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# **Lincoln Memorial University**

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## **Part I**

# **Strategic Plan Overview and Introduction**

**2010- 2015**

## **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-COC 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. Seven Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS-COC expectations for institutional improvement. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish the institution's Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five-Year Budget Pro Forma, (2009-2014). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an annual Progress Report.

## **II. Mission and Purpose**

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

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

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

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

## **INSTITUTIONAL GOALS**

Lincoln Memorial University is a private, independent, non-sectarian University with a clearly defined mission that distinguishes it from other educational institutions. While the University cherishes its heritage and rich traditions, it recognizes that dynamic growth and change are required to meet the needs of today's students. The University has identified the following institutional goals, which are derived from its mission and reflect 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, promote high personal standards, and produce graduates with relevant career skills to compete in an ever-changing, increasingly global market.
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 as a critical educational, cultural, and recreational center for the area, and to develop and maintain facilities, which are safe, accessible, and conducive to the development of body, mind, and spirit.
6. Attract and retain a highly qualified faculty and staff, committed to teaching, research, and service, by providing the best compensation program possible.
7. Commit resources to support the teaching, research, and service role of the institution and the faculty.

8. Continue to strengthen the faculty and staff development program with priority for allocation of resources determined by institutional needs.
9. Increase technology for all educational sites. Specifically, the University seeks to continuously improve its computer and other technological resources for faculty and students.
10. Develop and implement academic programs in response to anticipated or demonstrated educational need, 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 them to grow intellectually and personally.
12. Provide high quality educational opportunities through selected undergraduate and graduate 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 has identified seven Strategic Goals. The Strategic Goals were developed from a review of SACS-COC expectations, internal outcomes assessment data, and external factors influencing the University. These seven goals reflect 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, required 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: Ensure effective and efficient use of technology

Strategic Goal 6: Enhance external resources

Strategic Goal 7: Assess and enhance university-wide research

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

Strategic Goal 1: Continue to assess and enhance academic quality

- 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 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.
- Increase commuter enrollment at the main campus.
- Increase enrollment at extended teaching sites.
- Improve student academic and racial/ethnic profiles.
- Track enrollment patterns, trend analyses for academy, undergraduate, and graduate students.
- Improve retention and graduation rate 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

- Achieve and maintain accreditation and state approval of programs when external accreditation and/or approval organizations exist.
- Improve faculty (and staff) salaries.
- Fortify faculty scholarly and professional development activity (and staff professional development activities).
- Boost number of grant applications and grant funding.
- Amplify use of instructional technology at all levels for all programs.
- Increase reliability of the faculty evaluation process.

- Enhance use of assessment results for academic program and support service program 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 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 as appropriate.
- 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: Ensure 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.

Strategic Goal 7: Assess and enhance university-wide research

- Monitor and evaluate research activities.
- Improve research capacity and infrastructure to support research.
- Improve support for faculty research efforts.
- Improve facilities for research.



## 2009 Progress Reports for Strategic Goals

### Progress Report on Strategic Goal 1

#### Strategic Goal 1: Continue to assess and enhance academic quality.

**Objective 1.1:** Connect all development, improvement, and implementation of curricula and programs to the University's Mission and Purpose; and planning, budgeting, and assessment processes.

Progress:

- SACS Reaffirmation.
- Program approval and/or concept approval for EdD, LPC, GBSN, Engineering, Pharmacy, Law, Kingsport, Sevierville, Middlesboro.
- Strengthened assessment in the areas of Gen Ed and information literacy.
- Initial accreditation for NA, PA, and JD.

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

Progress:

- MLP, MBA, Appalachian Studies, Broadcast Communications.
- MEd (online) program proposed.
- Transfer alignment with Lincoln Liberal Arts Core.
- Creation of the Center for Teaching and Learning Excellence (CTLE).
- E-learning.

**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.

Progress:

- Faculty senate gathered information on faculty evaluation and workload from Level V peer institutions.
- Board of Trustees approved faculty rank compensation scale.

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

Progress:

- Added an additional librarian in Medical and Health Sciences, as well as Extended Sites.
- Expanded space of student study.
- Creating a law library.
- Major participation by Abraham Lincoln Library and Museum (ALLM) staff in bicentennial events.
- Nine sponsored grants/projects for ALLM.

**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.

Progress:

- No initial recommendations by SACS in this area.
- Future role of CTLE will play in logging development efforts; faculty portfolios.
- Workload expectations still unclear as a Level V institution.

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

Progress:

- 100% of students taking Gateway tests for English/Science passed.
- Raise bar on ACT benchmark scores.
- Focus on enrollment and retention (78/79; 94/95).
- Added an asst. principal; full-time elementary teacher and full-time Physical Education teacher for 2009.
- Strings program a real success story.

**Objective 1.7:** Integrate information literacy skills across the curriculum.

Progress:

- Quality Enhancement Plan (QEP): LINC-on.
- Campus Awareness Campaign.
- Hired QEP director.
- Selected reading for Freshmen Orientation.
- Summer Institute.
- Completion of KISSES pilot project.



## Progress Report 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:

- Developed a written recruitment plan outlining the annual recruitment process for undergraduate students, which will be updated annually.
- Marketed affordability with need-based financial aid using relevant examples in a recruitment letter. Ongoing.
- Conduct a structured exit interview with transferring students. Not fully accomplished.
- Evaluate admissions criteria to be more in line with Level V designation. First component is completed and additional changes in the admissions criteria will be proposed during the next academic year.
- Develop an information packet for Deans and Department Chairs to assist them with recruiting high-achieving, potential students to attend LMU and major in their departments. This process was started within the Enrollment Committee, with enrollment forms being produced by individual departments.
- Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni to assist with student recruitment and enrollment. Not fully accomplished.

### On-Going Activities:

- All schools, Financial Aid and Admissions staffed a booth at the LMU College fair to disperse information about LMU campus services. This is done annually.
- Publicize the medical scholars program to recruit high caliber math and science students interested in pursuing a medical career. The recruitment piece is in place and an organization has been instituted for undergraduate students to meet with DCOM students.
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicizing all of the University's academic programs.
- Use the World Wide Web for advertisements and news.
- Continue to update and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Maintaining direct mail to target markets.

- Increased E-mail and E-counseling to applicants and qualified prospects. A minimum of five e-mails were sent to all applicants who applied before April 1.
- Developing appropriate recruitment materials for the DCOM program for middle and high school students. Brochure has been formatted and distributed.
- Conducting routine meetings among the Director of Admissions and academic deans and chairs to engage LMU faculty in the recruitment process (Department letters to potential students, Department telephone calls, etc.).
- Hosted preview days for prospective students and parents.
  - Fall-2008 180 prospects 80 in attendance
  - Spring-2009 170 prospects 75 in attendance
- 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. Not accomplished.
- Expanding recruitment efforts into more populated areas.
- Review national, regional and local data to assist in the identification of new markets. Not accomplished.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts. Not accomplished.
- Concentrating 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. Accomplished, but not by school.
- Update major brochures with “subject to change” (reviewed and/or revised annually).
  - Major brochures were printed for:
 

MEDT	NURS	BUSN
EDUC	VETT	PMED
DCOM	PSYC	WILD/ENVS
ATHT		
- Budget for and assign recruiting coordinator(s) for extended sites that support multiple programs. Partially completed.
- 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.
  - Not fully accomplished at this point.
- A brochure, “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the cover. Not completed.

- Investigated opportunities with the leadership of the Eastern Band of the Cherokees to encourage students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, N.C.

**Objective 2.2:** To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and increase full-time transfer and re-admitted students to 150. Of those 425 new students, 200 will be residential by 2011.

Progress:

- Work with local high schools to develop scholarship programs for their students based on incentives for good attendance and good grades. Completed, Matrix cell H.
- Update or build the following web pages:
  - Safety & Security.
  - Athletic Hall of Fame.
  - Academic Major Home Pages.
  - Campus Activities/Intramural Sports.
  - Not fully accomplished.
- Purchased names of 10,000 students interested in PMED with a minimum ACT score of 27 and targeted recruitment of high school students with high ACT scores in math and science for the Medical Scholars program.

#### **On-Going Activities**

- Maintain two marketing committees (Board Committee and University Committee).
- Continue to refer and encourage current Upward Bound students to enroll at LMU. This past year, UB had 10 Bridge students. Of those 10, 9 continued their post secondary education, with 6 enrolling at LMU.
- Continue to produce a newsletter for Upward Bound participants that promote the University. A monthly letter was produced by UB for UB students. A bi-yearly newsletter was produced by UB for the parents of UB students.
- Evaluate current markets for direct mailings and make additions and/or corrections as needed. Not yet accomplished.
- Followed guidelines for ensuring distribution of accurate information.
- Following established timelines for the production of recruitment materials for new and transfer students.
- Designed 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. Not accomplished.
- Maintain and update a comprehensive website for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies. Not accomplished.
- Increasing recruitment of international, Hispanic, and other minorities.

- Maintained recruitment outside the primary 100-mile radius recruitment area.
- Focused academic scholarship money on new students, academically gifted students and residential students.
- Coordinating the recruiting efforts of athletic coaches with the admissions and financial aid offices.

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

Progress:

- Link to graduate recruitment via Hobson's web site and to graduate testing sites such as GRE, MAT, GMAT (for MSN, CRNA and MBA prospects). Not accomplished.
- Completed brochures and other promotions for MSN and CRNA programs.
- Developed an MBA program brochure. Enrollment has increased in the MBA to 106 students for Fall 2009. MBA student numbers continue to increase due to "word of mouth" and through various forms of advertising.
  - M.B.A. program student numbers
 

2004	67	2005	58	2006	55
2007	55	2008	63	S-2009	90
F-2009	106 (predicted)				
- Purchase GMAT testing names for MBA recruitment. Not accomplished.
- Attracting future medical students who are committed to serving Appalachian area.
- Increasing the diversity of the student body.
- Providing training for deans and department chairs by Admissions Director concerning recruitment strategies.

#### **On-Going Activities**

- Advertising with local and regional media outlets.
- Increase the visibility of DCOM primarily in the Southeast region of the United States.
- Rotate Knoxville billboards and radio ads to include all graduate programs.
  - Updated MBA program brochures and recruitment posters are in the development stages.
  - Knoxville billboard signage is currently in use and will be in the future during recruitment periods.
  - Radio advertising has been used in Knoxville for the MBA program and will be in the future.
- Send out timely news releases. Newspaper advertising will be released as needed.

- Use the World Wide Web for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies. Not fully accomplished.
- Host counselor workshops targeting alumni of LMU and recruit them for the graduate programs in Guidance and Counseling and Administration and Supervision. Not accomplished.

**Objective 2.4:** The J. Frank White Academy (5<sup>th</sup>-12<sup>th</sup> grades) will increase enrollment to 120 students by 2013.

**On-Going Activities:**

- The Academy continues to show a consistent retention rate of 92%. Students who have left the Academy since the 2006-2007 school year have left due to relocation of the family or for financial reasons. Consistent retention rates indicate that newly-admitted students are working successfully in the program.
- The Academy has begun to track sibling enrollment for eligible siblings of currently enrolled students.
- Class of 2009 graduates were replaced by March 2009 with new applicants.
- The fifth and sixth grades have shown steady increase in new admits and retention rates for the past two years.
- Hosted the first JFWA alumni reunion in July 2008. Over one hundred in attendance, including representatives from all graduating classes except one.
- JFWA principal discussed availability with LMU Alumni Director to serve as guest speaker at LMU alumni chapter meetings within Academy's service area.
- JFWA Director of Admissions has visited with area schools who would allow such activity to present recruitment information for 8<sup>th</sup> graders.
- Two successful annual visitation days allowed area students and their parents to spend a half day at the Academy. Students visited classes and parents met with Academy personnel. Both times the event netted a majority of the participants submitting applications.
- Spring Fine Arts night gave JFWA administration an opportunity to present recruitment materials. Applications resulted from the event.
- JFWA Admissions Director works with LMU Director of Public Relations to keep Academy news in service area newspapers and on the CampusLinc.
- Plans underway to include an alumni link on the Academy's website.
- Discussion has begun with Board members regarding the feasibility of a boarding component for the Academy's students in grades 9-12.
- Exploration of the benefits of adding offering an IB program at the Academy is underway.
- Continue to develop a part-time program for home school students.



- JFWA Principal, Guidance Counselor and Director of Admissions have been in contact with key home school parents within the Academy's service area to explore possibilities of a part-time program. Courses interesting to home school parents include fine arts and foreign language courses. In 2007 one home school student enrolled in Spanish I; in 2008 the student returned for a second year of Spanish and also enrolled in a science course; a second student enrolled in the strings class; both students have reapplied for courses for the 2009-2010 year. Home schooled students are also invited to JFWA social activities and events and included in the yearbook.
- Continue to carefully focus on the quality of newly admitted students.
- Work with University Advancement to enhance scholarship opportunities for students.
  - The Academy has awarded \$10,000 in scholarship money each year for the past three years. Awards are based on criteria for the scholarship and evidence of financial need. To date all students who have applied have received some financial assistance.
  - In July 2009, JFWA instituted a new scholarship fund, the JFWA Endowed Alumni Scholarship Fund. Solicitations are ongoing from the growing base of good JFWA alumni addresses now in the database.
  - Since Fall 2008, the Academy has obtained good addresses on more than 90% of its graduates.
  - Hosted the first JFWA alumni reunion in July 2008. Over one hundred in attendance, including representatives from all graduating classes except one.
  - Plans under way to include an alumni link on the Academy's website with opportunity for solicitation for alumni scholarship and regular alumni updates.
  - Continue to work with the University Advancement staff to develop a list of contacts for annual support to include parents, relatives and graduates of the Academy.
  - Continue to provide call reports to University Advancement staff regarding possibilities for scholarship donors.
- Investigate the feasibility of grades K-4. During December 2008 Academy Committee of the LMU Board of Trustees, the consensus was that the addition of a K-4 unit would not be advisable. The need for additional teaching staff and the special needs such a component would require for space modifications would be costly and would place hardships on the existing program. The committee and the administration of the Academy agreed to abandon the idea of adding a K-4 component in favor of focusing on more suitable changes/ additions.

**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.

Progress

- Utilizing student survey results to make improvements to student services.
- Developing and implementing a student retention plan to include all sites.
- Develop an Academic Advising manual for undergraduate advising (in the development stage under the direction of Dr. Sherilyn Emberton). Not accomplished at this point.

**On Going Activities:**

- Student Success notifications on topics ranging from study skills to career planning were sent bi-weekly to students in lieu of the Student Success Newsletter.
- Continued to assess the retention figures by semester. Undergraduate retention rates for all campuses:
  - Spring 08 to Fall 08 79.10%
  - Fall 08 to Spring 09 87.58%
- Continued to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services and maintained assessment information documenting the success of those programs.
  - 277 first-time, full-time LMU students were enrolled for the Fall 2008 semester on the Harrogate campus. According to class lists, 142 students (51%) were enrolled in UACT 100 *Strategies for College Success* during Fall 2008.
  - Of the 30 new first-time, full-time freshmen for Spring 2009, 17 freshmen (57%) were enrolled in the UACT class. Seven probationary students enrolled in Fall 2008 were also enrolled in the class.
  - Of 142 students enrolled in UACT for the Fall 2008 semester, 24 (17%) students did not return in Spring 2009, whereas 118 (83%) did return Spring 2009. Of the 118 students enrolled in Spring 2009, 98 (83%) remained in good standing for the Spring 2009 semester. Overall undergraduate retention from Fall 2008 to Spring 2009 was 87.58%. The retention rate for all first-time, full-time freshmen from Fall 2008 to Spring 2009 was 86%.
  - Twenty-three (23) students were enrolled in UACT 100 *Strategies for College Success* during the Spring 2009 semester. Of those 23 students, 15 (65%) remained in good standing with the University at the end of the Spring 2009 semester.
  - One-hundred twenty-three (123) students were enrolled in UACT 100 *Strategies for College Success* during the Fall 2008 semester and still enrolled in the Spring 2009 semester. Of those 123 students, 95 (77%) remained in good standing after the spring semester.

- Student Support Services continued to identify “at risk” students and promoted their participation in the SSS program.
  - The Student Support Services program accepted 62 new students into the program for the 2008-2009 academic year.
  - Student Support Services promoted the program activities via e-mails, mailings, newsletters, and postcards as well as on a MySpace account.
- “At risk” assistance to include:
  - Early Warning System.
  - Mid-term (D/F) notification for academic intervention.
  - Probation counseling.
  - Faculty/Staff post mid-term notification.
  - Congratulatory e-mails to successful students.
    - Student Success post cards sent.
  - Tennessee lottery scholarship recipients reminded of scholarship requirements.
  - Met with all new students to do an Intake Interview and ascertain strengths, weakness, and possible needs (SSS).
  - 4<sup>th</sup> week English and math notification (D/F) for academic intervention (SSS).
  - Mid-term (D/F) notification for academic intervention (SSS).
  - Certificates were mailed to students making the LMU Dean’s List (SSS).
  - Postcards were mailed to students letting them know that they could register early (with seniors) and listing their academic advisor (SSS).
  - Assigned all new students to a mentor (SSS).
  - Promoted academic tutoring via e-mail with all students (SSS).
  - Promoted the Learning Express Tutoring program to all students (SSS).
  - Weekly meetings were held with students who were on academic probation (SSS).

- Completed fifth year of increased participation in the New Student Survival Weekend. For the 2009-2010 academic year, a third day will be added to the schedule with enhanced activities to include QEP assigned reading. The New Student Survival Weekend continues to be successful:

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Matriculation				164	167
Saturday Sign-up	64	80	134	140	146
Sexual Assault Seminar	102	224	282	183	220

- At risk (semester GPA under 2.8) student athletes were required to meet with an Student Athletic Advisor.

<u>Sport</u>	<u># in Study Table</u>	<u># Good Academic Standing</u>
M Basketball	17	16
M / W Soccer	2	1

W Basketball	9	6
M / W Tennis	0	n/a
M Baseball	12	11
W Volleyball	0	n/a
W Softball	9	9
M /W Cross Country	0	n/a
M / W Golf	<u>12</u>	<u>11</u>
<b>TOTALS</b>	<b>61</b>	<b>54</b>

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

Progress:

- Create a sense of community among students.
- Improve the overall campus life experience for students.
- Increase intramural sports and recreation opportunities.
- Provided student support services to all undergraduate, extended sites with the exception of St. Mary's.
- Provide support to student organizations for leadership development.
- Provided an active career services program.
  - Class presentations, resume / cover letter / job search assistance, Economic Assistance Team (EAT) participation with School of Business, one-on-one career counseling, website usage tracked: Main page: 1485, job opportunities page: 2034, testing links: 85, career links: 132, career fairs: 95, what can I do with this major: 274.
- Support and provide opportunities for students to participate in community service activities.

#### **On Going Activities**

- Informed students of the services provided by the University.
  - Through e-mails
  - Through Electronic Message Center
  - Through New Student Orientations and 3-ring-binders
  - Through Greek and other student organizations
  - Through class presentations, resume / cover letter / job search assistance, Economic Assistance Team (EAT) participation with School of Business, one-on-one career counseling, website usage tracked: Main page: 1485, job opportunities page: 2034, testing links: 85, career links: 132, career fairs: 95, what can I do with this major: 274.
- Provided a diverse and interesting student activities program.
  - For Fall 2008, 104 student activities were hosted with 7,227 students attending (average of 70 students per event). For Spring 2009, 80 student activities were hosted with 5,250 students attending (average of 66 students per event). Highlights were High Adventure Trips (Skiing, Whitewater Rafting, Caving, Hiking),

- Comedians, Magicians, Karaoke Nights, Skating Nights, Bowling Nights, Novelty Programs (Chroma Crystals, Street Signs, Picture Snow Globes, Inflatable Games), Diversity Programs, Educational Programs, Intramurals (Sand Volleyball, 3 on 3 Outdoor Basketball, Flag Football, Ping Pong, 5 on 5 Indoor Basketball, Billiards).
- Provided a monthly calendar.
  - Started the High Adventure Series that will be improved with a ropes course and a coordinator starting in July, 2009.
  - Lincoln Ambassadors leadership programming.
    - Annual LA leadership training.
    - In Fall 2008, LA participated in 32 separate events (126 LA appearances).
    - In Spring 2009, LA participated in 29 separate events (129 LA appearances).
    - Will institute LA mentoring of at-risk students in Fall 09.
  - Student Service Initiative (required student community service, 10 hours per semester).
    - In Fall 2008, 333 students totaling 4854 hours (15 hours average per student).
    - Spring 2009, 191 students totaling 2621 (14 hours average per student).
  - Provided 2 Fall trips for student participation (SSS):
    - Cirque de Chine (Chinese Acrobats) in Pigeon Forge, TN.
    - Harvest Festival at Dollywood in Pigeon Forge, TN.
  - Offered the following trips (SSS):
    - Lincoln Boyhood Home in Hodgenville, KY, and Mammoth Cave in Cave City, KY.
    - Shenandoah Play at the Cumberland County Playhouse in Crossville, TN.
  - Promoted the LMU Dinner Theatre in UACT 100 classes.
  - SSS Mentors promoted campus activities to new SSS students.
  - Offered a comprehensive student orientation program for new students at all sites.
    - Eight New Student Orientations were conducted on the Harrogate campus.
    - Five New Student Orientation were conducted at the extended sites.
  - Continued to produce 3-ring-binders to be distributed to new students and identified high school counselors.
    - 500 3-ring-binders were produced and all were used for New Student Orientations.
    - 600 3-ring-binders were produced for 2009-2010 with 100 of those given to Development.

- Provided information and accommodations for students with documented disabilities through the ADA coordinator. Student Support Services worked with eight disabled students for the 2008-2009 academic year.
- The Student Support Services program provided the following counseling services:
  - Personal counseling – 49 students.
  - Academic counseling – 90 students.
  - Transfer counseling – 1 student.
  - Financial counseling – 12 students.
  - Graduate school counseling – 5 students.
  - Career counseling – 1 student.
- Provide courses in specified departments for developmental students. Not fully accomplished.
- Maintain and update web pages for each department and link the LMU webpage to major search engines (Google, MSN, Yahoo). Not fully accomplished.
- Researched current trends by department and reported findings to the LMU community.
  - The Enrollment Committee worked with an excel worksheet containing demographics of all LMU undergraduate students from cells A, B, C, & Q of the Matrix and reporting findings.
 

Cell	Enrolled	Graduated	Lost (Fall – Spring)
A	42	1	1
B	62	3	0
C	134	2	5
Q	62	4	1
	300	10	7

(for a retention rate of 98% for four cells of the Matrix)
  - Charts were written for every program that recruits and enrolls students. This was followed-up with a prediction chart as to the number of students who would enroll by program to ensure the number of students for the 2009-2010 academic year to meet or exceed the 2009-2010 budget.
- Seek grants to defray costs of specified departments. Networked with University personnel.
  - The Retention Committee was formed composed of both faculty and staff.
  - The Retention Plan is in the process of being updated, which includes the Academic Advising Handbook.
  - The Enrollment Committee reformed and made progress in the following areas:
    - Gained a better understanding of which undergraduate students were successful at LMU.
    - Those personnel involved in the actual recruitment and acceptance of students furnished charts that included the

number of applicants and accepted students within each program.

- Shared evaluation summaries with the LMU community.
  - The retention figures from both Spring 2008 to Fall 2008 and Fall 2008 to Spring 2009 were shared with the LMU community.
- Canvassed the LMU student body for recommendations concerning activities and programs.
  - **For Student Activities**- Of the 249 students surveyed, 119(48%) were very satisfied with the Student Activities, 92 (37%) were somewhat satisfied, 16 (6%) were not satisfied, and 22 (9%) did not use.
  - **For the Intramural Program**- Of the 250 students surveyed, 95(38%) were very satisfied with the Intramural Program, 84 (34%) were somewhat satisfied, 20 (7%) were not satisfied, and 51 (20%) did not use.
- Provide on-line materials in the form of catalogs, handbooks and informative web pages.
- Provide personal, academic and financial information to all students, whether graduate or undergraduate.
- Improved and maintained residential housing facilities and programs.
  - Two new buildings opened during the 2008-09 academic year (Shelton and Langley).
  - Buildings #1 and #2 (off campus sites) were used for housing.
- Continued academic referrals to the Tagge Center for Excellence.
  - According to the Tagge Center usage report of 2008-2009, a total of 183 students were tutored and 2,341 students (some students repeated) used the center for studying or computer access.
  - Four faculty members volunteered their time in the Tagge Center during the 2008-2009 academic year.
  - One faculty member made official referrals during the 2008-2009 academic year while several other faculty members made informal referrals.
  - For the 2009-2010 academic year, faculty will be e-mailed an electronic version of the referral form. They may choose to e-mail it back, send it in the mail, or send it by the student.
- Provided support services to DCOM students as stated in the DCOM Student Handbook. (A DCOM calendar demonstrating a diverse and interesting student activities program was developed). Included among support services are student clubs, guest speakers, intramural sports, and social events. A few of the specific events included:
  - Speed reading course.
  - Movie nights.
  - Guest speakers.
  - Yard Day fundraisers.
  - Bible studies.

- Smoky's Baseball.
- Gala with recognition of students and faculty-of-the-year awards.
- Soccer, volleyball, softball, basketball games.
- DCOMs first annual kids Health Fair at Harrogate Park.
- Club meetings.
- Multi-Cultural dinner.
- Thanksgiving and Christmas dinners.
- Picnics.
- LMU-DCOM Student Ambassadors.
  - Gave presentations in the community like "What's in a Doctor's Bag" to elementary schools.
  - Helped with the recruitment process by giving tours to interviewees, prospective applicants and high school groups.
  - Met with applicants at Oasis the evening before their interview.
  - Took applicants to lunch in the cafeteria on their interview day.
  - Talked and toured with visiting pre-med advisors.
- LMU-DCOM Student Clubs and Organizations.
  - Did a minimum of one charitable event or community service project annually.
  - Fundraisers.
  - Guest speakers--example: Dr. Bass from the Body Farm.
- Student Orientation included:
  - Student Assistance Program by a Cherokee Mental Health Representative.
  - Presentation on Hazing and Harassment by John Winters J.D.
  - Security by Bill Sowders.
  - Professionalism by Dr. Stowers.
  - Park Services by Park Ranger Scott Teodorski.
  - Library Services by Medical Librarian Lisa Travis.
  - Student Services by Associate Dean of Students Dr. Jon Leo.
  - Student Policies and Procedures including Dress Code, ADA and Student Handbook by Dr. Leo.
  - Orientation for Student Spouses and Significant Others.
  - Financial Management Counseling.
  - Computer Orientation including Blackboard and Web Advisor.
  - DCOM Student Housing.
  - Sodexo Food Services by Mayur Patel.



- Student Health and Disability Insurance by Sheila Brill of Trinity Benefit Advisors.
- Lunch with Assigned Advisor.
- Barbeque at Democrat Hollow for students and their families.
- Optional Cave tours and Hensley Settlement tours.
- Orientation Books.
- Recruitment Events- A record of recruitment events is maintained.

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

Progress:

- Reassess the Institutional Financial Aid practices/philosophy. On-going.
- Enhance on-line Financial Aid services.
- Improve interdepartmental communications. Continuing.
- Provide website link to Perkins Loan payment center and DOE information. Not completed.
- Investigate with IT department to expand the services available through Web Advisor for current and accepted students who have made enrollment deposits. Continuing.

#### **On Going Activities**

- Identifying students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Continue training work study students and supervisors. F.A. Counselor is designing an orientation session for both the student workers and the supervisors for Fall 2009.
- Continually re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Educational Opportunity Grant. Increase endowed institutional scholarship and loan programs. This will be accomplished with the new authorization of Title IV funds for summer.
- Continuing to employ the financial aid matrix (grid) rewarding students with demonstrated academic potential.
- Packaging financial aid awards for current/returning students prior to end of spring semester each year. New Students will be packaged by March 13 of each academic year. Returning students will be packaged by June 1 of each academic year.
- Provide financial aid awards to new students within five days of completing their financial aid files.
- Identifying and counseling all students who are Tennessee Lottery Scholarship recipients.
- Identifying and rewarding students whose academic potential has been previously unidentified through the Endowed Scholarship Committee and

- Investigating additional financial resources for DCOM students.

## Progress Report Strategic Goal 3

### 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.

Progress:

- The Institutional Effectiveness Committee reviewed the institutional mission statement and determined that no recommendations for revision were necessary based on the current character and composition of the institution. The Institutional Effectiveness Committee solicited input and comment from the broader LMU community through its membership as a part of the mission review process. The current institutional mission includes teaching research and service appropriate for an institution offering doctoral and professional degree program.
- The Institutional Effectiveness committee initiated the review, and where appropriate, the revision of school, division, department, and program mission statements to ensure alignment with the institutional mission statement. Program and department budget proposals were developed using assessment results and incorporating future plans.
- The Institutional Strategic plan was reviewed to reflect changes in academic programming and instructional site development, assessment results, and budget considerations.
- The mission, goals, and objectives of the colleges, divisions, departments, and units were determined to be aligned with the Institutional Mission Statement and Strategic Plan. As mission statements for new program, including law were developed particular attention was devoted to ensuring their alignment with the institutional mission.
- Budgeting for all units and the institution demonstrates alignment with the institutional mission, goals, objectives, and strategic priorities. The SACS Reaffirmation Committee report, completed in February 2009, included the following observation that confirms the integration of planning, budgeting and assessment activities based on LMU's mission: "The Off-Site Committee found that the planning and assessment process is excellent and is used throughout the institution. The process drives decision making."
- Expected outcomes at the institutional, college, division, department, and unit levels were assessed through the annual outcomes assessment process. Outcomes Assessment reports for the past four years are archived on the Barney server.
- Each educational program and administrative unit documented changes and improvements based on assessment results and completed Prior Year Improvement Forms to record progress during 2008-09.
- LMU's mission served as the basis for all planning, budgeting and assessment practices during the 2008-09 academic year. Institutional and

unit planning, budgeting and assessment activities reflect alignment with the institutional mission statement and the institutional and strategic goals derived from and supportive of the institutional mission.

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

Progress:

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

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

Progress:

- The Budget Committee evaluated the current five-year pro-forma considering the university's recent financial history.
- Budgetary assumptions were developed using expense and revenue trend data, as well as available projections of future developments in the market.
- The President presented the five-year operating budget pro-forma to the Board of Trustees and received their approval.

**Objective 3.4:** To plan and budget for research appropriate to support Lincoln Memorial University as a Level V institution.

Progress:

- The institution established an Office of Research, Grants and Sponsored Programs (ORGSP) to coordinate research and grant activity for the entire institution.
- The ORGSP was included as a unit in the development of the institutional strategic pro-forma and the annual budgeting process.

**Objective 3.5:** Make data-based decisions.

Progress:

- Institutional level assessment results (from selected assessment instruments; including the Graduating Student Surveys and Student Opinion Surveys) were disaggregated and distributed to individual units for use in program and unit assessment activities during 2008-09.
- Vice Presidents evaluated progress on strategic goals based on assessment and provided progress reports indicating the level of achievement of those goals.
- Processes for making essential data available to decision makers continued to be improved during 2009-09. However, there is a need for further improvement in this area.
- Feasibility studies were developed concerning major program initiation decisions (i.e. initiation of new academic programs including the Duncan School of Law, initiation of a master's degree level physician assistant program, initiation of the Doctor of Education in Executive Leadership) that incorporated consideration of institutional capacity and market analysis.
- Careful attention was given to fulfilling the requirements of the Southern Association of Colleges and Schools-Commission on Colleges' Substantive Change requirements when initiating new programs or teaching sites.
- All unit level Outcomes Assessment reports for 2008-09 indicate use of data in decision making.

**Objective 3.6:** Document status of strategic goals in an annual report.

Progress:

- Vice Presidents (and others) responsible for strategic goals prepared annual progress reports prior to the fall meeting of the Board of Trustees. Annual progress reports for each strategic goal were also prepared prior to the annual strategic planning retreat.

- Each revision of the Institutional Strategic Plan includes a progress report for each strategic goal from the previous edition.
- The annual President's Report to the Board of Trustees (2008-09) included material related to fulfillment of institutional strategic goals.

## Progress Report on Strategic Goal 4

### 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 development and use of the physical resources of the institution.

Progress:

- The construction of the top floor of Debusk College of Medicine has been completed and classes began on May 18.
- Two new residences halls, Langley and Shelton, were started. Langley will be finished August 1<sup>st</sup> and Shelton should follow September 1<sup>st</sup>.
- Apartments, work out area, with new equipment, and a lounge were added to University Apartment. A pavilion was added to house new picnic tables, grills will be installed. A sand volleyball area was constructed. The swimming pool has been painted and had the pumping system replaced. A new fence was installed along with a pool side table. The buildings wastewater line has been replaced. Design and engineering work is being completed and drawing will be submitted to the state for review for the addition of four apartments, study rooms, expansions of the weight/workout room, and a lounge.
- The new soccer field has had a new sprinkler system installed, seeded with Bermuda and should be ready by 1<sup>st</sup> home game Aug. 28<sup>th</sup>. A new dugout with storage for equipment and mowers was constructed Fall 2008.
- The first phase of the new smart road is complete. Paving behind Tex Turner Arena has been completed. A new traffic light has been installed on the intersection of this road and 25E. New lighting has been installed in the boulevard medians, from the traffic light to DCOM.
- Facilities added new mowing equipment.
- A new wastewater collector will be installed May 2009.
- Byram Hall interior renovation was started in January 2009. A new fire alarm will be installed along with new data.
- Construction on Duke Roof was started in April 2009.
- A road was constructed across the Ford property to the top of the ridge, the barns were removed and the site work for the new maintenance shop was started.
- Installation of conduits for fiber/data/catv/phone is continuing. Road boring will start in May 2009.

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

Progress:

- Continued participation in TICUA's peer audit program. Peer Audit was conducted October 2008. Environmental Management System training

- began March of 2009 with additional training scheduled for September 2009. Waste and legacy chemicals were disposed of in August 2008.
- Health and Safety Committee continued work on the safety, health and disaster response policy.
- Pandemic Flu committee is continuing to meet to discuss a plan of action.
- OSHA 10 hour training was conducted.
- Facilities repairs holes and trip hazards around campus
- Continued active participation in the Claiborne County Local Emergency Planning Commission.
- Plan to add additional closed circuit camera systems in outside areas around campus. Constructed a new security office in the lobby of Tex Turner Arena allow guards to monitor cameras and fire alarm panels.
- Hosted Remote Area Medical (RAM).
- Continued wellness program.

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

Progress:

- Met with Academic Deans and Department Chairs to review the Employee Recruitment/Placement Process.
- Reviewed the voluntary dental benefit offering; changed vendors with less cost to employees; better coverage and more choices.
- Reviewed the voluntary long term disability benefit offering; changed vendors with less cost to employees and increased coverage.
- Added voluntary life insurance benefit option for employees and dependents.
- Enrollments for TIAA-CREF moved to electronic versus paper.
- Added a Safety Training Review to Orientation process for new employees.
- Developed in coordination with LMU Brokers an Employee Benefit Guide.
- Developed in coordination with LMU Brokers one enrollment form to include all benefits.
- Section 125 has gone to a web based management platform.
- E-Verify of Social Security Numbers and employment eligibility was started in January 2009.
- Implemented training for Administrative positions.
- Moved employment advertising from University Advancement/DCOM to Human Resources.
- Moved internal job postings from University Advancement to Human Resources.
- Signed contract with HigherEdJobs.com for unlimited job postings for 2008-2009 and for 2009-2010.
- Completed pilot program for initiating Administrative Training.



- Discontinued paper printing of salary advices; salary advices now available in WebAdvisor.
- Discontinued paper printing of Faculty/Staff Policy Manual; now available on line at LMU web site.

## Progress Report Strategic Goal 5

### 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:

- Hired 1 additional Computer Support Technician to support additional student laptops and technology for 4<sup>th</sup> floor of DCOM.
- Hired 1 additional Computer Support Technician to support additional campus technology and faculty/staff/student technology for all LMU campuses.
- Attended multiple student registration sessions at 6 extended sites.
- Developed budget pro-forma request in alignment with hardware and software projects to meet LMU technology plans.
- Implemented improved tape backup solution for Datatel system.
- Implemented new automated disk to disk backup of mission critical Windows and Datatel servers between Duke and DCOM.
- Completed 2 site visits for tech support and conducted technology assessment at LMU's Corbin site.
- Completed 6 site visits for tech support and conducted technology assessment at LMU's West Knoxville site.
- Completed 4 site visits for tech support at LMU's Knoxville site located in SMMC.
- Completed 2 site visits for tech support and completed equipment upgrades on laptops located at LMU's Maryville site located in MHS.
- Completed 5 site visits for tech support and conducted technology assessment at LMU's Blount/Alcoa site located in the Blount/Alcoa City Center for budgeting FY 09/10.
- Performed routine environmental monitoring of LMU's server rooms and strategic equipment closets.
- Performed routine network monitoring of LMU's switched network for performance and availability.
- Performed routine monitoring of LMU servers for performance and availability.
- Performed routine monitoring of LMU's hardware security appliances (Packeteer, Firewalls, Barracuda, NAC, etc.) for performance and availability.
- Performed routine maintenance and firmware upgrades on LMU hardware appliances to assure security and optimum performance.
- Renegotiated existing AT&T long distance service and signed a new 3-year cost-saving contract to lower long distance costs for all LMU campuses.

- Replaced several BTI long distance access cards with AT&T service cards lowering the cost for long distance through access cards.
- Procured low-cost affordable voice conferencing service through AT&T.
- Procured annual maintenance agreements for all infrastructure hardware.
  - Nortel Firewalls (2).
  - Barracuda Firewall.
  - Packeteer Packet Shaper.
  - Network Access Control (NAC).
  - Cisco Routers (7 total).
    - Harrogate (2 with 6 WICS).
    - Knoxville DSOL (2).
    - Knoxville SMMC (1).
    - Knoxville West Knox (1).
    - Corbin BMRC (1).
  - Blue Cat DNS/DHCP.
  - Multi-function (copy, print, fax) equipment.
- Procured annual maintenance for all ISI classroom technology.
- Procured annual maintenance for all CBORD Access Control and peripheral hardware.
- Procured new long distance cost accounting software for web-based reporting of departmental long distance cost analysis.
- Implemented 1<sup>st</sup> stage pay-for-print with 320 DCOM students as a beta test for how to implement for all LMU students.
- Completed re-image, hardware maintenance on Library student access computers (30 laptops, 15 desktops).
- Completed re-image, hardware maintenance on Farr Hall student access computers (10 desktops, 15 laptops).
- Completed re-image, hardware maintenance on Schenck student access computers (10 desktops).
- Completed re-image, hardware maintenance on LMU West Knox student access computers (30 laptops, 3 desktops).
- Completed re-image, hardware maintenance on BusEd student access computers (20 laptops).
- Completed re-image, hardware maintenance on LMU Knoxville SMMC student access computers (5 desktops).
- Completed re-image, hardware maintenance on LMU Corbin BMRC student access computers (15 desktops).
- Completed re-image, hardware maintenance on LMU Maryville MHS student access computers (10 laptops).
- Completed re-image, hardware maintenance on J. Frank White Academy student access computers (15 laptops, 10 desktops).
- Completed re-image, hardware maintenance on DCOM Nursing student access computers (12).
- Completed re-image, hardware maintenance on all podium PC's.
  - Mary Mars Classroom (1).

- Avery Classrooms (4).
- Farr Classroom (1).
- Tex Turner Arena Classrooms (2).
- BusEd Classrooms (8).
- DCOM Classrooms (8).
- Vet Tech Classroom (1).
- Schenck Classroom (1).
- Manage technology leases through First American Equipment Finance (currently 13 schedules).
- Implemented SSL security certificate pool and installed SSL certificates.
  - <https://mail.lmunet.edu> for secure Outlook Web Access.
  - <https://webadvisor.lmunet.edu> for secure access to WebAdvisor.
  - <https://sp.lmunet.edu> for secure access to SharePoint Portal.
  - <https://sacs.lmunet.edu> for secure access to the SACS website.
  - <https://lmu1.lmunet.edu> for secure access to LMU news housed by Stein.
  - <https://isidore.lmunet.edu> for secure Datatel (Unix Server).
  - <http://www.lmunet.edu> embedded certificate for E2Campus.
- Implemented IP security cameras (4) to the 4<sup>th</sup> floor of DCOM to support security monitoring.
- Implemented installed hardware to convert existing analog cameras at Shelton and Langley to IP to support security monitoring.
- Started the Planning.
- Completed numerous site visits to LMU's new Duncan School of Law (DSOL) site to support technology needs.
- Created plans for technology at DSOL for Classroom Technology, Access Control, and Security Cameras.
- Conducted services audit and remediation plan to improve after hours Helpdesk vendor Presidium Learning Systems.
  - Conducted a Security Penetration Test with IBM to test and determine weak areas of systems.

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

Progress:

- Updated Blackboard twice daily scripts to maintain timely and accurate course enrollments in Blackboard.
- Implemented on-line registration for all returning graduate and undergraduate students utilizing WebAdvisor (2008-2009 academic year, 2,432 students registered on-line).
- Implemented multi station ID card capability to facilitate photo ID cards at main and extended sites.
- Implemented and scripted twice daily file creation of bookstore credits from Colleague for update to the TA on-line bookstore system.

- Implemented and scripted twice daily file creation of Education department course enrollments for the LiveText system.
- Implemented e-Commerce student account payments via WebAdvisor.
- Implemented student refund direct deposit capabilities via WebAdvisor.
- Implemented pay advice on-line access for employees via WebAdvisor.
- Implemented change of address request for students, faculty, and staff via WebAdvisor.
- Developed need analysis worksheet process to support financial aid packaging through the use of Informer's Live Excel feature and Microsoft mail merge.
- Implemented procedures, code tables, and parameters necessary to support the new Physician Assistant's program in Datatel.
- Implemented procedures, code tables, and parameters necessary to support the new Ed.D. in Executive Leadership program in Datatel.
- Developed conversion plan and began conversion testing for University Advancement's migration from Benefactor to Colleague Advancement.
- Developed data file definition and initial data file for new iModules hosted client community (currently in testing phase of implementation).
- Began development of a customized Education department data file in Datatel's Colleague system for recording pre-clinical and clinical certification requirements.
- Began development of customized DCOM admissions data file in Datatel's Colleague system to capture and track additional AACOMAS and supplemental admissions application data.
- Began development of an on-line supplemental admission application for DCOM serving as a model for admission applications for other LMU programs.
- Set up initial parameters and code tables in Datatel required to support the new DSOL program.
- Implemented necessary Datatel admissions procedures and system setup to support the DSOL program.
- Improved security by replacing campus telnet to Poise archived transcript data with Secure Shell for appropriate users.
- Deployed MYSQL on 208R for use with PHP database and DCOM Admissions Form development.
- Deployed EZ-Proxy to support LMU Library database access using Active Directory.
- Implemented secure wireless at Schenck including access points and monitoring.
- Extended wireless capability to soccer field in compliance of NCAA requirements for network access.
- Implemented wireless at LMU West Knox.
- Implemented wireless at Avery Hall.
- Implemented wireless at Farr Hall.

- Implemented Nortel BCM/SRG phone switch at DSOL to extend VOIP services to the Knoxville Campus.
- Implemented and began monitoring 10 Nortel switches at DSOL.
- Implemented and began environmental monitoring of 6 switch closets in DSOL.
- Implemented 15 Nortel switches 4<sup>th</sup> Floor DCOM for PA program.
- Implemented environmental monitoring of 2 switch closets 4<sup>th</sup> floor DCOM.
- Implemented DCOM group study room interconnect so that any classroom can connect with another.
- Installed/upgraded DCOM B-line simulation suite and clinical skills area.
- Implemented DCOM 3<sup>rd</sup> and 4<sup>th</sup> year rotation placement software by EMS.
- Procured technology for the University Inn weight room.
- Procured University Inn swimming pool phone.
- Upgraded Dishner Hall wiring to support double occupancy.
- Implemented wireless APs at Dishner Hall.
- Implemented and began to monitor 2 additional switches at Dishner Hall.
- Provided technical support in preparation for new website deployment.
- Implemented new Lockdown network access control (NAC) with Bradford NAC.
- Implemented NAC technology at Liles, West and Grant Lee residence halls.
- Procured 122 Dell workstations.
  - Replaced 20 computers in Avery 108.
  - Replaced 25 computers in BE 117.
  - Added or replaced 17 laptop/docking stations.
  - Added or replaced 60 desktops.
- Deployed 7 Lenovo workstations for faculty.
- Deployed 22 Lenovo workstations for NA students.
- Deployed 160 Lenovo tablets for DCOM 2<sup>nd</sup> year students.
- Deployed to Procured 140 Lenovo tablets to replace DCOM 1<sup>st</sup> year Gateway tablets students.
- Procured 160 Lenovo tablets for DCOM 3<sup>rd</sup> year students.
- Procured 95 Lenovo laptops for DSOL 1<sup>st</sup> year students.
- Procured 50 Lenovo laptops for Nursing NA & FNP 2<sup>nd</sup> year students.
- Provided tech support for 340 student computers (320 tablets, 20 laptops).
- Upgraded classroom technology for Avery 214.
- Installed classroom technology for Avery 215.
- Upgraded classroom technology for Avery 224.
- Upgraded classroom technology for Avery 218.
- Installed 7 group study rooms for DCOM 4<sup>th</sup> floor.
- Installed 1 conference room for DCOM 4<sup>th</sup> floor.
- Installed 2 technology enhanced lecture halls for DCOM 4<sup>th</sup> floor.

- Deployed 20-host web/video conference service using Adobe Acrobat Connect Pro to use for On-line Learning.
- Completed upgrade and migration of Library management software; Voyager from ExLibris.
- Procured dedicated alarm lines (2) for the security monitoring system in Duke Hall.
- Procured dedicated alarm lines for remote monitoring.
  - University Apartments.
  - Duncan School of Law (Knoxville).
  - LMU West Knox (Hayfield Road).
- Deployed single mode fiber modules to support security system alarm monitoring over fiber.
  - BusEd.
  - Liles.
  - West.
  - LP.
  - DCOM.
- Completed research, procured hardware and completed Statement of Work to begin deployment of additional blade server capacity to begin phase I of server virtualization.
- Completed research, procured hardware and completed Statement of Work to upgrade to Enterprise SAN solution to support planned IS initiatives.
  - Printed MBA, MLP, MSN, and PA student catalogs.

**Objective 5.3:** Provide training and support for faculty, staff and students.

Progress:

- Created WebAdvisor first-time-users tutorial utilizing Captivate software.
- Trained DCOM, NA, and PA students on laptop/tables usage, OneNote, SharePoint storage, and Turning Point usage.
- Trained new faculty and administrative staff for WebAdvisor on-line registration.
- Trained 15 academic department administrative assistants in the use of Informer.
- Developed 12 Informer reports for use by academic department administrative assistants.
- Departmental reports.
- Created various scheduled tasks in Informer to support key functions including student address update via the web, File completion tracking for medical school applicants, meal plan communication to Sodexo, and reports to support IS audit procedures.
- Trained new Director of Financial Aid in the setup and use of key functions of the Datatel financial aid software.

- Trained new Director of Residential Life and his Housing Assistant in the use of Colleague's room assignment processing.
- Programmer Analysts, Systems Analyst, Business Analyst, and Director of Software Development participated in training courses provided through Datatel, Symantec, ASPE Technology and New Horizons Computer Learning.
- Obtained Datatel training for Director of Gift Giving for Colleague Advancement.
- Obtained Datatel training for Payroll Administrator for Human Resources.
- Rolled-out SharePoint 2007 to IS staff members and worked with groups to migrate shared and local documents to SharePoint.
- Developed SharePoint infrastructure for AL Museum staff members and began roll-out to their staff members.
- Network administrator (responsible for NAC) attended administrative training on how to administer the NAC.
- Network Administrators developed training document and trained 3 Computer Support Technicians, 3 Student Technical Assistants and 4 Resident Technical Assistants on how to provide tech support to resident students who use the NAC.
- Provided technical support to Library technical services staff for Voyager client installs and electronic reserve procurement and deployment.
- Installed WordPress, PHP/MySQL and provided technical support and secure access for new Library Website (<http://library.lmunet.edu>).

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

Progress:

- Upgraded Informer report writer: written over 1300 reports, setup now includes 61 active users, trained additional staff to use or build their own reports.
- Maintained weekly patch schedule for Datatel system: applied 225 to software updates to test, development, and conversion accounts and 6 critical security updates to Solaris 10 on the v490 Sun server.
- Upgraded WebAdvisor to newest release.
- Installed WebAdvisor on Sun 280R for link to Datatel development account.
- Upgraded Informer to 3.2.4.
- Installed Informer Beta 4.0 for testing.
- Upgraded Datatel User Interface to version 2.3 level.
- Installed FAST 6.0.7 for Unidata database maintenance.



- Created new scripted jobs on v490 Sun server for tracking activity of SSH transactions, resetting AACOMAS file permissions, resetting tdclient.ini file permissions, exporting data to LiveText system, and moving data from Samba clipboard to the Datatel clipping attachment directory.
- Implemented SSH and applied security certificate on v490Sun server.
- Upgraded e2Campus Emergency Alert System to newest version.
- Installed and implemented multiple instances of ID card software for use by Student Services.
- Upgraded JFWA administrative software (A+) .
- Maintained JFWA regular backup schedule for A+.
- Updated DCOM rank in class calculation per additional user requirements.
- Updated AACOMAS import to accommodate record layout changes.
- Enhanced AACOMAS import capabilities to include MCAT scores and summary GPA information.
- Performed semester end/semester start maintenance of CBORD Odyssey database for student meal plans.
- Setup Financial Aid processing for 2009-10.
- Setup billing tables effective Summer 2009 to include new PA, Ed.D., and post baccalaureate medical programs in addition to changes in student fees.
- Developed Datatel Change Management Policy.
- Maintained security patch management schedule and routine updates for 3 Exchange 2003 servers.
- Established brick level backup procedures for LMU Employee Exchange 2003 server.
- Maintained security patch management schedule and routine updates for 2 SQL Enterprise.
- Maintained security patch management schedule and routine updates for Windows SharePoint 2007 portal services.
- Maintained security patch management schedule and routine updates for 20 Windows 2003 Enterprise blade servers.
- Maintained security patch management schedule and routine updates for 8 Windows 2003 Enterprise rack mounted servers.
- Deployed additional Windows Server 2008 for beta testing specifically IIS 7.0 services.
- Procured annual software assurance for academic software.
  - Negotiated Adobe CLP contract, upgraded from TLP contract.
  - SPSS statistical software.
  - SAS JMP statistical software.
  - Completed existing 3-year Microsoft Campus Agreement software licensing and renegotiated a new 3-year cost effective Agreement.
  - Crescendo.

- PastPerfect.
- Sportsware Athletic Training.
- Turning Point.
- Primal Pictures.
- Amazing Charts.
- ESRI.
- Track-IT.
- Stedman Spell Check.
- TMS Software.
- VPad.
- Dissector Pro.
- NetOp.
- ESM.
- CallPilot.
- Completed Office 2003 upgrade to Office 2007 for all faculty/staff and student.
- Upgraded SPSS software to current version.
- Upgraded SAS JMP software to current version.
- Upgraded Sportsware Athletic Training Software to current version and added additional licenses.
- Upgraded Adobe Acrobat Professional Software from version 8 to version 9 and added 50 licenses for a total of 75 campus-wide licenses.
- Deployed 10 Adobe Captivate software installs.
  - 3 library staff.
  - 2 IS staff.
  - 4 On-line Learning, Instructional Technology.
  - 1 Farr Faculty.
- Provided technical support and software installation for ERI Nursing students testing at all LMU Campuses.
- Procured and provided technical support for EQ-i 2.0 Site Setup and Administration to support Ed.D. students.
- Procured and provided technical support for SkillsOne Site Setup and Administration to support Ed.D. and DCOM students.
- Upgraded MediaSite class capture system to new release including firmware upgrade.
- Upgraded DCOM B-line simulation software to new release.

**Objective 5.5:** Plan and implement necessary equipment and upgrades for radio/TV stations.

Progress:

- Formed committee to aid in design of new Mass Comm. Building.
- Started marketing concepts/ideas to help promote J. Frank White Academy, LMU Athletics and various majors.
- Completed the upgrade of audio system for the Tex Turner Arena.

- Upgraded the programming of the Tex Turner Arena sound system to enhance quality.
- Implemented a Building improvement for Sigmon Communications Center: new carpet, ceiling tiles, furniture and paint.
- Implemented new TV transmitter operation for W18AN.
- Hired new contract engineer to oversee technical operations of Radio and TV.
- Hired receptionist for office operations, billing, and sales.
- Held Special Event of the World Famous Lipizzaner Stallions.
- Converted office space for temporary classroom support for Communications Department for the Spring semester.
- Refurbished broken field camera.
- Worked with new Engineer to improve the sound quality of TV and radio stations.
- Planned next year's rewire to support growth and ease of use.
- Reviewed all programs for cost effectiveness and adjusted to keep viable.
- Received training in various aspects of radio operation, sales and management from Country Radio Seminar.
- Transferred management control of WLMU (non-commercial) to academics to support new educational needs.
- Added new radio programs to WCXZ Radio: New Music Nashville, Larry's Top 30 in Bluegrass, Country Fastball, and Afternoon Drive with Dave Manis.
- Added new television programs: New Again and the LMU Athletic Report.
- Supported University media/video services needs of Homecoming and many other events.

**Objective 5.6:** Provide adequate support for research initiatives at the University.

Progress:

- Developed website for compliance with SACS Level V review requirements including on-line Compliance Certification report and Focused Report.
- Updated Institutional Effectiveness website to contain most recent institutional, state, and federal reports.
- Provided enrollment and financial data from the Colleague system to Institutional Research, VP of EMSS, Director of Admissions, and Director of Financial Aid to support institutional, state, and federal reporting requirements.

- Provided an in-depth analysis of financial aid data for 2008-09 academic year to meet LMU's reporting obligation for the Common Data Set.
- Upgraded Colleague system for all Federal regulatory releases.
- Procured Datatel Data Orchestrator and Business Objects partner software for second phase of an institutional Datatel reporting solution.

## Progress Report 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:

- Achieved 100% participation in annual giving from the President's Cabinet and the University Advancement Staff.
- Established six new annual scholarships during 2008-09, with total fiscal contributions of \$13,980.00.
- Continued legislative efforts for regional, state and national support with approximately \$100 million dollars being requested.
- Tracked alumni participation rate throughout the current fiscal year: for fiscal 2008-09 our undergraduate alumni participation rate was 6.0 percent, up from 5.22 percent in fiscal 2007-08.
- 1.23 percent increase in year-to-date Friends (non-Alumni) participation rate for fiscal 2008-09.
- Tracked annual fund mailing response rates throughout the year, in order to monitor progress and develop strategies to increase participation. Tracking denotes 11.8 percent increase in the annual fund for 2008-09.
- Continued to track LMU faculty and staff payroll deduction giving throughout the year; 159 full-time faculty and staff give back to LMU (41.4 percent year-to-date).
- Evaluated and updated all gift receipt letters throughout the year, to ensure timely and relevant correspondence with all donors.
- Working with Information Services to implement a new constituent communication structure within Datatel's Colleague Advancement product to go live during 2009. These tools will greatly enhance our ability to monitor annual giving, alumni participation, and progress toward giving outcomes.
- Implemented major data cleanup projects for our Datatel records for corporations, alumni and friends. This has resulted in improved accuracy in all our mailings and other communication.
- Provided a range of giving statistics to University Advancement and developed new internal reporting strategies to provide additional information about outcomes and progress throughout the year.
- Registered 695 people at LMU events, including Homecoming and chapter activities.
- Hired student callers for a year-round alumni phonathon to increase alumni participation rate.

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

Progress:

- Endowment giving has increased by 16.26 percent for fiscal 2008-09.
- Five new endowed scholarship funds were established during fiscal 2008-09, with total fiscal contributions of \$161,551.40.
- One new endowed academic chair was established during fiscal 2008-09, with total fiscal contributions of \$40,000.00.
- Processing a \$1 million estate gift for endowed scholarships received in March.
- Completed planned giving training through Crescendo Interactive seminars, CASE webinars and the University of Indiana-School of Philanthropy.
- Implemented Benefactor's Planned Giving module in Fall 2008, enabling tracking of irrevocable planned gift instruments and documenting charitable contribution credit for trusts and annuity gifts.
- Collaborated with the LMU Awards Committee to award 170 annual and endowed scholarships for a total of over \$361,000. Continued to respond to Awards Day feedback through donor contact and Scholarship Committee consultation, as a means to cultivate continued relationships with endowed scholarship donors and families.

**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, Ducktown, Cleveland State, Maryville, Morristown, Kingsport, Sevierville and all partnerships).

Progress:

- Published web-based newsletter, AlumniLinc, for alumni and friends. The quarterly publication is posted on the website and emailed to our alumni and donors. It highlights happenings on campus and alumni achievements, fostering good will among University constituents.
- Provided mailing lists and other information from Benefactor as needed to assist in marketing projects, and helped to evaluate outcomes and responses whenever data was available
- Enrolled 680 alumni in the online network (MySpace)
- Total alumni chapters
  - Active Chapters: Southwest Virginia, Roanoke, Lakeway, Oak Ridge, Atlanta, Campbell County, Atlanta, Chattanooga, Knoxville, Tri-Cities, Maryville, Claiborne County, Savannah, Ft.

- Walton Beach, Lakeland, Orlando, Titusville, Miami/Ft. Lauderdale, and Nashville.
- Chapters to reactivate: Abingdon, New York, Washington D.C., Richmond, Naples, Tampa, Cincinnati, Asheville, Cleveland, and Jacksonville.
- Successfully executed the University's strategic marketing plan, placing regional, national and local advertisements. Increased awareness of the University and its mission through billboard, print, television, radio and internet advertising.
- Distributed press releases to promote University programs, events and achievements, resulting in 100s of media placements.
- Worked with local and national reporters to have LMU representatives interviewed for pieces in print and broadcast media.
- Oversaw the naming announcement for the Duncan Law School in Knoxville, resulting in media stories in Knoxville and regional media.
- Implemented successful marketing launch of the Physician Assistant Program, including print advertising, television and billboards. Consulted with PA Program on structure of Opening Day activities for Inaugural Class.
- Developed intensive "I AM a Railsplitter" branding campaign with television ads airing during the Summer Olympics, radio ads and print ads.
- Expanded web presence with LMU viral video on YouTube and new behavioral tracked spots on Yahoo.
- Organized the Remote Area Medical Clinics, serving over 500 people. Community outreach event yielded multiple media placements and drew news crews to campus.
- Completed business continuity planning through TICUA program and updated Development module.
- Created in-house flyers for Management and Leadership Studies, MBA, Post-Bac, M.Ed., MSN and Ed.D.
- Created high quality brochures for undergraduate business, nursing, athletic training, psychology, education, management and leadership studies, veterinary technology and medical technology, in cooperation with Stein Communications, the Office of Admissions and the respective departmental leadership.
- Published Alumnus magazine, Blue and Gray newsletter (two issues) and the President's Annual Report.
- Launching new website design June 2009.
- Launching new online alumni community, called iModules, during Summer 2009.
  - As of April 2009, working with University's H1N1 Task Force to create and distribute bulletins on status of virus. Bulletins are posted to LMU website to allow for community access to the information.

**Objective 6.4:** Continue aggressive fundraising to meet the identified fundraising priorities: increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; Construction of 5 new residence halls; construction of new Math, Science and Research facility; Renovation of The Duke Hall of Citizenship; Construction of 5 new residence halls; Construct new Technology and Communications Center; Complete smart classrooms for Farr Chinnock and Avery Hall; Renovate Grant Lee Hall for Administration Offices; and construct new Vet Tech facility.

Progress:

- Major Gifts and Grants (\$25,000 and above) for Fiscal 2008-2009: 20 major outright gifts, for a total gift amount of \$1,553,781.65.  
Private (outright) giving: \$2,445,207.30.  
Charitable Gift Annuities: \$27,008.74. Contracts: \$601,652.71.  
**Total gifts, grants, and contracts: \$3,073,868.75**  
Increase in private giving from all sources: 8.3 percent

#### LINCOLN MEMORIAL UNIVERSITY

#### CAMPUS IMPROVEMENTS WITH OPPORTUNITIES FOR GIVING 2008-2009

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

<b>Construct new, Math, Science and Research Building</b>	<b>\$ 15,000,000</b>
New 60,000 square foot, 3-story educational and research center	
<b>Construct five new residence halls</b>	<b>\$ 8,500,000</b>
State-of-the-art student housing	
<b>Construct a Community Center</b>	<b>\$ 500,000</b>
Located in the center of the new residence halls	
<b>Create New School of Law</b>	<b>\$ 5,000,000</b>
Start-up expenses (\$2 million); library (\$2 million); technology; renovation of existing facilities, including addition of a courtroom	
<b>Improve Athletics Facilities</b>	<b>\$ 3,700,000</b>
Soccer complex with 6,000 square foot	



field house, and tennis courts and start-up funds for lacrosse; new 40,000 multi-purpose athletic facility (indoor tennis, etc.); renovations of existing facilities; geothermal HVAC for Tex Turner Arena

<b>Construct the Burchett Communication and Information Technology Center</b>	<b>\$ 3,000,000</b>
New 10,000 square foot facility; equipment relocation; climate and security systems	
<b>Renovate Duke Hall of Citizenship</b>	<b>\$ 2,000,000</b>
Wiring & A/C; remodeling for fine & performing arts; new gable roof	
<b>Enhance Veterinary Technology</b>	<b>\$ 1,000,000</b>
New roof; equipment; research space	
<b>Improvements at The Abraham Lincoln Library &amp; Museum</b>	<b>\$ 750,000</b>
New educational exhibits and replace roof	
<b>Complete DeBusk College of Osteopathic Medicine</b>	<b>\$ 2,000,000</b>
Finish out 4 <sup>th</sup> Floor for PA program; new equipment; research funding	
<b>Endowment Funds</b>	<b>\$ 15,000,000</b>
To increase endowment to provide stable income for <b>student scholarship</b> and <b>faculty excellence</b> support (including endowed faculty chairs), as well as for continuing support for operations and facilities maintenance (especially for Pope, Mitchell, and Dishner Halls). A net yield of about 4% will be utilized annually for Board-designated purposes, with the balance reinvested to continue building the fund.	
<b>TOTAL IMPROVEMENT OPPORTUNITIES</b>	<b>\$ 56,450,000</b>

**Objective 6.5:** Continue preparation for data conversion to Colleague Advancement.

Progress:

- Implemented several data cleanup projects on our Benefactor alumni and prospect database, including bringing our database addresses up to the 2009 USPS National Change of Address (NCOA) standards.
- Coordinated with Information Services to prepare for the conversion from Datatel's Benefactor system to Colleague Advancement. This has involved review of over 20,000 records, audits of all code tables and current processes, and substantial duplicate identification and data

cleanup. As a result, we will have a much more stable and accurate dataset and many new features when Colleague Advancement is implemented in 2009.

- Conversion preparation ensures our database system will be ready to implement several major new features including Dashboard (executive reporting tools); Call reports and contacts integration (allowing gift officers to record call report documentation within the system); and full integration with campus student/financial records (providing greatly increased reporting and tracking of current/former student data).

**Objective 6.6:** Participate in reaffirmation of accreditation activities and planning through representative membership on committees addressing compliance with specific components of the *Principles of Accreditation: Foundations for Quality Enhancement*.

Progress:

- Lincoln Memorial University is in compliance with Comprehensive Standard 3.2.12. The University's administrative structure, its Bylaws, and institutional policy all ensure compliance with the comprehensive structure. Lincoln Memorial University's Gift Acceptance Committee comprised of the President, Vice President for University Advancement, and Vice President for Finance has responsibility for the approval of all fundraising initiatives, campaigns, and solicitations, as well as the policies and procedures that govern LMU's fundraising efforts. The Bylaws of the LMU Board of Trustees include the Charter of the Development Committee, including its purpose and responsibilities. The Vice President for University Advancement serves as a resource for the designated members of the Board of Trustees Development Committee and the Vice President for University Advancement reports directly to the President, as shown on the LMU Organizational Chart. As indicated by this reporting relationship, the President controls the institution's fundraising activities and utilizes the expertise of appropriate professionals to advise her on matters related to fundraising.
- The Board of Trustees Development Committee develops fundraising policy and works in collaboration with the President and other academic representatives to determine the priorities that support the institution's fundraising activities. The President's job description details her duty as the institution's chief executive officer and her responsibilities in that role.
- The duties of the Vice President for University Advancement are outlined in her job description and standards and procedures followed by the Division of University Advancement are outlined in the University's Gift Acceptance Policy and Charitable Gift Planning Policy. This policy was established to govern the acceptance and disposition of all gifts made to Lincoln Memorial University. LMU strongly encourages voluntary contributions and gratefully acknowledges all gifts that enable the University to fulfill its mission and purpose.

- The Division of University Advancement will review and update its fundraising policies and procedures, where appropriate, to reflect best practices in all areas of operation and its expanded role in grant development to support LMU's transition to Level V accreditation status and increased expectations for faculty research.
- Solicitation of gifts is the specific responsibility of the Division for University Advancement, which is administered by the Vice President for University Advancement, serving directly under the President. Any other University department or individual should only solicit with the full knowledge and approval of the Advancement Office.
- In soliciting and accepting gifts, accounting for funds received, and reporting fund-raising totals, it is the desire of the trustees, staff, and volunteers of the University to endeavor to further the mission of the University and to adhere to the approved policies and procedures as set forth by the LMU Board of Trustees. The University adheres to applicable state and federal laws in the acceptance and handling of all gifts. Unrestricted gifts are encouraged; gifts with the fewest possible restrictions allow Lincoln Memorial University to address its most pressing needs.
- Lincoln Memorial University is a 501(c) (3) organization. It is the University, through its Board of Trustees, not departments or individuals that receives gifts by law. The Gift Acceptance Committee is empowered to receive or reject gifts to the University on behalf of the Board and in accordance with Board approved policies.
- Gifts that may expose the University to adverse publicity, require excessive expenditures of the University's resources, or involve the University in unexpected responsibilities because of their sources, conditions, or purposes will be referred to the President's Cabinet before acceptance.
- Gifts are accepted only for purposes consistent with the University's mission and planning. The University will not accept gifts that infringe on its established policies and procedures for admissions, appointments of faculty and staff, the conduct of teaching and scholarship, construction of facilities, or other activities. The final authority to accept or reject gifts rests with the Board of Trustees.
- LMU's Board of Trustees is an active policy-making body for the institution and is ultimately responsible for ensuring that the financial resources of the institution are adequate to provide a sound educational program. The Board of Trustees establishes the broad policies and guidelines for University operation, including its fundraising activities, and appoints the President to implement its policies and guidelines. The President appoints other Officers of the University, including the Vice President for University Advancement, to administer University functions and activities (including fundraising), and these other Officers of the University report directly to the President.

- LMU does not have any institution-related foundations that operate independent of the institution and are separately incorporated.
- The Division of University Advancement desires to expand its staff to more appropriately reflect changes in the University's academic program in anticipation of increased funding needs to best position LMU for SACS-COC reaffirmation.
- The division will continue to monitor changes in the University's academic program and make adjustments in staffing that promote the success of new and continuing programs in meeting the expectations of program and institutional accreditation associations.
- The Division studied the organizational structure advancement divisions of other SACS-COC Level V accredited institutions and the effectiveness of their development efforts for benchmarking and planning purposes.
- The Division of University Advancement is currently organizing for a major capital campaign to support the University's efforts to strategically strengthen academic and academic support programs and prepare for SACS-COC evaluation in 2009.
- The Division of University Advancement participated in reaffirmation of accreditation activities and planning through representative membership on committees addressing compliance with specific components of the *Principles of Accreditation: Foundations for Quality Enhancement*.

## Progress Report Strategic Goal 7

### Strategic Goal 7: Assess and enhance university-wide research.

**Objective 7.1: INTEGRATION:** To connect all development, improvement and implementation of university research initiatives to the University mission, planning, budgeting, assessment and evaluation processes.

Progress:

- The designated Representative of the University's Research Committee will continue to be involved in institutional decision making regarding research at LMU.
- The University Research Committee will address current and future research issues, including the mini-grants program. *Two meetings were held with the chair of the URC, the chair of the mini-grants committee and the director of the ORGSP to discuss the mini-grants program. The annual application submission process and award cycle were discussed and determined and policies and procedures for the oversight of mini-grants by the URC were outlined.*
- Develop an action plan to ensure the University will carry out research in areas that will benefit the people and the communities of the region it serves; e.g., rural Appalachia. Not fully accomplished.
- Revise and update research policies and procedures. *The ORGSP has continued to revise and update policies and procedures. Forms for the grants development, application, and management are updated and made available on the ORGSP webpage.*
- Continue to provide information to the University community as well as the region as a whole highlighting research and scholarly activity through various public relations outlets including the new Office of Research and Sponsored Programs (ORGSP) page on the LMU Website. *The ORGSP webpage has provided updates on grants and sponsored program activity on a regular basis. In addition, an ORGSP quarterly newsletter was initiated in fall 2008. The fourth edition was electronically delivered last week.*
- Provide an electronic grant budgeting and tracking system which will facilitate the research process to flow efficiently and effectively. Not accomplished.

**Objective 7.2: INFRASTRUCTURE:** Foster the development and management of the centralized research support services to optimize their utility, accessibility and their responsiveness to the campus and extended site research community.

Progress:

- Continue to evaluate the need for required federal and state mandated committees, establish a radiation and chemical safety committee and other agencies as required by law; e.g., OSHA, etc. *The LMU Institutional Review Board, under the direction of Dr. Howard Teitelbaum, was established to replace the existing Human Subjects Research Committee that previously existed under the direction of Dr. Kay Paris. The LMU IRB was granted OHRP-issued Federal-wide Assurance in compliance with federal regulations (45 CFR 46). The ORGSP received and processed 17 proposals for review by the newly formed LMU-IRB for the FY 08/09. For FY 09/10, the number of submissions is anticipated to be well over 100. The Executive Director of the ORGSP recently provided two information sessions to the first EdD cohort on June 15th, 2009.*
- Foster the management of internal grant programs aimed specifically at the support of undergraduate students' research projects. *Currently, LMU does not have an internal grant program for undergraduate research support. However, each year faculty assist in the application process and also mentor the student through a research project. Four Ledford Scholar applications were submitted and one was accepted for funding. Through the Colonel Lee B. Ledford Endowment, the ACA provides a stipend and research expenses to students working on a summer research project with a faculty member. Past awards have been made to students in a variety of disciplines (biology, theater, political science, business, etc). Spend your summer expanding your knowledge while doing research, an opportunity not often afforded to undergraduates.*
- Continue to ensure that all research activities meet professional and regulatory standards. *The ORGSP was initiated to ensure that all applications for external funding would be evaluated to see that they meet all university policy guidelines as well as the guidelines from the granting agency. The ORGSP handbook will be officially updated every two years, it will be updated next in Spring 2010.*
- Initiate and promote institutional interdisciplinary and collaborative research including international projects (e.g., Belize Foundation Research and Environmental Education, BFREE) and provide avenues and incentives when necessary. *Update on Visits to Belize (Caldwell, Rollins, Rasmussen)*
- Assist faculty, staff, and students in obtaining external financial support for their research, training, and public service activities.

- Provide efficient administration of research-related assets in order to contribute to faculty productivity and retention. Not completed.
- Continue to evaluate the need for additional resources necessary to support the research mission of the University, including a statistician.

**Objective 7.3: FACULTY:** Ensure adequate on campus and extended site faculty to initiate, grow and sustain both undergraduate and graduate level research.

Progress:

- Continue to review fiscal management procedures and policies relative to external funding. *The ORGSP coordinates efforts to improve the management of grants, this includes issues such as the reporting of matching funds/cost sharing, effort reporting, grant expenditures (including p-cards, check requests, salary lines, etc). In addition, the Post-Award Grants Manager assists with the preparation and submission of approximately 54 required financial reports. In addition, the ORGSP staff has assisted with the preparation and submission of approximately 18 narrative/progress reports.*
- Continue to identify the needs of researchers and those expressing interest in scholarly activities from various disciplines. *The ORGSP has made over 50 direct contacts with faculty and staff regarding new funding opportunities and initiatives. In addition, three grantsmanship workshops and one post-award workshop were provided.*
- Provide adequate startup funds for new research faculty in all departments for a variety of scholarly activities. *The LMU Mini-grants Program awarded three grants in April 2009 for a total of \$15,000.*
- Foster the identification and management of internal grant programs aimed specifically at the support of undergraduate students and trainee research projects. *See 7.2 - Currently, LMU does not have an internal grant program for undergraduate research support. However, each year faculty assist in the application process and also mentor the student through a research project. Four Ledford Scholar applications were*

*submitted and one was accepted for funding. Through the Colonel Lee B. Ledford Endowment, the ACA provides a stipend and research expenses to students working on a summer research project with a faculty member. Past awards have been made to students in a variety of disciplines (biology, theater, political science, business, etc). Spend your summer expanding your knowledge while doing research, an opportunity not often afforded to undergraduates.\*Grant programs specifically aimed at undergraduate research are explored on a regular basis, however those are external (i.e. NSF's REU program).*

- Review and refine incentive structures for research and scholarly activity. Not fully accomplished.
- Continue to facilitate the development of new programs that foster research, scholarship, and creative activity in a broad variety of disciplines.
- Make available resources to assist interdisciplinary teams to prepare competitive collaborative project proposals for external research funding. *Since September 2007, the ORGSP has been involved with the preparation and submission of over sixty grant applications.*
- Facilitate faculty, graduate student, and undergraduate student recruitment by the strategic employment of research support assets, including the development and support of central support facilities and the growth of the internal grant program. On-going.

**Objective 7.4: FACILITIES:** Identify the need for research facilities; foster their development and manage them to optimize their utility and accessibility to the university wide research community.

Progress:

- Identify short-term and long-term infrastructure needs in order to support research at LMU. Continuing.
- Define information technology and support services to facilitate research. Not fully accomplished.
- Identify areas in which to improve and implement laboratory health and safety programs that clearly follow all regulations related to health, safety, and environmental protection. On-going.
- Make recommendations regarding how to insure future competitiveness within areas of current strength and of emerging importance.
- Implement a policy for research space allocation for all faculty conducting research. Not accomplished.
- Provide and expand library resources including but not limited to accessing electronic journals, research serials, subscriptions and databases to meet graduate, undergraduate and faculty research



needs from both campus and extended sites to accommodate graduate, undergraduate and faculty research needs. Establish necessary communications systems for interdisciplinary, regional, national and international collaboration. *BFREE update from R. Caldwell serves as documentation.*

- Pursue articulation agreements with current existing international research facilities (e.g., BFREE).

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

Progress:

- Establish research/scholarly activity as a component of the evaluation system for promotion and retention. Not fully accomplished.
- Continue to develop an on-campus notification system/public forum of scholarly activity. *The LMU-DCOM newsletter the COMMunity LINC provides updates on scholarly activity for LMU-DCOM faculty and staff. The fourth edition of the ORGSP will detail recent scholarly activity for all faculty and staff.*
- Ensure funding for the dissemination of research findings. Not completed.
- Review the current faculty rank system and explore the possibility of establishing new faculty ranks specific to the support of the research goal (e.g., research professor). Not accomplished.

## **Part II**

# **Strategic Plan: 2010-2015**

**(Revised August 2009)**

**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 and Action Plans:**

- Proposals (including feasibility studies, adequacy of faculty, staffing plans, mission compatibility, and all budgetary implications) for accreditation substantive changes will go through the appropriate curriculum committee(s), departments, schools, college, and Academic Council, and then be forwarded to the Provost/VPAA for consideration and presentation to the President's Cabinet. The Institutional Effectiveness Committee will be informed after review/approval by the Cabinet and Board of Trustees.
- Each department/college/school will demonstrate evidence of assessment results and program outcomes used to improve/support curricula, programs, compliance with accreditation criteria, and the annual budget process.
- Programs, departments, and colleges/schools will use appropriate technology to document assessment results.
- Documented assessment results will be used to guide program improvement on a continual basis.

**Responsibility:** Program directors/coordinators, department chairs, deans, assistant VPAA, Provost/VPAA, Assistant VPAA for Planning and Accreditation.

**Time Frame:** Ongoing. Curricular changes will normally be completed by April 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, assessment, appropriate technology, and accreditation processes.

**Assessment:** Annual review by program directors/coordinators, department chairs, deans, assistant VPAA and Provost/VPAA, of budget proposals in light of departmental and program plans and needs identified by assessment activities and corresponding program outcomes.

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

**Strategic Goal 1: *Continue to assess and enhance academic quality.***

**Objective 1.2:** Create/revise/support academic programs linked to department/colleges/schools assessments and university mission at the undergraduate, post baccalaureate and graduate levels at Harrogate and extended sites.

**Strategies and Action Plans:**

- Consider and implement innovative approaches to instructional delivery and student learning.
- Continue the development and implementation of new academic programs including, but not limited to: Master of Science in Nursing (M.S.N.), Nurse Education Concentration; Physician Assistant (P.A.); Doctor of Juris Prudence (J.D.); online medical technology; non-RN Generic BSN; online MEd; undergraduate engineering; pharmacy; LPC; Honors College; 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 Nursing Practice (D.N.P.); Healthcare related programs; Bachelor of Science in Special Education; online RN to BSN program; graduate medical education (G.M.E.); degree completion teacher licensure program; explore master's program in public health; JD/MBA joint degree program; undergraduate degree in applied sciences; doctorate of Veterinary Medicine; MSN-mental health; MLP/JD joint program; political science, and additional undergraduate and graduate programs, including degree completion programs.
- Explore opportunities to provide regional offerings and continuing studies in professional workforce development.
- Continue to improve coordination between Harrogate and extended sites with emphasis on human resources, community, student support services, technology, learning resources, and comparability of courses/programs.
- Continue changes to support Level V status, while beginning initial exploration of Level VI requirements.
- Continue to explore, secure, and utilize technology to enhance the instructional delivery process.

**Responsibility:** Program directors/coordinators, department chairs, deans, assistant VPAA, Provost/VPAA, Assistant VPAA for Planning and Accreditation.

**Time Frame:** Ongoing. Curricular changes and program creations will normally be completed by April 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 program directors/coordinators, chairs, deans, assistant VPAA and Provost/VPAA, of program proposals in light of budget analysis, institutional resources, and departmental plans and needs identified by assessment activities.

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

**Strategic Goal 1:** *Continue to assess and enhance academic quality.*

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

**Strategies/Action Plans:**

- 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.
  - Develop a plan to bring full time faculty salaries to mid-range of benchmarks from selected peer institutions.
  - Sustain a system of faculty compensation with an evaluation system to support it.
  - Implement and maintain a competitive compensation package for summer instruction.
  - Implement and maintain a competitive compensation package for adjunct faculty.
- Continue development of a plan for competitive professional academic staff compensation.

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

**Time Frame:** Collection, evaluation, and interpretation of data in 2009-10 with planned implementation in stages by 2011-12.

**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 at the Carnegie-Vincent Library, Reed Medical and Allied Health Library, the LMU-Duncan School of Law Library and other extended library resource collections.
- Assess learning resource needs and address the growth and development of new and existent programs, including collaborative agreements with other university/college library systems.
- Secure appropriate library and learning resources to support new and existent programs consistent with accreditation standards for Level 5 status and beyond, including student, faculty and staff research.
- Support the Quality Enhancement Plan by continuing the program on information literacy and quality learning resources, evidenced by student research, technology, and communication skills.
- Continue museum outreach to area schools, community groups, tourists, scholars, and consumers by means of exhibits and publications; and investigate e-commerce opportunities.
- Provide appropriate cataloging, physical protection, security and space for all university collections.
- Continue to emphasize the integration of electronic resources to extend the availability of the collection to all constituencies.

**Responsibility:** Directors of the Carnegie Vincent Library, LMU-Duncan School of Law Library and the Abraham Lincoln Library and Museum and their staffs, Security staff, Academic Deans, Dean of Students, University Advancement staff, Assistant VPAA, Provost/VPAA, Board of Trustees.

**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 and meet accreditation standards; 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:** Continued use of a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, relative to teaching, scholarly activity/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:**

- Revise 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/research, student advisement, and committee and community service should be considered.
- Continue to utilize selected peer institutional data as benchmarks for review and establishment of LMU's faculty evaluation process.

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

**Time Frame:** Ongoing.

**Resources Required:** Time.

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

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

**Strategic Goal 1:** *Continue to assess and enhance academic quality.*

**Objective 1.6:** Offer a quality college-preparatory educational program at the J. Frank White Academy.

**Strategies/Action Plans:**

- Maintain a School Improvement Plan to monitor progress and provide data to promote and sustain improvement.
- Raise average senior scores to meet benchmark scores of the math and science components on the ACT.
- Maintain a systematic, cooperative approach to teaching writing in grades 5 through 12 to produce confident, open-minded writers who think critically, read considerably, and negotiate differences considerately.
- Continue improvement of full-time and adjunct faculty salary to parity with area public school salaries.
- Continue to explore the feasibility of the addition of an International Baccalaureate Program.
- Continue to improve the coordination of the JFWA and the KANTO programs/World School.
- Continue to refine the comprehensive assessment program to incorporate more appropriate assessment of writing skills.
- Integrate the University's QEP into the academy curriculum.
- Continue to develop a stronger collaboration with the Carter and Moyers School of Education.
- Explore use of on-line courses.
- Pursue more systematic data collection to determine college completion rates/career information and other pertinent data for graduates.
- Explore expanding fine arts curriculum options.

**Responsibility:** Assistant Principal and Principal of JFWA, Dean of the School of Education, Assistant Coordinator and Director of KANTO Program, Assistant VPAA, Provost/VPAA.

**Time Frame:** Annually.

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

**Assessment:** Annual School Improvement Plan results submitted to SACS/CASI; standardized testing results; college placement completion data; long-term career achievement data.

**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 1.7:** Integrate information literacy skills across the curriculum.

**Strategies/Action Plans:**

- Implement the Quality Enhancement Plan (QEP) that has information literacy as the focus for improving student learning.
- Tailor and implement a graduated matrix for use in assessing the development of information literacy skills in SEWS and specifically-identified courses within each undergraduate academic program offering.
- Provide professional development opportunities for faculty in the use of instructional strategies that promote the development of information literacy skills.
- Continue to promote integrated teaching opportunities for academic faculty and information literacy librarians.
- Investigate approaches to integrating information literacy skills at the graduate and postgraduate program levels.
- Integrate information literacy skills in identified courses at JFWA.
- Utilize the virtual Center for Teaching and Learning Excellence in support of the Quality Enhancement Plan.
- Use a diversified assessment approach to gauge student learning in information literacy.

**Responsibility:** Provost/Vice President of Academic Affairs; Academic Deans; Principal of JFWA; Quality Enhancement Leadership Team; Academic faculty and Instructional librarians; Instructional Technologist; Director of E-learning; Director of QEP.

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

**Assessment:** QEP progress updates; QEP committee meeting minutes; SAILS and iSkills and other information literacy assessment instruments; indirect and direct assessments; Information literacy writing rubrics.

**Use of Results:** Use assessment data to monitor QEP progress and information literacy integration across the academic programs; improve student learning through information literacy skills.

## **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:**

- Update the annual recruitment plan for undergraduate and graduate students.
- Continue to promote the affordability through multiple media such as letters, podcasts, e-mails, etc.
- Continue to raise the admission criteria for undergraduate students and propose changes for the class of 2010-11.
- Develop an information packet for Deans and Department Chairs to assist them with recruiting with high-achieving, potential students to attend LMU and major in their departments.
- Use Advancement software to identify and develop Alumni Recruitment Teams by regions, states, etc.
- Utilize market research to identify new markets for undergraduate programs.
- Identify name searches to identify students that would be good fits for UG/GR and Professional academic programs.
- Expand the number of high school students taking dual credits.
- Research the feasibility of homeschoolers to take University classes.
- Develop summer programs for new students and current students.
- Implement a database that tracks prospects as well as inquiries.

**On-Going Activities**

- Staff booths at the LMU college fair to disperse information about LMU campus services.
- Publicize the medical scholars program to recruit high caliber math and science students interested in pursuing a medical career.
- Publicize the pre-law program to recruit high caliber students.
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize all of the University's academic programs.
- Use the Internet for advertisements and news.

- Continue to update and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Maintain direct mail to target markets.
- Increase E-mail and E-counseling to applicants and qualified prospects.
- Develop appropriate recruitment materials for the DCOM program for middle and high school students.
- Conduct routine meetings among the Director of Admissions and academic deans and chairs to engage LMU faculty in the recruitment process (Department letters to potential students, Department telephone calls, etc.).
- Host preview days for prospective students and parents. Increase the number of admission events for UG students to include preview days and discovery days. Host FAFSA nights, basic financial aid and application sessions on campus, at external sites and at local high schools.
- 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. Host counselor lunches in regional areas in conjunction with regional yield receptions.
- Expand recruitment efforts into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools. Identify magnet schools in Tennessee and contiguous states (Florida for example).
- Update major brochures with “subject to change” (reviewed and/or revised annually).
- Budget for and assign recruiting coordinator(s) for extended sites that support multiple programs.
- Partner with local Middle/High Schools to conduct “College Days” at local high schools and middle schools during the evening hours that might include:
  - How to apply for financial aid.
  - Preparing for college.
  - Student athlete presentation.
  - Goal Setting.
- A brochure, “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the cover.
- Continue to investigate opportunities with the leadership of the Eastern Band of the Cherokees to encourage



students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, N.C.

**Responsibility:** Vice President for EMSS, Director of Admissions and Admissions staff, Department Chairs, Faculty, Director of Public Relations and Marketing, Director of Publications/Webmaster.

**Time Frame:** Fall 2007 (all numbers are for undergraduate population only) 415 new students (Total FTE 1258); Fall 2008, 425 new students (Total = FTE 1280); Fall 2009, 435 students (Total = FTE 1300); 435 students total (Total = FTE 1320); Fall 2010, 450 (Total=FTE 1340); Fall 2011, 465 (Total=FTE 1360). Enrollment numbers have not been solidified for the 2010-11 academic year and beyond but will be updated after census 2009-10.

**Resources Required:** \$200,000 annually from Admissions and \$100,000 Public Relations.

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

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

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

- Objective 2.2a:** Increase first-time, full-time freshmen to 300 on the Harrogate campus (with 25 being minorities),  
**Objective 2.2b:** Increase full-time transfer to 200 on the Harrogate campus and  
**Objective 2.2c:** Increase full-time re-admitted students to 20. Of those 520 new students, 300 will be residential students by 2013.  
**Objective 2.2d:** Increase overall enrollment to 4,000 by 2013.

**Strategies/Action Plans:**

- Work with local high schools to develop scholarship programs for their students based on incentives for good attendance and good grades.
- Begin and/or update the Academic Major webpages (student and faculty profiles on the webpages).
- Continuous updating as needed:
  - Safety & Security.
  - Athletic Hall of Fame.
  - Academic Major Home Pages.
  - Campus Activities/Intramural Sports.
- Target recruitment of high school students with high ACT scores in math and science for the Medical Scholars program.
- Conduct recruit-back each semester.

**On-going Activities**

- Maintain two marketing committees (Board Committee and University Committee).
- Continue to refer and encourage current Upward Bound students to enroll at LMU.
- Continue to produce a newsletter for Upward Bound participants that promote the University.
- Evaluate current markets for direct mailings and make additions and/or corrections as needed.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new and transfer students.
- Design recruitment materials that are attractive to potential students.
- Review latest research on why students choose a college and work with printing companies to incorporate

information into materials.

- Maintain and update a comprehensive Web site for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Increase recruitment of international, Hispanic, and other minorities.
- Maintain recruitment outside the primary 120-mile radius recruitment area.
- Focus academic scholarship money on new students, academically gifted students and residential students.
- Coordinate the recruiting efforts of athletic coaches with the admissions and financial aid offices.
- Develop a plan to recruit from the 2-year and 4-year schools with formalized articulation agreements.

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

**Time Frame:** Fall 2007 (all numbers refer to undergraduate students), 415 students (Total FTE 1258), Fall 2008, 425 students (Total = FTE 1280) Fall 2009, 435 students (Total = FTE 1300), 435 students total (Total = FTE 1320), Fall 2010, 450 (Total=FTE 1340), Fall 2011, 465 (Total=FTE 1360). Enrollment goals have not been solidified for the 2010-11 academic year and beyond but will update after fall 2009 census.

**Resources Required:** \$400,000 per year, Admissions and Upward Bound. Consider an International Recruiter (35,000.00).

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

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

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

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

**Strategies/Action Plans:**

- Complete brochures and other promotions for MSN and CRNA programs. Determine brochures that need to be developed and brochures that need to be updated and develop a production schedule.
- Purchase GMAT testing names for MBA recruitment.
- Attract future medical and law students who are committed to serving Appalachian area.
- Increase the diversity of the student body.
- Have graduate faculty address appropriate undergraduate classes to promote graduate program and seamless admissions.
- Explore the potential of admitting new undergraduate students to graduate programs as they enter as a freshman, provided they meet certain criteria.
- Collaborate with graduate faculty, chairs, and deans to develop standard enrollment reports and recruitment strategies.
- Develop and implement annual recruitment and marketing plans.

**On-going Activities**

- Advertise with local and regional media outlets.
- Rotate Knoxville billboards and radio ads to include all graduate programs.
- Send out timely news releases.
- Use the Internet for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies.

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

**Time Frame:** Each semester.

**Resources Required:** \$100,000.00 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 2.4a:** The J. Frank White Academy (5<sup>th</sup> – 12<sup>th</sup> grades) will increase enrollment to 120 students by 2013.

**Objective 2.4b:** Work with University Advancement to enhance scholarship opportunities for students.

**Objective 2.4c:** Continue to develop a part-time program for homeschooled students.

**Objective 2.4d:** Explore the addition of middle school athletic participation for Academy students in grades 5-7; the Athletics Director is investigating the feasibility of an intramural program for younger students who are eligible for TSSAA sanctioned sports currently offered at the Academy.

**Responsibilities:** Director of JFWA Admissions, JFWA Principal, JFWA Guidance Counselor, JFWA Athletics Director

**Time Frame:** 2009-2014.

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

**Assessment:** Enrollment statistics.

**Use of Results:** Increased enrollment.

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

**Objective 2.5a:** The university will improve first-time, full-time freshman fall to fall retention rate to at least 75% by 2013,

**Objective 2.5b:** Improve overall undergraduate retention rate to at least 88% and

**Objective 2.5c:** Improve the 6 year graduation rate to at least 51% by 2013.

(percentages may change dependent upon how retention rates are measured). Dialogue with academic units about GPA requirements and attempted vs. earned hours continues (over 300 undergraduate students went on SAP probation at the end of spring 2009). Consider adjusting SAP to 67% instead of 75%.

**Strategies/Action Plans:**

- Utilize student survey results to make improvements to student services.
- Utilize satisfaction data to make improvement in the quality of life and learning across all sites.
- Develop and implement a student retention plan to include all sites.
- Revise the Academic Advising manual for undergraduate advising. Offer more advising workshops for faculty. Research the best advising model for LMU.
- Determine what academic success programs are benefitting students and measure outcomes or collect appropriate data (tutoring and end of course grades).
- Develop living learning communities.
- Offer academic success programs in residence halls.
- Consider having an ombudsman position for all students.

**On-going Activities**

- Continue to write, publish and distribute the Student Success Newsletter.
- Develop a parent program to keep them informed of campus happenings.
- Continue to assess the retention figures by semester and fall to fall with longitudinal tracking.
- 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. Consider having faculty or other staff to teach UACT 100 as part of load.

- Consider pairing UACT 100 with English 110.
- Consider 1 hour of UACT 100 in Fall and 1 hour for Career Services in Spring. Consider putting this course back into general education as an option.
- Develop more mentoring programs.
- Host academic receptions for majors to meet faculty.
- Student Support Services will continue to identify “at risk” students and to promote their participation in SSS.
- Identify and assist students with undecided majors through SSS and Career Services.
- “At risk” (semester GPA under 2.8) student athletes will be required to meet with a Student Athletic Advisor for advice and guidance regarding available resources.
- Maintain a high percentage of student athletes who remain eligible to participate at the NCAAII level.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services.
- Involve all University stake holders in the retention process.
- Continue to schedule workshops using the Noel-Levitz Advising program.
- Advise new students according to the Noel-Levitz program.
- Identify and counsel all students who are Tennessee Lottery Scholarships (TELS) recipients to help them remain eligible for TELS funding.
- Increase the number of successful interventions resulting from the early warning system. Automate the early warning system.
- Coaches continue to notify student services for changes in athletic status (dropping courses, WDs, disciplinary dismissal).
- Continue to use a systematic process for identifying “students at risk”.
- Collect data on retention programs that contribute to success. For example, correlate tutoring with success in course related to tutoring.
- Continue to schedule an orientation program for international students to be conducted within the first week of the fall semester to include, but not limited to:
  - Safety & Security issues.
  - Assimilation into the LMU and Appalachian cultures.
  - Working visas.
  - Study strategies.
  - Sharing diversity.



- LMU support systems.

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

**Time Frame:** by 2013.

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

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

**Use of Results:** Improved retention and graduation rates.

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

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

**Strategies/Action Plans:**

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

**On-going Activities**

- Inform students of the services provided by the University.
- Provide a diverse and interesting student activities program.
- Offer a comprehensive student orientation program for new students at all sites.
- Provide a USB drive with important information on it to be distributed to new students and identified high school counselors.
- Provide information and accommodations for students with documented disabilities through the ADA coordinator.
- Provide counseling to students through the Counseling Services department.
- Canvas the LMU student body for recommendations concerning activities and programs.
- Improve and maintain residential housing programs.
- Continue academic referrals to the Tagge Center for Excellence.
- Provide support services to DCOM students as stated in the DCOM Student Handbook.
- Identify killer courses and provide tutoring for those courses to all sites.

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

**Time Frame:** Annually.

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

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

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

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

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

**Strategies/Action Plans:**

- Reassess the Institutional Financial Aid practices/philosophy. Assess retention rates of matrix cells.
- Consider purchasing Enrollment Revenue Management System to develop and assess multiple econometrics.
- Automate packaging.
- Send award letters via LMU e-mail or Web Advisor.
- Expand Web Advisor to new and current students to check status of all types of information (admit status, housing assignment, roommate, advisor, financial aid, etc.).
- Improve interdepartmental communications.
- Document imaging needed to become paperless files.

**On-going Activities**

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Continue training work study students and supervisors.
- Continually re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Educational Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.
- Continue to employ the financial aid matrix (grid), rewarding students with demonstrated academic potential.
- Package financial aid awards for current/returning students prior to end of spring semester each year.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- Identify and reward students whose academic potential had been previously unidentified.
- Investigate additional financial resources for DCOM students.
- Implement a financial literacy component to the UACT 100 classes.

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

**Time Frame:** Each semester.

**Resources Required:** Included in the institutional Financial Aid budget each year. Need \$116,000.00 plus travel costs for the ERMS product from Noel-Levitz.

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

**Use of Results:** Improved 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 coordinate a review of the institutional mission statement (with specific consideration of the current and projected character and composition of the institution), and submit recommendations to the President and Cabinet on or before March 1 for consideration by the Board of Trustees. The Institutional Effectiveness Committee will solicit input and comments from the broader LMU community as a part of the mission review process.
- The University Institutional Strategic plan will be reviewed on an annual basis and revised as appropriate to reflect any changes in the institutional mission statement.
- The mission, goals, and objectives of the colleges, divisions, departments, and units will demonstrate alignment with the Institutional Mission Statement and Strategic Plan.
- Align budgeting with the institutional mission, goals, objectives, and strategic priorities.
- Assess expected outcomes at the institutional, college, and DDU (division, department, and unit) levels.
- Make continuous changes and improvements as dictated by the assessment results.

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

**Time Frame:** Continuous.

**Resources Required:** Time.

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

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

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

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

**Strategies/Action Plans:**

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

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

**Time Frame:** Continuous.

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

**Assessment:** Balanced fiscal year operating budget.



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

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

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

**Strategies/Action Plans:**

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

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

**Time Frame:** Annually.

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

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

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

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

**Objective 3.4:** To provide budgeted reserves and provide for contingencies.

**Strategies/Action Plans:**

- Budget Committee will include, as part of its regular budget development, a line item for unanticipated expenditures (contingencies).
- Budget Committee will establish parameters for the allocation of budgeted contingency funds.
- Any funds expended from the contingency fund at year end will be restricted as an institutional reserve fund.
- Additionally, Budget Committee may propose that the Board designate a portion of any net revenue to be similarly restricted for the contingency fund.
- Budget Committee, led by the Vice President for Finance, will develop a system of flexible budgeting to provide a foundation for decision making in difficult economic situations.

**Responsibility:** Budget Committee and Vice President for Finance.

**Time Frame:** Annually.

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

**Assessment:** Review the ability of the institution to meet unexpected financial events.

**Use of Assessment:** To assure institutional financial flexibility.

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

**Objective 3.5:** To enhance budget management.

**Strategies/Action Plans:**

- Develop a system that identifies and provides incentives for exemplary budget management.
- Include evaluation of budget management performance as a regular component of each budget manager's annual evaluation
- Encourage comprehensive communication of budget status between budget managers and staff members.
- Review and where appropriate revise expenditure approval process.

**Responsibility:** Budget Committee and budget managers.

**Time Frame:** Annually and continuously.

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

**Assessment:** Review budget management performance across the institution.

**Use of Assessment:** To more effectively manage institutional budget.

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

**Objective 3.6:** To plan and budget for research appropriate to support Lincoln Memorial University as a Level V institution and support extended research at Level VI.

**Strategies/Action Plans:**

- Coordinate with the deans of the various schools to develop budgeting projections in support of research activity.
- Provide support in seeking funding from external sources.
- Monitor compliance with and manage expenditures of grant funded programs.
- Review levels of research activity and align budgeting to provide adequate support.

**Responsibility:** Director of Research, Grants and Sponsored Programs, Vice President for Finance, and President.

**Time Frame:** Continuous.

**Resources Required:** Relevant, time specific data and stated time frames.

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

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

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

**Objective 3.7:** To make data-based decisions.

**Strategies/Action Plans:**

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

**Responsibility:** Office of Institutional Research.

**Time Frame:** Continuous.

**Resources Required:** Institutional Research Departmental Budget

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

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

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

**Objective 3.8:** 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.
- Post the revised Strategic Plan (with Progress Reports) on LMU website.

**Responsibility:** The President and the AVPAA-Accreditation and Planning.

**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 development and use of the physical resources of the institution.

**Strategies/Action Plans:**

- Develop and manage capital improvement budget to include maintenance and contingency funds to advance the university mission.
- Review and update the Facilities Master Plan annually.
- Assess, plan for, and evaluate all facilities and grounds in order to respond to needs (such as student demographic fluctuations; faculty, research, community and program needs; physical maintenance; housing; and facilitate technology infrastructure).
- Projects will be prioritized and reviewed annually.
  - Byram.
  - Munson.
  - Duke Roof.
  - Avery Hall.
  - Farr Chinnock Hall.
  - Driving Range.
  - Tennis Courts.
  - Power/Data line relocation.
  - University Inn.
  - Math & Science Site Preparation.
  - Mars Gym & Annan Natatorium roofs.
  - Grant-Lee.
  - New Residence Halls.
  - Campus Center.
- Develop a timeline for major capital expenditures.
  - Provide adequate office and classroom space on and off campus.
  - Oversee the upgrade of Democrat Hollow with the Alumni Association.
  - Construction of a multi-purpose athletic building to include wellness and recreational activities.

- Relocation of the University tennis courts.
- Construction of a new soccer field house fall 2010.
- Construct track and field facilities.
- Plan and budget for roof on Mary Mars Gym.
- Continue developing a driving range to support the golf management program.
- Continue renovation of Duke Hall roof to be completed fall 2009.
- Plan and budget for renovation of interior of Duke Hall.
- Plan and develop a communication building fall 2009.
- Plan and develop the renovation of the campus center and cafeteria 2008-2010.
- Continue renovation of Byram and Munson Halls to be completed fall 2009.
- Plan and develop the renovation of McClelland Hall.
- Plan for renovation of Museum areas.
- Assess and plan for a new maintenance building.
- Construction of additional housing on campus to meet the growing needs of the University.
- Complete first floor apartments, weight room, study area and lounge for University Inn Winter, 2010.
- Plan for and budget for new residence halls as student enrollment dictates.
- Plan, assess, and budget for new outpatient services building/health center.
- Support academic research and scholarly goals by providing and maintaining appropriate faculty/staff equipment, furniture and technology as determined by best practices and professional standards.
  - Current Needs: Continue a comprehensive assessment of faculty/staff/student/community needs.
  - Future Needs: Budget for and align needs and resources.
    - Renovate laboratory animal space in the Veterinary Technology Building to meet AVMA and USDA standards.
    - Plan for new Veterinary Science Center.
    - Develop budget for new Veterinary Science Center.
    - Provide additional general classroom/learning spaces and science laboratory space within the Farr-Chinnock Hall and Avery Hall.
    - Construction of a Science, Technology, Engineering and Math building.
    - Plan and develop a Computational Informational and Technology building fall 2009.
    - Complete renovation of the Old City Hall building to support the Duncan School of Law.
    - Support the University's QEP plan.

**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 healthy, safe, and secure environment.

**Strategies/Action Plans:**

- Assess, plan for, and evaluate all University safety and security operations in order to ensure compliance with regulatory agencies annually.
- Review, update and communicate the institution's Health and Safety Manual including the University crisis plans.
- Continue to provide opportunities for faculty, staff, students, and community to improve their health and well-being.
- Conduct an annual assessment of physical plant and facilities, focusing on safety and health issues (lighting, traffic signs, alarm systems, call boxes, camera systems, security for JFWA and access control).
- Complete data connection in security area in Tex Turner Arena.
- Continue training opportunities for health and safety issues including hazmat training.
- Develop and implement protocols for handling hazardous materials and biological waste.
- Seek funding from outside sources to ensure additional health and safety opportunities and resources.
- Assess for the needs of an outpatient services facility.
- Provide CPR, AED and other life support training for LMU and community at large at the LMU-DCOM AHA training center.
- Strategically place AEDs in campus buildings.
- Work collaboratively with EMS, fire, law enforcement, and 911 to revise university health, safety and crisis plans which include mock disaster training.
- Continue involvement in peer audit process and training in environmental management system.
- Conduct regular safety and security reviews of extended sites.

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

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

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

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

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

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

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

**Strategies/Action Plans:**

- Review faculty orientation for new hires.
- Implement and maintain an informative, user friendly Human Resource web-site.
- Design and implement an in-house training/development program for staff.
- Continue review of University benefits.
- Develop and propose a plan to review staff salaries.
- Present redesign of Faculty/Staff Policy Manual for adoption.
- Continue evaluating employment advertising contracts with vendors.
- Implement drug testing procedures for injuries claimed as workers compensation.
- Assess a more technology-based process for application review by Search Committees.
- Assess the feasibility of Job Fairs participation to present LMU as a career opportunity.

**Responsibility:** HR.

**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:**

*Ensure effective and efficient use of technology.*

**Strategic Goal 5: *Ensure effective and efficient use of technology.***

**Objective 5.1:** Plan and budget to maximize the effective and efficient use of available resources at the Harrogate and extended campus sites.

**Strategies/Action Plans:**

- Develop and maintain a University Technology Plan.
- Evaluate and identify new and current program technology and personnel requirements.
- Prepare budget requests for capital expenditures.
- Prepare budget requests for grant proposals.
- Prepare budget requests for adequate staffing of technology initiatives.
- Create a budget to support future research and scholarly activity and growth in technology.
- Plan and budget for systematic replacement of technology.
- Seek opportunities to provide service to the community.

**Responsibility:** Chief Information Officer, Information Services staff, Technology Planning Committee.

**Time frame:** Continuous.

**Resources required:** Included in CIO budget.

**Assessment:** Annual survey by faculty, staff, and students to include but not limited to the budget justification forms.

**Use of results:** To justify and plan budgeting for technology.



**Strategic Goal 5: *Ensure 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.
- Review and assess all network closets to maintain service.
- Review and assess the computer room environment controls.
- Review and assess the computer related environment control system to alert changing conditions.
- Maintain appropriate computer resources for faculty, staff, and student labs.
- Support the future growth of online instruction.
- Review and assess online services for faculty, staff, and students.
- Review and assess business report requirements and conditions.
- Review and assess software functionality for university use.
- Review and assess additional smart classroom needs as required.
- Implement a secure electronic document imaging solution in FY 2010.
- Implement a secure wireless Internet access solution per below schedule.
  - DCOM clinic, Abraham Lincoln Museum, Liles and West residence halls, Tex Turner Arena, Mary Mars Gym – FY '10.
  - Grant Lee Hall, Sigmon, Pope, Mitchell, and Dishner residence halls – FY '11.
  - St. Mary's (SMMC), University Advancement (Kresge) – FY '12.
  - Green Space, Corbin – FY '13.
- Perform network security audit on major changes and annually in February.
- Perform a technology review at extended campus sites annually.
- Support distance learning needs for remote instruction.
- Research the need for an electronic grading package.
- Research and implement online instruction and testing security.
- Implement classroom technology plan for new and renovated structures.

- Review and assess the minimum computer standard for student laptops.
- Review and assess computer technology in the Library.
- Review and assess Information Services Policies and Procedures as needed.
- Review and assess the Student and Employee handbooks for technology changes.
- Review and assess Disaster Recovery Plan for Information Services.

**Responsibility:** Chief Information Officer, Director of Academic Computing, and IS staff.

**Time frame:** Continuous.

**Resources required:** Basic resources included in CIO budget; additional resources requested through grants.

**Assessment:** To collect data through survey and management evaluations of performance.

**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: *Ensure 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 on-line Faculty/Staff Technology Training Plan that includes sustained follow-up and ongoing updates as technology changes.
- Review and assess a new employee technology training program.
- Provide updated training opportunities for all faculty and staff.
- Support instructional technologist with the development of instructional modules that use technology.
- Review and assess a Help Desk solution.
- Review and assess Information Services website to add support services.
- Review and assess an employee computer replacement plan.
- Develop and implement an assessment plan for technology services for faculty, staff, and students.

**Responsibility:** Chief Information Officer and IS 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 and identify training needs of faculty, staff, and students; to identify problems which additional user training could address.

**Strategic Goal 5:** *Ensure effective and efficient use of technology.*

**Objective 5.4:** Maintain release management and support for information technology services.

**Strategies/Action Plans:**

- Routinely audit software and hardware life cycles and upgrade when appropriate.
- Upgrade to new release of desktop productivity tools.
- Review, assess and evaluate the adequacy of technology.
- Review and assess Information Services' security systems and update when appropriate.
- Review and assess networking infrastructure to meet University needs.

**Responsibility:** Chief Information Officer and IS staff.

**Time Frame:** Continuous.

**Resources Required:** Included in CIO budget.

**Assessment:** Collect data to determine proper patch management of hardware and software systems.

**Use of Results:** To ensure that systems and firmware are up to date with acceptable patch versions.

**Strategic Goal 5: *Ensure effective and efficient use of technology.***

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

**Strategies/Action Plans:**

- Develop a plan for future growth in Radio, TV, and LMU support that will align with the LMU mission.
- Review and assess the listener/viewer base.
- Establish new accounts for Radio and TV.
- Review and assess training plan to address new technology acquired.
- Review and assess building and equipment security needs.
- Investigate community service opportunities.
- Review and assess sales quotas for additional funding.

**Responsibility:** General Manager and Communications Staff.

**Time Frame:** Continuous.

**Resources Required:** Revenue from advertising and sponsorship or additional budget needs.

**Assessment:** Annual evaluation of programs to determine the effectiveness to support the LMU Mission.

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

**Strategic Goal 5: *Ensure effective and efficient use of technology.***

**Objective 5.6:** Provide appropriate support for research initiatives at the University.

**Strategies/Action Plans:**

- Maintain continuous communication with the academic community to identify faculty needs regarding technological infrastructure necessary to support research and scholarly activity.
- Implement electronic research administration capabilities to support pre-award and post-award grant activities.
- Actively participate in the planning and development of research facilities.
- Evaluate adequacy of staffing levels with respect to departmental competencies necessary to support research and scholarly activity.
- Insure compliance with federal and state regulations regarding management of information and data generated and used during research and scholarly activity.
- Create adequate budget and staffing to adequately support research/scholarly activity and future information technology needs.

**Responsibility:** Chief Information Officer, Office of Research Grants and Sponsored Programs, and IS staff.

**Time Frame:** Continuous.

**Resources Required:** Not included in CIO budget. Propose for future budgets.

**Assessment:** To determine user satisfaction levels as measured by annual survey and to identify problems using problem tracking logs.

**Use of Results:** Identify additional needs to support research initiatives.

**Strategic Goal 6:**

*Enhance resources.*

**Strategic Goal 6: *Enhance resources.***

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

**Strategies/Action Plans:**

- University Advancement will identify and cultivate donors who have the potential to give unrestricted gifts annually.
- Support efforts to enhance University-wide research. (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation)
- Continue to solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund (Goal of 100% participation).
- 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 (Goal of 100% participation for FY 2009-10).
- Collaborate with deans and departmental chairs to encourage intercampus fundraising opportunities.
- Increase efforts to solicit potential donors. Target special interest groups, honorary degree recipients, recipients of institutional awards, corporations, and professional organizations. The University president will continue to call on the top 1% of targeted donors and host monthly President’s Luncheons.
- Improve donor recognition system to include enhanced Recognition Societies through use of annual events, publications, and personal meetings.
- Continue travel within targeted territories for systematic cultivation and solicitation. Through utilization of prospect research, focus on potential major gift level donors such as World War II era groups.
- Assist with the development of a parents’ advisory board to work in conjunction with the pre-existing professional advisory boards.
- Involve current students through a “senior project” or other initiative.
- Provide training in “Asking for a Gift” as needed to departments outside of University Advancement.
- President’s Cabinet. Evaluate future composition of advisory boards with Vice President for Academic Affairs/Provost.
- Target mailings to new graduates to obtain correct e-mail and physical address.



- Train Human Resources personnel on payroll deduction procedures.
- Continue trustee letters to target groups.
- Solicit LYBUNTS (donors who gave last year but not this year) and SYBUNTS (Donors who gave some year but not this year) by state according to divided territory.
- Collaborate with Museum staff to develop a list of contacts for annual support to include the Lincoln Letters, former donors to the Museum, and the Museum visitors' list. Names will be compiled into a master solicitation list.
- Collaborate with the J. Frank White Academy principal to develop a list of contacts for annual support to include parents and relatives and graduates of the Academy.
- Continue to develop a list of contacts with the Athletics staff for annual support to include graduates who participated in athletics.
- Partner with athletics on annual golf tournament, auction, and other fundraising events.
- Continue to develop the role of volunteers in the overall fundraising program.
- Work with staff senate and faculty senate to address giving options.
- Establish personal visit goals for athletics, the Lincoln Museum, and the Academy in cooperation with their supervisors.
- Utilize prospect research to build information about alumni, friends, and potential prospects.
- Use student callers to drive phone-a-thon donations throughout the year.
- Support initiatives to demonstrate adequate resources for accreditation standards.
- Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- Cultivate a sense of stewardship among incoming students who are enrolled in UACT courses focusing on the following topics: the history of philanthropy, LMU's history of philanthropy, how students can continue LMU's tradition of service through their own philanthropy.
- Educate all campus constituencies as to the importance of annual giving.

**Responsibility:** Primary responsibility of Vice President of University Advancement and staff with support from the President, the Cabinet, and the Board of Trustees; appropriate Museum, athletics, Academy personnel, DCOM administration, library personnel and the Duncan School of Law Advisory Board. (3.2.12—Principles of Accreditation)

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

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

2007-2008: \$120,000

2008-2009: \$130,000

2009-2010: \$140,000

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

\*Calculated at \$.20/dollar

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

Review call reports and task sheets at weekly staff meetings.

- Continue to track on-line giving.
- Continue to review and compare on-line weekly giving reports with direct mail and phone-a-thons.
- Continue to review LYBUNT and SYBUNT reports monthly.
- Compile and review call reports from Academy, Museum, Athletic personnel, DCOM, and library.

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

**Strategic Goal 6: *Enhance resources.***

**Objective 6.2:** Increase endowment participation by 5% annually for student scholarships, faculty development, research, endowed chairs, continuing education, physical plant and athletics (3.10.1—Principles of Accreditation).

**Strategies/Action Plans:**

- Support efforts to enhance University-wide research 3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation).
- 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.
- 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.
- Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University (3.2.12 – Principles of Accreditation), the Chairman of the Board, and the Chairman of the Executive Committee.
- Continue to feature donors who have already made estate plans in the *Alumnus* magazine.
- Continue to collect documentation for planned giving.
- Continue to utilize national prospect research services.
- Continue and expand solicitation of foundations, professional organizations, corporations, and government agencies that support endowment endeavors.
- Continue to pursue private foundations.
- In cooperation with the Vice President for Finance establish endowment levels required for maintenance of each facility on campus.
- Investigate funding sources for proposed Honors College program.

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

**Time Frame:** Annually.

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

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

**Use of Results:**

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

**Strategic Goal 6: *Enhance resources.***

**Objective 6.3:** Market and promote the University locally, regionally, nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans, and to increase pride in the University (“Extended sites” include: West Knoxville, East Knoxville (Duncan School of Law), St. Mary’s, Blount, Corbin, Cumberland, Ducktown, Cleveland State, Kingsport, Sevierville, Maryville, Morristown, and all partnerships) (1.1 and 4.6—Principles of Accreditation).

**Strategies/Action Plans:**

- Support efforts to promote University-wide research and scholarly activities (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation).
- Development initiatives to support the University’s quality enhancement plan (Q.E.P.), Linc-ON, through promotion and marketing.
- Update marketing plan to ensure effective promotion of the University’s programs by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Identify human interest stories throughout the University to pitch to national media, with the goal of five or more per year.
- Convene meetings each semester with marketing committee to explore additional marketing strategies for all areas.
- Marketing department meets individually with each Dean once per year and develops specific marketing plans for each school.
- Attend the Board of Trustees Academics and Marketing Committee meetings to identify emerging programs in need of marketing, and to assist in developing long-range plans.
- Coordinate with Sigmon Communications Center to produce video segments to be loaded on the LMU website and YouTube for individual departments, schools, and faculty.
- Develop high quality promotional materials including posters for specific programs for wide distribution, including community colleges, career centers, and employers.
- Refresh website design consistent with admission publications.
- Communicate regularly with extended campus sites to ensure that their needs with regard to printed material and website presence are met.

- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, *CommunityLinc*, *AlumniLinc*, *AlumniLinc Quick Fact*, *Bridge Builder Heritage Society Newsletter* and *CampusLinc* via direct mail and e-mail.
- Promote international studies programs including the Kanto Program, World School, parents, and international residents from the community.
- Continue taking advantage of marketing benefits of consortium agreements.
- Foster University pride through continued use of “I am a Railsplitter” campaign.
- Promote Student Service Initiative Program and other community outreach activities including RAM.
- Expand Speakers’ Bureau project.
- Reinforce use of the University style manual and maintain a consistent identity in all marketing initiatives as defined in the manual.
- Continue to develop strategy for sale of branded items representing the University and individual colleges and departments.
- Cooperate with the Director of Risk Management and Contracts in trade marketing the University marks and logos, and rolling out these marks and logos internally and externally.
- Publish donor recognition notices in appropriate media.
- Continue to market [www.lmugifts.org](http://www.lmugifts.org) for the purpose of raising planning giving awareness.
- Plan and coordinate community service initiatives including RAM to help promote the University’s mission of service to humanity.
- Cultivate a culture of service through the following: staff join charitable organizations, Relay for Life, United Way.
- Promote LMU through collaboration with LMU-TV and Sigmon Communications Center.
- Support initiatives to demonstrate adequate resources for accreditation standards.

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

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

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

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

**Assessment:** (Benchmark with CAE report on Level 5 peer institutions to be added when report is in)

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

**Use of Results:**

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

**Strategic Goal 6: Enhance resources.**

**Objective 6.4:** Continue aggressive fundraising to meet these identified fundraising priorities: increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement, construction of 5 new residence halls; construction of new Math, Science, Engineering and Research facility; Renovation of the Duke Hall of Citizenship; construction of new Technology and Communications Center; completion of smart classrooms for Farr-Chinnock and Avery Hall; and construction of new Veterinary Science facility (2.11.2, 3.10.5—Principles of Accreditation).

**Strategies/Action Plans:**

- University Advancement will identify, cultivate and solicit donors to provide revenue for initiatives identified in the following three 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.
  - LYBUNT and SYBUNT donors will continue to be targeted.
  - Annual Fund appeals will appear in publications such as *The Insider*, *Alumnus*, and the *Blue and Gray*, and will include self mailer formats where appropriate and direct mail appeals.
- Endowment
  - A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid, and ensuring through endowed scholarships, and ensures that facilities are adequately maintained.
  - Systematic cultivation and solicitation of the World War II era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff.
  - Continue to reevaluate fundraisers' respective calls lists, including the President's call list.
  - Increase number of grant proposals for grants to endowment projects.



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

*Estimated*

**Construct new Math, Science, & Engineering Building \$ 15,000,000**

New 60,000 square foot, 3-story educational center

**Construct four new residence halls \$ 6,000,000**

State-of-the-art student housing, including geothermal HVAC

**Create New School of Law \$ 5,000,000**

Start-up expenses (\$2 million); library (\$2 million); technology; renovation of existing facilities, including addition of a courtroom

**Improve Athletics Facilities \$ 2,500,000**

Soccer complex and start-up funds for lacrosse;

**Construct Information Technology Center \$ 3,000,000**

New 7,500 square foot facility; equipment relocation; climate and security system

**Renovate Duke Hall of Citizenship \$ 2,000,000**

Wiring & A/C; remodeling for fine & performing arts; new gable roof

**Enhance Veterinary Technology \$ 1,000,000**

New roof; equipment; animal research space

**Improvements at Abraham Lincoln Library & Museum \$ 750,000**

New educational exhibits and replace roof

**Contingency (5%) \$ 1,750,000**

- **Endowment Fund \$ 15,000,000**

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

- **Educational Program Support \$ 1,500,000**

To provide continuing annual support for educational programs during the

campaign period, a portion of campaign gifts may be designated toward the Annual Fund. This helps maintain a healthy balance between capital and annual support.

- **Campaign Expenses** **\$ 500,000**  
For printed and other promotional materials, postage, telephone, travel, and professional fees (less than *1% of campaign goal*).
- **Campus Improvements**  
Several additional and significant improvements to the campus are needed. These are targeted for the next phase of continuing to develop a first-class physical plant to match the world-class educational opportunities at Lincoln Memorial University.
  - Complete DeBusk College of Osteopathic Medicine** **\$ 5,000,000**  
Finish out 4th Floor for PA program; new equipment; research funding
  - Improve Athletics Facilities** **\$ 3,750,000**  
New multi-purpose athletic facility (indoor tennis, etc.); renovations of existing facilities; geothermal HVAC for Tex Turner Arena
  - Construct new Communications Center** **\$ 4,000,000**
  - Renovate Farr-Chinnock Hall** **\$ 2,000,000**
  - Renovate J. Frank White Academy** **\$ 500,000**
  - Contingency (5%)** **\$ 750,000**
- **Endowment Fund** **\$ 5,000,000**  
To further increase endowment to provide stable income for student scholarship and faculty excellence support (including endowed faculty chairs), as well as for continuing support for operations and facilities maintenance.
- Update Democrat Hollow through efforts of the National Alumni Association. Estimate pending.
- Cultivate a culture of service by stewarding our alumni and friends to support the approved opportunities for giving.
- Support efforts to enhance University-wide research and scholarly activities.

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

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

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

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

**Use of results:**

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

**Strategic Goal 6: *Enhance resources.***

**Objective 6.5:** Continue to utilize the Datatel system in the most efficient manner to provide support for the University by accurately recording gifts and maintaining gift records and computer information (2.11.1 and 3.10.2—Principles of Accreditation).

**Strategies/Action Plans:**

- Continue to code all alumni by major, parents of current students and alumni, and add other codes as needed.
- Complete process of conversion to Colleague Advancement in collaboration with the Director of Software Development.
- Provide training for all members of University Advancement staff during the transition to Datatel's Colleague Advancement product, taking advantage of new Datatel tools and processes as needed.
- Fully incorporate the use of Datatel's Foundation Profile system and Planned Giving modules.
- Enhance reporting and data analysis by 1) reviewing information needs of University Advancement staff on a regular basis; 2) implementing existing Datatel tools and developing standing reports and queries available for Division use as needed; and 3) developing new strategies to maximize the system's benefit for University Advancement.
- Incorporate new methods of tracking meaningful points of alumni and donor contact, including call reports, visits, mailings and phone/e-mail contacts.

**Responsibility:** Vice President for University Advancement, Director of Gift Processing and staff in cooperation with Finance and IS.

**Time Frame:** Ongoing.

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

**Assessment:** Keep donor information up to date and information easily accessible in Datatel, including new funds opened for the DeBusk College of Osteopathic Medicine; provide lists to the University Advancement staff and others with needed information due to the implementation of Datatel; detailed gift reports used in tracking donations; been live since August 2005, and we continue to

train and update all alumni and giving information; evaluate our budget planning efficiency process through Datatel and align our planning process with the strategic planning process with special attention when doing the budget pro forma.

**Use of results:** Continued enhancement of Advancement data services using the Datatel software enables the continued improvement and analysis of return-on-investment for all forms of interaction with alumni, friends and donors.

**Strategic Goal 6: *Enhance resources.***

**Objective 6.6:** Participate in reaffirmation of accreditation activities and planning through representative membership on committees addressing compliance with specific components of the *Principles of Accreditation: Foundations for Quality Enhancement* (2.5—Principles of Accreditation).

**Strategies/Action Plans**

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

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

**Time Frame:** 2008-2010.

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

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

**Strategic Goal 6: *Enhance resources.***

**Objective 6.7:** Enhance legislative relationships.

**Strategies/Action Plans**

- Actively identify opportunities to meet regularly with federal, state and local officials and their staff.
- Work collaboratively with external consultants in the development of materials to be used by University officials in state and federal relations.
- Act as primary resource for local and regional data as requested by external legislation.
- Continuously monitor state and federal policy capable of impacting University functions and programs.
- Develop print materials for use by University officials during visits to legislative offices and government agencies.

**Responsibility:** Director of Major Gifts in cooperation with the University's lobbyist.

**Time Frame:** Ongoing.

**Resources Required:** Approximately \$5,000 per month.

**Assessment:** Successful acquisition of appropriation dollars and when available stimulus dollars.

**Strategic Goal 7:**

*Assess and enhance university-wide research and scholarly activity.*



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

**Objective 7.1: INTEGRATION:** To connect all development, improvement and implementation of university research initiatives to the university mission, planning, budgeting, assessment and evaluation processes.

**Strategies/Action Plans**

- Examine membership of URC to ensure adequate representation of all academic colleges/schools and entities and establish meeting schedule for the URC.
- Define the intent of the LMU Research Grants Program.
- Explore the option of two separate internal grants programs, one for scholarly activity and one for research.
- Continue to revise and update research policies and procedures.
- Develop efficient method of ensuring ORGSP receives notice of research and scholarly activity.
- Evaluate and refine methods of disseminating research and scholarly activity both internally and externally through coordination with the Office of Public Relations.

**Responsibility:** Dean of Research and STEM Initiatives, University Research Committee, Executive Director of the ORGSP and University Advancement.

**Time Frame:** Initial and ongoing.

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

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

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

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

**Objective 7.2: INFRASTRUCTURE:** Foster the development and management of the centralized research support services to optimize their utility, accessibility and their responsiveness to the campus and extended site research community.

**Strategies/Action Plans**

- Provide an electronic grant budgeting and tracking system which will facilitate the research process to flow efficiently and effectively.
- Develop procedures to ensure same day purchasing of supplies and rapid purchasing of equipment, including computers, from grant accounts.
- Develop procedures to keep the ORGSP informed of all LMU policies and procedures required by federal and state law, especially as they relate to radiation and chemical safety.
- Continue to review fiscal management procedures and policies relative to external funding.
- Foster the management of internal grant programs aimed specifically at the support of undergraduate students' research projects.
- Support the mission of the Cumberland Mountain Research Center (CMRC) by identifying sources of extramural funding, providing assistance for application submission and post-award grants management, and providing appropriate institutional support.
  - CMRC projects include, but are not limited to,
    - Cooperative research projects with the Belize Foundation for Research and Environmental Education (BFREE).
    - Undergraduate student research opportunities.
    - Faculty and student research projects at the Powell Valley Aquatic Research Station.
- Assist faculty, staff, and students in obtaining external financial support for their research, training, and public service activities.
- Provide support to facilitate an increase in the number of external grant submissions from across the university.
- Provide support to facilitate an increase in the number of publications in peer-reviewed journals.
- Identify information technology and support services to facilitate research.

**Responsibility:** Dean of Research and STEM Initiatives, University Research Committee, Executive Director of the ORGSP, Office of Finance, Information Services, Director of Compliance and Infrastructure Management, Post-Award Grants Manager.

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

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

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

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

**Strategic Goal 7: *Assess and enhance university-wide research.***

**Objective 7.3: FACULTY:** Ensure adequate on campus and extended site faculty to initiate, grow and sustain both undergraduate and graduate level research.

**Strategies/Action Plans**

- Initiate discussions within the URC to establish reasonable guidelines concerning research and scholarly activity expectations of existing faculty and new hires.
- Set up mechanisms within the URC for identifying, communicating, and prioritizing research and scholarly activity needs.
- Initiate discussions within the URC to establish guidelines for reasonable and practical levels of startup funds for new faculty tailored to research and scholarly activity expectations of that faculty member.
- Review and refine incentive structures for research and scholarly activity.
  - Workload release.
  - Sabbatical.
  - Additional compensation.
  - Multi-year contracts.
- Continue to facilitate the development of new programs that foster research, scholarship, and creative activity in a broad variety of disciplines.

**Responsibility:** University Research Committee, Provost/VP of Academic Affairs, VP for Finance, Deans for Research and STEM Initiatives, Representative(s) of the ORGSP.

**Time Frame:** Initial and ongoing.

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

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

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

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

**Objective 7.4: FACILITIES:** Identify the need for research facilities; foster their development and manage them to optimize their utility and accessibility to the university wide research community.

**Strategies/Action Plans**

- Identify short-term and long-term facility needs in order to support research at LMU.
- Define information technology and support services to facilitate research.
- Ensure that all facilities meet laboratory health and safety regulations that clearly follow all regulations related to health, safety, and environmental protection.
- Make recommendations regarding how to insure future competitiveness within areas of current strength and of emerging importance.
- Develop a policy for research space allocation for all faculty conducting research.
- Identify and provide library resources including but not limited to accessing electronic journals, research serials, subscriptions and databases to meet graduate, undergraduate and faculty research needs from both campus and extended sites to accommodate graduate, undergraduate and faculty research needs.
- Establish necessary communications systems for interdisciplinary, regional, national and international collaboration.
  - Pursue articulation agreements with current existing international research facilities (e.g., BFREE).

**Responsibility:** University Research Committee, Institutional Animal Care and Use Committee (IACUC), VP for Finance, Provost/VP for Academic Affairs, Library staff.

**Time Frame:** Initial and ongoing.

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

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

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

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

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

**Strategies/Action Plans**

- Establish research/scholarly activity as a component of the evaluation system for promotion and retention.
- Establish procedures to record and report research activity, including submissions, awards, and outcomes, including presentations and publications.

**Responsibility:** Chairs of Departments/Program Directors, Dean for Research and STEM Initiatives, Provost/VP for Academic Affairs, University Research Committee, Representative(s) of the ORGSP.

**Time Frame:** Initial and ongoing.

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

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

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