- b. Hired new Assistant Vice President for Major Gifts.
- c. Developed process manual for planned giving.
- d. Developed proposal for outsourcing planned giving administration.
- e. Redesigned the Bridge Builder Heritage Society quarterly newsletter to provide a personal approach.
- f. Increased the following minimum amounts for the establishment of endowed accounts. Endowed Chairs \$1 million, Endowed Professorships \$500,000, Endowed Scholarships \$25,000, Endowed Faculty Development Funds \$25,000.
- g. Established the first endowed scholarship for the DeBusk College of Osteopathic Medicine, which impacted LMU's progress toward attainment of Level 5 degree granting approval.
- h. Distributed earnings from an endowed graduate scholarship funds to Education and Nursing.
- i. Distributed JFWA endowed scholarship earnings. A need for significant scholarship dollars still exists.

**Objective 6.3:** Market and promote the University locally, regionally, nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans. ("Extended sites" include: West Knoxville, St. Mary's, Blount, Corbin, Cumberland, Ducktown, Cleveland State, Madisonville, Maryville, Morristown, and all partnerships.)

**Progress:**

- a. Contracted with Stein to develop new designs for general recruiting brochure and viewbook for LMU and a new viewbook for the J. Frank White Academy.
- b. Contracted with Stein to develop Junior and Sophomore recruiting pieces.
- c. Developed specialty brochures for English, wildlife and fisheries management psychology, music and undergraduate business programs.
- d. Created Admissions CD to distribute to perspective students, guidance counselors, and parents.
- e. Launched new website design, which included new designs for the J. Frank White Academy and the Abraham Lincoln Library and Museum.
- f. Published President's Report and distributed to over 14,000 with an extremely positive response.
- g. Hired new director of Public Relations and Marketing.
- h. Increased awareness of LMU, which supported increased enrollment.
- i. Established a billboard campaign in Knoxville and Morristown.
- j. Negotiated a daily advertisement contract with Middlesboro Daily News, which helped to increase attendance at many LMU events.
- j. Advertised nationally in Newsweek for LMU and in Destinations for the Abraham Lincoln Library and Museum.
- j. Posted weekly local ads for the J. Frank White Academy.
- k. Promoted Learning Tree Academy through press releases and photos.

- l. Launched Railsplitter campaign on radio and in print advertisements.
- m. Planned initial press conference and ground breaking for the DeBusk College of Osteopathic Medicine.
- n. Developed an intensive media campaign to launch the Management and Leadership Studies Program at the West Knoxville Teaching Site, which resulted in over 60 prospective students for the 25-seat class.
- o. Created new Walter's State Teaching Site advertisement through Sigmon Communications Center.
- p. Launched Speaker's Bureau site and the University Style Manual.
- q. Hosted two meetings of the University Marketing Committee.
- r. Hosted two successful Kanto visits, generating \$235,000.00 in revenue.
- s. Successfully sent two students and one faculty member to World School International in Japan.
- t. Participated in the Lincoln Day Wreath Laying Celebration in Washington, D.C. Only university to receive an invitation.
- u. Successfully worked with eight regional Chambers of Commerce.
- v. Hosted the first Mountain Heritage Literary Festival.
- w. Hosted 3 LMU/DeBusk College of Osteopathic Medicine information sessions in the homes of LMU trustees.
- x. Visited extended teaching sites and hosted the West Knox Management and Leadership Studies Program Open House.
- y. Hosted a successful Homecoming weekend with increased attendance.

**Objective 6.4:** Continue planning for a comprehensive campaign by increasing revenue to meet the identified fundraising priorities: increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; construction of new residence halls, renovation and expansion of Farr Chinnock Hall; renovation of Lafrentz Poole Hall; The Duke Hall of Citizenship renovation; new instrumentation at Sigmon Communications Center, anticipated Level 5 attainment and the Doctor of Osteopathy and pharmacy school programs.

**Progress:**

- a. Solicited funds through federal appropriations for the DeBusk College of Osteopathic Medicine (curriculum and bricks and mortar) and for the renovation of Farr Chinnock Science Hall.
- b. Received grants from four federal agencies, two state governments, one state arts commission, two community foundations, three private foundations, two corporate giving programs, and one consortium. In total, grants recorded through the Office of Foundation Research were \$255,449, an increase of 26% from the previous year.
- c. Assisted in the development of policy to guide the new institutional mini-grants program.
- d. Continued to work with the finance department in budget pro forma planning reflecting the upcoming comprehensive campaign.



- e. Continued contributions to the campus master plan as the initial step to the comprehensive plan. Next step would be Board of Trustee approval of master plan, feasibility study, education of faculty and staff on campaign objectives.
- f. Hosted a donor recognition reception and campus update session in cooperation with the Mountain Heritage Literary Festival.
- g. Initiated work with Debusk College of Osteopathic Medicine to investigate development of contract education and tuition equalization program in the state of Tennessee for students attending private medical schools.

## **Part II**

# **Strategic Plan: 2007-2012 Includes Revisions for 2006**

**Strategic Goal 1:**

*Continue to Assess and Enhance Academic Quality*

### **Strategic Goal 1: Continue to Assess and Enhance Academic Quality**

**Objective 1.1:** Connect all development, improvement, and implementation of curricula and programs to the university mission and planning, budgeting, and assessment processes.

**Strategies/Action Plans:**

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

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

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

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

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

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

### **Strategic Goal 1: Continue to Assess and Enhance Academic Quality**

**Objective 1.2:** Create/revise academic programs linked to department assessments and university mission at the undergraduate, post baccalaureate and graduate levels at Harrogate and extended sites (e.g., general education core curriculum, adult learning/degree completion programs, courses for global learning, and traditional programs).

#### **Strategies and Action Plans:**

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

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

**Time Frame:** Ongoing. Curricular changes and program creations will normally be completed by March 1, with inclusion in the new

catalogs and the fall schedule of classes. Any changes with fiscal impact must be included in the budget planning process, due October 1.

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

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

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

### **Strategic Goal 1: Continue to Assess and Enhance Academic Quality**

**Objective 1.3:** Bring average faculty compensation to within mid-range of peer benchmark institutions with respect to faculty rank, appointment, academic discipline, experience, and workload.

#### **Strategies/Action Plans:**

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

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

**Time Frame:** Collection, evaluation, and interpretation of data in 2006-07, with planned implementation in stages by 2009-10.

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

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

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

**Strategic Goal 1: Continue to Assess and Enhance Academic Quality**

**Objective 1.4:** Continue to strengthen University libraries and museum and their services at all sites.

**Strategies/Action Plans:**

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

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

**Time Frame:** Ongoing

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

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

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



**Strategic Goal 1: Continue to Assess and Enhance Academic Quality**

**Objective 1.5:** Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, relative to teaching, research, and service that links evaluation to position profile, workload, faculty development opportunities, merit pay considerations, and improved professional performance, promotions and contracts.

**Strategies/Action Plans:**

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

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

**Time Frame:** Ongoing

**Resources Required:** Time

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

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

**Strategic Goal 1: Continue to Assess and Enhance Academic Quality**

**Objective 1.6:** Offer a quality college-preparatory educational program

**Strategies/Action Plans:**

- Maintain an annually-updated School Improvement Plan that is used to monitor progress, and provide data to promote and sustain improvement.
- Revise the School Improvement Plan to include two (2) new action plans
  - Design and implement a cross-curriculum program to improve writing and research skills for all grades
  - Design and implement a cross-curriculum program to increase and improve use of current technology in teaching and learning
- Continue improvement of full-time and adjunct faculty salary to parity with area public school salaries
- Investigate the feasibility of the addition of a K-4 component within the next five (5) years
- Investigate the organizational coordination of the JFWA, the Learning Tree Academy, and the KANTO programs

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

**Time Frame:** Annually.

**Resources Required:** JFWA budgets.

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

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

**Strategic Goal 2:**

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

**Strategic Goal 2 :** To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

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

**Strategies/Action Plans:**

- Develop a medical scholars program to recruit high caliber math and science students interested in pursuing a medical career.
- Develop brochure to recruit undecided majors.
- Use Lincoln Ambassadors to connect with target groups or individual student recruits by e-mail.
- Market affordability with need based financial aid using common verbiage.
- Participate by student services setting up a booth at the LMU College fair to disperse information on services.
- Conduct an exit interview with transferring student athletics.
- Academic Coordinator for athletics will advise student athletics.
- Evaluate admissions criteria (cell Z of the Matrix) to be more in line with Level V and the DCOM.

**On Going Activities**

- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's academic programs.
- Use the World Wide Web for advertisements and news.
- Link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Maintain direct mail to target markets.
- Increase E-mail and telecounseling to applicants and qualified prospects.
- Develop an information packet for Deans and Department Chairs to talk with high-achieving, potential students to recruit for specific programs.
- Develop appropriate recruitment materials for the DCOM program following program approval.
- Conduct monthly meetings among the Director of Admissions and academic chairs to engage LMU faculty more in the

recruitment process (Department letters to potential students, Department telephone calls, etc.).

- Host preview days and counselor workshops targeting alumni of LMU graduate programs, such as Guidance and Counseling and Administration and Supervision.
- Identify and visit school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport and other sites in Georgia, Kentucky and Virginia to assist with the recruitment of students.
- Budget for and produce 1000 information notebooks for distribution to regional high school guidance counselors' offices. An additional information sheet will be added to the mailing detailing the graduate education programs at LMU for the high school teachers.
- Maintain recruitment effort into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools.
- Add appropriate questions to the CIRP survey that are specific to LMU.
- More direct mailing to specific majors and undecided majors.
- Develop brochure to recruit undecided majors.
- Identify offices that could assist undecided majors.
- Update major brochures with "subject to change" (reviewed and/or revised annually).
- Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni.
- Budget for and assign recruiting coordinator(s) for extended site that supports multiple programs.
- Conduct survey to determine need for alternative scheduling and/or delivery of classes.
- Investigate admissions criteria for Level 5 designation.
- Implement admission processes for new programs (D.O., M.S.N) that recruit students with the academic ability necessary for successful program completion).
- Conduct "College Days" at local high schools and middle schools during the evening hours that might include:
  - How to apply for financial aid
  - Preparing for college
  - Student athlete presentation
  - Goal Setting
  - Brochure "Preparing for College" will be given to attendees with "Compliments of LMU" stamped on

material.

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

**Time Frame:** 400 students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885), Fall 2008, 425 students (Total = FTE 900) Fall 2009, 435 students (Total = FTE 910), 435 students total (Total = FTE 920).

**Resources Required:** \$150,000 annually from Admissions (00-550044) and \$75,000 Public Relations (00-)

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

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

**Strategic Goal 2:** To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

**Objective 2.2:** To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and increase full-time transfer and re-admitted students to 150. Of those 425 new students, 175 will be residential students by 2009.

**Strategies/Action Plans:**

- Target the Eastern Band of the Cherokees.
- Continue to refer and encourage current Upward Bound students to enroll at LMU.
- Update and build the following web pages:
 

Perkins Loan	Residential Life
Safety & Security	Pool
Cheerleaders	Career Planning
Lincoln Ambassadors	Students Service Initiative
- Continue to address UB participants concerning Admission and enrollment at LMU
- Upward Bound will continue to provide monthly newsletters to its participants that promote the University.
- Develop a program to gather information from international students about dining preferences.

**On Going Activities**

- Maintain two marketing committees (Board Committee and University Committee).
- Evaluate current markets and make additions and/or corrections as needed.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new and transfer students.
- Design recruitment materials that are attractive to potential students.
- Review latest research on why students choose a college and work with printing companies to incorporate information into materials.
- Maintain and update a comprehensive Web site for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Increase the recruitment of undecided majors through career planning services.
- Increase recruitment of international, Hispanic, and other minorities.

- Maintain recruitment outside the primary 100-mile radius recruitment area.
- Focus academic scholarship money on new students, academically gifted students and residential students.
- Coordinate the recruiting efforts of athletic coaches and the admissions office.
- Continue work on the International Student Web page.
- Have international snacks available in the book store.
- Continue to schedule an orientation class for international students to be conducted within the first week of the fall semester to include, but not limited to:
  - Safety and Security issues
  - Assimilation into the LMU and Appalachian cultures.
  - Working visas
  - Study strategies
  - Sharing diversity
  - LMU support systems

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

**Time Frame:** 400 students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885), Fall 2008, 425 students (Total = FTE 900) Fall 2009, 435 students (Total = FTE 910), 435 students total (Total = FTE 920).

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

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

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





**Strategic Goal 2:** To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

**Objective 2.3:** Maintain and achieve appropriate enrollment levels in the graduate programs.

**Strategies/Action Plans:**

- Graduate recruitment via Hopson's web site that is attached to graduate testing sites (DCOM, MSN, ED. And MBA)
- Completed brochures and other promotions for MSN program.
- Develop MBA program brochures, recruitment posters with reply cards and Knoxville billboard signage.
- Purchase GMAT testing names for MBA recruitment.
- Rotate Knoxville billboards and radio ads to include all graduate programs.
- Increase the visibility of DCOM primarily in the Southeast region of the United States.
- Attract students from the Appalachian area who are committed to serving this area.
- Create a diverse student body.
- Training for deans and department heads by Admissions Director concerning recruitment strategies.

**On Going Activities**

- Advertise with local and regional media outlets (specifically M.B.A. and M.Ed. programs).
- Send out timely news releases.
- Publicize the University's graduate programs by developing brochures for individual graduate programs.
- Use the World Wide Web for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Continue to increase the number of MBA students by word of mouth and advertising.
- Establish institutional relationship with American Association of College of Osteopathic Medicine Application Service to identify and process potential osteopathic medical students to reach the expected entering class size projections each year (following appropriate approvals).

**Responsibility:** Deans of the schools of education, Allied Health and Nursing and business, Dean of the DeBusk School of Osteopathic Medicine, Director of Public Relations, Director of Publications/Webmaster

**Time Frame:** Each semester

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

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

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

**Strategic Goal 2:** To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

**Objective 2.4:** The J. Frank White Academy (5<sup>th</sup> – 12<sup>th</sup> grades) will increase enrollment to 120 students by 2010.

**Strategies/Action Plans:**

- Begin implementation the two approved goals for the SACS 2006-2007 School Improvement Plan, specifically the writing improvement program and improvement in the technology at the Academy.
  - Design and implement a cross-curriculum program to improve writing and research skills for all grades.
  - Design and implement a cross-curriculum program to increase and improve use of the current technology in teaching and learning.
- Continue to carefully focus on the quality of newly admitted students.
- Work with University Advancement to enhance scholarship opportunities for students.
- Investigate the feasibility of grades K-4.

**Responsibilities:** Director of Recruitment, Principal

**Time Frame:** 2006-2010

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

**Assessment:** Enrollment statistics

**Use of Results:** To increase enrollment.

**Strategic Goal 2:** To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

**Objective 2.5:** The university will improve first-time, full-time freshman retention rate to at least 75%, overall undergraduate retention rate to at least 85% and the graduation rate to at least 51% by 2011.

**Strategies/Action Plans:**

- Continue to write, publish and distribute the Students Success Newsletter for undergraduates.
- Continue to assess the retention figures by semester.
- Continue to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services and maintain assessment information documenting the success of those programs.
- Student Support Services will continue to identify “at risk” students and to promote their participation in SSS.
- At risk (semester GPA under 2.8) student athletes will be required to meet with an Student Athletic Advisor.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services.
- Involve all University stake holders in the retention process.

**On Going Activities**

- Continue to schedule workshops using the Noel-Levitz Advising program.
- Advise new students according to the Noel-Levitz program.
- Identify and counsel all students who are Tennessee Lottery Scholarships recipients.
- Charge the Enrollment Management Committee with the Develop of an Academic Advising manual
- Increase the number of successful interventions resulting from the early warning system.
- Maintain the high percentage of student athletes who remain eligible to participate at the NCAAII level.
- Continue to use a systematic process for identifying “students at risk”.

**Responsibility:** Vice President for Enrollment Management and Student Services; Enrollment Management Team; School Deans, Department Chairs and all University staff

**Time Frame:** by 2011.

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

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

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

**Strategic Goal 2:** To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

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

**Strategies/Action Plans:**

**On Going Activities**

- Inform students of the services provided by the University.
- Continue to produce 3 ring binders to be distributed to new students and identified high school counselors.
- Provide courses in specified departments for developmental students.
- Maintain and update web pages for each department and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Research current trends by department and report findings to the LMU community.
- Seek grants to defray costs of specified departments.
- Network with University personnel.
- Share evaluation summaries with the LMU community.
- Canvas the LMU student body for recommendations concerning activities and programs.
- Provide on line materials in the form of catalogs and handbooks.
- Provide programs for students at the Harrogate site and investigate the possibility of more programs at extended sites.
- Provide personal, academic and financial information to all students, graduate or undergraduate.
- Improve and maintain residential housing facilities and programs.
- Provide for the housing needs of DCOM students.
- Continue academic referrals to the Tagge Center for Excellence.
- Provide support services to DCOM students as stated in the DCOM Student Handbook.

**Responsibility:** Vice President for Enrollment Management and Student Services and each department head that reports to the division and the Assistant Dean of Admissions and Student Advancement of the DCOM.

**Time Frame:** Annually

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

**Assessment:**

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

**Use of Results:**

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



**Strategic Goal 2:** To actively recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens of society.

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

**Strategies/Action Plans:**

- Reassess the Intuitional Financial Aids philosophy and improve interdepartmental communications.
- Create a customer service survey.
- Evaluate current on line financial aid services annually and add services
- Investigate the need for training work student students and supervisors.

**On Going Activities**

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Increase funding of Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Educational Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.
- Continue to employ the financial aid matrix (grid) rewarding students with demonstrated academic potential.
- Package financial aid awards for current/returning students prior to end of spring semester each year.
- Provide financial aid awards to new students within five days of completing their financial aid files.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- Identify and reward students whose academic potential has been previously unidentified.

- Investigate the financial possibilities for College of Osteopathic Medicine (COM) students. Identify and train personnel to work with COM students in securing financial assistance.

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

**Time Frame:** Each semester

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

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

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

**Strategic Goal 3:**

*Strengthen planning, budgeting and assessment*



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

**Objective 3.1:** To use the institutional mission statement as the foundation for all planning, budgeting, and assessment processes.

**Strategies/Action Plans:**

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

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

**Time Frame:** Continuous

**Resources Required:** Time

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

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

**Strategic Goal 1: *Strengthen planning, budgeting and assessment***

**Objective 3.2:** Prepare a balanced fiscal year operating budget annually for Board of Trustee approval.

**Strategies/Action Plans:**

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

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

**Time Frame:** Continuous

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

**Assessment:** Balanced fiscal year operating budget

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

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

**Objective 3.3:** To prepare a rolling five-year operating budget pro forma that reflects strategic institutional priorities, including both academic and capital initiatives.

**Strategies/Action Plans:**

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

**Responsibility:** DDU Administrators, the Vice President for Finance and the President

**Time Frame:** Annually

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

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

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





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

**Objective 3.4:** To make data-based decisions.

**Strategies/Action Plans:**

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

**Responsibility:** DDU Administrators.

**Time Frame:** Continuous

**Resources Required:** Institutional Research Departmental Budget

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

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

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

**Objective 3.5:** To document status of strategic goals in an annual progress report.

**Strategies/Action Plans:**

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

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

**Time Frame:** Annually

**Resources Required:** Time

**Assessment:** Annual progress report

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

**Strategic Goal 4:**

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

**Strategic Goal 4: *Ensure the adequacy and efficient use of physical and human resources on campus and at extended sites*****Objective 4.1:** Provide for the orderly development and use of the physical resources of the institution.**Strategies/Action Plans:** Assess, plan for, and evaluate all facilities and grounds in order to respond to needs (such as student demographic fluctuations; faculty, research, and program needs; physical maintenance; housing; and facilitate technology infrastructure .)

- Provide additional office and classroom space on and off campus.
  - Current Needs: Adequate faculty/staff offices, science labs, art studios, music space, research facilities, and conference/meeting/seminar area.
  - Future Needs: Advance college and community, educational, cultural and recreational opportunities.
- Insure for additional general classroom/learning spaces and science laboratory space with the renovation of Farr-Chinnock Hall.
  - Review and update the Facilities Master Plan annually.
- Support academic and career goals by providing and maintaining appropriate faculty/staff equipment, furniture and technology as determined by best practices and professional standards.
  - Current Needs: Conduct a comprehensive assessment of faculty/staff/student needs.
  - Future needs: Budget for and align needs and resources.
- Current construction and renovation projects:
  - Library renovation to include area for medical library, music library and children's library be completed in 2006.
  - Construction of Business/Education building to be completed fall 2006
  - Complete LaFrentz-Poole Residence Hall renovation January 2007.
  - Renovation of Seiberling Barn to include offices/classrooms and lab space to support research component for Debusk College of Medicine, Vet Technology and other research initiatives to be completed fall 2007.
  - Completion of Debusk College of Medicine fall 2007.
  - Completion of Farr/Chinnock renovation to add additional research and office space fall 2007.

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

**Time Frame:** Annually and as needed

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

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

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

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

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

**Strategies/Action Plans:**

- Assess, plan for, and evaluate all University safety and security operations in order to ensure compliance with regulatory agencies.
- Review and update and communicate the institution's OSHA Standards and Safety Resources Manual including the university crisis plan.
- Provide opportunities for faculty, staff, and students to focus on their health and well-being.
- Conduct an annual assessment of physical plant and facilities, focusing on safety and health issues (lighting, traffic signs, alarm systems, call boxes.).
- Identify and provide training opportunities for health and safety issues.

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

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

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

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

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

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

**Objective 4.3:** Enhance and sustain the Institution's Human Resources

**Strategies/Action Plans:**

- Update and revise current policies and procedures for the advertising, recruiting and searching for new personnel. (HR)
- Continue a structured orientation and acclimate new personnel to University operational flow. (Supervisors)
- Review faculty orientation for new hires, school/college deans and department chairs.
- Review the faculty/staff policy manuals. (HR, appropriate dean)
- Provide professional growth, research, and travel opportunities through additional University and outside resources. (Immediate Supervisor, Division Vice President)
- Link the evaluation process to faculty/staff development and merit pay increases. (Immediate Supervisor, Vice Presidents, President and Human Resources Department)

**Responsibility:** (above)

**Time Frame:** Ongoing

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

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

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





**Strategic Goal 5:**

*Make Effective and Efficient use of Technology*

**Strategic Goal 5: *Make Effective and Efficient use of Technology.***

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

**Strategies/Action Plans:**

- Develop and maintain a University Technology Plan.
- Prepare budget requests for capital expenditures.
- Prepare budget requests for grant proposals.
- Prepare budget request for adequate staffing, of technology initiatives, on and off campus.
- Hire additional Application Support Specialist(s) to support future programs
- Create a budget to support future research and growth in technology

**Responsibility:**

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

**Time frame:** Continuous

**Resources required:** Included in CIO budget; need funding for additional Application Support Specialist

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

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

**Strategic Goal 5: *Make Effective and Efficient use of Technology.***

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

**Strategies/Action Plans:**

- Train new personnel to support technology system.
- Cross-train existing personnel.
- Condition all network closets to maintain service.
- Create an environmentally controlled computer room.
- Implement computer related environment control system to alert changing conditions.
- Maintain, update, and support networks and servers.
- Maintain, update, and support telecommunications.
- Generate a comprehensive plan to update computer resources for faculty, staff, and student labs, at all campuses.
- Conduct electrical power assessment for the University.
- Support the future growth of online instruction.
- Identify and create additional smart classrooms as required throughout the University.
- Implement a secure electronic document imaging solution.
- Create a plan for secure wireless Internet access for the entire University.
- Perform network security audit on major changes and at least every other year.
- Perform remote site audit of technology.
- Create Information Services Policies and Procedures.
- Create Disaster Recovery Plan for Information Services.

**Responsibility:** Chief Information Officer and staff

**Time frame:** Continuous

**Resources required:**

- Basic resources included in CIO budget
- Additional resources requested through grants

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

**Use of results:** To ensure faculty/staff/student adequate response time and availability of university networks, telephone systems, ITV network, and course management systems.

**Strategic Goal 5: *Make Effective and Efficient use of Technology.***

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

**Strategies/Action Plans:**

- Develop/implement a continuous, comprehensive Faculty/Staff Technology Training Plan that includes sustained follow-up and ongoing updates as technology changes
- Create and implement a new employee technology training program
- Provide updated training opportunities for all faculty and staff
- Support faculty with development of instructional modules that use technology
- Implement a Help Desk solution for the entire University
- Update Information Technology web site to add support services
- Develop a employee computer replacement plan for the entire University
- Create pilot for online registration and evaluate results
- Develop and implement an assessment plan for technology services for students and staff

**Responsibility:** Information Services staff

**Time Frame:** Continuous

**Resources Required:** Included in CIO budget

**Assessment:**

- Annual User Survey
- Problem Tracking Logs and reporting

**Use of Results:**

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

**Strategic Goal 5: *Make Effective and Efficient use of Technology.***

**Objective 5.4:** Maintain release management of existing software

**Strategies/Action Plans:**

- Routinely audit software life cycles and upgrade when appropriate
- Upgrade to new release of desktop productivity tools University wide
- Plan and implement release R18 of the Datatel administrative system
- Plan and implement upgrade of Library Voyager system
- Audit new software functionality for University use

**Responsibility:** Information Services staff

**Time Frame:** Continuous

**Resources Required:** Included in CIO budget

**Assessment:**

- Systems are up to date with acceptable patch versions
- All software versions are within the support time frames

**Use of Results:**

To ensure that software is current with the most useful features

**Strategic Goal 5: *Make Effective and Efficient use of Technology.***

**Objective 5.5:** Plan and implement necessary upgrades for advancement to Level V and the support of the DeBusk College of Osteopathic Medicine (DCOM)

**Strategies/Action Plans:**

- Research the need for an electronic grading package for the entire University
- Research and implement online instruction and testing security
- Implement classroom technology plan for DCOM and new and renovated structures
- Support distance learning needs for remote instruction
- Establish and implement remote broadcast capability to the classroom
- Create a minimum computer standard for student laptops
- Create a smart computer classroom for library instruction
- Implement computer technology in the Medical Library in support of research and graduate education
- Support research rooms with hardware and software

**Responsibility:** Chief Information Officer and staff

**Time Frame:** Continuous

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

**Assessment:**

- Annual User Survey
- Problem Tracking Logs

**Use of Results:**

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

**Strategic Goal 5: Make Effective and Efficient use of Technology.**

**Objective 5.6: Plan and implement necessary equipment and upgrades for radio/TV stations**

**Strategies/Action Plans:**

- Develop a plan for future growth in Radio, TV, and LMU support
- Expand the listener/view base thru promotional giveaways, advertising and contests
- Establish new accounts for Radio and TV
- Develop a new training plan to address new technology acquired
- Secure building and equipment to separate secure areas from the general public

**Responsibility:** General Manager and Staff

**Time Frame:** Continuous

**Resources Required:**

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

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

**Use of Results:**

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





**Strategic Goal 6:**  
*Enhance External Resources*

**Strategic Goal 6: Enhance external resources****Objective 6.1: Increase unrestricted donations through giving and alumni participation by building a broad base of annual support.**

**Strategies/Action Plans:** University Advancement will identify and cultivate donors who have the potential to give unrestricted gifts annually.

- Continue to solicit all members of the Board of Trustees to commit a yearly gift to Annual Fund; participation will be 100%.
- Ask all members of the President's Cabinet to participate in the Annual Fund (Goal of 100% participation).
- Encourage University Advancement staff to continue to contribute to the Annual Fund (Goal of 100% participation).
- Encourage all members of the Alumni Board to contribute to Annual Fund; (Goal of 100% participation).
- Increase current faculty/staff giving: for FY 2005-2006 participation was 31% (Goal for FY 2006-2007 will be 40-45%).
- Explore feasibility of identifying departmental agents and intercampus fundraising challenges. Agents will present giving opportunities during school and departmental meetings at least once per semester.
- Increase annual giving (FY 2006-2007 was 4.4%); by the year 2008, the participation will be 33%, to include graduate and undergraduate rates as administered through the class agents program, alumni chapter participation, direct mail campaigns, Homecoming and other alumni initiatives.
- Explore alumni travel programs.
- Explore benefits for the alumni membership program.
- Increase efforts to solicit friends, defined as potential donors who are not alumni. Target special interest groups, honorary degree recipients, and recipients of institutional awards.
- Improve donor recognition system to include enhanced Recognition Societies through use of annual events, publications, and personal meetings.
- Continue travel within assigned territories for systematic cultivation and solicitation. Through utilization of prospect research, focus on potential major gift level donors including DeBusk College of Osteopathic Medicine and World War II era groups.
- Involve parents of current students as volunteers in cooperation with Student Services. Assist with the development of a parents' advisory board to work in conjunction with the pre-existing professional advisory boards.
- Involve current students through a "senior project" or other initiatives.
- Provide training in "Asking for a Gift" as needed to departments outside of University Advancement; i.e. Museum staff,

Library staff, Athletics, Cabinet, Trustees, DeBusk College of Osteopathic Medicine, and Departmental Chairs.

- Support advisory board activity in academic areas through Cabinet administration.
- Target mailings to new graduates to obtain correct e-mail and physical address.
- Train Human Resources personnel on payroll deduction procedures.
- Continue trustee letters to target groups.
- Solicit LYBUNTS (donors who gave last year but not this year) and SYBUNTS (Donors who gave some year, but not this year) by state according to divided territory.
- Museum staff will develop a list of contacts for annual support to include the Lincoln Herald list, the Lincoln Letters, the Lincoln Letters for Kids, the Lincoln Scholars, Tennessee Historical Commission, the Lincoln groups, Lincoln Bicentennial Committee, Lincoln Diploma of Honor, former donors to the Museum, and the Museum visitors' list. Names will be compiled into a master solicitation list.
- Establish a plan to offer Lincoln Mercantile items on-line and add email addresses to master contact list.
- J. Frank White Academy staff will continue to develop a list of contacts for annual support to include parents and relatives and graduates of the Academy.
- Continue to develop a list of contacts with the Athletics staff for annual support to include graduates who participated in athletics for the \$1 million athletic campaign that was initiated in 2005.
- Partner with athletics on annual golf tournament, auction, charitable gaming activities, and other fundraising events.
- Continue to develop the role of volunteers in the overall fundraising program.
- Address needs through the academic council to encourage giving.
- Work with staff senate and faculty senate to address giving options.
- Establish face-to-face visit goals for athletics, the Abraham Lincoln Library and Museum, DeBusk College of Osteopathic Medicine, and the J. Frank White Academy.
- Continue to cultivate international interests, including Kanto International High School, and monitor revenue and expenditures of these programs.
- Utilize prospect research to build information about alumni, friends, and potential prospects.
- Support initiatives to demonstrate adequate resources for SACS Level 5 and AOA COCA accreditation standards
- Identify and solicit individuals concerned with general well-being of the Appalachian region in accordance with the University mission and purpose.
- In support of the DeBusk College of Osteopathic Medicine, identify individuals with a vested interest in the education of healthcare professionals trained to provide service in the region.

- Educate all campus constituencies as to the importance of annual giving.
- Maintain and strengthen relationships with members of the state legislature and individuals working at the local, state, and federal levels of government.
- Work collaboratively with consultants and consortiums representing the interests of the University at state and federal levels.

**Responsibility:** Primary responsibility of University Advancement staff with support from the President, the Cabinet, and the Board of Trustees, appropriate Museum, athletics, Academy personnel, DeBusk College of Osteopathic Medicine administration, and library personnel.

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

**\*Resources Required:** Based on current budget proforma (0100-63003.61100)

Postage  
Printing  
Travel  
Entertainment/Donor Recognition  
Homecoming

- 2006-2007: \$138,614
- 2007-2008: \$147,100
- 2008-2009: \$153,800
- Adequate staff to ensure prospect visits are completed on a timely basis.

\*Calculated at \$.20/dollar

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

- Review call reports and task sheets at weekly staff meetings.
- Continue to track on-line giving.
- Continue to review and compare on-line weekly giving reports with direct mail and phone-a-thons.
- Continue to review LYBUNT and SYBUNT reports monthly.
- Compile and review call reports from Academy, Abraham Lincoln Library and Museum, Athletic personnel, DeBusk College of Osteopathic Medicine, and the Carnegie Vincent Library.

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

**Strategic Goal 6: *Enhance external resources***

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

**Strategies/Action Plans:**

- University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at a minimum of \$1,000,000, endow professorships at a minimum of \$500,000, endow scholarships at a minimum of \$25,000 and endow faculty development funds at a minimum of \$25,000. Review endowed chairs to determine which ones are currently fully funded.
- Increase efforts to solicit friends, defined as potential donors who are not alumni. Target special interest groups, honorary degree recipients, and recipients of institutional awards.
- Continue recognition of donors who contribute to endowment funds.
- Continue to increase the number of the Circle of Friends for Endowment gift club by 10 or more each year. Set goals for Circle of Friends for Endowment for DeBusk College Osteopathic Medicine.
- Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University, the Chairman of the Board, and the Chairman of the Executive Committee.
- Continue to feature donors in the *Alumnus* magazine who have already made estate plans.
- Continue to target the Classes of 1975 and prior classes to receive the new Bridge Builder Heritage Society newsletter.
- Continue call for documentation for planned giving.
- Explore outsourcing planned giving administration.
- Produce and distribute the planned giving manual.
- Continue to utilize national prospect research services.
- Continue and expand solicitation of foundations and corporations that support endowment endeavors.
- Increase efforts to solicit friends, defined as potential donors who are not alumni. Target special interest groups, honorary degree recipients, and recipients of institutional awards.
- Continue to code all alumni by their majors.
- Seek to endow all physical projects to ensure funds will be available for future maintenance.
- Address needs through the academic council to identify potential donors and to encourage giving to an endowed fund.

- Work with Staff Senate and Faculty Senate to address giving options.
- Continue to assist athletics, J. Frank White Academy, the Abraham Lincoln Library and Museum, the Learning Tree Academy, DeBusk College of Osteopathic Medicine, and the Carnegie Vincent Library with identifying donors for endowed funds.
- Continue to aggressively pursue grants from private foundations and government agencies for the Abraham Lincoln Library and Museum, the J. Frank White Academy, DeBusk College of Osteopathic Medicine, and the Learning Tree Academy.
- In cooperation with Vice President for Finance and Operations establish endowment levels required for maintenance of each facility on campus.
- Support initiatives to demonstrate adequate resources for SACS Level 5 and AOA COCA accreditation standards.
- Identify and solicit individuals concerned with general well-being of the Appalachian region in accordance with the University mission and purpose.

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

**Time Frame:** Annually

**Resources required:** Postage, Printing, Travel, Donor Recognition, Homecoming, Consultants (Per current proforma)

01-01	\$225,000
01-01	\$232,000
08-09	\$237,800

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

- Review and compare call reports of major gift officers.
- Compare five-year endowment giving, number of donors vs. number of gifts vs. number of calls.
- Evaluate actual endowment acquired for facility upkeep versus goal amounts.

**Use of Results:**

- To increase endowed scholarships to enable students to attend LMU as cited in our mission statement.
- To increase communication to and involvement with the Board of Trustees and alumni through the class agents program, friends of the University, and foundations and corporations and other granting agencies.



- To demonstrate that best practices in fund raising are addressed and maintained, to ensure that calls are made on a timely basis, and to ensure that budget relief for academic areas, as well as capital projects, is provided.

### **Strategic Goal 6: *Enhance external resources***

**Objective 6.3:** Market and promote the University locally, regionally, nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans. (“Extended sites” include: West Knoxville, St. Mary’s, Blount, Corbin, Cumberland, Ducktown, Cleveland State, Madisonville, Maryville, Morristown, and all partnerships.)

#### **Strategies/Action Plans:**

- Update marketing plan to ensure effective promotion of the University’s programs through the assistance of the Director of Marketing and Public Relations, the Associate Director of Marketing and Public Relations for the DeBusk College of Osteopathic Medicine, the Director of Publications and Webmaster, and representatives for the J. Frank White Academy, Abraham Lincoln Museum, Learning Tree Academy, Sigmon Communications Center, and the athletic department by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Convene meetings, one per semester, with marketing committee to explore additional marketing strategies for all areas.
- Utilize and distribute promotional CD’s for University and DeBusk College of Osteopathic Medicine while exploring opportunities to develop departmental CD’s with Sigmon Communications Center.
- Assist in hosting Osteopathic Medicine Awareness Conference with suggestions of invitees and publicity.
- Continue to develop student-led initiative to design promotional posters for each program and also each extended campus site. The front side will depict career opportunities related to the programs; the backside will list contact information. Posters could be distributed by admissions staff to prospective students and guidance counselors.
- Develop and coordinate effective marketing strategies for extended campus sites and DeBusk College of Osteopathic Medicine (DCOM) by consulting with site coordinators, deans, chairs faculty, Associate Director of Marketing and Public Relations for DeBusk College of Osteopathic Medicine, and marketing committee.
- Maintain web pages consistent the new Stein template for each extended campus site.
- Incorporate musical image into marketing initiatives.
- Encourage representatives from University Advancement to periodically visit extended campus sites.

- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, and the *Bridge Builder Heritage Society* (planned giving) newsletter and publish the *Insider* via direct mail and e-mail.
- Increase international partnerships through the Kanto Program, parents, faculty exchange programs, international residents from the community.
- Explore corporate endorsements and sponsorship opportunities.
- Utilize members of the Student Service Initiative Program for campus and community outreach, including DeBusk College of Osteopathic Medicine opportunities.
- Expand Speakers' Bureau project.
- Reinforce usage of the University style manual and maintain a consistent identity in all marketing initiatives as defined in the manual.
- Continue to develop strategy for sale of branded items representing the University and individuals colleges and departments.
- Publish donor recognition notices in appropriate media.
- Promote LMU through collaboration with LMU-TV and Sigmon Communications Center.
- Investigate the feasibility of a "traveling" product display from the bookstore for extended campus sites.
- Explore marketing Lincoln Memorial University merchandise through selected retailers.
- Develop and implement effective promotional campaign for new Doctor of Osteopathic Medicine program following approval processes."
- Support initiatives to demonstrate adequate resources for SACS Level 5 and AOA COCA accreditation standards.
- Identify and solicit individuals concerned with general well-being of the Appalachian region in accordance with the University mission and purpose.
- Content of all external media should be driven by the University mission and purpose.

**Responsibility:** Director of Marketing and Public Relations, the Associate Director of Marketing and Public Relations for the DeBusk College of Osteopathic Medicine, Director of Publications, Webmaster, Director of Alumni Services, Director of Learning Tree Academy, and the Sports Information Director in cooperation with the Marketing Committee whose membership includes: Vice President for Academic Affairs/Provost, Vice President for Enrollment Management and Student Services, School Deans, Registrar, CIO, Director of Sigmon Communication Center, Program and Tourism Director of the Abraham Lincoln Library and Museum, representative from the J. Frank White Academy, Athletic Director, Dean of Admissions, and Director of Upward Bound and Special Services.

**Time Frame:** Annually with a review in cooperation with the Marketing Committee.

**Resources Required** : As per current budget proforma for public relations excluding salaries

2006-2007: \$314,275

2007-2008: \$326,825

2008-2009: \$337,975

Data collected from University Advancement divisional task sheets and Marketing Committee minutes.

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

- Continue to track increased contributions to unrestricted and endowment giving through monthly reports and trend analysis.
- Continue market research with respect to marketing for admissions at undergraduate and graduate level

**Use of results:**

- Improve integrated marketing and brand awareness. Improve goodwill through improved personal relationships between regional community leaders and University officials, faculty and staff. Provide accurate information to aid effective marketing and promotion of the University.
- Improve communication between internal and external markets through coordinated efforts of the Marketing Committee.
- Use data to demonstrate connection between marketing efforts recruitment and retention, and gift income.
- Improve marketing efforts at extended sites with respect to new and existing programs.

**Strategic Goal 6: Enhance external resources**

**Objective 6.4:** Continue planning for a comprehensive campaign by increasing revenue to meet the identified fundraising priorities: integration, communication, and promotion of the Campus Master Plan (upon completion); increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; construction of new residence halls, renovation of Farr Chinnock Hall; renovation of Lafrentz Poole Hall; The Duke Hall of Citizenship renovation; new instrumentation at Sigmon Communications Center, and proposed DeBusk College of Osteopathic Medicine.

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

- Annual Fund: The Annual Fund allows LMU to place resources where they are most immediately needed or where opportunities are greatest. Strategies for meeting the Annual Fund goal include:
  - University Advancement will continue the Recognition Societies.
  - Direct mailings for the Annual Fund will reflect target groups designations, such as class years, special interests and majors and will be closely monitored for success rate, and all letters will be signed by the President.
  - Annual Fund appeals will appear in publications such as *The Insider*, *Alumnus*, *Blue and Gray*, and will include self mailer formats where appropriate, and direct mail appeals will be added.
  - Endowment:  
A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid through endowed scholarships, and ensures that facilities are adequately maintained.
  - Systematic cultivation and solicitation of the World War II era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff.
  - Increase in proposals for grants to endowment projects.
- **Capital Projects:**
  - University Advancement staff will continue to seek to secure an endowment goal of \$500,000 for Pope Hall, Mitchell Hall, and Dishner Hall from new gifts or unrestricted gifts through the reallocation of geographic areas and the intensification of solicitation of donors capable of making major gifts level donations (\$25,000 and above).
  - Lafrentz Poole (\$2 million goal)

- Place \$100,000 each year from the strategic initiative fund into this project.
- DeBusk College of Osteopathic Medicine (\$25 million)
- Duke Hall of Citizenship (\$2 million)
- Continue to solicit class of 1940 to support this project through annual gifts and estate plans.
- Farr Chinnock Science Hall Expansion (\$5 million)
- New Residence Halls (possibly 4 at a cost of \$2 million each)
- Academic building (Business and Education) (\$3 million)
- Sigmon Communications Center (\$500,000 goal)
- Consider strategic initiative dollars for the improvement of instrumentation at Sigmon Communications Center.
- **Other:**
  - Increase diversity among the faculty, staff, advisory boards, and trustees to strengthen proposals to private foundations, federal agencies and other funding sources.
  - Increase the broad base of support in FY 2005-2006 through increased personal calls by the University Advancement fundraising staff. Total face to face, non-repeat calls goal for FY 2006-2007 fiscal year will be a minimum of 125 per officer.
  - Secure gifts for \$1 million campaign with athletic department to keep LMU athletics competitive and incorporate annual evaluation of outcomes.
  - Support initiatives to demonstrate adequate resources for SACS Level 5 and AOA COCA accreditation standards.
  - Identify and solicit individuals concerned with general well-being of the Appalachian region in accordance with the University mission and purpose.
  - Discuss with the Executive Committee plans for costing the capital projects
  - Prepare for call to The Kresge Foundation on this project
  - Submit a challenge grant to the Kresge Foundation for bricks and mortar and science instrumentation after further master planning

- Consult with academics regarding curricular restraints and needs.

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

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

**Resources Required:** Adequate human and financial resources to meet our goal of 500 personal prospect visits, plus \$1million for each newly endowed academic chair, \$500,000 for each newly endowed professorship, \$25,000 for each endowed scholarship and endowed faculty development fund. Noted above under the heading of capital projects are the funds necessary to complete the projects.

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

**Use of results:**

- Plan effectively as we target our fund raising territory and major donors.
- Document success rate of fund raising travel plan for major donors
- Review fund raising priorities and ensure that priorities align with academic and non-academic division planning.
- Use fund raising data to chart our progress on approved projects.
- Review Campus Master Plan as needed to make the connection between fund raising and capital projects.
- Demonstrate that best practices in fund raising are addressed and maintained, to ensure that calls are made on a timely basis, ensure that gift receipts are processed within 48 hours, and to ensure that budget relief for academic areas, as well as capital projects, is provided.