



LMU

Lincoln Memorial University

VALUES | EDUCATION | SERVICE

**2020 VIRTUAL
STRATEGIC
PLANNING
July 2020**

**2021-2026
Strategic Plan**

1 *Planning Process*

2 The planning process at Lincoln Memorial University incorporates:

- 3 1 Commitment from the President and Board of Trustees;
- 4 2 Broad-based participation at all institutional levels;
- 5 3 An integrated planning, budgeting and assessment schedule;
- 6 4 Compliance with Southern Association of Colleges and Schools Commission on
7 Colleges (SACSCOC) requirements;
- 8 5 Identified institutional priorities; and
- 9 6 Utilization of sound institutional effectiveness oversight practices.

10 Lincoln Memorial University has a strong commitment to an orderly and timely planning,
11 budgeting and assessment process, which facilitates institutional effectiveness. The President,
12 Board of Trustees, Cabinet, and other administrative officers, faculty, and staff have
13 responsibilities for and opportunities to participate in the process. The University Mission and
14 Values provide guidance in the prioritization of activities and funding necessary for the
15 achievement of the overall Vision. Eight Strategic Goals have been identified as critical to
16 achieving regional distinction. These Strategic Goals are consistent with SACSCOC expectations
17 for institutional improvement. The University President and the Board of Trustees affirmed these
18 Strategic Goals. Unit and division planning and budgeting have been aligned with appropriate
19 assessment and analysis of outcomes. Unit and division activities are planned to accomplish the
20 Institution's Strategic Goals. Projected budget allocations to support the planned activities are
21 detailed in the Five-Year Budget Pro forma, (2016-2021). Progress toward the achievement of the
22 Strategic Goals is measured via established benchmarks and monitored by institutional
23 effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an
24 annual Progress Report.

25 *II. Mission and Purpose*

26 Lincoln Memorial University is a comprehensive values-based learning community dedicated
27 to providing quality educational experiences at the undergraduate, graduate, and professional
28 levels.

29 The University strives to give students a foundation for a more productive life by upholding
30 the principles of Abraham Lincoln's life: a dedication to individual liberty, responsibility, and
31 improvement; a respect for citizenship; recognition of the intrinsic value of high moral and ethical
32 standards; and a belief in a personal God.

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

39 The University believes that one of the major cornerstones of meaningful existence is service
40 to humanity. By making educational, service, and research opportunities available to students,
41 Lincoln Memorial University seeks to improve life for the students it serves. While the University
42 retains its historical commitment to enrich the lives of people and communities in the Appalachian
43 region, it also serves students from throughout the state, nation, and many other countries, through
44 a variety of instructional modalities. .

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

46 *Reviewed July 9, 2018 at University Strategic Planning Retreat*

47 *Revised July 11, 2019 at University Strategic Planning Retreat*

48 *III. INSTITUTIONAL GOALS*

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

- 54 1. Make educational opportunities available to all persons without reference to social status.
55 The University seeks to strengthen student recruitment and retention by fostering an
56 academic and social environment that facilitates success and rewards achievement.
- 57 2. Maintain fiscal integrity in all University activities, programs and operations through
58 efforts to increase endowment and financial standing.
- 59 3. Provide quality educational experiences that have their foundation in the liberal arts and
60 professional studies, promote high personal standards and produce graduates with
61 relevant career skills to compete in an ever-changing, increasingly global society.
- 62 4. Advance Cumberland Gap, Appalachia, and other communities through public service
63 and outreach activities in continuing education, healthcare, leadership development,
64 recreation and the fine and performing arts.
- 65 5. Serve as a critical educational, cultural, and recreational center for the area and develop
66 and maintain facilities, which are safe, accessible, and conducive to the development of
67 body, mind, and spirit.
- 68 6. Attract and retain a diverse and highly qualified faculty and staff, committed to teaching,
69 research and service.

- 70 7. Commit resources to support the Institution’s primary role of teaching, and, as
71 appropriate, research and service.
- 72 8. Support faculty and staff development programs with priority for allocation of resources
73 determined by institutional needs.
- 74 9. Improve technological resources for faculty, staff, and students in all academic programs
75 regardless of where or how programs are delivered.
- 76 10. Develop and implement academic programs in response to anticipated or demonstrated
77 educational needs, and continuously evaluate and improve the effectiveness of current
78 programs.
- 79 11. Provide a caring and nurturing environment where students, faculty, and staff with varied
80 talents, experiences, and aspirations come together to form a diverse community that
81 encourages students to grow intellectually and personally to meet their academic and
82 career goals.
- 83 12. Provide quality educational opportunities through selected degree programs for students
84 who live and/or work a significant distance from the Lincoln Memorial University main
85 campus, and for whom other options are not as accessible or satisfactory.

86

87 *Revised, July 11, 2019*

88 *IV. Values*

- 89 1. Lincoln Memorial University values integrity
- 90 a. Honesty
- 91 b. Openness
- 92 c. Commitment to principles
- 93 2. Lincoln Memorial University values excellence
- 94 a. Teaching
- 95 b. Learning
- 96 c. Operations/ management
- 97 d. Scholarship
- 98 e. Leadership
- 99 3. Lincoln Memorial University values creativity
- 100 a. Teaching
- 101 b. Learning
- 102 c. Scholarship
- 103 d. Administration
- 104 e. Artistic expression
- 105 4. Lincoln Memorial University values diversity
- 106 a. Ethnic
- 107 b. Cultural
- 108 c. Belief systems
- 109 5. Lincoln Memorial University values community
- 110 a. Communication
- 111 b. Honesty and integrity
- 112 c. Caring and helpful
- 113 d. Teamwork
- 114 e. Responsibility
- 115 f. Respect
- 116 g. Safe and secure environment
- 117 6. Lincoln Memorial University values accountability
- 118 a. Planning
- 119 b. Assessment
- 120 c. Evaluation
- 121 d. Improvement
- 122 7. Lincoln Memorial University values service
- 123 a. LMU community
- 124 b. Appalachian region
- 125 c. Off-Campus sites and online communities
- 126 d. Academic and intellectual communities
- 127 e. Humanity
- 128
- 129 8. Lincoln Memorial University values the process of life-long learning wherever offered
- 130 and however delivered

131 *V. Vision Statement*

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

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136 *VI. Strategic Goals**

137 Lincoln Memorial University has identified eight Strategic Goals. The Strategic Goals were
138 developed from a review of SACSCOC expectations, internal outcomes assessment data and
139 external factors influencing the University. These eight goals reflect the University Mission,
140 Purpose, and Values and are crucial to achieving regional distinction. Section II of this plan
141 describes the activities, responsibility for accomplishment, time frames, required resources,
142 assessment methods and use of results for each objective related to each Strategic Goal.

143

- 144 • **Strategic Goal 1:** Assess and enhance academic quality
- 145 • **Strategic Goal 2:** Recruit and retain students so that enrollment, integrity and the
146 mission of Lincoln Memorial University will be maintained to produce knowledgeable
147 and productive citizens of society
- 148 • **Strategic Goal 3:** Strengthen budgeting, financial planning and assessment
- 149 • **Strategic Goal 4:** Ensure the adequacy and efficient use of physical and human
150 resources on campus and at off-campus sites
- 151 • **Strategic Goal 5:** Ensure effective and efficient use of technology
- 152 • **Strategic Goal 6:** Enhance resources
- 153 • **Strategic Goal 7:** Assess and enhance University-wide research and scholarly activity
- 154 • **Strategic Goal 8:** Provide academic and student services that foster academic and
155 social integration to promote retention and student success

156 **Approved by Board of Trustees*

157 *VII. Benchmarks for Regional Distinction*

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

- 160 • Review/Revise Institutional Mission Statement as appropriate
- 161 • Maintain Expanded Statement of Institutional Purpose articulating linkages between
- 162 Institutional Mission Statement and all institutional units emphasizing shared values
- 163 • Revise Institutional Strategic Plan annually
- 164 • Conduct annual University financial audit
- 165 • Balance annual fiscal year operating budget
- 166 • Produce five-year operating budget pro forma
- 167 • Secure necessary funding levels for institutional strategic initiatives and priorities
- 168 • Produce Annual Performance Report.
- 169

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

- 172 • Conduct annual comparative analysis of Public Relations activities
- 173 • Conduct Preview Day/College Day evaluations
- 174 • Utilize potential student market analysis/trends/demographic measures and research to
- 175 direct enrollment and retention efforts
- 176 • Increase residential enrollment
- 177 • Increase commuter enrollment at the main campus
- 178 • Increase enrollment at extended learning sites
- 179 • Improve student academic and racial/ethnic profiles
- 180 • Track enrollment patterns and trend analyses for academy, undergraduate, and graduate
- 181 students
- 182 • Improve financial aid participation rates, award profiles, and satisfaction with services
- 183

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

- 185 • Achieve and maintain accreditation and state approval of programs when external
- 186 accreditation and/or approval organizations exist
- 187 • Improve faculty and staff salaries
- 188 • Fortify faculty scholarly and professional development activities, and staff professional
- 189 development activities
- 190 • Increase number of grant applications and grant funding
- 191 • Amplify use of instructional technology at all levels for all programs
- 192 • Increase reliability of the faculty evaluation process
- 193 • Enhance use of assessment results for academic program and support service program
- 194 improvement
- 195 • Create and/or revise academic programs based on assessed/demonstrated need when
- 196 consistent with the Institutional Mission
- 197 • Intensify use of academic support resources and services
- 198 • Strengthen all University libraries and the Abraham Lincoln Library and Museum and

199 their services
200

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

- 203 • Update and improve the Facilities Master Plan as appropriate
- 204 • Conduct Facilities Assessments (specific to building/site physical and learning
- 205 environments)
- 206 • Monitor compliance with Comprehensive Safety and Security Guidelines and Plans
- 207 • Maintain Occupational Safety and Health Administration (OSHA), Americans with
- 208 Disabilities Act (ADA) and other regulatory compliance assessments
- 209 • Enhance Human Resources and provide and encourage Staff Development
- 210

211 Strategic Goal 5: Ensure effective and efficient use of technology

- 212 • Maintain a Comprehensive Technology Plan
- 213 • Use technology user survey results to make improvements
- 214 • Monitor technology problem tracking logs
- 215 • Assess effectiveness of technology training for faculty, staff, and students
- 216 • Improve Technology for both Academic and Administrative Operations
- 217

218 Strategic Goal 6: Enhance resources

- 219 • Monitor trends in unrestricted giving
- 220 • Increase faculty/staff participation in annual fund giving
- 221 • Raise alumni participation and giving levels
- 222 • Strengthen the endowment Increase student scholarship support and faculty development
- 223 funding
- 224 • Conduct a successful integrated marketing and promotion campaign
- 225 • Monitor Certified Association Executive (CAE) report for peer institutions
- 226 • Conduct trend analyses for all types of fundraising
- 227 • Monitor comprehensive capital campaign and capital projects status
- 228

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

- 230 • Monitor and evaluate research activities
- 231 • Improve research capacity and infrastructure to support research
- 232 • Improve support for faculty research efforts
- 233 • Improve facilities for research
- 234

235 Strategic Goal 8: Provide academic and student services that foster academic and social integration to
236 promote retention and student success

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- 238 • Improve learning experience for residential students
- 239 • Improve learning experience for commuter students
- 240 • Improve learning experience for students at extended learning sites
- 241 • Utilize survey results measuring students' use of, satisfaction with and success resulting
- 242 from student support services
- 243 • Improve retention and graduation rate statistics for all categories of students
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Progress Report on 2020-2025 Strategic Plan

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Strategic Goal 1:

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Assess and enhance academic quality

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

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

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8 **Progress:**

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10 **Allied Health Sciences**

11 *Medical Laboratory Science Program (MLS)*

- 12 • The MLS Program is fully accredited by NAACLS. A 10-year accreditation status was
13 earned in April 2019.
- 14 • The MLS Program continues to celebrate a 100% first attempt pass rate on the ASCP BOC
15 national board exam and a 100% employment rate of the graduates in the clinical field.
- 16 • The MLS Program admitted 11 new students to the program in the fall 2019 semester
17 (main campus) and 5 new students to the program in the spring 2020 semester (Kingsport
18 site).

19 *Sport and Exercise Science Department (SES)*

- 20 • The Athletic Training Program completed the teach out of the BS in Athletic Training in
21 May 2020. The program will submit a final report to CAATE in October 2020.
- 22 • A new Exercise and Rehabilitation Science major was introduced in fall 2019 designed to
23 serve as a direct pathway to entry in the upcoming LMU DPT program. The major
24 currently has 35 students enrolled and expects to add 30-40 new students in fall 2020.
- 25 • A new track was established within the existing General Exercise Science degree, designed
26 to be a pre-OTD option for entry into the upcoming LMU OTD program.

27 *Veterinary Health Science and Technology Department (VHST)*

- 28 • The Veterinary Medical Technology (VMT) Program submitted an interim report to the
29 AVMA CVTEA in September 2019 and will submit a biennial report in September 2020.
- 30 • The VMT Program is fully accredited by the AVMA CVTEA and will have its next
31 reaccreditation site visit in spring 2022.
- 32 • The VMT Program implemented a new Veterinary Technician National Examination
33 (VTNE) preparation tool, the VetTechPrep mock examinations. They were administered to
34 students at midterm and at the end of the spring 2020 semester. The VMT Program was
35 unable to administer the HESI mock VTNE exam in the spring 2020 semester due to the
36 COVID-19 pandemic.
- 37 • The first-time pass rate on the VTNE for spring 2019 VMT graduates was 81.82%. The
38 program's 3 year (July 1, 2018 – June 30, 2020) first time pass rate on the VTNE is 75.7%,
39 well above the AVMA CVTEA standard of 50%.
- 40 • The VMT Program is working to establish relationships with high quality private
41 veterinary clinics to serve as practicum sites for students. Historically, the students have
42 completed the practicum experience at UTCVM, which required a payment of \$3,000 per
43 student.

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49 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 50 • Psychology, Criminal Justice and Political Science programs all moved to 122 credits from
51 128. All curriculums were reviewed to be sure that no overlap exists and that all major
52 courses can be enrolled in within a two-year timeframe
- 53 • New program directors were chosen for Psychology and Political Science and will begin
54 duties on August 1st.
- 55 • MPA program is now fully online and when seated courses resume, will begin a hybrid
56 instructional modality.

57
58 Examples of OAR recommendations that have been implemented this year:

- 59 • Graduate Programs: MPA/MSCJ degrees; program directors review and update all
60 courses to ensure that course descriptions, learning objectives, content, and assessments
61 are in line with University mission, planning, and assessment processes. Program
62 directors review program budgets, which include marketing and recruiting, supplies, and
63 other expenses, to ensure that program budgets are in line with University budgeting
64 processes.
- 65 • All Undergraduate programs outcomes assessment reporting is currently considered in
66 conjunction with University, School and program mission statements.
- 67 • Media Communications program (now called the Communications and Media program)
68 developed and implemented an Audio Room for training students in radio programming.
69 This came from the OAR that determined the need for an initiative to replace Sigmon
70 Center.
- 71 • All General Education courses have been tailored for transparency, according the current
72 QEP and outcomes assessments for General Education.
- 73 • Revision of several minors and concentrations and development and adoption of a
74 philosophy minor and pre-med psychology track.
- 75 • The use of the ETS Major Field Test in English to assess the general knowledge of
76 graduating seniors in English and American literature. The results have been used in part
77 to plan course offering for the next academic year.
- 78 • Reviewed learning outcomes and goals in over half of all academic programs
- 79 • Two program reviews were completed (Art and Master of Science in Criminal Justice),
80 and 15 OARs were completed including one for general education; all submitted to
81 Institutional Effectiveness.
- 82 • An AHSS dashboard document is on hand on the AHSS team site including Bb usage and
83 tracking information. Department chairs monitor all online program instruction three
84 times each semester
- 85 • Master's Degree in Psychology was approved by Academic Council and expected to be
86 implemented this coming year.
- 87 • The History program changed methodologies for assessing how history majors
88 demonstrate their knowledge. The program pinpointed one upper-level non-American
89 History course (HIST 346) and one American History course (HIST 310). For both
90 classes, instructors used a standardized rubric to assess student work.
- 91 • AITG coordinator position moved to a 12-month position and title changes to AITG
92 Coordinator/Theater Assistant

- 93 • Social Work CSWE accreditation documents (reaffirmation eligibility application, self-
94 study report, and site visit planning form) were submitted to CSWE during Spring 2020.
95 • The Art program adapted a revised Ceramics curricula to reflect a more rigorous four-
96 year course of study.
97

98 **School of Business**

99 The School of Business submitted the biennial Accreditation Council for Business Schools and
100 Programs (ACBSP) Quality Assurance Report on September 9, 2019.

- 101 ○ ACBSP responded on January 21, 2020 by providing no notes, conditions, or
102 opportunities for improvement.
103 ○ Collection and preparation of data for the 10-year ACBSP Reaffirmation/Self-study
104 is now underway.

105 The reaffirmation/self-study documentation is due to ACBSP on July 15, 2021. The coinciding
106 site visit will take place during the Fall 2021 semester.
107

108 **Caylor School of Nursing**

- 109 • Pass rates for the **ASN** and **BSN** programs remain above both the national level and the
110 Tennessee and Kentucky average. The 2019 combined overall NCLEX-RN pass rates are
111 as follows:
112 ○ **ASN = 92.2%**
113 ○ **BSN = 98.3%**
114 • The pass rates for the first graduating cohorts of the Tampa, Florida, **ASN** and **BSN**
115 programs were **100%**.
116 • The **MSN** certification pass rates remain at or above the national level. The 2019
117 certification pass rates are as follows:
118 ○ **Family Nurse Practitioner = 93%**
119 ○ **Family Psychiatric Mental Health Nurse Practitioner = 90%**
120 ○ **Nurse Anesthesia = 100%**
121 • The CSON received two HRSA awards, the Advanced Nursing Education Workforce
122 (ANEW) grant for \$1,908,362 over four years, and the Nurse Anesthesia Traineeship
123 (NAT), which was funded for \$19,878 for the 2019-2020 academic year. Two HRSA
124 grants were submitted for the 2020-2021 academic year.
125 • The CSON budget was appropriate to support the CSON program enrollments and further
126 program development.

127 **LMU-DCOM**

- 128 • The four-year academic program leads to the match into Graduate Medical Education to
129 complete licensure and certification into a specialty. The following data are outcomes for
130 the class of 2019. The class of 2020 data is not yet to be complete. For the class of 2019
131 graduates, 99.1% of students matched into a GME or residency program for specialty
132 certification. 163 or 71% (excluding Emergency Medicine) in Primary Care; 37 or 16%
133 in Appalachian region; 47 or 22% in Tri-state area (TN, KY, VA); and 19 or 8% in TN.
134 • LMU-DCOM: The graduation survey for class of 2019 showed the following data:
135 **Graduation Survey Result:** What does your residency/internship placement reflect?

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	2019
First choice of specialty	86.9%
Second choice of specialty	11.3%
Third choice of specialty	1.8%

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*Excludes small numbers of off-cycle students who did not participate in the match in the year of their graduation.

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Graduation Survey Result: What does your residency/internship placement reflect?

	2019
First choice of program	50.5%
One of my higher choices of program	41.4%
One of my lower choices of program	8.1%

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*Excludes small numbers of off-cycle students who did not participate in the match in the year of their graduation.

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Graduation Survey Result:

(n=222)	str/agree	agree	disagree	str/dis
I am happy with my residency/ internship placement.	65.5%	28.6%	3.4%	2.4%

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Carter and Moyers School of Education

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- The Carter & Moyers School of Education (CMSE) completed and submitted the self-study for the Tennessee Department of Education (TDOE) and for the Council for the Accreditation of Educator Preparation (CAEP) concurrent reviews. The joint visit by CAEP and the TDOE was conducted in April, resulting in recommendations by both reviewers for reaffirmation for an additional seven years.

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- Due to a downturn in enrollment at the Kingsport site the SOE no longer offers EdS classes at that site. The SOE is closely monitoring enrollment at the Chattanooga site as enrollment at that location has decreased.

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School of Mathematics and Sciences

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All departments in the School of Mathematics and Sciences completed the Outcomes

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Assessment process. Feedback from curriculum working groups was considered by each

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department. In the Department of Biology, this process led to an update of the Biology Pre-med

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track – now called the Biology Pre-health track. The assessment process connects programmatic

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planning to the University’s mission and budgeting practices.

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165 **School of Medical Sciences**

- 166 - Continued compliance with state authorization organizations (NC-SARA) for student
167 instruction outside of Tennessee

168 **Harrogate:**

- 169 - Continue with Accreditation-Continued status with the ARC-PA to and beyond current
170 2025 date.
171 - Self-Study Report accepted by ARC-PA with no further reporting requested in 2019.
172 - PANCE Pass Rate to exceed 85% with 92% pass for Class of 2019 and five-year average
173 of 94%.
174 - Class of 2018 is comprised of 61% from the Southern Appalachian region.
175 - Currently, 47% of Program graduates work in Southern Appalachia and 48% work in
176 underserved areas.

177 **Knoxville:**

- 178 - Connection of LMU-Knoxville PA Program with planning processes: program committee
179 level, SMS level, LMU level to ensure a logical meshing with the institutions mission,
180 SACS level compliance and professional accreditation through the ARC-PA.
181 - Established programmatic goals utilizing current standards and logic models through
182 curricular, program and university level vetting and approval processes to include such
183 markers as: recruitment goals, student retention, development of curriculum (including the
184 surgical focus), adequate clinical training sites/slots, operational and personnel budgets and
185 faculty retention.
186 - Establishment of student and programmatic monitoring variables for student and
187 programmatic outcome indicators, curricular cohesion and assurance for program
188 compliance with ARC-PA and SACSCOC requirements.

189 **DMS:**

- 190 - Recent curricular modifications and budget adjustments are in keeping with programmatic
191 and institutional missions and goals of service.
192 - Continuing recruitment from the Appalachian area and underserved areas beyond.
193 - Continue to graduate highly trained clinicians who are willing and able to work at the
194 highest tier of their ability and knowledge.
195

196 **Duncan School of Law**

- 197 • Submit all proposals for accreditation substantive changes/approvals sequentially through
198 the appropriate curriculum committee(s), program(s), department(s), college(s), school(s),
199 division(s), and Academic Council. This may include, but is not limited to, feasibility
200 studies, adequacy of faculty, staffing plans, mission compatibility, budget pro forma and all
201 budgetary implications.

202 The appropriate vice president will present proposals to the President's Cabinet

203 The appropriate vice president will inform the Institutional Effectiveness Committee
204 after review/approval by the Cabinet and Board of Trustees

- 205 ➤ There have been no major changes to the J.D. program in 2019-20.
206 ➤ There have been some minor changes, including development of new courses
207 and revision of existing courses.
208 ➤ Each curricular change goes through the law school's Curriculum Committee
209 (chaired by the Associate Dean for Academic Affairs) and the faculty. It is then
210 presented to Academic Council for affirmation.

- 211 • Ensure academic programs receive review of financial pro forma and marketing plans prior
- 212 to entering the academic approval process beyond the school/college level
- 213 • Demonstrate that assessment results and outcomes are used to improve/support curricula,
- 214 programs, compliance with accreditation criteria, and the annual budget process
- 215 • Document assessment results using appropriate technology
- 216 • Distribute and use documented assessment results to guide program improvement, support
- 217 or discontinuation
- 218 • Include adequate funding in the program budget pro forma for marketing new and existing
- 219 programs
- 220 • Suggest: Goal 3.6 (162): Review and recommend specific adjustments to funding for
- 221 marketing new and existing programs.
- 222

223 **College of Veterinary Medicine**

- 224 • LMU-CVM received full accreditation in January 2019. Will continue to provide accrediting
- 225 body bi-annual reports to maintain status upon approval of LMU Administration.
- 226 • The Class of 2020 had an 88% pass rate in the first attempt of the North American Veterinary
- 227 Licensing Examination (NAVLE)
- 228 • Accrediting Body requires 80%.
- 229 •The Outcomes & Assessment Committee and the Curriculum Committee assess and review data
- 230 to support any needed changes to the curriculum.
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- 232

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

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235 **Objective 1.2:** Create, revise, support or discontinue academic programs.

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237 **Progress:**

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239 **Allied Health Sciences**

240 *Sport and Exercise Science Department (SES)*

241 • The teach out of Physical Education major student continues with 5 students remaining in
242 the major.

243 • The SES department introduced a new major in fall 2019, Exercise and Rehabilitation
244 Science, designed to serve as an entry pathway into the LMU DPT program.

245 • 3+3 plans were established between Exercise and Rehabilitation Science major and LMU
246 DPT and between the General Exercise Science, pre-OTD track and LMU OTD
247 programs.

248 • New concentrations in Sport Coaching and Sport Therapy were introduced in fall 2019.

249 • The Athletic Training program teach out concluded in May 2020.

250 *Veterinary Health Science and Technology Department (VHST)*

251 • The Veterinary Medical Technology AS degree was updated to reflect the option of
252 either any biology or chemistry course with lab to satisfy the AS general education
253 science requirement. This replaces the requirement of BIOL 230 Microbiology.

254 The VHST department is supporting cognates in Veterinary Science and One Health, in
255 conjunction with the newly approved General Studies BS degree option.

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257 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

258 • MPA/MSCJ: both programs are fully online and can be completed in 16 months

259 • MPA graduate program has been approved as a dual credit program with the Duncan
260 School of Law

261 • MPA graduate program is working on an early entry program for undergraduate seniors
262 who are mid-way through their senior year and meet all admissions criteria

263 • Theater classes are growing in enrollment. The curriculum for the minor
264 is being reviewed

265 • Bb Collaborate is being used in the graduate programs and for online classes.

266 • Programs that are under consideration for the coming year include:

267 ○ MS in Psychology (to be implemented this year)

268 ○ Minor in Philosophy has been put in place this year

269 ○ Communications and Media (CAM) dual concentration program of Media
270 Communications (MCOM) and Professional Communications (ProCom) is being
271 considered

272 ○ Reduction of graduate majors' credits from 36 to 30

273 ○ PsyD program is being discussed and information gathered

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278 **School of Business**

- 279 • A new Bachelor of Business Administration (BBA) concentration in Business
280 Analytics was designed and approved within the 2019-2020 academic year, and is set
281 to launch in Fall 2020.
- 282 • A new BBA concentration in Healthcare Administration was designed and approved
283 within the 2019-2020 academic year, and is set to launch in Fall 2020.
- 284 • A new BBA concentration in Management Information Systems was designed and
285 approved within the 2019-2020 academic year, and is set to launch in Fall 2020.
- 286 • A new BBA concentration in Nursing Home Administration was designed and
287 approved within the 2019-2020 academic year, and is set to launch in Fall 2020.
- 288 • The Master of Business Administration (MBA) program has transitioned to a fully
289 online format beginning Spring 2020 to promote and support program flexibility.
- 290 • The MBA Healthcare Administration concentration was introduced in Fall 2019, and
291 has grown in popularity among both MBA students and dually enrolled DO/MBA
292 students. Seven MBA students are currently enrolled within the Healthcare
293 Administration concentration, and 14 dually enrolled DO/MBA students are currently
294 enrolled within the Healthcare Administration concentration. Additional applicants
295 are set to begin Fall 2020.
- 296 • The MBA Operations Management concentration was introduced in Fall 2019, and
297 has grown in popularity among MBA students. Six MBA students are currently
298 enrolled within the Operations Management concentration, with additional applicants
299 beginning Fall 2020.
- 300 • A new MBA concentration in Business Analytics was designed and approved within
301 the 2019-2020 academic year, and is set to launch in Fall 2020.
- 302 • A new MBA concentration in Nursing Home Administration was designed and
303 approved within the 2019-2020 academic year, and is set to launch in Fall 2020. This
304 program has been approved by the Tennessee Board of Examiners for Nursing Home
305 Administrators to fulfill the educational requirements for an Administrator in
306 Training (1020-01-04).
- 307 • A Graduate Certificate in Nursing Home Administration was designed and approved
308 within the 2019-2020 academic year, and is set to launch in Fall 2020. This program
309 has been approved by the Tennessee Board of Examiners for Nursing Home
310 Administrators to fulfill the educational requirements for an Administrator in
311 Training (1020-01-04).
- 312 • A new JD/MBA Dual-Degree program was designed in partnership with LMU's
313 Duncan School of Law with the purpose of providing JD students the opportunity to
314 earn their MBA while simultaneously enrolled within their professional program.
315 This program will launch Summer 2020.
- 316 • The Master of Science in Business Analytics (MSBA) hybrid program with original
317 curriculum was taught out. Recruiting for a new online MSBA program with an
318 updated and revised curriculum is underway. The new MSBA program is set to
319 launch Fall 2021.
- 320 • The transition of the Doctor of Business Administration (DBA) program to a fully
321 online model has aided in program interest. A cohort of 11 students began the
322 program in Fall 2019, which is an increase from the five-person cohort that began
323 within the hybrid program in 2018.

324 **Caylor School of Nursing**

- 325 • The CSON had two successful site visits in Fall 2019, one by the Tennessee Board of
326 Nursing (TBON) and one by the Kentucky Board of Nursing (KBON). The CSON received
327 continual approval with no recommendations.
- 328 • The CSON also had a successful site visit in Spring 2020 by the Florida Department of
329 Education with no recommendations. A report was submitted in February 2020 which will be
330 reviewed at their June meeting.
- 331 • The CSON submitted a substantive change to Accreditation Commission for Education in
332 Nursing (ACEN) in April 2020 for the transition of the MSN Nurse Anesthesia concentration
333 to a BSN-DNP degree. A second substantive change was submitted in May 2020 to ACEN
334 for the MSN FNP and FPMHNP concentrations to seek approval for online delivery options.
- 335 • The MSN program Self-Study Report will be submitted to ACEN in August 2020 with a site
336 visit scheduled for September 29-October 1, 2020. We were recently notified that this will be
337 a virtual site visit.
- 338 • The DNP program Self-Study Report will be submitted to ACEN in January 2021 with a site
339 visit scheduled for March 9–11, 2021.
- 340 • Two reports (an application report and self-study report) will be submitted to the Council on
341 Accreditation for Nurse Anesthesia Educational Programs (COA) for the transition of the
342 MSN Nurse Anesthesia concentration to a BSN-DNP degree. These are due in July 2020.

343

344 **LMU-DCOM**

- 345 • LMU-DCOM continued additional support for preparation of the COMLEX Level I
346 licensing exams taken after year 2 of the 4-year curriculum with the addition of the
347 Kaplan Question Integrated Plan and up to 10 weeks of additional study time available
348 prior to the 3rd year rotations.
- 349 • LMU-DCOM has provided additional support for preparation for the COMLEX Level 2
350 licensing exams taken after year 3 of the 4-year curriculum with the addition of Case X
351 through Online MedEd and Kaplan I-Human patient simulation modules.
- 352 • The LMU-DCOM Interprofessional Education and Simulation department hosted 71
353 events and 12,209 student encounters in the Clinical Exam Center utilizing standardized
354 patients and patient models. The following programs were supported: Doctor of
355 Osteopathic Medicine (DO), Physician Assistant (PA), Family Nurse Practitioner (FNP),
356 Doctor of Veterinary Medicine (DVM), and Social Work (BSSW).
- 357 • The LMU-DCOM American Heart Association (AHA) Training Center provided 109
358 courses and 1,244 students. Courses included: American Health Safety Institute (AHSI),
359 BLS, ACLS, PALS, High School (HS) CPR K-12, HS First Aid (FA), HS CPR AED, and
360 HS CPR AED FA
- 361 • The LMU-DCOM Alumni Office held the 4th Annual CME (Continuing Medical
362 Education) conference virtually with 122 paid participants on June 12-14, 2020. This
363 program was approved for 16 hours of AOA and AMA-PRA CME credit.
- 364 • The Doctor of Occupational Therapy program submitted the candidacy application for
365 accreditation to ACOTE on April 14, 2020 for a May 2021 start.
- 366 • The Doctor of Physical Therapy program will submit the candidacy application for
367 accreditation to CAPTE before November 1, 2020 for a May 2021 start.

- 368 • The LMU-DCOM GME Office is actively working with Henry County Medical Center to
369 develop a new Internal Medicine Residency Program, as well as Appalachian Regional
370 Healthcare to develop a new Psychiatry Residency Program at ARH Hazard Medical
371 Center. Both of these institutions are seeking HRSA Rural Residency Development
372 Grants. Henry County Medical Center in Paris, Tennessee and ARH-Hazard each serve
373 as core-sites for Osteopathic Medical Students (OMS).

374
375 **Carter and Moyers School of Education**

- 376 • The CMSE Undergraduate Initial Teacher Licensure Program (ITLU) initiated the teach-
377 out process and discontinued offering the Physical Education Initial Licensure and Music
378 Licensure programs due to continuing low enrollment and low demand for teaching
379 positions in those two disciplines.
- 380 • The SOE worked with the LMU Legal Department to initiate and finalize state-required
381 contractual partnerships with area school systems where candidates are placed for clinical
382 experiences. A full-time faculty position was assigned for oversight of partnerships and
383 candidate placements. The SOE currently has 33 state approved partnership agreements
384 and Memoranda of Understanding where candidates are placed.
- 385 • The ITLU Program increased the number of required clinical hours and the number of
386 service learning hours before the final semester of student teaching in response to
387 feedback from cooperating teachers in the field. Service learning experiences have
388 provided more opportunities to determine if they actually want to become a teacher, to
389 make connections out in the community for future employment/recommendation), and
390 strengthens their resumes.
- 391 • The ITLU Program added a literacy class to the secondary licensure programs of study as
392 mandated by the TDOE new literacy initiative.
- 393 • The ITLU program implemented a fully electronic collection requirement for candidate
394 portfolio within the VIA assessment system as required by CAEP and TDOE. All
395 candidate assessments are housed in VIA for ease of review by the school and
396 accreditation and licensure entities.
- 397 • The Master’s in Initial Teacher Licensure Program (MEditL) added and enrolled
398 students in a new state-approved graduate level Special Education Program.
- 399 • The MEdITL Program reduced the number of credit hours required to do the add-on
400 endorsement in Special Education to make the program more competitive with area
401 institutions.
- 402 • The MEdITL program applied for a TDOE grant that would provide financial support for
403 18-36 candidates enrolling in the add-on endorsement option for Special Education
404 licensure- a critical needs area.
- 405 • The MEdITL program embedded required literacy skills in existing courses as required
406 by the state.
- 407 • Beginning with the 2019 year, all MEdITL secondary students were required to
408 successfully complete EDUC 580 and C&I 509 with a grade of B or better to be
409 recommended for licensure. MEdITL created a hybrid course -EDUC 509- to replace
410 C&I 509 for secondary students. hybrid course was approved by Academic Council.

- 411 • With the 2020-2021 year the MEdITL program will begin a second year of research to
412 ascertain if a self-directed assessment of candidates provides predictive data of candidates
413 who will need further support with the increased rigor in EDUC 580 and C&I 509. This
414 would help faculty to front load support rather than waiting until candidates are struggling.
- 415 • The MEdITL program has initiated preliminary discussions regarding additional support
416 for organization and mental health issues for students, particularly concerning COVID-19
417 impact.
- 418 • The MEd non-licensure program has completed its second fully online cohort and faculty
419 are reviewing their most recent course evaluations in preparation for the start of third
420 cohort in August.
- 421 • Counseling and Guidance Program faculty redesigned rubrics and key assignments for
422 updating assessments for CACREP.
- 423 • Each of the eight core curricular areas for CACREP have been assessed during the 2019-
424 2020 year. Preliminary results show improvement in target standards as detailed in the
425 2019-2020 program OAR.
- 426 • The Educational Specialist (EdS) program transitioned to on-line and hybrid formats for
427 the EdS degree.
- 428 • All EdS and MEd faculty received training in improving students' academic writing
429 skills.
- 430 • Beginning with the start of academic year 2019 – 2020 all School Counseling students
431 are now required to take two separate classes on legal issues in the public school system -
432 SPED 530 (Special Education Law) and Ethics And IL 561 (School Law). All school
433 counseling students in the 2019 - 2020 year have completed and passed both classes.
434 Candidates interviewed during the recent CAEP review were commended by the site lead
435 for their high level of knowledge of and experience with Special Education Law.

436 **School of Mathematics and Sciences**

437 The Department of Biology created a pre-health professions track to replace the pre-med track.
438 This new track creates choice for students to take courses that best fit their desired career paths
439 and allows for students entering a variety of health care professions, not just medicine. Both
440 Conservation Biology tracks were revised to reflect changes in course offerings and provide
441 areas of choice to allow flexibility in schedules.

442 **School of Medical Sciences**

- 443 - Investigating the feasibility of a hybrid (in-person & online) Physician Assistant Program
444 in addition to the two current traditional model programs.
- 445 - Investigating the development of a dual Physician Assistant and Clinical Anatomy degree
446 program.
- 447 - Development of a center for CME certification and the delivery of category I CME
448 programs.
- 449 - Investigating the feasibility of a clinical certificate program through the current DMS
450 degree components.

451 **Harrogate:**

- 452 - Made multiple changes to the didactic and clinical training sections of the program in
453 response to the COVID-19 pandemic including a delay of graduation for the Class of 2020
454 to ensure that competency minimums were achieved by all students.
455 - Applied for entry level doctorate PA program, however the ARC-PA does not have the
456 authority to accredit doctoral-level PA programs and no other professional accreditation
457 exists. Will look to re-apply when option is available.

458 **Knoxville:**

- 459 - Curriculum approved by the LMU Academic Council and submitted to the ARC-PA as part
460 of the Provisional Accreditation Application.
461 - Developing Orthopedic Grand Rounds in conjunction with Tennessee Orthopedic Clinic
462 which will award Category I CME credit beginning in November 2020.
463 - Investigating the feasibility of a hybrid PA degree with an anatomy, imaging or research
464 arm or focus.

465 **DMS:**

- 466 - Full restructuring of the three-semester research course for greater depth and flexibility.
467 - Investigating the feasibility of clinical certificates awarded to those completing a
468 specialized section of the core programs modular sections.
469

470 **Duncan School of Law**

- 471 • Consider and implement innovative approaches to instructional delivery and student
472 Learning
473 • Continue the development and implementation of new academic programs including, but
474 not limited to: (1) Continuing Medical Education (CME); (2) Graduate Medical
475 Education (GME); (3) Doctor of Veterinary Medicine (DVM); (4); Master of Science in
476 Business Analytics; (5) Doctor of Business Administration (DBA); (6) Master of Public
477 Health; (7) DVM/MBA joint degree; (8) DVM/PhD with University of Kentucky; (9)
478 3+4 DVM with Daemon College (Buffalo, NY) and Berry College (Georgia); (10)
479 Doctor of Medical Science (DMS); (11) PhD in Clinical Anatomy; (12) BS in Computer
480 Science; (13) DVM/MS; (14) MSN NBA; (15) integrative bioscience PhD; (16) Graduate
481 certificate in Business Analytics; and (17) additional undergraduate, graduate, and
482 professional programs
483 • Continue/begin investigation of new academic programs including, but not limited to: (1)
484 reciprocal licensure pathways for teachers and leaders from Alabama and Georgia; (2)
485 Master of Science in Athletic Training; (3) Master of Arts in Psychology; (4) Doctor of
486 Osteopathic Medicine/Juris Doctor (DO/JD); (5) JD/MBA and JD/MPA joint degree
487 programs; (6) JD/DVM joint degree program; (7); (8) international programs and other
488 collaborative efforts; (9) BA in Communication Arts; (10) Additional concentrations and
489 programs in Mental Health and Counseling; (11) Medical Laboratory Science to Corbin,
490 Chattanooga and Knoxville extended learning sites; (12) School librarian endorsement;
491 (13) Occupational Therapy; (14) Doctor of Physical Therapy (DPT);; (15) 3 + ¾
492 professional programs and undergraduate programs to include law, medicine, and
493 veterinary programs (16) certificates of therapy (Art and Music); (17) DVM/MPH joint
494 degree; master of veterinary medical education; (18) MSN Nursing Education; and (19)
495 additional undergraduate, graduate and professional programs, including degree
496 completion programs, bridge programs, and certificate programs

- 497 ➤ In 2019-20, the law school worked with the School of Business and the School
498 of Arts and Sciences to develop a dual-degree JD/MBA program and a joint-
499 degree JD/MPA program. Students have begun to enroll in the JD/MBA
500 program as early as the summer 2020 semester.
- 501 ➤ The law school has approved an accelerated J.D. program. Full-time and flex-
502 time students can complete their degrees in 2.5 years or 3.5 years, respectively,
503 if they obtain a minimum 3.0 GPA in their first year.
- 504 • Continue to explore opportunities to provide academic program offerings at existing or
505 new extended learning sites
 - 506 • Continue to improve coordination between Harrogate and extended learning sites with
507 emphasis on budget development, human resources, marketing, facility operations,
508 student and academic support services, technology, learning resources, and comparability
509 of courses/programs
 - 510 ➤ The IS department has been very helpful in providing the law school with
511 new technology options for delivery of distance education classes.
 - 512 • Continue to explore, secure, and utilize technology to enhance the instructional delivery
513 process
 - 514 ➤ The law school’s Academic Standards Committee and faculty adopted new
515 distance education policies in 2019-20 and offered its first distance education
516 courses, Legal Research III and Healthcare Law.
 - 517 ➤ A committee of faculty and staff members is beginning to develop plans for
518 an part-time J.D. program, with a majority of hours to be delivered online.
 - 519 • Continue to provide relevant professional development opportunities for all faculty,
520 including training for program promotion to enhance enrollment and retention
 - 521 ➤ Each full-time faculty member is allocated professional development funding,
522 which can be used to present at and/or attend relevant workshops and
523 conferences, join relevant professional associations, and keep his or her law
524 license current.
 - 525 ➤ The Associate Dean of Faculty and the Faculty Development Committee hold
526 monthly workshops on issues of interest to the faculty. This Committee has
527 been vital in providing resources to the faculty during the law school’s
528 transition to distance education in the spring and summer 2020 semesters and
529 in preparation for the fall 2020 semester
 - 530 • Continue the process for obtaining full ABA and AVMA accreditation
531 Completed.

532
533 **College of Veterinary Medicine**

- 534 • The Center for Innovation in Veterinary Education and Technology
535 (CIVET) serves as an incubator for development of innovative teaching
536 approaches and technology in veterinary medicine through educational
537 research and the development of teaching models, digital based interactive
538 books and cloud-based study materials.
- 539 • The Center for Animal and Human Health in Appalachia (CAHA) is hosted
540 the fifth annual CAHA Conference in fall 2019 to connect multiple
541 disciplines across LMU campus together with one-health leaders and experts
542 to develop one-health leaders.

- 543 • Cooperative Agreements between The University of Kentucky College of
- 544 Agriculture, Food and the Environment, Department of Veterinary Science
- 545 (Gluck Equine Research Center) and Veterinary Diagnostic Laboratory and
- 546 Lincoln Memorial University-College of Veterinary Medicine allow students
- 547 to gain research and pathology experience at centers of excellence
- 548 • The DVM program received full accreditation from the American Veterinary
- 549 Medical Association Council on Education (AVMA COE).
- 550 • 3+4 DVM Daemen College contract has been initiated and signed
- 551 • A DVM/MS is offered in conjunction with the School of Math and Science
- 552 • A DVM/MBA is offered in conjunction with the School of Business.
- 553 • A DVM/PhD (UK) is funded for two LMU-CVM graduates and awarded by
- 554 the University of Kentucky.
- 555 • A DVM/PhD is undergoing approval in conjunction with the School of Math
- 556 and Science and DCOM.
- 557 • A Rural Practice Certificate program was implemented in spring 2018 for
- 558 fourth year students and has trained 50+ LMU-CVM and LMU-DCOM
- 559 seniors.
- 560 • JD/DVM is being considered once accreditation is finalized for both
- 561 programs
- 562 • Additional 3+4 veterinary programs are being investigated with Colleges
- 563 and Universities that have a significant undergraduate enrollment into the
- 564 CVM
- 565 • A DVM/MEd is being developed in conjunction with the School of
- 566 Education.
- 567 • Due to the COVID-19 pandemic, LMU-CVM transitioned to a virtual
- 568 classroom and lab setting for the Spring 2020 semester.
- 569 • Media Site used to record all lectures. Faculty currently working to transfer
- 570 Media Site lectures to Podcasts to further enhance learning.
- 571 • National Board prep material being created in podcast format.
- 572 • Faculty / Staff conferences held for opportunities for CE and to learn new
- 573 skills and techniques
- 574 • VetEd rounds held to stay up to date on latest in journal publications and
- 575 research.
- 576 • Funds provided to assist faculty in purchase of books and memberships as
- 577 well as travel to conferences.
- 578 • AVMA COE approved full accreditation for LMU-CVM
- 579

580 **School of Optometry**

- 581 • During 2020 LMU submitted notification to SACSCOC regarding its intention
- 582 to start a School of Optometry with a seated class as of 2022.
- 583 ○ LMU also hired a full time Dean of the School of Optometry to support
- 584 this endeavor.
- 585

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

587

588 **Objective 1.3:** Ensure that new and revised programs have clearly articulated student learning
589 outcomes.

590 **Progress:**

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592

593 **Allied Health Sciences**

594 *Sport and Exercise Science Department (SES)*

595 • The Sport Therapy concentration was introduced in fall 2019 with the following
596 assessment processes:

- 597 ○ Graduate rates and retention based on 80% graduation with degree
- 598 ○ Pass rates related to Benchmark-80% of students will receive passing score of
- 599 85% or better
- 600 ○ Annual student evaluations will be reviewed to determine quality of instruction
- 601 ○ Annual student evaluations will review comments to determine if improvements
- 602 can be made

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605 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 606 • The online MSCJ and MPA programs have had their learning outcomes reviewed to
- 607 ensure that as they have been moved to fully online programs, the learning outcomes
- 608 continue to reflect the expected needs of each of the fields or study.
- 609 • The newest track in psychology, premedical psychology, has updated learning outcomes
- 610 that reflect the program competencies, the needs for students to be prepared to be
- 611 successful on the MCAT examination, and to do well in the natural science classes.
- 612 • The faculty of the revised CAM program have reviewed learning outcomes and ensured
- 613 that they have a clear articulation in new syllabi.
- 614 • All programs in AHSS have learning and program goals reflected in Outcomes
- 615 Assessment documents, program literature such as rack cards, and in department mission
- 616 statements.
- 617 • Web pages for all programs state expectations, program requirements, and goals.
- 618 • The Arts in the Gap (AITG) program advisory council meets in November and focuses
- 619 the direction of the program and its many events. Its website has been updated and a new
- 620 webpage for enrolling in events is available
- 621 • CSWE accreditation takes place this year; all standards learning outcomes have been
- 622 updated to ensure a positive reaffirmation result.
- 623 • All programs work closely with the AHSS Recruiter and Student Success Coordinator to
- 624 ensure programs are assessed for quality and currency of student and organization needs.
- 625 Changes are recommended as needed.
- 626 • Reevaluation of all program learning outcomes undergraduate and graduate catalog
- 627 information to ensure consistency and correctness regarding academics and policies.
- 628 • English program Check-sheet portfolios are scored by faculty to assess course syllabi. The
- 629 results have been used to ensure the consistency of assignments and reading load across the
- 630 • English curriculum and to encourage the continued effectiveness of the program's
- 631 course Planning.

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School of Business

- Student learning outcomes are formulated with the revision and addition of each new program and concentration option.
 - Student learning outcomes for the new BBA - Business Analytics, BBA - Healthcare Administration, BBA - Management Information Systems, BBA - Nursing Home Administration, MSBA, MBA – Business Analytics, MBA – Nursing Home Administration, and Graduate Certificate – Nursing Home Administration are measurable and were formed in accordance with Bloom’s Taxonomy.
 - All measurement processes have been put into place for the upcoming academic year.
- Annually reevaluate catalog and other media content to ensure consistency and correctness regarding academics and policies.
- Collaborate with marketing, academic and student support services, and student recruitment to publicize academic expectations.

Caylor School of Nursing

The CSON has a Systematic Plan of Evaluation (SPE) for the ASN, BSN, MSN, and DNP programs. This also includes data that is pulled out and specific to any concentrations that are offered in these degree programs. A variety of surveys are utilized for our data collection methods by students, faculty, alums, and employers.

LMU-DCOM

The two new programs under development, Doctor of Occupational Therapy and Doctor of Physical Therapy have clearly articulated student learning outcomes objectives essential to measure student competency and to meet accreditation standards.

Carter and Moyers School of Education

As of January 1, 2019, all candidates in initial licensure programs in the State of Tennessee are required to produce a passing score on the newly mandated edTPA portfolio assessment implemented by the TDOE in order to be licensed. MEdITL and ITLU have fully implemented the independently scored edTPA assessment and the SOE currently has a designated faculty member who provides oversight, remediation and reporting for the semester long assessment. Data are now being now used to determine patterns of strengths and weaknesses in the program through analysis of the 15 rubrics and levels of success throughout the program. For the Fall 2019 semester, 100% of both undergraduate and graduate candidates passed the edTPA assessment. For the Spring 2020 semester, 88% of UG passed and 100% of the MEdITL candidates passed for an overall pass rate of 96%. UG candidates who did not pass edTPA had passed the state PLT exam and were therefore not required to retake edTPA to receive licensure.

School of Mathematics and Sciences

The departments in the School of Mathematics and Sciences reviewed student learning outcomes (verifying they are part of syllabi) and adjusted rubrics in seminar courses to reflect evaluation of the outcomes.

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School of Medical Sciences

Harrogate:

- Course syllabi goals and lecture objectives were re-evaluated in response to curriculum sifting to an online and hybrid model to ensure maximum clarity and relevance to instructional methods and assessments.
- Program Curriculum Committee continues to meet quarterly to review instructional outcomes and student survey results to allow for more rapid interventions.

Knoxville:

- Final program and course structure, course syllabi and lecture/skill objectives are reviewed in an ongoing manner for the anticipated start of October 2020.
- Continued monitoring and revisions will take place through the first cohorts to ensure the best alignment with initial goals and outcomes with the program’s surgical focus.

DMS:

Continued review of program outcomes, including student survey results, to ensure clarity of instructional goals, objectives and competencies through Curriculum Committee monitoring and Director lead real-time responses.

Duncan School of Law

- Clarify expectations for each program
 - Student handbook has been revised to include detailed explanations of expectations for full-time and flex-time students.
- Publicize academic expectations via appropriate channels
 - DSOL's curricular requirements are published on the DSOL website and in its Student Handbook and Catalog, which is updated annually.
 - Incoming students are made aware of DSOL's academic expectations through presentations at Orientation and follow-up meetings with their faculty academic advisors, academic success professionals, and the Associate Dean for Academic Affairs.
 - Students meet with advisors each semester to ensure they are meeting academic expectations
- Ensure accuracy and consistency of information in all catalogs, handbooks, program
 - DSOL faculty and student handbooks updated each year to reflect all modifications to policies and procedures.
- Collaborate with marketing, academic and student support services, and student recruitment to publicize academic expectations
 - The Associate Dean for Enrollment Services and Assistant Dean for Student Services remain apprised of all academic expectations for incoming and current students.
 - The Associate Dean for Enrollment Services ensures the accuracy of all information on the DSOL website pertaining to student recruitment and academic expectations.
- Document and demonstrate a systematic plan of evaluation for all programs
 - Faculty approved an Assessment Plan that complies with the ABA assessment standards and ensures the assessment of all Programmatic Learning Outcomes over a seven-year period.

- 724 • Develop and communicate college/school-specific accountability processes that
725 demonstrate course-specific academic expectations
726 Assessment Committee has followed the established procedure for faculty to submit course-level
727 evaluation reports to Director of Assessment for all core classes
728
729

730 **College of Veterinary Medicine**

- 731
732 • The LMU-CVM Curriculum Map is nearly complete, assessable to, and
733 usable by all faculty. The faculty voted to revise the curriculum on February
734 2020.
 - 735 • Curricular Map encompassing University, College and
736 Professional goals and expectations. Each course and lecture has
737 student learning objectives that are mapped to a Veterinary
738 Competency as outlined by the AVMA and NAVMEC.
- 739 • American Association of Veterinary Medical College competencies and
740 entrustable professional activities (EPA) are being implemented throughout
741 the curriculum and linked to the LMU CVM curricular map.
- 742 • New rack cards have been developed.
- 743 • New recruitment materials have been developed.
- 744 • A website revision is complete and offers portals to all relevant sources.
- 745 • The LMU CVM Outcomes and Assessment committee reviews all
746 assessments and surveys performed by the CVM. Recommendations and
747 data are provided to the LMU CVM curriculum committee for action.
- 748 • The LMU CVM has developed a curricular map to assess the curriculum for
749 redundancies and omissions.
- 750 • Student handbooks are accessible digitally and are regularly reviewed with
751 academic expectations.
- 752 • Syllabi are updated and reviewed by the LMU-CVM curriculum committee
753 and are provided to students in digital format through Blackboard and the
754 LMU-CVM Student team site.
- 755 • Faculty/Staff Summer Training is conducted each summer to offer updates
756 to didactic and clinical skills.
- 757 • Objective Structured Clinical Examination (OSCE) Grader Training is
758 conducted each semester prior to OSCE examinations and pre-OSCE
759 meetings are held in the morning before OSCE examinations begin.
- 760 • Course learning objectives and individual lecture objectives are linked to the
761 LMU CVM curricular map.

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

763

764 **Objective 1.4:** Use a comprehensive evaluation process, based on professional and institutional
765 expectations, relative to teaching, research/scholarly activity, service, and as applicable clinical
766 activity.

767 **Progress:**

768

769 **Allied Health Sciences**

770 *Sport and Exercise Science Department (SES)*

771 • One new faculty member participated in the LMU New Faculty Academy during the fall
772 2019 semester.

773 • Two faculty members were awarded mini-grants in May 2020.

774 *Veterinary Health Science and Technology Department (VHST)*

775 • One new faculty member participated in the LMU New Faculty Academy during the fall
776 2019 semester.

777 • One faculty member was awarded a mini-grant in May 2020 and will mentor a Ledford
778 scholarship student with a research project.

779

780 **Paul V. Hamilton School of Arts, Humanities and Social Sciences**

781 • • All faculty and staff in AHSS have been evaluated relative to teaching, scholarly
782 activity

783 • and service. All have developed and agreed to at least three goals to be attained for the

784 • following year. All goals for this current year were met, unless otherwise noted in

785 • evaluation documentation.

786 • • AHSS implemented a peer review process for teaching three years ago. This academic

787 • year, the Dean observed most department chairs and the chairs observed many of the

788 • faculty, based upon an approved timeline or schedule factoring in professional status and
789 time at LMU. COVID-19 postponed some reviews.

790 • • Adjuncts are not physically observed but have discussions with department chairs by
791 phone.

792 • Observations are being considered as a possibility for the future.

793

794 **School of Business**

795 • School of Business faculty members are reviewed annually through the LMU evaluation
796 process in teaching, scholarly activity, and service.

797 ○ Scholarly activity reports are submitted in the Fall and Spring semesters of each
798 academic year for ACBSP accreditation purposes.

799 ○ All faculty submit the university required self-assessment.

800 ○ Faculty are evaluated by chairs, including classroom observations.

801 ○ Chairs and program directors are evaluated by the dean.

802 • Recently hired faculty members attended the New Faculty Academy.

803 • The Dean and Chair attended the ACBSP conference in June 2020.

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807 **Caylor School of Nursing**

808 The CSON follows the University guidelines for the evaluation process; a new process was
809 formed and implemented by the University this year.

810

811 **LMU-DCOM**

812 The two new programs under development, Doctor of Occupational Therapy and Doctor of
813 Physical Therapy have clearly articulated student learning outcomes objectives essential to
814 measure student competency and to meet accreditation standards.

815

816 **Carter and Moyers School of Education**

817 Faculty in the School of Education continued to be evaluated by criteria set by the University for
818 promotions and retention.

819

820 **School of Mathematics and Sciences**

821 The School of Mathematics and Sciences conducted annual faculty reviews per guidelines from
822 Human Resources and Academic Affairs. Classroom visits were conducted as part of the
823 evaluation. Faculty completed the self-assessment form, updated their CV and provided course
824 evaluations as part of the review process.

825

826 **School of Medical Sciences**

827 - Current development of a faculty evaluation instrument based on each individuals position
828 profile to help with faculty self-reflection, but also to better guide school/programmatic
829 budgets, workforce planning, faculty development programs (group and individual),
830 programmatic outcomes and to facilitate improved administrative communication. Planned
831 initial yearly initiation of evaluation instrument is September 2020.

832 **Harrogate:**

833 - ARC-PA self-study and LMU annual reviews will also be continued to best provide for
834 faculty development, utilization and workforce refinements to ensure maximal efficiency
835 and student outcomes.

836 **Knoxville:**

837 - ARC-PA self-study and LMU annual reviews will also be continued to best provide for
838 faculty development, utilization and workforce refinements to ensure maximal efficiency
839 and student outcomes.

840 **DMS:**

841 LMU annual reviews will also be continued to best provide for faculty development,
842 utilization and workforce refinements to ensure maximal efficiency and student
843 outcomes.

844

845 **Duncan School of Law**

846 • Use the current University faculty self-assessment form based on professional and
847 institutional expectations and on key performance indicators, such as course, self, and
848 supervisor evaluations. Other indicators such as faculty credit hour production,
849 research/scholarly activity, student advisement, committee participation, community
850 service, and leadership involvement in their profession or discipline should be
851 considered.

- 852 ○ Consistent with the University's timeline, DSOL faculty members were evaluated
853 in Spring 2020 through the evaluation process outlined in the DSOL faculty
854 handbook.
855 ○ All members were analyzed relative to teaching, research/scholarly activities and
856 service and recommendations for continued employment.
857 ● Review and assess the faculty evaluation process
858 ○ DSOL is considering revisions to the faculty evaluation process to make it more
859 objective and provide more tangible feedback to faculty taking into consideration
860 realistic faculty development goals for the coming year in the areas of teaching,
861 service, and scholarship.
862 ○ Explore faculty peer evaluation and mentor process
863

864 **College of Veterinary Medicine**

- 865 ● LMU-CVM follows the University annual evaluation process. In annual
866 evaluations, faculty discuss workloads (lecture and lab) as well as time
867 allocations to teaching, research and service.
868 ● Professional development funds are available for faculty.
869 ● End of course/instructor evaluations are conducted with each semester.
870 ● E*Value software allows students to evaluate clinics and doctors from
871 clinical year rotations
872 ● A peer evaluation of teaching process for both didactic and laboratory
873 faculty assessment has been developed and approved by the CVM.
874
875

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

877

878 **Objective 1.5:** Enhance the Abraham Lincoln Library and Museum (ALLM), and its services.

879 **Progress:**

880

881 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

882 • Theatre students visit the ALLM to view artwork, gain ideas for plays they write, and
883 research stories.

884 • English students in ENGL-101 support fundraising efforts by ALLM. Donations were
885 made as a result of persuasive letters that were written.

886 • An NEH grant was submitted and awarded in support of ALLM as a result of COVID-
887 19.

888 • Staff of ALLM teach history, general education, and Lincoln courses for AHSS.

889

890 **School of Business**

891 • Faculty members evaluate the library's physical and digital holdings and make
892 recommendations as relevant to its programs. This process specifically occurs when
893 formulating new programs and concentrations to ensure program support and student
894 access to needed scholarly material.

895

896 **School of Mathematics and Sciences**

897 Cumberland Mountain Research Center conducted educational programs and outreach projects in
898 coordination with the library.

899

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

901

902 **Objective 1.6:** Pursue international collaborations to enhance the diversity and quality of the
903 University community and academic programs.

904

905 **Progress:**

906

907 **Allied Health Sciences**

908 *Veterinary Health Science and Technology Department (VHST)*

909 • Dr. Bonnie Price taught a study abroad course “Comparative Global Healthcare” with
910 KIIS in Zanzibar in winter 2019.

911

912 **Paul V. Hamilton School of Arts, Humanities and Social Sciences**

913 • Social Work students accompanied Dr. Buchanan to Tanzania to work in clinics across the
914 country. Dr. Buchanan taught two social work classes while in country.

915 • AHSS instructors were active in teaching classes in China and Costa Rica.

916 • Faculty presented to an organization promoting women's rights in Myanmar.

917 • Faculty presented a paper with a co-author at International Communication Association
918 conference in Washington, D.C.

919 • A criminology instructor continues to work with Chinese students at LMU in translating
920 criminal justice texts into Chinese.

921 • The School of AHSS normally collaborates with the J. Frank White Academy in the annual
922 Latino Fiesta; however, this event was postponed.

923

924 **School of Business**

925 • Continue to enroll and retain international students

926 ○ The Faculty Athletic Representative (FAR) consistently reaches out to various
927 LMU athletics departments to provide information on School of Business
928 programs to assist in recruiting business majors.

929 • Retain a diverse faculty population

930 ○ Numerous faculty members have earned degrees from international institutions.

931

932 **Caylor School of Nursing**

933 The Caylor School of Nursing hosted delegates from The Republic of Georgia in November
934 2019 through the Open World Program. These individuals toured the campus and met with
935 academic leaders at LMU to discuss admissions, curriculum, and student services. One of the
936 focus areas was nursing and healthcare.

937

938 **LMU-DCOM**

939 • LMU-DCOM: The Davis Scholarship is available to LMU-DCOM students to complete
940 rotation opportunities with all expenses paid through affiliation with Gannon Medical
941 University (GMU) in Ganzhou City and Beijing, China. 10 students received the
942 scholarship in April 2019 and 10 students received scholarships in November 2019

943 • LMU-DCOM: Through affiliation and student exchange the following international
944 rotations were approved and scheduled:

945 ○ (10) students -11/11/2019 – 12/6/2019 – Beijing China, GMU

- 946 ○ (1) student – 2/3/20 – 2/28/20 – Townsville, Australia, James Cook University
- 947 (JCU)
- 948 ○ (1) student – 3/2/20 – 3/27/20 – Townsville, Australia, James Cook University
- 949 (JCU)
- 950 ○ (1) student – 3/9/20 – 4/4/20 – Gisborne, New Zealand, Gisborne Hospital

951 **Carter and Moyers School of Education**

- 952 • The School of Education enrolled two international candidates in the EdD program. One
- 953 withdrew and the second is in the dissertation phase.
- 954 • The School of Education began preparations for a second summer study abroad trip to
- 955 Mongolia. The event was cancelled, however, due to the coronavirus outbreak and a state
- 956 department designation of Mongolia as a Level 3 Advisory destination.

957 **School of Mathematics and Sciences**

958 Cumberland Mountain Research Center maintains collaboration with the University of Costa
 959 Rica. Two students spent time during the 2019 summer to collect data and samples for research
 960 projects that were completed at LMU. During the Fall 2019 semester, a student from the
 961 University of Costa Rica came to LMU. She attended classes and presented her research in a
 962 seminar.

963 **School of Medical Sciences**

964 **Harrogate:**

- 965 - Once Pandemic related restrictions have been lifted the program plans to continue with the
- 966 annual Spring Break Medical Missions to Peru, Guatemala, and Honduras.
- 967 - In addition, current clinical affiliations for student clinical exchange with Swindon NHS
- 968 Trust in the UK and James Cook University will continue.

970 **College of Veterinary Medicine**

- 971 • A Memorandum of Understanding signed with James Cook University
- 972 (Australia) for student exchange.
- 973 • A Memorandum of Understanding has been introduced with the Universidad
- 974 San Francisco de Quito (Ecuador)
- 975 • A Memorandum of Understanding has been introduced with the University
- 976 of Pretoria (South Africa).
- 977 • A Memorandum of Understanding signed with James Cook University
- 978 (Australia) for faculty exchange.
- 979 • A Memorandum of Understanding is in process with the University of Santo
- 980 Tomas (Chile).
- 981 • A Memorandum of Understanding has been introduced with the Universidad
- 982 San Francisco de Quito (Ecuador)
- 983 • A Memorandum of Understanding has been introduced with the University
- 984 of Pretoria (South Africa).
- 985 • LMU-CVM has hosted visiting scholars from Chile and India.
- 986 • LMU-CVM accepts transfer students from the Caribbean veterinary schools.

- 987 • LMU-CVM accepts international applications.
- 988 • LMU-CVM has successfully integrated Caribbean veterinary school students
- 989 into the clinical year program.
- 990 • Clinical year students participated in the following international programs:
 - 991 • Briarhill Veterinary Clinic, Galway, Ireland
 - 992 • Sycamore Lodge Equine, Kildare, Ireland
 - 993 • Darwin Animal Doctors, Puerto Ayora, Galapagos (2 students)
 - 994
 - 995

996 **Strategic Goal 1:** *Assess and enhance academic quality*
 997
 998 **Objective 1.7:** Implement the Quality Enhancement Plan focusing on transparent instruction to
 999 enhance student success in general education and gateway courses.
 1000 **Progress:**
 1001

1002 **Allied Health Sciences**
 1003 One AHS faculty member served on the QEP steering committee.
 1004

1005 **Paul V. Hamilton School of Arts, Humanities and Social Sciences**
 1006

- AHSS works closely with the QEP Director to ensure that the program of
 1007 transparency functions effectively and fully in all general education and gateway
 1008 courses.
 1009 - All faculty instructing general education and gateway course underwent training to
 1010 ensure that their courses were utilizing transparent concepts of Purpose, Task and
 1011 Criteria.

1012 **School of Business**
 1013 Three courses in the School of Business are social science elective options for the general
 1014 education curriculum: BUSN 380 Personal Finance, ECON 211 (now, ECON 213) Principles of
 1015 Macroeconomics, and ECON 212 Principles of Microeconomics. These courses promote
 1016 transparent instruction through the uses of categorical and explanatory rubrics for all major
 1017 assignments and projects. Pre- and post-course surveys were administered in compliance with
 1018 the QEP plan. Students are highly encouraged to contact the instructors of these courses with any
 1019 questions concerning course material or assignments.
 1020

1021 **Caylor School of Nursing**
 1022 The CSON pre-nursing students are involved with the QEP in the general education and gateway
 1023 courses at LMU.

1024 **Carter and Moyers School of Education**
 1025 ITLU completed implementation of the QEP in the required general education course EDUC
 1026 210: Educational Technology.

1027 **School of Mathematics and Sciences**
 1028 Department faculty participated in QEP: Transparent Instruction Workshops Spring 2019 and
 1029 implemented materials and information in classes during the 2019-2020 academic year.
 1030 Chemistry and Physics faculty participated/facilitated in QEP workshops in August 2019.
 1031 Departmental syllabi and assignments were modified to reflect QEP implementation as
 1032 appropriate. All members of the Biology department participated in the workshop and
 1033 implemented transparent instruction in their courses.

1034 **School of Medical Sciences**
 1035 All SMS programs are required to have internal processes built around effective and transparent
 1036 instructional goals and outcomes for all students. This includes overarching section or modular
 1037 objectives, course goals and objectives as well as individual lecture/skill instruction objectives.

1038 These are further assessed through the review of student assessment outcomes, student surveys and
1039 focus groups, faculty mentor program and assessment/skills session debriefs. These results are
1040 reviewed each semester by the appropriate directors as well as the Curriculum Committee on a
1041 quarterly basis. The Curriculum Committee also follows up on prior changes made to ensure
1042 intended outcomes were reached.
1043

1044

Strategic Goal 2:

1045

Recruit and retain students so that enrollment,

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integrity and the mission of Lincoln Memorial

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University will be maintained to produce

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knowledgeable and productive citizens of

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society

1050 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
1051 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
1052 *and productive citizens of society*

1053

1054 **Objective 2.1:** Maximize student recruitment through the development of a global,
1055 comprehensive recruitment plan.

1056

1057 **Progress:**

1058 **Enrollment:**

- 1059 • Strategic Enrollment Task Force: included Alumni, Public Relations
- 1060 ○ The committee will collaborate with essential LMU offices
 - 1061 ○ Used Multivariable Testing (MVT).
 - 1062 ○ Prioritized our regional market (175-mile radius) secondary market
 - 1063 ○ Utilized demographic, census, Niche, Common App, Clearinghouse, and ACT/SAT
 - 1064 data and forecasting data to identify potential markets and strategic recruitment
 - 1065 strategies.
 - 1066 ▪ 52,355 names purchased in recruitment efforts for Fall 2019
 - 1067 ▪ Niche: 11,438 leads purchased
 - 1068 ▪ UChat: 131 total prospects
 - 1069 ○ Partner with Alumni Services at several events in Georgia, Florida, and Washington,
 - 1070 D.C., as well as on-campus events (Tree Lighting, Women of Service Fashion Show,
 - 1071 Pearls of Grace, etc.).
- 1072 • Discussions continued regarding establishing a position dedicated to the development of
- 1073 financial literacy at all academic levels.
- 1074 • Partnered with strategic divisions of the institution to evaluate potential for maximum
- 1075 enrollment, taking into consideration:
- 1076 ○ LMU Edge: expansion of dual enrollment offerings with 19 General Education
 - 1077 courses to be offered online.
 - 1078 ▪ Hosted webinar to encourage prospective juniors/seniors to enroll.
 - 1079 ○ Gross Anatomy Dual Enrollment partnership with DCOM, Academic Affairs, and
 - 1080 Knox County to offer an introductory anatomy course with lectures and cadaver lab
 - 1081 experience. Estimate cohort of 30 students.
 - 1082 ▪ Hosted multiple webinars
 - 1083 ○ Created and implemented alternative delivery and advising models via virtual NSR
 - 1084 experience. Created a webpage for new students with video resources, checklist, and
 - 1085 important contact information.
- 1086 • Targeted budgeting to maximize student recruitment reach and marketing exposure
- 1087 • Utilized technology to optimize messaging across various mediums to maintain and
- 1088 accelerate student enrollment levels.
- 1089 ○ Niche
 - 1090 ○ Common App
 - 1091 ○ UChat
 - 1092 ○ Target X
 - 1093 ○ Virtual tour
 - 1094 ○ Interactive new campus maps
- 1095 • Continue to partner with graduate/professional colleges/programs to host recruitment and
- 1096 yield events for all levels of the Institution.

- 1097 • Maintained and enhanced contact with high school counselors, teachers and principals.
- 1098 ○ Hosted 2 counselor lunch events to establish a stronger partnership and showcase all
- 1099 levels of the University's programs. Hosted at DCOM-Knoxville location.
- 1100 • Pursued opportunities to expand the diversity of our staff in order to assist in pursuing
- 1101 opportunities to attract more diversity in student body.
- 1102 • Continue to focus and refine online and virtual communication processes including, but not
- 1103 limited to advising, financial aid consultations, admissions consultations, etc.
- 1104 • Continue to focus on the efficiency and delivery options for New Student Registration to
- 1105 allow for more flexibility.
- 1106 • Created and followed an extensive Communication Blueprint to ensure timely and relevant
- 1107 email, social media, video, text, and mail messaging.
- 1108 ○ Sent over 1 million emails in 2019-2020.
- 1109 ▪ 113,787 FAFSA emails (20,909 viewed; 329 interacted w/ FAFSA link)
- 1110 ▪ 42,391 Happy New Year 2020 Email (4,330 viewed; 343 interacted)
- 1111 ▪ 36,277 NSR Campaign Email (5,443 viewed; 309 interacted)
- 1112 ▪ 48,652 Safest Campus Email (7,472 viewed; 358 interacted)

1113

1114 **Alumni Services:**

- 1115 • Alumni Services coordinated with Dean of Education and Ed dept. on an event to
- 1116 gather Education alumni, prospective students and LMU Dean of Admissions in GA
- 1117 to both network and to gain information on additional LMU degrees with 35 alumni,
- 1118 friends and prospective students in attendance.
- 1119 • Alumni Services worked with admissions to have a table at the following events;
- 1120 Smokies, Fashion Show, and the KMLF
- 1121 • Alumni Services partnered with Admissions to see 156 alumni and friends in Florida
- 1122 and to bring opportunities to future students at several of our events. Florida school
- 1123 counselors, admissions personnel and perspective students mixed and mingled with
- 1124 alumni to remind all just what it means to be a Railsplitter
- 1125 • Alumni Director invited Admissions personnel to speak to students participating in
- 1126 Leadership Claiborne from all three area high schools as well as 24 area business and
- 1127 community leaders
- 1128 • Members of admissions joined us at our alumni events in D.C.
- 1129 • Alumni Services participated in New Student Registration by hosting an alumni table
- 1130 • Alumni Director worked with Dean and Professor of Management of the School of
- 1131 Business to give students and opportunity for summer internship at the TN Secretary
- 1132 of State's office.
- 1133 • Alumni Director partnered with Dean and Professor of Management of the School of
- 1134 Business to recruit students to the MBA program

1135 **School of Allied Health Sciences**

- 1136 • R&SS coordinator attended TACRAO fair at LMU.
- 1137 • R&SS coordinator attended Blue and Gray day.
- 1138 • R&SS coordinator hosted Union County High School allied health class for an LMU
- 1139 visit, tour, and presentation of AHS programs.
- 1140 • R&SS coordinator attended transfer fairs with the admissions transfer liaison at Walters
- 1141 State and Pellissippi State Strawberry Plains campus.

- 1142 • R&SS coordinator set up a recruiting table at Harlan County High School and presented
- 1143 to the English class.
- 1144 • R&SS coordinator attended the Knox County High School counselor information session
- 1145 at Knoxville DCOM West.
- 1146 • R&SS coordinator was present at transfer day at LMU.
- 1147 • R&SS coordinator set up recruiting tables at Pellissippi State Community College
- 1148 Knoxville and Blount County campuses.
- 1149 • R&SS coordinator has attended 2 virtual recruiting events with Walters State
- 1150 Community College and TN Valley STEM.
- 1151 • R&SS coordinator had planned to attend national and regional HOSA
- 1152 conferences, but the conferences were cancelled due to COVID-19 pandemic.
- 1153 • The School of Allied Health Sciences believes attending these events and the
- 1154 college and high school fairs will spread the knowledge of our programs and the
- 1155 new program offers we have in exercise and rehabilitation science with LMU's
- 1156 new OTD and DPT program.
- 1157 • The R&SS coordinator is working with the director of social media and
- 1158 community engagement to create a Facebook and Instagram page for the School
- 1159 of Allied Health Sciences to further market our programs.

1160
1161 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 1162 • Every department in AHSS has a recruitment plan that includes faculty, staff and
- 1163 student involvement in recruitment and retention. Three programs have created
- 1164 detailed low enrollment plans to focus on programs where enrollment has
- 1165 declined or failed to increase over a three-year period.
- 1166 • The CAM faculty created a plan to recruit students from high schools and community
- 1167 colleges. Initial communication with high schools has yielded responses. A video
- 1168 contest is planned again for fall.
- 1169 • Theatre faculty have completed outreach in many high schools in the area,
- 1170 participating in assisting or advising in performances, adjudicating Kentucky play
- 1171 competitions, and working with groups such as KY Promise zone in Berea.
- 1172 • The Art Therapy track has yielded enrollment improvement.
- 1173 • Social Work is focusing on reaching out to first-time, full-time students and
- 1174 community college students in a plan that expands the identified service area of the
- 1175 alumni, students, and placement agencies.
- 1176 • Faculty have been encouraged to increase their advising skills and recruitment efforts
- 1177 with training provided by the School of AHSS the first week in August. Training is
- 1178 required for new faculty through the AHSS mentors' program.

1179
1180 **Carter & Moyers School of Education:**

- 1181 • Undergrad faculty/staff/students visited Cumberland Gap High School three times to meet
- 1182 with high school students who had expressed interest in becoming educators.
- 1183 • The School Education hosted a group of high school students from Morristown and a group
- 1184 from Claiborne High School on campus.
- 1185 • We had a planned event to bring a group from Cumberland Gap High School to campus but
- 1186 it was cancelled due to the pandemic.

- 1187 • Plans are completed to host all three schools for events this fall.
- 1188 • Participated in the Lincoln Leadership Summit in the Fall with undergraduate students
- 1189 meeting the high school visitors to campus.
- 1190 • Had recruitment materials at the Walters State Community College Transfer Fair in Fall
- 1191 2019.
- 1192 • We hosted students for the LMU Full Tuition recruitment event in early Spring semester.
- 1193

1194 **Caylor School of Nursing (CSON):**

- 1195 • The CSON continues to have a need for advertising, especially for online programs and sites
- 1196 with low enrollment. Virtual information sessions were implemented through Zoom due to
- 1197 COVID-19. There were a few weeks of television advertising in the spring, but we are
- 1198 finding that this was not a long enough run time to have an impact. Furthermore, television
- 1199 runs may need to be more program specific. The CSON still believes that it would be helpful
- 1200 to have an individual who is knowledgeable on breaking into new markets.
- 1201 • Applications continue to be obtained for all programs, but they have decreased. The CSON is
- 1202 seeing the impact of COVID-19 already as a result of uncertain personal and financial
- 1203 situations for potential students. Because tuition is higher at LMU than at state schools and
- 1204 community colleges, sometimes financial aid packages do not make up the difference.
- 1205 • The CSON has had a strategic plan for recruitment, but it is difficult to implement it without
- 1206 the resources to support it, especially the new online initiatives that have been requested to
- 1207 start in 2021.
- 1208

1209 **College of Veterinary Medicine (CVM):**

- 1210 • Utilization of a full-time CVM recruiter that promotes the program via visits to K-12
- 1211 schools and colleges/universities throughout the United States.
- 1212 • Specific recruitment attention and outreach was focused within the Appalachian footprint
- 1213 as defined by the federal Appalachian Regional Commission (ARC). The LMU-CVM
- 1214 visited approximately 26 colleges/universities with 61% being located in Appalachian
- 1215 footprint.
- 1216 • Increases in diversity recruitment were made via attendance at Minorities in Agriculture,
- 1217 Natural Resources and Related Sciences (MANRRS) conferences, Annual Biomedical
- 1218 Research Conference for Minority Students (ABRCMS) and the Society for
- 1219 Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS).
- 1220 • Increase diversity recruitment via efforts to visit and collaborate with historically black
- 1221 universities and colleges such as North Carolina Agricultural and Technical College.
- 1222 Please note that visits to Tennessee State University and Kentucky State University were
- 1223 in the process of being scheduled when the COVID-19 pandemic developed.
- 1224 • Increased recruitment activity within national groups such as the National Association for
- 1225 Advisors in the Health Professions (NAAHP); this activity includes active recruitment
- 1226 with the national group along with attendance of recruitment events on a regional
- 1227 level. These events host multiple undergraduate institutions and include college fairs as
- 1228 venues for program information distribution. The NAAHP recruitment event for 2019-
- 1229 2020 year will be hosted virtually due to concerns related to COVID-19 restrictions.
- 1230 • Increased collaboration with local colleges and universities in efforts to establish
- 1231 articulation agreements between the LMU-CVM and the said institutions was
- 1232 fostered. Local outreach efforts are in place with Union College and Southwest Virginia

1233 Community College. Tennessee State University has expressed interest in developing an
1234 articulation agreement with the LMU-CVM in the coming year.

- 1235 • A streamlined internal communication plan has been started and is continual in its
1236 development. This plan includes coordinated messaging and outreach that is applicable
1237 to prospective students, applicants and matriculated students. Messaging is conducted
1238 electronically, physically and via virtual outlets.
- 1239 • Recruitment activities within the LMU-CVM included:
 - 1240 • **Preview Day** - The LMU-CVM hosts an annual Preview Day at the DVTC. This
1241 event is open to current undergraduate students, their family members and advisors
1242 from other higher education institutions. The fall 2020 Preview Day is scheduled to
1243 be a virtual outreach event due to the COVID-19 pandemic. A specific date for the
1244 event has not been established but is expected to be in October.
 - 1245
 - 1246 • **Farm & Family Day** - Each fall CAHA and the Virginia Cooperation Extension
1247 Office collaborates to host this event as a means of outreach to the local community.
1248 Event activities include animal and agricultural outreach, facility tours, games, animal
1249 judging and other fun activities for attendees.
 - 1250
 - 1251 • **College Group Tours** - Colleges and universities from across the region and
1252 beyond are always welcome to tour LMU-CVM facilities. Beginning in June 2019,
1253 these tours began to include not only the DVTC, but also the new College of
1254 Veterinary Medicine Building located on the main campus. Nine group tours were
1255 hosted by the LMU-CVM in the 2019-20 academic year.
 - 1256
 - 1257 • **Virtual Outreach** – For prospective student groups who cannot physically visit
1258 campus, the LMU-CVM has always offered virtual webinars and chat sessions via
1259 software programming such as Zoom.

1260
1261 The COVID-19 pandemic has provided the LMU-CVM with opportunities to
1262 develop, enhance and expand virtual outreach to incoming and prospective students.
1263 Multiple live informational sessions for groups of prospective students were hosted.
1264 These sessions provided attendees with an overview of the LMU-CVM and also
1265 included participation from current students. In addition to these group sessions,
1266 virtual individual consults were also offered as a means for the Admissions team to
1267 provide personalized outreach to prospective students. Virtual outreach to groups and
1268 individual prospects is expected to continue indefinitely in the coming application
1269 cycles.

1270
1271 Virtual outreach was also utilized for online recruitment events hosted by the AVMA
1272 and the National Association of Advisors for Health Professions (NAAHP).

- 1273
- 1274 • **Prospective Student Tours** - Prospective students and their families are
1275 encouraged to tour and visit LMU-CVM facilities. During the 2019-20 recruitment
1276 cycle a total of 74 prospective students toured the LMU-CVM. An online virtual tour
1277 of the LMU-CVM facilities is current under development. This tour will be added to
1278 our website and can be perused at the leisure of prospective applicants.

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- **High School Tours & Outreach** - Outreach to local high schools is an important component of recruitment. Visiting groups are given tours of the DVTC and include hands-on activities in facility wet labs, insight into what veterinary school consists of and interaction with current LMU-CVM students. In addition to hosting high school groups for tours, LMU-CVM students are also active in visiting local high schools to speak with Future Farmers of America (FFA) groups and to take part in college/career fair events. Recruitment efforts were also enhanced via the attendance of local high school counselor luncheons that were hosted by the LMU Undergraduate Office of Admissions; these luncheons were specifically designed to provide regional school systems with more information regarding the undergraduate and professional educational opportunities available at LMU.

- **University-Wide Outreach** – The LMU-CVM actively works to provide enhanced recruitment and outreach to the undergraduate LMU population. This outreach includes facilitation of informational sessions that are designed to provide undergraduate students with knowledge regarding what they can do to become competitive veterinary school applicants. Other inter-campus outreach includes LMU-CVM attendance at state Gear-Up events and institutional career and graduate fairs.

- **This is How We “Role” Program** – The LMU-CVM delivers the This is How We “Role” program as outreach via an afterschool role-modeling program. This program is designed to provide awareness of the vital role that veterinarians play in the health of both humans and animals. This project is made possible via a partnership with Purdue University and is supported by the Science Education Partnership Award of the National Institute of General Medical Sciences, a part of the National Institute of Health.

Duncan School of Law (DSOL)

- DSOL continually evaluates its recruitment and marketing approach and adapts to constantly changing market conditions
- When consistent with the adequate delivery of the program of legal education, classrooms, offices, and meeting spaces are being utilized by other LMU programs
- DSOL added a JD/MBA dual-degree and JD/MPA joint-degree programs with other LMU schools
- DSOL with working with the University’s senior marketing and public relations director and the department’s staff to reimagine our approaches to ensure an effective digital and print strategies
- DSOL is also considering additional or new programs that can be offered in compliance with the Southern Association of Colleges and Schools Commission on Schools and American Bar Association

School of Medical Science:

- Each of the constituent programs within the SMS has a multi-step recruitment and admissions process that ties to the program’s mission statement, goals, professional

1325 accreditation requirements and outcomes measures to ensure the integrity and ongoing
1326 success of the process. All of these aspects are readily available to applicants and are
1327 reviewed annually through the individual Admissions Committees and annual retreats.
1328 - Recruiting and matriculation of students from the Southern Appalachian region as well as
1329 underserved areas country wide is the main demographic population targeted while
1330 students that demonstrate integrity, a strong work ethic, honesty, strong moral fiber and
1331 grit are individual attributes that are filtered for as part of the admissions process.
1332 Outcomes measures that are examined include preceptor evaluations, first-time pass rates
1333 and graduate location and specialty selection.
1334 - The SMS takes a broad view of diversity (described in its Diversity Statement) to not
1335 only include aspects of race, creed, sex, and individual identity but also considers
1336 economic and educational backgrounds to be important variables in the consideration of a
1337 broader citizenship.
1338

1339 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
1340 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
1341 *and productive citizens*

1342
1343 **Objective 2.2:** Meet benchmark goals as established by recruitment plans for individual
1344 populations.

1345
1346 **Progress:**
1347 **Enrollment:**

	2019	Goal
UG	1975	1985
Graduate	884	1173
Professional	2008	1672
Total	4867	5000

- 1348
1349
 - Assisted in the coordination of retention lists for undergraduate Recruiters & Student
1350 Success Coordinators.
 - 2019 6-year retention rate for first-time freshman was 78% (up from 75% in
1351 2018)
 - Fall-Spring return rate for freshman was 90.6%
 - Coordinated with Financial Aid to communicate all resource options available to
1354 prospective students, including “Professional Judgements” after pandemic hit.
 - Partnered with several outside consultants to assist in data pattern analysis,
1355 forecasting, and leveraging communication and other assets.

1356
1357
1358

1359 **School of Allied Health Sciences**

- 1360
 - For fall 2019, AHS projected enrollment of 302; actual fall 2019 enrollment was
1361 319 at census date.
 - To date, 80 new AHS students have been registered through virtual NSR sessions.

1362
1363

1364 **Paul V. Hamilton School of Arts, Humanities and Social Sciences**

- 1365
 - Benchmark goals are set for each major, undergraduate and graduate. There are currently
1366 eight undergraduate programs and two graduate programs that have enrollment goals to
1367 meet.
 - Web pages have been updated and linked to pages with full explanations regarding
1368 programs, goals, initiatives and expectations.
 - All four-year plans and revised program plans have been updated and installed on the
1369 LMU and AHSS web pages.
 - Curricular information has been clarified on all four and two-year plans in line with the
1370 TBR pathways programs and LMU’s requirements for all four and two year degrees.
 - The AHSS recruiter meets with the school dean and assistant dean to discuss the status of
1371 goals, bi-weekly.

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1373
1374
1375
1376

1377 **Caylor School of Nursing (CSON):**

- 1378
 - In Fall 2019, the CSON celebrated a fall enrollment of over 1,000 for the second year
1379 in a row.

- 1380 • It looks like the benchmark goals for Fall 2020 will not be met, primarily due to the
1381 lack of ability to recruit and perform other activities because of COVID-19.
1382

1383 **College of Veterinary Medicine (CVM):**

- 1384 • A total of 1,880 applications were received in the 2019-20 recruitment cycle for a class
1385 size of 125. This is an increase of 10.58% from the prior cycle (2018-19).
1386
1387 • In the 2019-20 application cycle, 17.52% of the applicants were from the Appalachian
1388 footprint.
1389
1390 • Marketing brochures, rack cards and other LMU-CVM promotional items were updated
1391 and disseminated locally, regionally and nationally via the CVM Admissions Office, the
1392 Clinical Relations and Outreach Team, and travelling faculty and staff.
1393

1394 **Duncan School of Law (DSOL)**

- 1395 • DSOL met incoming student enrollment projections for the 2019-2020 academic
1396 year
1397 ➤ 101 students matriculated in fall 2019 (an 7% increase YOY)
1398 • For fall 2020 admission, as of May 31, 2020, DSOL is experiencing a 5%
1399 increase in applications YOY
1400 ○ 2020 – 330; 2019 – 307; 2018 – 340; 2017 – 281; 2016 - 160
1401 ○ The increase contradicts regional trends for the Midsouth Region (-5.2%)
1402 and it is above increase Southeast Region (.6%)
1403 ○ Applications in Tennessee are down YOY (-5.2%)
1404 ○ Nationally, the number of applications are also down YOY (-2.5%)
1405 • For fall 2020 admission, as of June 3, 2020, the number of applicants are down
1406 Midsouth Region (-3.1%); Southeast Region (-1.7%); and National (-2.5%)
1407 • As of June 3, 2020, DSOL is on-track to meet enrollment projections based upon
1408 the number of acceptances and seat deposits received to date
1409 ➤ 91 new students have accepted offers of admission (89 – fall 2019 and 87 -
1410 fall 2018)
1411 ➤ 20-of-the-91 incoming first-year students are identified as ethnic
1412 minorities (21.98%)
1413 • Recruitment efforts throughout the Midsouth and Southeast Regions continue, and
1414 articulation agreements have been signed by 12 colleges and universities whereby
1415 eligible applicants from those schools receive tuition discounts at DSOL if offered
1416 admission and otherwise qualify by meeting established criteria
1417 ○ The University has notified the schools with which we possess agreements
1418 that we wish to terminate all the agreements effective April 2021
1419 ○ Later this fall we will discuss whether we should exclusively offer a
1420 limited number of scholarship opportunities to member schools of
1421 Appalachian College Association (ACA)
1422 • Recruitment of minority applicants remains a priority of the law school

1423 **School of Medical Science:**

- 1424 - The SMS takes a broad view of diversity (described in its Diversity Statement) to not
1425 only include aspects of race, creed, sex, and individual identity but also considers

1426 economic and educational backgrounds to be important variables in the consideration of a
1427 broader citizenship.

- 1428 - Though class matriculant data is processed to observe the Schools defining diversity
1429 criteria, the only variable that plays a role in the actual admissions process is heritage to
1430 the Southern Appalachian region.
- 1431 - The admissions process is reviewed annually as part of the Admissions Committee's
1432 charge with reports delivered to the Faculty Committee within each program. This
1433 review, the use of rubrics and with a rigorous expectation and training to maintain inter-
1434 rater reliability ensure that the selection process is fair and standardized for all applicants.
1435

1436 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
1437 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
1438 *citizens of society*

1439
1440 **Objective 2.3:** Achieve and maintain appropriate enrollment levels in the graduate and
1441 professional programs to meet program capacity goals.

1442
1443 **Progress:**
1444 **Enrollment:**

	2019	Goal
UG	1975	1985
Graduate	884	1173
Professional	2008	1672
Total	4867	5000

1445
1446
1447 **Paul V. Hamilton School of Arts, Humanities and Social Sciences**
1448

- The AHSS school recruiter position was updated this year to include graduate program
1449 recruitment. A plan has been developed and goals determined for recruitment for new
1450 students in both programs.
- The Graduate Programs Administrative Assistant works closely with the AHSS Graduate
1452 Programs Coordinator and the Recruiter and Student Success Coordinator to
1453 maximize recruitment opportunities and enrollment levels.
- The Graduate Programs Coordinator, Recruiter and Student Success Coordinator and
1454 graduate administrative assistant create marketing plans and participate in recruiting
1455 activities including graduate/career fairs, classroom visits, social media usage, and
1456 communication with university career services offices and graduate and undergraduate
1457 instructors.
- Enrollment in both graduate programs has held steady but continues to be in
1459 need of close monitoring.

1461
1462 **Caylor School of Nursing (CSON):**
1463

- The CSON continues to try to maintain enrollment goals for graduate nursing, but
1464 it is difficult since recruitment activities have greatly diminished because of
1465 COVID-19. Furthermore, new student enrollment has been affected due to
1466 uncertain personal and financial situations. Graduate nursing tuition is not staying
1467 competitive with many of our service area competitors.

1468
1469 **College of Veterinary Medicine (CVM):**
1470

- The LMU class size of 125 is a capacity mandated by the AVMA COE.
- For the class of 2024, entering in fall 2020, 327 offers have been extended and 100% of
1473 the 125 seats have been filled.
- For the senior clinical year experience, over 401 clinical practice sites have signed CVM
1475 contracts.

1477 **DeBusk College of Osteopathic Medicine (DCOM):**

- 1478 • LMU-DCOM matriculated 368 students through 3,461 completed applications.
- 1479 • The DCOM recruitment priority area is the Southern Appalachian region including
- 1480 Tennessee, Kentucky, Virginia, Georgia, North Carolina, Alabama, and West Virginia.
- 1481 • From the southern Appalachian region, LMU-DCOM recruited 43.2% of the 368
- 1482 matriculants, and of the 43.2% (159) from southern Appalachia (17.7% increase from
- 1483 2018-2019), 34.2% (126) were from TN, KY and VA (11.5% increase from 2018-2019).
- 1484 • The demographics include 48% male and 52% female; 67.6% White, 20.9% Asian,
- 1485 4.6% Hispanic/Latino, 2.7% Black/African American, 0.8% American Indian/Alaska
- 1486 Native, and 3.2% not reported.

1487
1488 **Duncan School of Law**

- 1489 • DSOL facilities have been evaluated for potential for maximum enrollment
- 1490 ➤ The law school continues to work with the University to maintain and
- 1491 modernize its facility. We also seek to reconfigure at least one of the
- 1492 classrooms to accommodate more students, which is in line with our
- 1493 increasing enrollment.
- 1494 ➤ When consistent with the adequate delivery of the program of legal
- 1495 education, classrooms, offices, and meeting spaces are being utilized by
- 1496 other LMU programs.
- 1497 ➤ The law school has worked with other LMU schools to approve dual-
- 1498 degree programs and has approved an accelerated J.D. program. Faculty
- 1499 and staff are developing plans for a separate part-time program, which
- 1500 would have the majority of hours delivered online.

1501 **School of Medical Sciences:**

- 1502 - Program administrators are cognizant of enrollment numbers needed to meet and/or
- 1503 surpass capacity goals. This goal is incorporated into the overall recruitment and
- 1504 admissions process. By doing so, capacity number of matriculants is achieved while also
- 1505 ensuring that all students have gone through the same rigorous selection process, in order
- 1506 to meet other goals, and that quality students are matriculated. Because of the strong
- 1507 demand for SMS programs in the community at large, capacity numbers have been found
- 1508 to be sufficient in ongoing and regular reviews.
- 1509 - Each SMS program has an extensive remediation and retention mechanism to provide
- 1510 for early identification and intervention for at risk students. Identification variables are
- 1511 based on past outcomes measures. Remediation can take many forms pending the
- 1512 program, however they all include professor to student mentorship, personalized
- 1513 remediation plans and close follow up. Significant resources and faculty time is included
- 1514 in workload calculations to ensure the maximal success and retention of competent
- 1515 students.
- 1516

1517 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
1518 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
1519 *and productive citizens of society*

1520
1521 **Objective 2.4:** To provide appropriate student aid awards to eligible students.
1522

1523 **Progress:**

1524

1525 **Financial Aid:**

1526 **Strategies and Action Plans:**

- 1527 • Reassess the undergrad institutional financial aid practices/philosophy
 - 1528 ○ The institutional financial aid policy will be reviewed and revised annually
 - 1529 to maintain consistency with university goals and resources.
 - 1530 ○ Student Financial Services will continue to use a Noel Levitz model to
 - 1531 package new and transfer students
 - 1532 ○ A target date of Mid-December will be set for new student Financial aid
 - 1533 packages. Will continue to have a very coordinated effort with
 - 1534 Admissions and Student Services.
 - 1535 ○ A cap will be established for returning students who lost academic or
 - 1536 state-based aid and received LMU need-based aid.
 - 1537 ○ Institutional financial aid will be increased along with annual cost of
 - 1538 attendance if the budget allows
 - 1539 ○ Finance and Student Financial Services will monitor spending
 - 1540 continuously to try and keep the discount rate within budget. Trending
 - 1541 data is will be utilized.
- 1542 • Keep track of federal regulations and find the correct time to begin Perkins Loan
- 1543 liquidation process
- 1544 • Start to establish two Financial Literacy Programs. One targeting
- 1545 Graduate/Professional Students and one for undergraduate.
- 1546 • Continue to Assess retention rates
- 1547 • Continue to participate in the full tuition scholarships process.
- 1548 • Continue to utilize the Enrollment Revenue Management System to develop and
- 1549 assess multiple econometrics
 - 1550 ○ On-going and weekly reports are reviewed by Admissions, Student Financial
 - 1551 Services and Finance
 - 1552 ○ Currently in the last year of a two year contract with Noel Levitz
- 1553 • Improve interdepartmental communications
 - 1554 ○ Continue First Stop Approach in Student Financial Services
 - 1555 ○ Continue communication and collaboration with Admissions and Athletics
- 1556 • On-going activities
 - 1557 ○ Continue with an active approach to collect past due accounts and have a goal to
 - 1558 collect no longer than 60 days late. Take a conservative approach with credit
 - 1559 extension to high risk borrowers.
 - 1560 ○ Continue to identify students' financial needs and meet those needs through a
 - 1561 combination of grants, scholarships and self-help aid

- 1562 ○ Re-evaluate the funding level of the Lincoln Grant component of the Financial Aid
- 1563 budget
- 1564 ○ Continue training work study students and supervisors. Spend all allotted federal
- 1565 funds.
- 1566 ○ Continue to monitor Federal and State funds annually
- 1567 ○ Continue work with the Consumer Information Taskforce which created a single
- 1568 webpage for all Consumer Information requirements for LMU.
- 1569 ○ Keep a close eye on the political environment. Student loan interest rates did
- 1570 decrease significantly for 2020-2021. (2.75%, 4.3% and 5.3%). Potential
- 1571 eliminate of PSLF, Loan Subsidy and Parent Plus Loan. One Income Based
- 1572 Repayment Plan.
- 1573
- 1574

1575 **Paul V. Hamilton School of Arts, Humanities and Social Sciences**

- 1576 • Various programs have scholarships awarded specific to their fields through the work of
- 1577 the Office of University Advancement
- 1578 • Last year, scholarships were created for the criminal justice and political science
- 1579 students
- 1580 • The Arts-in-the-Gap program provides scholarship support for students to
- 1581 attend/participate in events.
- 1582 • Faculty from all AHSS departments participate in the annual awards/scholarship
- 1583 ceremony.
- 1584

1585 **Duncan School of Law**

- 1586 • DSOL's Office of Admissions continues to compete vigorously for students who
- 1587 fulfill the mission and goals of the University and law school through scholarships
- 1588 for eligible students
- 1589

1590 **Caylor School of Nursing (CSON):**

- 1591 • The CSON continues to apply for student scholarships with the help of other
- 1592 departments across campus, and we have been successful in securing several tuition
- 1593 awards for ASN and BSN students.
- 1594 • The CSON has applied for and received two HRSA traineeship awards in the past
- 1595 year to provide support for MSN students. In academic year 2019-2020, the CSON
- 1596 secured approximately \$375,000 for Family Nurse Practitioner students, Family
- 1597 Psychiatric Mental Health Nurse Practitioner students, and Nurse Anesthesia
- 1598 students.
- 1599

1600 **College of Veterinary Medicine (CVM):**

- 1601 • The LMU-CVM actively collaborates with the LMU Financial Aid Office (FAO) to
- 1602 ensure that students are provided with the guidance and attention needed regarding
- 1603 financial aid. This include providing incoming and current students with the contact
- 1604 information for the Graduate Financial Aid Officer.
- 1605 • The LMU FAO assists students in obtaining the proper amount of aid needed while also
- 1606 explaining the importance of budgeting and debt accruals.
- 1607 • A total of twenty \$5,000 Appalachian Academic Achievement Award Scholarships are

1608 awarded via the LMU-CVM. These awards are provided to twenty Appalachian students
1609 that have exhibited academic excellence in their educational career. These scholarships
1610 are renewable for four years within a maintained cumulative GPA of 2.75.

- 1611 • The LMU-CVM Office of Admissions collaborated with the LMU FAO to provide a live
1612 online webinar for incoming students. The Graduate Financial Aid Officer provided
1613 matriculated students with a general overview of the financial aid process as it applies to
1614 the LMU-CVM and then responded to submitted questions. It should also be noted that
1615 this officer is also continually available to meet within incoming students individually
1616 throughout the application/enrollment cycle.
- 1617 • The LMU-CVM actively promotes external scholarship opportunities to incoming and
1618 current students. This includes the United States Army's Health Professions Scholarship
1619 Program (HPSP) opportunity.

1620

1621 **School of Medical Science:**

- 1622 - All SMS students have an assigned Financial Aid staff member to whom they submit
1623 formal application for student financial aid awards and who acts as a ready advisor when
1624 issues or change of status occur. Student surveys and focus groups are utilized to ensure
1625 that this mechanism continues to meet student needs and expectations.

1626

Strategic Goal 3:

1627

*Strengthen budgeting, financial planning,
and assessment*

1628

1629 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

1630

1631 **Objective 3.1:** To use the institutional mission statement as the foundation for all budgeting,
1632 financial planning and assessment processes.

1633

1634 **Progress:**

1635 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

1636

1637 **Objective 3.2:** To prepare a balanced fiscal year operating and cash flow budget annually for
1638 Board of Trustees' approval.

1639

1640 **Progress:**

1641 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

1642

1643 **Objective 3.3:** To prepare a five-year operating pro forma and cash flow that reflects strategic
1644 institutional priorities, including academic, operational and capital initiatives.

1645

1646 **Progress:**

1647 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

1648

1649 **Objective 3.4:** To provide budget for debt service, strategic initiatives, contingencies and capital
1650 expenditures.

1651

1652

1653 **Progress:**

1654 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

1655

1656 **Objective 3.5:** To enhance budget management.

1657

1658 **Progress:**

1659 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

1660

1661 **Objective 3.6:** To plan and budget for resources appropriate to support Lincoln Memorial
1662 University as a Level VI institution.

1663

1664 **Progress:**

1665 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

1666

1667 **Objective 3.7:** To utilize financial data to make informed decisions.

1668

1669 **Progress:**

1670

1671

Strategic Goal 4:

1672

Ensure the adequacy and efficient use of

1673

physical and human resources on main

1674

campus and at off-campus sites

1675 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
1676 *resources on main campus and at off-campus sites*

1677

1678 **Objective 4.1:** Provide for the development and use of the physical resources of the
1679 Institution.

1680

1681 **Progress:**

1682 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
1683 *resources on main campus and at off-campus sites*

1684

1685 **Objective 4.2:** Provide a healthy, safe, and secure environment.

1686

1687 **Progress:**

1688 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
1689 *main campus and at off-campus sites*

1690

1691 **Objective 4.3:** Enhance and sustain the Institution's Human Resources (HR).

1692

1693 **Progress:**

1694

1695 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
1696 *main campus and at off-campus sites*

1697

1698 **Objective 4.4:** Evaluate non-faculty administrators and staff compensation against benchmark
1699 salary/benefit levels of peer institutions with respect to position, appointment, experience,
1700 workload requirements, and similar activity to support competitive excellence in staffing
1701 practices.

1702

1703 **Progress:**

1704

Strategic Goal 5:

1705

*Ensure effective and efficient use of
technology*

1706

1707 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
1708 *resources.*

1709
1710 **Objective 5.1:** Plan and budget for appropriate technological resources, including staff,
1711 software, and hardware.

1712
1713 **Progress:**

- 1714 • Upgraded and deployed all new printer and copiers across all campus locations.
- 1715 • Replace Recruiter with Target X.
- 1716 • Upgrade Self-Service to 2.16 which includes emergency information access, new
1717 budget capabilities, employees can now see student restrictions and some financial
1718 aid enhancements.
- 1719 • Upgrade mobile solution to 5.1.1.
- 1720 • Implemented Web Time Entry in Self-Service for work study student workers.
- 1721 • Implemented e-Transcripts .
- 1722 • Designed and deployed email signature generator.
- 1723 • Email signature policy deployed.
- 1724 • All IT policies reviewed.
- 1725 • Full IT penetration test completed and user audit.
- 1726 • New tennis facility Cisco switching installed and configured.
- 1727 •

1728 **Tampa, FL Nursing Extended Site**

- 1729 • Installed new classroom technology in six (7) classrooms, two (2) conference rooms, a
1730 Simulation Lab, in a lounge, and at reception.
- 1731 • Classrooms 104, 115, 118, 120, 121, and 100 Computer Lab – Installed a lectern in each
1732 room with a wireless presentation system, a podium PC, a touch enabled display, an AV
1733 control system, NEC laser projector(s), electric recessed 16:10 projection screen(s), an
1734 amplifier, ceiling speakers, gooseneck and wireless lapel microphone, and a button panel.
- 1735 • Large Lecture Hall 134 – Installed a lectern with a wireless presentation system, a touch
1736 enabled display, a 22” preview display, a podium PC, an AV control system, an NEC
1737 laser projector, an electric recessed 16:10 projection screen, two (2) Sony PTZ cameras,
1738 an SX80 codec VTC unit, an amplifier, six (6) ceiling microphones, sixteen (16) ceiling
1739 speakers, a gooseneck microphone, two (2) wireless lapel microphones, two (2) handheld
1740 microphones, and a 10.1” touch panel.
- 1741 • Conference Room 119 – Installed an 80” NEC display, a wireless presentation system, an
1742 AV control system with a 7” touch panel, an amplifier, four (4) ceiling speakers, and an
1743 SX20 codec VTC unit with a PTZ camera and microphone.
- 1744 • Conference Room 142 – Installed a 90” NEC display, a wireless presentation system, an
1745 AV control system, a 7” touch panel, an amplifier, six (6) ceiling speakers, an SX20
1746 codec VTC unit with a PTZ camera, a ceiling array microphone, and a 2-bay credenza.
- 1747 • Simulation Lab – Installed three (3) ceiling mounted cameras, a ceiling speaker, and a
1748 ceiling microphone in each simulation patient room. Installed the AV control and B-Line
1749 Medical equipment for the lab in a rack located in the control room along with three (3)
1750 workstations that include a paging microphone, voice changer, and a 7” touch panel for

- 1751 audio control. A 42" NEC display was installed and connected to the B-Line system so
 1752 users can view and record simulations as required.
- 1753 • Lounge – Installed two (2) 70" NEC displays for cable TV.
 - 1754 • Reception – Installed a 70" NEC display with a mini Lenovo PC to serve as digital
 1755 signage at the main entrance.
 - 1756 • Installed Cisco switching.
 - 1757 • Installed access control and programmed.
 - 1758 • Installed wireless system.
 - 1759 • Installed and configured phone system and supports 4 digit extension dial to main
 1760 campus.
 - 1761 • Configured 911 service and failover.
 - 1762 • Installed camera system.
 - 1763 • Installed remote monitor station for security.
 - 1764

1765 **Baseball Player and Coach Buildings**

- 1766 • Men's Locker Room – Installed a 65" television, home theater surround sound system, a
 1767 wireless presentation system, and Vyve cable TV.
- 1768 • Coach's Office – Installed a 65" television, a wireless presentation system, and Vyve
 1769 cable TV.
- 1770 • Conference Room – Installed a 65" television, a wireless presentation system, and Vyve
 1771 cable TV.
- 1772 • Cisco switching installed and configured.
- 1773 • Wireless installed.

1774 **President's House at Glenstone**

- 1775 • Installed a 55" television above the fireplace with Sunset digital cable TV.
- 1776 • Installed a 55" television on the dresser in the master bedroom with Sunset digital cable
 1777 TV.
- 1778 • Installed security and fire alarm system.

1779 **Museum Exhibit TVs**

- 1780 • Installed two (2) 32" televisions in the Museum for two (2) separate exhibits.
- 1781

1782 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
1783 *resources.*

1784
1785 **Objective 5.2:** Provide and maintain technology infrastructure.
1786

1787 **Progress:**

- 1788 • Upgraded Avaya core switch. Additional 4X 10 gb cards added to support additional
1789 growth.
- 1790 • NSOne secondary DNS service.
- 1791 • Office 365 advance security.
- 1792 • Unitrends backup appliance upgrade.
- 1793 • SonicWall upgrade to support additional sites and bandwidth requirements.
- 1794 • NetApp upgrade to add an additional 40 terabyte of storage.
- 1795 • HP blade servers to accommodate application growth.
- 1796 • Library wireless upgrade to support dead spots and enable support for 802.11ac
- 1797 • KEMP load balancer upgrade to support additional load while enabling security services to
1798 aid in overall security plan.
- 1799 • Cisco/Avaya NAC integration supports role based authentication and security.
- 1800 • Alcoa switch upgrade to support additional bandwidth requirements.
- 1801 • Added a 3rd PRTG server for remote monitoring of all network and external network
1802 services.
- 1803 • Upgraded Sunset circuit to 3 gb.
- 1804 • Microsoft Teams Deployment for academy.
- 1805 • Upgraded Alta works circuit to 5 gb.
- 1806 • Aruba wireless system controllers updated to support additional access points.
- 1807 • TrueLook construction cameras installed to monitor VetMed building construction.
- 1808 • Cedarfork security camera install
- 1809 • Access control test environment installed to support real time testing of automation.
- 1810 • Maintained 99.99% uptime without service interruptions.
- 1811 • Installed 750 security updates across 140 servers and appliances.

1812 **Grant Lee**

- 1813 • Installed new Cisco switching.
- 1814 • Installed new Security camera system.
- 1815 • New firealarm system installed.
- 1816 • Cbord access control installed and configured.
- 1817 • Conference rooms installed with large displays and conference phone system.

1818
1819
1820 **Tex Turner Arena**

- 1821 • Sound booth – Installed a replay system for Sigmon Communications.
- 1822 • Access control installed in select areas.

1823 **Math and Science**

- 1824 • MANS 100 – Installed three (3) new high performance NEC laser projectors.

1825 **DVTC**

- 1826 • Student Center Classroom – Installed a new touch enabled display on the lectern, an NEC
- 1827 laser projector, an amplifier, eight (8) speakers, and a Crestron control button panel.
- 1828 • Increased bandwidth to location to 2 gb

1829 **Library Classroom**

- 1830 • Installed new NEC laser projector, a new electric recessed 16:10 projection screen, added
- 1831 an HDMI laptop connection, and installed a new touch enabled display.

1832 **Duke Hall**

- 1833 • IS Training Room – Installed new touch enabled display on lectern, two (2) NEC 80”
- 1834 televisions, a Cisco SX20 VTC unit with camera, two (2) ceiling microphones, and a
- 1835 VoIP conference phone.

1836 **Cedar Bluff**

- 1837 • 184 – Installed two (2) new NEC laser projectors.

1838 **DSOL**

- 1839 • 101 – Moved the instructor camera to the back wall to ensure the presenter is captured on
- 1840 Mediasite as they move throughout the classroom.
- 1841 • 201 – Installed new additional 65” televisions for side view within the classroom.
- 1842 • 322 – Installed a wireless presentation system, two (2) 55” televisions, Mediasite
- 1843 recorder, Sony PTZ camera, eight (8) boundary microphones, amplifier, surface speakers,
- 1844 and a 10” Crestron touch panel.
- 1845 • 325 – Moved the lectern and instructor microphone to the center of room as requested.
- 1846 • Installed new AI phone to support remote entry approval from mobile device
- 1847 • Installed and configured external cameras for security.
- 1848 • Installed a monitoring station for security cameras.
- 1849 •

1850 **DCOM**

- 1851 • 101 – Installed two (2) new electric recessed 16:10 projection screens.
- 1852 • 102 – Installed two (2) new electric recessed 16:10 projection screens.
- 1853 • 105 – Installed a new electric recessed 16:10 projection screens.
- 1854 • 305 – Installed a new electric recessed 16:10 projection screens.
- 1855 • 306 – Installed a new electric recessed 16:10 projection screens.
- 1856 • 401 – Installed two (2) new NEC laser projectors
- 1857 • 402 – Installed a new NEC laser projector, and a new electric recessed 16:10 projection
- 1858 screen.

1859 **BusEd**

- 1860 • 114 – Installed a new electric recessed 16:10 projection screen.
- 1861 • 115 – Installed a new electric recessed 16:10 projection screen.
- 1862 • 116 – Installed a new electric recessed 16:10 projection screen.
- 1863 • 117 – Installed a new electric recessed 16:10 projection screen.

- 1864 • 124 – Installed three (3) new electric recessed 16:10 projection screens.
- 1865 • 204 – Board Room – Performed a full room upgrade with the installation of a new touch
- 1866 enabled display on lectern, two (2) new NEC laser projectors, two (2) new electric
- 1867 recessed projection screens, eight (8) new speakers, a wireless presentation system, a
- 1868 ceiling array microphone system, and a VoIP conference phone.
- 1869

1870 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
1871 *resources.*

1872
1873 **Objective 5.3:** Provide training opportunities for faculty, staff, students and technology support
1874 staff.

1875
1876 **Progress:**

- 1877 • Attended Image Now Administrator training.
- 1878 • Attended Axiom data mapping administrator training.
- 1879 • Provided classroom technology training to new faculty and staff.
- 1880 • Provided two (2) classroom technology training sessions during the 2017 Faculty Staff
- 1881 Conference Week.
- 1882 • Provided classroom technology training to new Information Services student workers.
- 1883 • Provided classroom technology training to Information Services personnel.
- 1884 • Provided classroom technology training to Information Services personnel located at
- 1885 extended sites.
- 1886 • Provided additional classroom technology training to a Business Education faculty member.
- 1887 • Provided training to the various personnel in charge of updating departmental digital
- 1888 signage.
- 1889 • Training for the TargetX platform was a formal training that was offered by the vendor
- 1890 near the end of the implementation summer 2017. Since then as personnel changes have
- 1891 been made the departments have been tasked with getting the new personnel up to speed
- 1892 on TargetX and how their office utilizes the software. If the case arises, where the
- 1893 exiting staff member was the only one with knowledge of TargetX, training is offered by
- 1894 the IT staff on basics of the software up to but not including departmental procedures that
- 1895 would be specified by the individual department. There have been individual trainings
- 1896 given to the TargetX users in the HUFA department on two occasions.
- 1897 • Salesforce and TargetX both offer online material to further our understanding of the
- 1898 base CRM software (Salesforce) and the admissions software layer (TargetX). Users
- 1899 from Administrator to Counselor can benefit from watching recorded videos and reading
- 1900 instructional documents to further their knowledge of the software they are using on a
- 1901 daily basis.
- 1902 • The TargetX Core Team meets every other week and includes individuals who use the
- 1903 software on a regular basis and have a strong understanding of the system. In the
- 1904 meetings, we discuss how each area is using the software in hopes that other areas will be
- 1905 able to give feedback as well as possibly adopting other ways of using the system to
- 1906 improve their own process.
- 1907 • TargetX invites member institutions to a yearly Summit where pre-conference trainings
- 1908 are offered as well as sessions led by users on topics where other individuals may obtain
- 1909 helpful information.
- 1910 • Axiom is the software that integrates data between TargetX and Colleague. We walked
- 1911 through the implementation of this product and were able to see how the software works
- 1912 and how to manage it for day-to-day tasks. Additional training will be forthcoming once
- 1913 the next phase of Axiom is completed with respect to the integration with CBord.
- 1914

1915 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
1916 *resources.*

1917
1918 **Objective 5.4:** Provide user support for technology services.
1919

1920 **Progress:**

- 1921 • Closed 30,623 work orders (as of June 21st).
- 1922 • Created automated file transfer from Colleague for Scholarship Manager (Financial Aid
1923 awarding software solution).
- 1924 • Upgrade Self-Service to 2.16 which includes emergency information access, new budget
1925 capabilities, employees can now see student restrictions and some financial aid
1926 enhancements .
- 1927 • Upgrade mobile solution to 5.1.1
- 1928 • Implemented Web Time Entry in Self-Service for work study student workers.
- 1929 • Implemented e-Transcripts .
- 1930 • Created export files from Colleague for BenefitFirst integration (HR).
- 1931 • Worked with Ellucian Core Team to test and install 87 software updates from the vendor.
- 1932 • Bug Fixes and Enhancements.
- 1933 • Integrated Target X with Colleague using Axiom.
- 1934 • Upgrade Self-Service to 2.18.1 which includes employee proxy for time cards and
1935 earnings statements to replace pay advices in WebAdvisor.
- 1936 • Created new subroutines for adjunct faculty pay using assignment contracts.
- 1937 • Moved cash receipt to electronic delivery.
- 1938 • Moved registration statement to electronic delivery .
- 1939 • Implemented process to import benefit information from third party BenefitFirst (HR).
- 1940 • Implemented process to delete accounts for any student not graduated and not enrolled
1941 for 2 years.
- 1942 • Implemented process to delete accounts for any accepted applicant that did not enroll .
- 1943 • Tested Blackboard integration for December upgrade.
- 1944 • Implemented process to review Informer accounts quarterly .
- 1945 • Assisted with implementation of new tuition remission taxation project.
- 1946 • Assisted with ACA file production for 2017.
- 1947 • Assisted with HR IPEDS reporting .
- 1948 • Assisted with implementation of Position Management in Colleague for HR.
- 1949 • Worked with Ellucian Core Team to test and install 115 software updates from the
1950 vendor.
- 1951 • Bug Fixes and Enhancements.
- 1952 • Provided 24/7 coverage for the CVM accreditation visit.
- 1953 • Provided 24/7 coverage for Nursing accreditation visit.
- 1954 • Provided rotating technician coverage before for Tampa campus before a full time
1955 technician was hired.
- 1956 • Provided support for 133 Video Conferences.
- 1957 • Provided support for 177 exams for DCOM, CVM, PA and Nursing students.
- 1958

1959 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
1960 *resources.*

1961

1962 **Objective 5.5:** Provide appropriate scholarly activity support.

1963

1964 **Progress:**

1965

1966 No longer a function of the University. Removed from Strategic Plan.

1967

1968 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
1969 *resources.*

1970
1971 **Objective 5.6:** Develop and maintain a high-quality external website.

1972
1973 **Progress:**

- 1974 • Migrated Website to new CMS.
- 1975 • Created email signature generator within new CMS.
- 1976 • Migrated Drafthorse Journal into the new CMS.
- 1977 • Approved 3,866 changes to the website since July 1, 2017.
- 1978 • 30,000 issues with redirects, images, and binary files resolved.
- 1979 • Website maintained an overall site score of 94%.
- 1980 • Performance – 24/30.
- 1981 • Mobile – 30/30.
- 1982 • Seo – 20/30.
- 1983 • Site Security – 10/10.
- 1984 • Hit a new high of new page views in a day 496 since July 1, 2017.
- 1985 • Hit a new high of new users to visit the site in a single day 154 since July 1, 2017.
- 1986 • Total of 2,586 new users since July 1, 2017.
- 1987 • Visitors are staying on average two minutes longer in the past year.
- 1988 • Maintained 99.99% site uptime without interruptions in service
- 1989 • Database maintenance interval adjusted to accommodate increased load and traffic.
- 1990 • Co-Located web servers to maintain up-time during maintenance windows.

1991
1992

1993
1994

Strategic Goal 6:
Enhance resources

1995 **Strategic Goal 6:** *Enhance resources*

1996

1997 **Objective 6.1:** Create an environment of practical, helpful collaboration and service across the
1998 main campus and all extended learning sites and the community

1999

2000 **Progress:**

2001

2002 • Raised a total of **\$5,557,888.44** in gifts from all sources as of June 9, 2020 (including
2003 **\$68,866.29** in unrestricted donations and **\$3,418,814.44** in endowed gifts)

2004 • Established **eight** new annual scholarships

2005 • Promoted faculty/staff giving online and at events throughout the year as a way to
2006 increase unrestricted donations. As a result, **202** full-time faculty/staff donors have
2007 contributed during fiscal 2019-20 as of June 9, 2020 (a **24.1%** giving rate)

2008 • Our cost to raise a dollar is **7.09** cents for fiscal 2019-20 as of June 9, 2020

2009 • **LMU Founders Day of Giving**

2010 • On February 12, 2020 LMU's annual Founders Day events were combined with a
2011 Day of Giving celebration. We exceeded our goal of 123 gifts by **44%**, for a total of
2012 **177** gifts

2013 • The campaign theme, *\$20 for the Top Hat*, brought forward numerous challenges,
2014 videos and photos from alumni all across the country

2015 • In addition to the Harrogate campus, events also included participation from our off-
2016 campus sites: faculty, staff and students celebrated Lincoln's birthday with events and
2017 giveaways at Tampa, all Knoxville sites, Corbin and Kingsport

2018 • **Donor Retention Strategies**

2019 ○ As part of the Salesforce implementation, we have put tools in place to implement
2020 a data-driven, **segmented fundraising strategy** with the goal of increasing donor
2021 acquisition and retention over time

2022 ■ Donor segmentation by gift officer and by giving characteristics (non-
2023 donors, first-time donors, annual, major gift and planned gift donors)

2024 ■ Implemented a three-factor RFM (recency, frequency and monetary
2025 amount) score in Salesforce based on past giving

2026 • Throughout the year, UA used multiple strategies to maximize donor retention:

2027 ○ SYBUNT mailings

2028 ○ Gift officer calls and visits

2029 ○ Donor upgrade asks

2030 ○ Target appeals to identified constituency groups, including the following:

2031 ■ Kincaid Campaign Challenge

2032 ■ Neal Cross Award

2033 ■ Athletics fundraising

2034 ■ Helping Hands Fund

2035 ■ Scholarship fundraising for 50-Year Golden Grads reunion class

2036 ■ Southwest Virginia Alumni Chapter

2037 ■ Physician Assistant Scholarship Fund in honor of Erika Rains and Alisha
2038 Hicks

2039 ■ Nursing scholarship fundraising in memory of Elizabeth Yeary

- 2040
- 2041
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- 2058
- 2059
- 2060
- DCOM at LMU-Knoxville student-led fundraiser for PPE and Food for health care workers
 - Social media and email messaging
 - Scholarship program recognition
 - Affinity programs
 - Multiple ways of saying “thank-you” to donors: (immediate thank-you letter upon receipt of gift; follow-up calls by UA staff; Donor banquet invitation; and recognition in the Honor Roll of Donors publication)
 - Encouraged contributions from all members of the Board of Trustees, President’s Cabinet, University Advancement staff and Alumni Board
 - Collaborated with deans, departmental chairs and other campus groups to increase faculty/staff giving rates
 - Identified constituency groups for targeted appeals such as 50-year Golden Grad reunion class, academic programs associated with individual faculty, and others
 - Expanded prospect research tools in order to identify leads and prospects, especially including special interest groups, honorary degree recipients, recipients of institutional awards, etc.
 - Expanded student fundraising initiatives, and provided training, support and best practices for LMU clubs and organizations fundraising

2061 **Strategic Goal 6:** *Enhance resources.*

2062

2063 **Objective 6.2:** Increase alumni participation.

2064

2065 **Progress:**

2066

2067 • Raised a total of **\$3,418,814.44** in endowed gifts as of June 9, 2020 (an increase of
2068 **284.6%** over last year-to-date), which support endowed scholarships (over \$3.1 million)
2069 and faculty development and student support in the Carter and Moyers School of
2070 Education (over \$250,000)

2071

• Established **four** new endowed scholarships year-to-date

2072

• Featured estate plan donors in publications and online media

2073

• Identified and cultivated potential donors for endowment funding

2074

• Worked with eleven estates to confirm an anticipated total of **\$5,711,521.77** in estate
2075 expectancies during 2020-21

2076

• **Multi Variable Testing (MVT)**

2077

○ Conducted LMU's 16th MVT launched in Fall 2019, focusing on donations of
2078 stock; 32 versions of a planned giving newsletter tested these factors:

2079

▪ Tax benefit messaging

2080

▪ Outright vs. estate donations

2081

▪ Themes of growth, impact and trust

2082

▪ Design variations

2083

▪ Email vs. phone responses

2084

2085

2086 **Strategic Goal 6:** *Enhance resources*

2087

2088 **Objective 6.3:** Increase unrestricted donations by building a broad base of annual support.

2089

2090 **Progress:**

2091

2092 • A total of **\$844,545** was awarded from annual and endowed scholarships to **444** students
2093 for the 2020-21 academic year and will have the following financial impact on each
2094 school:

2095 • **\$116,225** for the Paul V. Hamilton School of Arts, Humanities and Social
2096 Sciences

2097 • **\$48,025** for the Carter & Moyers School of Education

2098 • **\$216,815** for the Caylor School of Nursing

2099 • **\$60,000** for the College of Veterinary Medicine

2100 • **\$31,870** for the DeBusk College of Osteopathic Medicine

2101 • **\$26,700** for the Duncan School of Law

2102 • **\$116,225** for the School of Allied Health Sciences

2103 • **\$99,210** for the School of Business

2104 • **\$108,625** for the School of Mathematics and Sciences

2105 • Planned the Golden Scalpel Golf Tournament (which was cancelled due to COVID-19)
2106 and raised **\$10,000** to support the Golden Scalpel Endowed Scholarship

2107 • Launched a campaign for the Neal Cross Award raising **\$12,084** from 79 donors

2108 • Raised a total of **\$3,468,992.64** in cumulative gifts and expectancies for the Kincaid
2109 Challenge Campaign as of June 9, 2020

2110 • DCOM at LMU-Knoxville student-led fundraiser for PPE and Food for health care
2111 workers surpassed the original goal of **\$5,000**; as of 6/11/2020, **\$8,990** has been raised
2112 and the goal has been increased to \$10,000

2113 • Fundraising for the (rescheduled) Jon Meacham event totaled over **\$150,000** to be
2114 divided with the East Tennessee Historical Society

2115 • Helped Department of Athletics build GiveCampus campaigns for most teams

2116 • Collaborated with Abraham Lincoln Library and Museum and Paul V. Hamilton School
2117 of Arts, Humanities and Social Sciences to submit CARES grant applications to National
2118 Endowment for the Humanities (NEH); both would support developing better online
2119 programming opportunities

2120 • Submitted successful grant application to Knoxville Academy of Medicine Alliance
2121 (KAMA) to purchase new skills lab bed in the Caylor School of Nursing

2122 • Redirected the Enterprise grant (amount varies annually) to establish a scholarship fund for
2123 students in the School of Business

2124 • Partnered with WOS and community leaders and members to raise approximately
2125 \$18,000 for student scholarships and other initiatives at the Fashion Show.

2126 • Partnered with WOS and community leaders and members to raise approximately \$7,000
2127 for student scholarships and other initiatives at the Christmas Festival & Tree Lighting
2128 Ceremony

2129

2130 **Strategic Goal 6:** *Enhance resources*

2131

2132 **Objective 6.4:** Increase endowment giving by 5% annually for student scholarships, faculty
2133 development, research, endowed chairs, continuing education and physical plant.

2134

2135 **Progress:**

2136

2137 • Processed a total of **3,285** contributions and payments in Colleague Advancement,
2138 including outright, recurring, payroll and planned gifts, totaling **\$5,716,282.44** as of June
2139 9, 2020

2140 • Prepared reconciliation reports for **4,672** credit card payments year-to-date, an increase of
2141 **62.8** percent over last year-to-date

2142 • Expended the use of GiveCampus as an online giving platform. As a result, **352**
2143 contributions were made totaling **\$46,640.74** using GiveCampus. This represents an
2144 increase of **83.3%** in gift count and 58.4% in gift dollars over 2018-19

2145 • Tracked **4,709** meaningful points of contact through UA call reports in Colleague and
2146 Salesforce, an increase of **55.1%** year-to-date

2147 • Processed **359** requests for information including reports, mailing lists, prospect data and
2148 other information as of June 9 (an increase of **45.9** percent year-to-date)

2149 • **Salesforce Implementation**

2150 ○ In November 2019, University Advancement launched the Salesforce and
2151 MapAnything platforms in coordination with Information Services

2152 ○ We continue to work with I.S. and Quixo Consulting to build the custom
2153 components needed for fundraising and alumni services

2154 ○ The Salesforce launch provides the opportunity to greatly expand moves list
2155 management, contact/activity tracking, prospect research, notifications and other
2156 features. We continue to building and customize Salesforce reports, dashboards
2157 and map layers for each gift officer to maximize the utility of the system

2158 • Provided ongoing Salesforce training for University Advancement staff

2159 • Expanded planned gift records and documentation in Salesforce

2160 • Worked with professional programs across campus to centralize alumni/donor
2161 information

2162 • Continue to expand processes to track recent graduates and new alumni and update
2163 contact information in several ways including alumni surveys, research, social media and
2164 working with director of career services

2165 • Updated 2,481 alumni and friends' addresses from the NCOA list

2166 • Linked 1,339 documents to Colleague using Laserfiche

2167

2168 **Strategic Goal 6:** *Enhance resources*

2169

2170 **Objective 6.5:** Promote the University locally, regionally, nationally and internationally to
2171 alumni and friends constituents to support fundraising and participation goals.

2172

2173 **Progress:**

2174

2175 ○ Hosted **79** events for alumni and friends between May 2019 and May 2020 (this
2176 number includes each Homecoming event and each separate event in Florida and
2177 Washington, DC). This is slightly less than the same time last year, but only
2178 because of the pandemic which brought a halt to all in-person events as of March
2179 2020

2180 ○ Met with nearly **3,000** alumni and friends either at activities on campus or hosted
2181 in areas around the region. While this is a decrease, we would have been on track
2182 to show an increase if we had not cancelled all events in March. Two of our most
2183 popular and well attended events are held at Dollywood and Keeneland which we
2184 did not get to have

2185 ■ Homecoming 2019 brought together over **900** alumni, staff, students &
2186 friends at **32** events on campus and off in Tampa, Cedar Bluff and main
2187 campus a **27%** increase from the previous year; Involved 25 alumni and
2188 community members to serve as volunteers and planning committee;

2189 Hosted **15** student-centered or student friendly events; had over **100**
2190 students/student athletes served as volunteers

2191 ■ Added Grand Ole Opry event which brought new alumni to an area event
2192 in addition to the Titans outing in Nashville

2193 ■ Combined an Atlanta Braves games with a recruiting event in the Atlanta
2194 area in which **35** people attended, **11** of which were potential students and
2195 their families

2196 ■ **Twenty** alumni & friends participated in the Alumni Travel Program trip
2197 to Belgium and although our luggage arrived five days into our trip, there
2198 was 100% satisfaction so much so that we have held four reunion
2199 gatherings since via Zoom!

2200 ■ **Twenty seven** alumni and friends are signed up for the British Landscapes
2201 tour which had to be moved to June 2021 due to the pandemic

2202 ■ Held Alumni Day at the Basketball Game with **105** alumni and friends in
2203 attendance

2204 ○ Hosted receptions for graduates and their families at the main campus (winter
2205 commencement) and Tampa site (winter and spring)

2206 ○ Continued and expanded alumni recruitment partnership with Department of
2207 Undergraduate Admissions, by inviting staff to participate in University
2208 Advancement and community events, including:

2209 ■ a table at the LMU at the Smokies game and Women of Service Fashion
2210 Show

2211 ■ Annual alumni trip to Florida in January. Florida school counselors,
2212 admissions personnel and perspective students mixed and mingled with
2213 alumni to remind all just what it means to be a Railsplitter

- 2214 ▪ Leadership Claiborne, which included students from all three area high
- 2215 schools as well as 24 area business and community leaders
- 2216 ▪ Alumni events in D.C. held in conjunction annual Lincoln’s Birthday
- 2217 Celebration
- 2218 ○ Investigating Facebook Messenger Rooms for use in cultivation and stewardship
- 2219 ○ Produced the *Alumnus* (alumni magazine) and *Blue & Gray* (alumni newsletter) to
- 2220 alumni and friends
- 2221 ○ Sent monthly Alumni *Insider* (e-newsletter) to alumni and friends
- 2222 ○ Produced Chairman of the Board’s newsletter, *Raising the Bar* (October 2019)
- 2223 ○ Featured alumni on social media channels, focusing on home and work lives
- 2224 during pandemic
- 2225 • **Duncan School of Law**
- 2226 ○ Hosted several events to increase participation from DSOL alumni and the
- 2227 Knoxville community. These often include participation from faculty, staff and
- 2228 leading scholars
- 2229 ▪ *Your Weekly Constitutional*, broadcast throughout East Tennessee and
- 2230 Virginia and other locations nationally, hosted by Professor Stewart Harris
- 2231 The podcast version of the show was downloaded or accessed online last
- 2232 year more than a 100,000 times
- 2233 ▪ R. Gerald McMurtry Lecture at DSOL
- 2234 ▪ *Lincoln’s Constitution*, on a local conservative talk radio station, WETR
- 2235 ▪ Three-and-a-half minute video for East Tennessee PBS on “How a Bill
- 2236 becomes a Law.” The video has been picked up by PBS stations across
- 2237 the state and will air repeatedly over the next year
- 2238 • **DeBusk College of Osteopathic Medicine**
- 2239 ○ Hosted **four** receptions at regional and national professional meetings, prior to
- 2240 Covid-19 restrictions; six scheduled in-person events for March and April 2020
- 2241 cancelled due to Covid-19
- 2242 ○ Hosted **10** in-person alumni/career services seminars for 1st and 2nd year DCOM
- 2243 students prior to Covid-19, bringing five alumni speakers to campus and hosting
- 2244 four institutional speakers and one residency program director; series extended to
- 2245 include DCOM at LMU-Knoxville with speakers invited to present at the location
- 2246 of their choice
- 2247 ○ Hosted **five** Zoom alumni/career services seminars for various DCOM class years
- 2248 (dependent on topic) after Covid-19 restrictions implemented with institutional
- 2249 speakers and one residency program director
- 2250 ○ Registered **258** DO alumni as alumni MATCHMaker mentors for 3rd and 4th year
- 2251 OMS students
- 2252 ▪ **114** pairings made between students and graduates during 2019-2020
- 2253 academic year
- 2254 ▪ For the Class of 2020, **92** students (46% of the graduating class) received
- 2255 at least one alumni mentor; **54** of those matched into the specialty of their
- 2256 mentor, and **3** matched into the residency program of their mentor.
- 2257 • Planned and executed 3rd Annual Alumni Association CME Conference with 75
- 2258 attendees; 4th Annual Alumni Association Conference set to be held virtually due

2259 to Covid-19 the second weekend of June 2020 with 95 attendees expected as of 6-
2260 9-20

2261 • **Covid-19 Outreach:**

- 2262 ○ 36 individual DO alumni featured in Facebook posts April 16 – May 29,
2263 showcasing graduates in a variety of disciplines and practice locations
2264 wearing PPE All DO graduates mailed a thank you card from the DCOM
2265 faculty, staff and administration
- 2266 ○ Alumni appreciation card sent to 6425 DO's, RN's, PA's, and med tech
2267 alumni during COVID-19 pandemic
- 2268 ○ Alumni outreach via email and personal notes to 851 DO, PA, and RN
2269 alumni

2270

2271 **Strategic Goal 6: Enhance resources**

2272

2273 **Objective 6.6:** Continue targeted fundraising to meet identified priorities and new opportunities

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2275 **Progress:**

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- Launched search for specialized digital marketing firm and contracted with Cardinal of Atlanta
- The LMU Facebook account increased by 2,000 fans, a 12% increase, from July 1 until now
- The average daily reach from July 1 until now is 8,325 fans, and the average from the previous year was 7,254.
- The LMU Instagram account saw a 30% increase in followers from 2,800 to 4,046
- J. Frank White Academy Facebook page doubled from 600 to 1,200 fans since July 1, 2019. And the average daily reach of that channel was 939 people compared to 342 the previous year
- From April through May, we posted approximately 400 graduate spotlights on LMU Facebook that produced massive engagement and reach to LMU fans. During that period engagement on our account surpassed that seen on much larger higher education channels like the University of Tennessee, etc. We reached nearly 17,000 people each day with Facebook content during those two months
- Media mentions resulted in 36 B page views and 49,000 social media shares worth an ad equivalency of \$67.8M and a social media ad equivalency of \$149K.
- Created an IGTV channel and posted 15 videos, mainly produced by University staff
- Collaborated with Loch & Key production for a new series of four branding TV spots as well as two other campaigns as a result of COVID-19 – LMU Tower & Updated brand
- Launched updated University map through Concept3D partnership
- Created COVID-19 posters for University-wide dissemination
- Wrote and disseminated over 150 press releases on events, awards, people and happenings across the University
- Utilized Merit to publish six achievements recognizing 1,209 students, resulting in 51,798 page views and 8,420 impressions on social media. Additionally, 752 media outlets received hometown releases on LMU students
- Updated and printed LMU recruitment collateral including the view book, search piece, program brochures and rack cards.
- Worked with admissions and other areas on specialized publications including the *LMU You* brochure in response to COVID-19
- Produced digital commencement programs for eight commencement ceremonies, University-wide
- Received American Association of Colleges of Osteopathic Medicine's (AACOM) Excellence in Communication (EIC) Awards! - First Place in Recruitment: LMU-DCOM Home Sweet Harrogate and Third Place in Annual Report: LMU-DCOM Annual Report 2018-2019

2315 **Strategic Goal 6:** *Enhance resources*

2316

2317 **Objective 6.7:** Provide support for the University by accurately recording gifts and maintaining
2318 alumni and demographic information through the use of appropriate technology and software.

2319

2320 **Progress:**

2321

2322 This is a normalized process and will be removed in the new Strategic Plan.

2323

2324 **Strategic Goal 6:** *Enhance resources*

2325

2326 **Objective 6.8:** Continue to support the accreditation processes of the University.

2327

2328 **Progress:**

2329

2330 This is a normalized process and will be removed in the new Strategic Plan.

2331

2332

2333

Strategic Goal 7:

2334

Assess and enhance University-wide

2335

research and scholarly activity

2336 **Strategic Goal 7: Assess and enhance University-wide research and scholarly activity**

2337
2338 **Objective 7.1: INTEGRATION:** To connect all development, improvement and implementation
2339 of University research and scholarly activity initiatives to the University mission, planning,
2340 budgeting, academic programs, assessment and evaluation processes.

2341
2342 **Progress:**

2343 **ORGSP**

2344 *Supports the*

- 2345 • Institutional Review Board (100 new IRB's were processed FY 2019-2020)
- 2346 • Institutional Animal Care and Use Committee (27 new protocols were processed FY
2347 2019-2020)
- 2348 • Institutional Biological & Chemical Safety Committee (Developed protocol process and
2349 first new protocol was processed)
- 2350 • Committee on Scholarly Activity (COSA)
- 2351 • Faculty scholarly activity by compiling an excel list of received submissions (received
2352 121 submissions FY 2019-2020)
- 2353 • LMU Research Day
- 2354 • Blue Ridge Undergraduate Research Conference

2355

2356 **Allied Health Sciences**

2357 *Medical Laboratory Science Program (MLS)*

- 2358 • The MLS Program hosts the PACE accredited LMU MLS Continuing Education and
2359 Research Conference each semester. The LMU MLS faculty regularly perform research
2360 presentations each semester during these conferences which provide professional
2361 development opportunities for all LMU faculty, especially the MLS faculty, as well as
2362 members of the professional medical laboratory science community. The fall 2019
2363 conference was held on November 20 and 21, 2019. The spring 2020 Continuing
2364 Education and Research Conference was cancelled due to the COVID-19 pandemic.
- 2365 • Dr. Engle and Ms. Southern attended the American Society for Clinical Laboratory
2366 Science (ASCLS) Region III Triennial Meeting in September 2019.
- 2367 • Dr. Engle currently serves as the ASCP PACE Administrator for the State of Tennessee
2368 and oversees all continuing education activities related to medical laboratory science in
2369 Tennessee.

2370

2371 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 2372 • All AHSS upper level courses require purposeful research. Some programs also require
2373 oral presentations in most upper-level classes.
- 2374 • The Dean of AHSS, the political science program director, and one historian (the Lincoln
2375 Scholar) are members of the Abraham Lincoln Institute for Leadership and Policy.
- 2376 • AHSS faculty accompanied more than 40 students to research related conferences and
2377 workshops this past fall. No conferences were attended in the spring 2020.
- 2378 • AHSS faculty and staff worked with the ORGSP to develop the Blue Ridge
2379 Undergraduate Research Conference to be held this past spring, postponed until spring
2380 2021.

- 2381 • The AITG program is an umbrella program for supporting the Mountain Heritage
2382 Literary Festival, the Cumberland Gap Writers and the Young Writers Workshops,
2383 programs for development of writers of general and specific genre, and the Acoustic
2384 Music Week, directed by local music talent. This year’s events were postponed until next
2385 year.
- 2386 • Dr. Hubbard received an ACA Research Grant to continue his work on the generational
2387 struggle of an African American family pursuing freed and equality in 19th century
2388 America.
- 2389 • Dr. Earl Hess received the Georgia Historical Records Advisory Council Award for
2390 Excellence in Research.
- 2391 • Two faculty received mini-grants for this academic year. However, their work will be
2392 postponed until 2021.
- 2393 • A Ledford grant was received by one student and faculty mentor. They worked in
2394 Louisiana doing primary research and presented that work at the ACA Summit last fall.
- 2395 • All AHSS faculty complete and submit a Scholarly Work and Community Service form
2396 every semester. AHSS tracks scholarship and faculty service and identifies faculty
2397 research needs.
- 2398 • Research grants were received this year from the National Endowment for the Arts
2399 (NEA) and the Tennessee Arts Council.

2400
2401 The School of AHSS has continued to develop, complete and present research during the
2402 Academic Year 2019-2020. This includes:

2403

	Total Number This Year
Journal articles and papers / books/ book or article reviews published:	20
Abstracts accepted for publication:	1
Presentations and panel participation at conferences attended:	6
Conferences attended (no presentation or panel participation):	29
Performances at national or regional conferences or locations:	2
Artistic presentations/showings at national/regional conferences:	6
Patents Pending	
Total student attendance at conferences & number of conferences students attended	33-5

2404
2405 **Caylor School of Nursing**

- 2406 • The CSON has a Coordinator for CSON Scholarly Activities. This individual ensures that
2407 there are monthly scholarship colloquia and annual presentations of scholarship to the
2408 CSON faculty, and also maintains documentation of faculty CSON scholarship.
2409 Furthermore, the CSON has a systematic plan for evaluation that is updated annually and
2410 reviewed with faculty. Research and scholarship activities are part of this plan.

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2413 **College of Veterinary Medicine**

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The CVM has representation on COSA.

- CVM developed 4 student centered research programs: 1) LMU-UK Summer Research Scholars Program. 2) Center for Animal and Human Health in Appalachia Summer Scholars Program 3) LMU Summer Research Scholars Program 4) Semester Research Programs (Research Assistant & Research Volunteer).
- CVM students presenting research topics receive travel allowances to conferences.
- The CVM pays for student and faculty poster printing costs.
- Students are allowed excused absences from didactic lectures for presentation at conferences. Publications are encouraged and mentored through CVM faculty.
- Classes are scheduled with consideration for major veterinary conferences to allow students to attend conflict free.
- All LMU Summer Research Scholars participate in a 10-week summer research seminar series.
- The CVM features an Introduction to Research course that is required for all first-year students.
- Research and scholarly activities are integrated into the One Health curricula required for all students.
- CVM courses feature evidence-based medicine throughout the curriculum.
- The CVM utilizes five programs of research emphasis and excellence, supported by the core laboratory for metabolomics and lipidomics. The five programs are:
 - Center for Animal and Human Health in Appalachia (CAHA)
 - Center for Innovation in Veterinary Education and Technology (CIVET)
 - University of Kentucky Cooperative Agreement (Gluck Equine Research Center and Veterinary Diagnostic Laboratory)
 - Infectious, Zoonotic and Vector Borne Disease Research
 - Clinical Veterinary Research **Strategic Goal 7: Assess and enhance University-wide research and scholarly activity**

2444 **Objective 7.2: INFRASTRUCTURE:** Foster the development and management of the
2445 centralized research and scholarly activity support services to optimize their utility, accessibility
2446 and their responsiveness to the campus and off-campus sites research community.
2447

2448 **Progress:**

2449 **ORGSP**

2450 *Supports*

- 2451 • LMU mini-grant program, which encourages student involvement on mini-grant research
2452 projects
2453

2454 **DCOM** At the University level, the LMU Office of Research Grants and Sponsored Programs
2455 (ORGSP) maintains policies related to research and scholarly activity that govern all entities
2456 within LMU, including DCOM. Under direction of the ORGSP, the Institutional Review Board
2457 (IRB), Institutional Animal Care and Use Committee (IACUC), and Institutional Biological and
2458 Chemical Safety Committee (IBCSC) ensure that all activities adhere to relevant federal, state,
2459 and local regulations.
2460

2461 In addition, the DCOM Dean serves on LMU’s Committee on Scholarly Activities (COSA),
2462 which works to “Promote, Assess and Enhance University Wide Research; Consider University
2463 Wide Research Issues and Recommend Research Policy to the Vice President of Academic
2464 Affairs”.

2465
2466 Within DCOM, the Research and Grants Committee considers all matters pertaining to initiation
2467 of research projects, prioritizing, funding, evaluating and auditing of grant applications, and
2468 identifying funding opportunities and community projects of LMU-DCOM. This committee is
2469 chaired by the Director of Research and consists of LMU-DCOM faculty members from the
2470 basic sciences, clinical medicine, and physician assistant departments.
2471

2472 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 2473 • AHSS has a faculty member participating on the mini-grant committee.
- 2474 • AHSS maintains an internal Research Committee that institutes numerous research
2475 related initiatives within the School including initiatives that serve faculty of other LMU
2476 schools.
- 2477 • Faculty publications are listed on the Avery Hall wall monitor
- 2478 • Faculty who travel are required to request Faculty Development funds for research
2479 purposes.
- 2480 • A School of AHSS faculty member from Social Work chairs the IRB and a faculty
2481 member from Humanities serves as a member of the IRB.
2482

2483 **Caylor School of Nursing**

- 2484 • The CSON has utilized the services of the Office of Research, Grants, and Sponsored
2485 Programs for the numerous grants we have received since the inception of that office at
2486 LMU. Specifically, for the academic year 2019-2020, we received two HRSA grants
2487 totaling approximately \$2 million. In May 2020, the CSON received notification of three
2488 HRSA grant awards for the upcoming academic year of 2020-21, totaling approximately
2489 \$1 million (two were new, and one was a continuation award).

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College of Veterinary Medicine

- Faculty and students participate in orientation process to use lab space.
- The CVM employees utilize resources from the ORGSP office to aid in completing external grants
- A CVM staff member is certified in grant writing and provides additional support to faculty and staff in grant writing and review.
- The CVM research chair and staff identify pertinent opportunities and share information regarding external funding sources.
- A CVM staff member send emails to employees with external funding opportunities on a routine basis.
- The CVM requests budget allowance for software licenses needed for research
- Web resources are available to employees through the CVM website and CVM team site.
- The CVM maintains a research budget to support conference travel, publications and research projects.
- The Center for Animal and Human Health in Appalachia (CAHA) has hosted four national conferences and the Appalachian One Health Leadership Experience. This fall CAHA VI will be held as the Center’s first virtual conference.
- Rural Veterinary Education Summit (November 2019) was supported by the external grant USDA – Higher Education Challenge.
- The CVM hosts an annual Phi Zeta Research Day, to be hosted in December 2020.
- Students and Employees complete CITI training when participating in research or having direct contact with animals.
- The CITI training list is maintained by the Attending Veterinarian and ORGSP.

2516 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

2517

2518 **Objective 7.3:** FACULTY/STAFF/STUDENTS: Support campus and off-campus site faculty to
2519 initiate, grow and sustain undergraduate, graduate, and professional research and scholarly
2520 activities.

2521

2522 **Progress:**

2523 **School of Business**

2524 • **Russell/Hild:** Working with Ashley Russell, DBA candidate, on research topic, “The
2525 impact of coping, adaptation, and self-confidence on Impostor Phenomenon prevalence in doctor
2526 of veterinary medicine students”

2527 ○ **Status:** IRB application submitted for data acquisition beginning Fall, 2020

2528 ○ **Objective:** Submit an article for publication during Summer, 2021

2529 • **Wang/Hild:** Working with graduate student, Xi Wang, on research topic, “Quantitative
2530 reasoning skills needed amongst managers”

2531 ○ **Status:** IRB application approved; literature review completed; 25-30% through
2532 writing the paper; to be submitted for publication by September, 2020

2533 ○

2534 **ORGSP**

2535 *Supports*

2536 • Faculty who have salary funded with external grant dollars to take advantage of the
2537 Incentive Pay Plan

2538 • Supports student research through ACA Ledford Scholarships, we have 6 current ACA
2539 awards.

2540 • Faculty scholarly activity by publishing a quarterly newsletter

2541

2542 **DCOM**

2543 • During the academic year, LMU-DCOM produced the following research and
2544 scholarly activity:

2545 ○ 47 Poster Presentations

2546 ○ 14 Oral Presentations

2547 ○ 45 Peer Review Publications

2548 ○ 11 Non-Peer Reviewed Publications

2549 • LMU-DCOM awarded competitive intramural grants to 8 faculty members during the
2550 academic year to support their research efforts

2551 • Four LMU-DCOM students were awarded Basic Science Research Fellowships and 8
2552 DCOM students were awarded DeBusk Summer Fellowships to conduct research
2553 projects with LMU-DCOM faculty members

2554 • Travel funds were available to all LMU-DCOM faculty and students who were
2555 chosen to present the results of their research projects at professional conferences

2556 • Jeffrey Martin, PhD, LMU-DCOM Physiology faculty, was awarded a multi-
2557 institutional grant from Dolcas Tenshi Bioceuticals, Inc for \$37,391.

2558 • OMS-III student, Jesus Salas, received an Alliant Health Solutions/NMF Alzheimer’s
2559 or Related Dementia Care Scholarship from the National Medical Fellowships, Inc.

2560 • OMS-II student, Carolina Roddy, received the 2019 Jeanne Spurlock Minority
2561 Medical Student Research Fellowship in Substance Abuse and Addiction. The

- 2562 research fellowship is supported by the National Institute on Drug Abuse (NIDA) and
 2563 the AACAP's Campaign for American Kids (CFAK). The summer fellowship
 2564 provides up to \$4,000 for eight to twelve weeks of training, encouraging outstanding
 2565 minority students and medical students whose projects will focus on minorities to
 2566 pursue careers in substance abuse and addiction research in child and adolescent
 2567 psychiatry.
- 2568 • Adam Gromley, PhD, LMU-DCOM Cell Biology Faculty, was again awarded the
 2569 Butterfly Grant from the East TN Foundation. The grant amount is \$16,000 for one
 2570 year.
 - 2571 • Patricia Stubenberg received an in-kind equipment grant valued at \$5,483.28 from
 2572 Olympus for Continuing Medical Education support
 - 2573 • Beatrix Dudzik, PhD, LMU-DCOM Anatomy faculty is in the final year of a 3-year
 2574 award from the Department of Justice totaling \$377,500.
 2575

2576 **Allied Health Sciences**

2577 *Medical Laboratory Science Program (MLS)*

- 2578 • The MLS Program hosts the PACE accredited LMU MLS Continuing Education and
 2579 Research Conference each semester. The LMU MLS faculty regularly perform research
 2580 presentations each semester during these conferences which provide professional
 2581 development opportunities for all LMU faculty, especially the MLS faculty, as well as
 2582 members of the professional medical laboratory science community. In addition to these
 2583 faculty presentations, the MLS faculty assist the MLS students in developing scientific
 2584 posters that are presented each semester at these conferences. The fall 2019 conference
 2585 was held on November 20 and 21, 2019 but the spring 2020 conference was cancelled
 2586 due to the COVID-19 pandemic.

2587 *Sport and Exercise Science Department (SES)*

- 2588 • Faculty continue to work with students in developing poster presentations for exhibit at
 2589 the Blue Ridge Undergraduate Research Conference and the LMU Research
 2590 Day. Although both research events were cancelled this spring, we had four students that
 2591 prepared research topics related to exercise science and athletic training.
- 2592 • The SES department had a total of three scholarly works published, five presentations at
 2593 a state/regional conferences and one student/faculty presentation at a state conference.
- 2594 • Two faculty received LMU Research Mini-Grants in spring 2020.

2595 *Veterinary Health Science and Technology Department (VHST)*

- 2596 • All VHST faculty were involved in research mentorship associated with VHS 497
 2597 (Senior Writing course), resulting in 21 novel research proposals.
- 2598 • One VHST faculty member awarded an LMU Research Mini-Grant in spring 2020.
- 2599 • The Veterinary Medical Technology Program hosted one veterinary technology
 2600 continuing education meetings in fall 2019. The spring meeting was cancelled due to the
 2601 COVID-19 pandemic.
- 2602 • One VHS Student and a faculty member will present at the American Public Health
 2603 Association Annual Conference.
- 2604 • Two VHST faculty presented at the TN Veterinary Technician Association Conference in
 2605 Gatlinburg in fall 2019.
- 2606 • One VHST faculty member presented at the Association of Veterinary Technology
 2607 Educators conference in July 2019.
 2608

2609 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 2610 • Two AHSS faculty received a mini grant that will be used next summer.
- 2611 • MPA: The Master of Public Administration (MPA) program has a student chapter of the
- 2612 International City/County Management Association (ICMA) that meets on a monthly
- 2613 basis to discuss issues in the public and nonprofit sectors and research.
- 2614 • MSCJ: The Master of Science in Criminal Justice (MSCJ) program created a student
- 2615 chapter, Alpha Phi Sigma National Criminal Justice Honor Society. APS has, among
- 2616 others, a research objective.
- 2617 • All AHSS students have been supported and encouraged to participate in the LMU
- 2618 Research Day and The Blue Ridge Undergraduate Research Conference. Both were
- 2619 postponed until spring 2021.
- 2620 • All AHSS faculty are required to attend at least one local, state or national research
- 2621 related conference in their discipline, annually. AHSS had a 50% rate of participation
- 2622 this year; all spring travel was rescinded.
- 2623 • One faculty member was granted release time in order to complete scholarship work this
- 2624 spring 2020. Release time was postponed until next fall or spring.
- 2625 • All departments receive funding for conference travel.
- 2626

2627 **Caylor School of Nursing**

- 2628 • The CSON continues to be involved with scholarship and research activities as evidenced
- 2629 by the number of faculty/student presentations and publications 2019-2020. There were
- 2630 six presentations, one publication, and three accepted for presentation/publication. Five
- 2631 faculty received IRB approval for research. Three faculty submitted for university mini-
- 2632 grants, and all three were funded.
- 2633

2634 **Carter & Moyers School of Education**

2635 The Carter & Moyers School of Education reports five faculty publications and nine regional and
2636 national conference presentations for the 2019-2020 academic year.

2637

2638 **Duncan School of Law**

2639 **Strategies and Action Plans:**

- 2640 • 7.3.1 Office of Research and Sponsored Programs works with COSA to support grant-
- 2641 related research and scholarly activities
- 2642 • 7.3.2 Contribute to the development of guidelines for startup funds for new faculty
- 2643 tailored to research and scholarly activity expectations of the new faculty member(s)
- 2644 • 7.3.3 Review and refine incentive structures for research and scholarly activity
- 2645 • 7.3.3.1 Scholarly funding for travel and publications
- 2646 • 7.3.3.2 Individual membership in scholarly associations, societies and councils.
- 2647 • 7.3.3.3 Sabbatical leave policy and funding
- 2648 • 7.3.3.4 Rank advancement standards and incentive compensation increments
- 2649 • 7.3.3.5 Reassignment of time in order to achieve a 9 hour undergraduate semester
- 2650 instructional work load and 6 hour scholarly activity/service work load
- 2651 • 7.3.3.6 Expected incremental scholarly output increase
- 2652 • 7.3.4 Scholarly Activity Support Services

- 2653 • 7.3.7 Develop new programs that foster interdisciplinary, multidisciplinary and inter-
2654 professional research and scholarly activities
- 2655 ○ In the Fall 2019, faculty were invited to present their preliminary
2656 research/scholarship ideas to other faculty during faculty development meetings.
2657 Faculty were also asked to share scholarship drafts with other faculty members.
- 2658 ○ In the Spring 2020, faculty were invited to exchange their ideas and comments on
2659 student scholarship and independent study work.
- 2660 • 7.3.8 Maintain funding for a University statistician to support faculty/staff research
2661 statistical design and data analysis
- 2662 • 7.3.9 Promote the External Funding Incentive Pay Plan
- 2663 • 7.3.10 Review the University’s Intellectual Properties Policy
- 2664 • 7.3.11 Review the institutional conflict of interest policy regarding research
- 2665 • 7.3.12 Continue to develop and support national and international programs that foster
2666 student scholarly activities including academic honor societies and Honors Scholars
2667 Program
- 2668 • 7.3.13 Support and mentor the professional development of all faculty to become
2669 nationally and internationally recognized leaders in their academic disciplines
2670

2671 **College of Veterinary Medicine**

- 2672 • The CVM provides research startup funds are provided to new faculty members at the
2673 Dean’s discretion.
- Professional Development Funds are provided for travel to conferences.
- Publication costs are supported through the CVM research budget.
- Students presenting scholarly research at conferences are supported with travel
reimbursement.
- 2674 • Professional Development funds are provided to employees to support memberships
2675 to scholarly associations, societies and councils.
- 2676 • The CVM now has a Phi Zeta chapter. Phi Zeta is the only honor society of veterinary
2677 medicine in the United States.
- 2678 • The CVM recommends students for admission into Alpha Chi.
- 2679 • Employees are coached and mentored in support of professional development through
2680 annual meetings and impromptu coaching throughout the year.
- 2681 • Professional development funds are available to support employees in leadership
2682 initiatives.
2683

2684 **Strategic Goal 7: Assess and enhance University-wide research and scholarly activity**

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2686 **Objective 7.4: FACILITIES:** Identify the need for facilities that foster the development of
2687 research and scholarly activity and manage them to optimize their utility and accessibility to the
2688 University-wide community.

2689
2690 **Progress:**

2691 **DCOM**

- 2692 • LMU-DCOM has renovated a building at the DCOM at LMU-Knoxville location for
2693 bench research
- 2694 • DCOM faculty manage the 1,900 sq. ft Microscopy Suite located in the MANS
2695 building. This facility is equipped with sample preparation equipment, light microscopes,
2696 and a state-of-the-art scanning electron microscope (SEM), as well as a transmission
2697 electron microscope (TEM).
- 2698 • DCOM maintains an active research lab within the MANS building which contains mass
2699 spectroscopy, fast protein liquid chromatography (FPLC), high pressure liquid
2700 chromatography (HPLC), quantitative PCR equipment, and modern molecular biology
2701 and tissue culture facilities.

2702
2703 **Allied Health Sciences**

2704 *Sport and Exercise Science Department (SES)*

- 2705 • Continued purchase of equipment for the exercise physiology lab in Parkway AT
2706 building will support SES faculty and students in conducting research.

2707 *Veterinary Health Science and Technology Department (VHST)*

- 2708 • The Schenck Center for Allied Health Sciences facility will support the research and
2709 scholarly activity of VHST faculty and students.

2710
2711 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 2712 • AHSS identified the need for a location for accomplishing research in digital
2713 photography and graphic design. Space for this purpose facilitates art faculty and students
2714 to pursue technological research in the Arts.
- 2715 • The CAM faculty (Communications and Media) identified a need for an audio and sound
2716 room for purposes of training students in both areas of study. The location has been
2717 modified for these purposes.

2718
2719 **Duncan School of Law**

2720 **Strategies and Action Plans:**

- 2721 • 7.4.1 Identify short-term and long-term facility needs ensuring future competitiveness
2722 of research and scholarly activities across campus and at extended learning sites in
2723 conjunction with Deans, Chairs, and research faculty
- 2724 • 7.4.2 Ensure adequate information technology, library and support services are in place
2725 to facilitate research and scholarly activities across campus and at extended learning sites
- 2726 • 7.4.3 Ensure that all facilities across campus and at extended learning sites comply with
2727 laboratory health, safety and environmental protection regulations
- 2728 • 7.4.4 Support Space Allocation Committee policies and procedures for space allocation
2729 of dedicated laboratory research facilities across campus and at extended learning sites

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- 7.4.5 Review library resources for campus and extended learning sites to ensure graduate, undergraduate and faculty research and scholarly activity needs are adequate
 - Faculty are provided research assistants and access to law librarians willing to assist in conducting research within the law school’s databases.
 - 7.4.6 Ensure ADA and USDA compliance of research facilities across campus, including the Abraham Lincoln Library and Museum, and at extended learning sites

2737 **College of Veterinary Medicine**

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- Computer access is available for fourth year clinical experience students at all clinical affiliates, allowing access to all University student resources.
 - The LMU Librarian is included in faculty trainings, student orientation, and summer research student seminar series and supports employees and students with literature searches.
 - The CVM complies with IRB, IACUC and OSHA guidelines
 - A CVM faculty member serves as a library liaison and helps support the library in review of appropriate CVM resources.
 - The CVM is in ADA and USDA compliance.

2747

2748

2749 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

2750

2751 **Objective 7.5:** EVALUATION: Develop and implement an evaluation system that recognizes
2752 the importance of research and scholarly activity to the mission of the University.

2753

2754 **Progress:**

2755 **ORGSP** is working with library personnel to discuss ways to add scholarly activity to the
2756 existing Digital Commons portal so all scholarly activity can be easily accessed, searched and
2757 reported on.

DCOM implements an annual faculty review process, conducted by the employee's immediate supervisor, which includes a careful examination of the faculty members' research productivity and scholarly activity over the academic year.

2758

2759 **Allied Health Sciences**

2760 *Medical Laboratory Science Program (MLS)*The

- 2761
- LMU MLS faculty support on-campus and extended learning site faculty in regards to professional research and scholarly activities by regularly hosting the PACE accredited LMU MLS Continuing Education and Research Conference each semester in Knoxville and Kingsport, Tennessee. This conference provides professional development opportunities for all LMU faculty, especially the MLS faculty, as well as members of the professional medical laboratory science community. As required by the ASCLS PACE Standards, each continuing education session is peer reviewed by the attendees. The results are reviewed and documented by Dr. Engle, who currently serves as the ASCLS PACE Administrator for the State of Tennessee. Admission was free to attendees.
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2770 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 2771
- AHSS tracks scholarly work; all faculty are expected to produce scholarship in an agreed upon timeframe. Forms for this purpose are provided and completed with each semester's faculty load forms.
 - AHSS faculty evaluations require all faculty to attend at least one scholarly conference, annually.
- 2772
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2777 **Caylor School of Nursing**

- This is part of the University annual performance evaluation as well as the CSON's systematic plan for evaluation, which measures outcomes in regard to research and scholarship.

College of Veterinary Medicine

- 2778
- Department heads discuss research FTE with faculty members and set goals for research output yearly.
 - Dean has startup fund account to support new faculty in research.
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- CVM Intramural Grants are awarded each year to employees. These funds are to support small research projects to gain data and experience and apply for larger external funding opportunities.
 - In 2020, the CVM awarded 16 intramural grants totaling \$312,617.00.
 - Student research support programs are offered through semester research assistantships.
 - Research FTE and research activities are reviewed in annual faculty evaluation process.
 - he CVM has implemented a new research mini proposal application process. This is to award funding out of the intramural grant cycle to support researchers in completion of projects or for supplies in MS projects.
 - The CVM maintains a Research Collation Workbook that is updated, at minimum, yearly by faculty with all research activities. Metrics recorded include % of faculty involved in research, publications, faculty presentations, abstracts/posters, research students, and peer reviewed publications with students as authors/co-authors.
 - Faculty evaluations require reporting of faculty research activities.
 - Intramural Grant Progress Reports are required from all employees receiving a CVM intramural report. These are required to be eligible for future funding.

2801 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

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2803 **Objective 7.6:** Broader Impacts: Facilitate the development of research and scholarly initiatives
2804 that produce discoveries that benefit academia and society.

2805
2806 **Progress:**

2807
2808 **ORGSP**

- 2809
- Assisted in the submission of 54 grant proposals for fiscal year 2019-2020
 - To date, 28 of those grants were awarded for a total of \$3,242,592
 - Mini-grants – awarded 9 mini-grants for a total of \$32,511

2810
2811 **DCOM**

- 2812
- During the academic year, LMU-DCOM produced the following research and scholarly activity:
 - 47 Poster Presentations
 - 14 Oral Presentations
 - 45 Peer Review Publications
 - 11 Non-Peer Reviewed Publications

2818
2819 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 2820
- All publications, presentations, and creative work completed by AHSS impact society and benefit academia. For a list of this year's scholarship, contact AHSS dean's office.

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2824 **Caylor School of Nursing**

- 2825
- The CSON received a Nursing Education, Practice, Quality, and Retention (NEPQR) Interprofessional Collaborative Practice Program (IPCP): Behavioral Health Integration grant for 2020-21, and this grant focuses on partnerships for mental and behavioral health with LMU communities to serve their constituents. It is the hope from this grant to see the needs of the community so that they can be better served.

2830
2831 **Carter & Moyers School of Education**

2832 Dr. Jessica Taylor (EdD program) serves as a reviewer for Emerging Dialogues, a publication for
2833 the Association for the Assessment of Learning in Higher Education and has been invited to
2834 participate in The Institute for Research on Innovation and Science (IRIS) hosted by the
2835 University of Michigan for this summer's focus on "Joining the Data Revolution: Big Data in
2836 Education and Social Science Research."

2837
2838 Dr. Joshua Tipton (EdD program) serves as a member of the National Council for the Social
2839 Studies Archives Committee and is a national conference proposal reviewer for the National
2840 Council for the Social Studies and the Kappa Delta Pi International Honor Society in Education

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Strategic Goal 8:

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Provide academic and student services that

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foster academic and social integration to

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promote retention and student success.

2845 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
2846 *integration to promote retention and student success.*

2847

2848 **Objective 8.1:** Improve the retention, progression, and graduation rates for students in
2849 undergraduate, graduate, and professional programs.

2850

2851 **Progress:**

2852

2853 **Career Services**

- 2854 • Continue to collect outcomes information on graduates at a higher knowledge rate
2855 than the national average using a variety of collection methods at the time of
2856 graduation and six-months post-graduation.
- 2857 • Implemented Freshman initiative to increase office interaction at earlier stage of
2858 student's academic career. Freshman interaction equated to 39.7% of total
2859 interaction.

2860 **First Year Experience**

- 2861 • Updated Curriculum for UACT 100
- 2862 • Modified assignments in UACT 100 to meet QEP transparency guidelines
- 2863 • Updated UACT 100 Tool Kit (supplemental resources)
- 2864 • Updated Curriculum for UACT 204
- 2865 • Updated Curriculum for UACT 100 (Recovery Course in SP2020 for students who did not
2866 pass UACT 100 in FA2019)
- 2867 • Checked in 347 incoming students for Welcome Weekend 2019
- 2868 • Welcome Weekend Feedback survey indicated
 - 2869 ○ 86% of respondents said **yes** to *feeling better equipped to navigate LMU after*
2870 *attending one of the rotating sessions during Welcome Weekend.*
 - 2871 ○ 98% of respondents said **yes** that *their Lincoln Ambassador was helpful*
2872 *throughout the Welcome Weekend Experience.*
 - 2873 ○ 96% of respondents said **yes** that *their Lincoln Ambassador has been helpful to*
2874 *them beyond Welcome Weekend.*
 - 2875 ○ 93% of respondents said **yes** they would *recommend Welcome Weekend to future*
2876 *incoming railsplitters.*
 - 2877 ○ 86% of respondents said **yes** that *Welcome Weekend helped them to feel less*
2878 *nervous about the start of college.*

2879 **Student Services**

- 2880 • Facilitated weekly Student of Concerns meetings averaging a caseload of 30 students to
2881 connect students with campus resources to improve retention and remove barriers to
2882 success
- 2883 • Present to the New Faculty Academy on “Faculty Interactions” to improve the student
2884 perception of faculty
- 2885 • Selected and recruited 9 students to participate in the fall and spring Institutional Life
2886 Committee Meeting
- 2887 • Facilitated student focus groups regarding the QEP: Transparent Instruction

- 2888
- Facilitate Anti-hazing training for Greek Life members

2889

2890 **Academic Support**

- 2891
- The Student Support Services Program served 167 undergraduate students during the 2019-2020 academic year.

- 2892
- The SSS retention rate from Fall 2018 to Fall 2019 was 77%.

- 2893
- The SSS retention rate from Fall 2019 to Spring 2020 was 89%.

- 2894
- The SSS graduation rate was 32% with bachelor's degrees and an additional 6% receiving associate degrees.

- 2895
- Ninety three percent (93%) of the SSS students were in good academic standing for the 2019-2020 academic year.

- 2896
- We will provide a successful transition of Cornerstone students into the learning community of the university: 91.1% of students remained academically eligible to return in Spring of 2020 compared to the expected outcome of 65%.

- 2897
- We will maintain a high level of retention for Cornerstone Students from the Fall to Spring Semesters: 73.3% students were retained from the Fall to Spring Semesters compared to an expected outcome of 60%.

- 2898
- Overall, our retention numbers for both Cornerstone and Cornerstone Invitee programs were 83.22% from Fall 2019 to Spring 2020.

- 2900
- The Office of Academic Support will provide services to high-risk student populations to support their retention (Academic Warning and Probation). We did not meet our goal of at least 70% of at-risk students were retained from the Fall 2019 to the Spring 2020 Semester as we were at 68%. This is consistent with last year's numbers (Fall 2018—Spring 2019) which was at 67%.

- 2901
- In Fall 2019—2020, the office of Academic Support contacted 241 students who were reported as having difficulties through the Student Welfare Alert system.

2902

2903 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

2904

- 2905
- The AHSS Graduate programs have developed entrance and exit surveys to evaluate student satisfaction. Program directors and the Graduate Council regularly discuss means of improving student satisfaction. The current focus is on enhancing use of social media and web related recruitment tools to market both programs.

- 2906
- AHSS faculty communicate with advisees to ensure students have a direction and understand the benefits of their program and education.

- 2907
- Student clubs keep students engaged and adds activities to keep them connected to their school, offering another form of learning and enhancing social bonds. AHSS supports 17 student clubs and organizations. The Social Work SHARE Club received awards for their 30+ activities during 2019-20: 5-Star status, Community Service Award, and Organization of the Year.

- 2908
- AHSS recruiter meets bi-weekly with the Dean and Assistant Dean to discuss the status of recruitment plans

2909

2910

2931 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
2932 *integration to promote retention and student success.*

2933
2934 **Objective 8.2:** To improve the student experience by developing and promoting available
2935 services.

2936
2937 **Progress:**

2938
2939 **Student Activities and Engagement**

- 2940 • Hosted and co-hosted 62 activities with various offices and campus organizations
- 2941 throughout the course of the year with a total participation of 6,514 students by end of
- 2942 Spring 2020 - Average event attendance was 105 students
- 2943 • Improved social media presence through Instagram and Twitter with 1,795 followers
- 2944 cross-platform
- 2945 • Updated the Student Organizations Registration process for the Academic Year - 34
- 2946 undergraduate student groups have registered
- 2947 • Supported the Student Government Association and the SGA Finance Committee in
- 2948 utilizing the Student Activity Fee
- 2949 • Supported the Lincoln Leadership Summit (September 2019) with coordination of
- 2950 student organizations - 50 student organizations and offices partner to host the College
- 2951 and Organization Fairs for approximately 1,000 local high school students
- 2952 • Implemented new tracking system for the shuttle, Transloc, to be utilized starting in the
- 2953 Fall Semester - Shuttle averaged 202 riders per week for the year
- 2954 • Restructured the Lincoln Activities Board by adding executive positions as well as
- 2955 committees to better improve our reach across campus and to increase staffing at events
- 2956 • Hosted a virtual version of the Student Leadership Awards with staff and faculty across
- 2957 campus contributing to the recognition of students - Added new award, Graduate
- 2958 Assistant of the Year; 30 student organizations participated in nominations and were
- 2959 awarded
- 2960 • Completed the 5 Star Student Organization Recognition Program - 14 groups received
- 2961 top honors with 5 Stars; 2 groups received 4 stars; 1 group received 3 stars
- 2962 • Restructured the Mr. and Mrs. LMU Contest to the Railsplitter of Recognition Award,
- 2963 presented to 2 students who exemplified outstanding qualities and have left a legacy at
- 2964 LMU - Instead of popular vote by campus, these students interviewed with a committee
- 2965 of faculty and staff on campus and were selected using a scoring rubric

2966 **Campus Recreation**

- 2967 • Continued to oversee Fitness Center Operations - Main Fitness Center – Usage 24,192
- 2968 individual visits from September 1-March 15
- 2969 • Continued successful operation of Aquatics and Campus Pool programs - Revenue =
- 2970 \$28,594.73 up until closure in March; Visits through closure in March = 7,025
- 2971 • Continued to offer Group Fitness Opportunities and advertise in newsletters and on social
- 2972 media platforms - Aqua Group Fitness Average Attendance (Total Attendance: 891)

- 2973 • Intramural Sports Participation - Flag Football (Fall '19) 36 games, 662 total attendance;
- 2974 Basketball (Spring '20) 41 games, 157 total attendance
- 2975 • Sport of the Week offered in the Spring to gauge interest in adding a new intramural
- 2976 league - 5 sports offered with 57 participants

2977 **Accessible Education Services**

- 2978 • Presented Accessible Education Services through 9 Workshops to 467 faculty,
- 2979 staff, administrators during annual faculty/staff in-service
- 2980 • Fall 2019 the Office of Accessible Education Services proctored 384 exams.
- 2981 • Spring 2020 the Office of Accessible Education Services proctored 127
- 2982 exams.

2983 **Career Services**

- 2984 • Conducted monthly visits to the Cedar Bluff off-campus site to ensure all students
- 2985 have access to the same support services to reach their goals.
- 2986 • Visited PRMC, Alcoa, and Corbin off-campus sites to disseminate service
- 2987 information and brochures and give presentations to enhance knowledge of
- 2988 resumes and interviewing.
- 2989 • Provide a strong presence and disseminate office service information at NSR
- 2990 events and Welcome Weekend.
- 2991 • Increasing community outreach by establishing relationships with local business.
- 2992 Established agreement with local business to provide students with free attire for
- 2993 job interviews.
- 2994 • Continually develop new resources for students to utilize and enhance quality of
- 2995 services provided.
- 2996
- 2997

2998 **First Year Experience**

- 2999 • Facilitated UACT 100 Instructor Training in July and August 2019
- 3000 • Conducted observations of UACT 100 Classes
- 3001 • Amended the Welcome Weekend Schedule in response to the student feedback
- 3002 from the Welcome Weekend Feedback Survey as well as the UACT 204 project
- 3003 (Developing an ideal Welcome Weekend Experience)
- 3004 • Added the Major Meet Up Event at Welcome Weekend to provide incoming
- 3005 students to meet the dean, faculty and fellow students within their major
- 3006 • Added a Fall Pre-Season Student Athlete Check In process that was more conducive to
- 3007 their practice schedule.
- 3008 • Increased the number of students who responded to the Welcome Weekend
- 3009 Feedback survey through the UACT 100 course
- 3010 • Increased the number of fall Lincoln's Lounges from once a month to twice a
- 3011 month and maintained monthly Lincoln's Lounges in the spring (942 total
- 3012 attendees, with an average of 94 attendees at each event)
- 3013 • Revised PASSPORT to Success program to 19 events taking place in the first 6
- 3014 weeks of the fall semester (915 total attendees at PASSPORT events)
- 3015 • Continued to identify first-year students as "Rising Stars" who have leadership
- 3016 potential

- 3017 • The Fall 2019 Lincoln Ambassador Reunion had representation from 5 different
- 3018 LA teams
- 3019 • Increased outreach during Lincoln Ambassador Recruitment by offering multiple
- 3020 information sessions, visiting classrooms, direct emails to individuals, and emails
- 3021 directed to athletic coaches, in an effort to broaden the pool of candidates
- 3022 • Maintained student engagement during transition to online curriculum via social
- 3023 media with virtual events like BINGO, Virtual Easter Egg Hunt, Learning and
- 3024 Understanding your Enneagram Type, and an A-Z Scavenger Hunt
- 3025

3026 **Inclusion and Diversity Engagement**

- 3027 • Developed the Student Diversity Leadership Council (SDLC), a support and
- 3028 leadership initiative for students who are part of the diversity at LMU and those
- 3029 interested in promoting diversity and inclusion. Membership benefits include
- 3030 leadership development, service-learning opportunities, event planning skills,
- 3031 greater cultural awareness, personal growth, opportunities to serve on focus
- 3032 groups, opportunities to attend student conferences, and an enhanced resume
- 3033 • Coordinated and facilitated a weekend retreat for SDLC members. Activities
- 3034 included workshops on leadership, service, power, and privilege.
- 3035 • SDLC attended GLIMPSE Student Conference at Berea College. Students
- 3036 engaged in dialogue on issues faced by today’s students of color. Discussions
- 3037 were aimed at preparing students to take on active leadership roles cultivating
- 3038 student organizations that provide a positive environment and enhance the overall
- 3039 campus experience for students of color and others from underrepresented
- 3040 backgrounds.
- 3041 • Developed and facilitated “Anti-Discrimination and Harassment Prevention” to over 800
- 3042 individuals at orientations for DCOM Harrogate and Knoxville, CVM, and Master of
- 3043 Science programs.
- 3044 • Developed and facilitated “Implicit Bias & Microaggressions” training for 30 Resident
- 3045 Life student staff.
- 3046 • Developed and facilitated two sessions on “Creating an Inclusive Classroom” during
- 3047 Staff/Faculty conference week with 22 staff and faculty attending.
- 3048 • Developed and facilitated International Student Orientation for new international
- 3049 students.
- 3050 • Assisted with Welcome Weekend activities to include facilitating a rotating session on
- 3051 “Allyship,” and participating in community service activities.
- 3052 • Presented “Campus Diversity and Inclusion” to 20 UACT 100 classes reaching
- 3053 approximately 250 students.
- 3054 • Coordinated “Diversity Tuesdays,” an initiative providing co-curricular diversity
- 3055 programming each Tuesday throughout the term of the academic year. Programming
- 3056 included twice-monthly *Courageous Conversations* and a documentary film series.
- 3057 • Coordinated the 4th Annual *Celebrate Appalachia Fest*, a series of co-curricular events
- 3058 highlighting Appalachian culture.
- 3059 • Coordinated MLK Day programming through partnership with community organization,
- 3060 attended by more than 100 campus and community members.
- 3061 • Developed online module on implicit bias and microaggressions as a resource for faculty.

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Student Leadership and Outreach

Community Service

- The Office of Student Leadership and Outreach provided both on and off campus service opportunities for students to complete the student service initiative which requires students to complete 10 hours of community service per semester.
- Total community service hours for 19/20 school year is 4,532
- During Welcome Weekend this office partnered with the Office of First Year Experience and campus life to offer community service excursions - 170 students completed 1,164 hours of community service at 25 different community partner sites in a single day
- Implemented a canned food drive during the National Hunger and Homelessness Awareness week - Collected 715 cans which were donated to Corporative Christian Ministry in Middlesboro, Kentucky; Partnered with the Office of First Year Experience to host a Hunger Banquet to educate students on hunger and homelessness in America
- Partnered with Rock the Crater in Middlesboro, Kentucky
- Partnered with Friends of the Shelter the staff Beasty Bash
- Partnered with School of Math and Science to staff Science Olympiad
- Hosted Chocolate Cards and Community Service Event to write letters for troops

Greeks

- The Office of Student Leadership and Outreach serves as the advisor to all Greek organizations through the Inter Greek Council - Required all Greek Organizations to select a philanthropy that they are required to work closely with

Railsplitter Representatives (R.A.I.L.S)

- The Office of Student Leadership and Outreach developed the Rails program into a leadership development opportunity and students elected a President, Vice President, SGA Rep, and Community Service Rep for the first time
- The Railsplitter Representatives gave 316 tours during the 19/20 school year

Student Services

- Present a Student Services presentation to undergraduate and graduate nursing program orientations each semester
- Present a Family Session at every New Student Registration event to connect families with campus resources
- Present a Student Services and Parent Session at Welcome Weekend 2019 reaching over 347 incoming students and their families
- Facilitated Club and Organization Officer Training in January 2020
- Developed and filmed Virtual NSR Student Services video content
- Coordinated efforts will all Student Services offices to increase student engagement in a virtual environment following the transition to online classes in March 2020

Academic Support

- The SSS program mailed semester family member newsletter promoting SSS services and activities.

- 3104 • The SSS program mailed monthly student newsletters promoting all SSS services and
3105 activities.
- 3106 • The SSS program staff participated in the Community Service Welcome Weekend
3107 activity.
- 3108 • The SSS program staff presented information stations five times at various locations on
3109 campus to promote the SSS program and tutoring and to meet with SSS students.
- 3110 • The SSS program attended all 6 NSR's, promoted the SSS program and accepted fifty
3111 three new students into the SSS program.
- 3112 • The SSS staff presented and promoted the SSS program and tutoring to the Athletics'
3113 coaches meeting.
- 3114 • The SSS staff attended and promoted the SSS program during the Fall 2019 Lincoln
3115 Leadership Summit.
- 3116 • The SSS program utilized an Instagram, Twitter, and Facebook account to promote SSS
3117 services and activities.
- 3118 • Offered the Invitee program to students who were in either Math 099 or English 099 as
3119 an effort to help support their educational advising.
- 3120 • Increased the promotion of tutoring proactively based on student's history in an effort to
3121 provide a proactive approach to address a student's weaker academic areas.
- 3122 • Implemented initiative to recognize negative grade trends earlier facilitating an increased
3123 focus in areas of concern for a given student.
- 3124 • The Tagge Center also sponsored 6 social events in order to draw students to the Tagge
3125 Center.
- 3126 • During the transition to online learning, LMU utilized the online tutoring service of
3127 TutorMe. During the time period students utilized 85 hours total with 52 of those hours
3128 being online writing lab help.
- 3129 • Students ranked tutoring services being readily available as 5.90 compared to the national
3130 average for four-year private institutions at 5.74.
- 3131 • The Office of Academic Support will monitor, evaluate, and assess academic progress for
3132 all LMU undergraduate students. We met the goal of monitoring the academic progress
3133 of 100% of all undergraduate students with a D or F on the Third Week Grade, Midterm,
3134 and Final Grade reports. We met the goal of at least 30% of all students on the Spring
3135 2020 Third Week and Midterm report with D's or F's would utilize the services of the
3136 Office of Academic Support at 40%. This number is probably higher as the advisors/
3137 faculty are reaching out and intervening with individual tutoring sessions.

3138
3139 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**
3140

- 3141 • Graduate programs hold a combined virtual orientation at the beginning of fall
3142 and spring semesters which includes both new, current, and former students,
3143 fostering a greater sense of program community and familiarizing students with
3144 program expectations and university resources.

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- Many students in AHSS are recruited to participate in theater plays produced by LMU Theatre. This improves student connections to the school and fellow classmates/students.
 - The Recruiter and Student Success Coordinator has provided strong support for retention over the last three years.
 - Among the steps taken to pursue this objective is continuing analysis of student performance; updating curriculum of the program and specific classes; and extensive attention to attaining best practices in advising to better serve the interest of promoting student retention and success.
 - AHSS Recruiter attends many college and university open house events and college fairs where she speaks about services and programs available for students.
 - During advising and at other appropriate times, students are advised to pursue counseling services as well as make full use of campus services and facilities including the library, financial aid services, recreational, and athletic events.

3161 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
3162 *integration to promote retention and student success.*

3163

3164 **Objective 8.3:** Promote the service component of our mission statement to the University
3165 community.

3166

3167 **Progress:**

3168

3169 **Career Services**

3170 • Participate in service projects with UACT classes during Welcome Weekend.

3171 • Encourage community services projects throughout the academic year with all
3172 UACT students

3173

3174 **First Year Experience**

3175 • 29 UACT 100 (Welcome Weekend Small Groups) participated in 3 hours of
3176 community service during Welcome Weekend 2019

3177 • The 2020 Lincoln Ambassador Team planned and prepared a meal for families at
3178 the Ronald McDonald House in March 2020

3179

3180 **Inclusion and Diversity Engagement**

3181 • Developed the Student Diversity Leadership Council (SDLC), a leadership
3182 initiative for students who are part of the diversity at LMU and those interested in
3183 promoting diversity and inclusion. Membership benefits include leadership
3184 development, service-learning opportunities, event planning skills, greater cultural
3185 awareness, personal growth, opportunities to serve on focus groups, opportunities
3186 to attend student conferences, and an enhanced resume.

3187 • SDLC attended GLIMPSE Student Conference at Berea College. Students
3188 engaged in dialogue on issues faced by today's students of color. Discussions
3189 were aimed at preparing students to take on active leadership roles cultivating
3190 student organizations that provide a positive environment and enhance the overall
3191 campus experience for students of color and others from underrepresented
3192 backgrounds.

3193 • Supported SDLC's coat drive service project – collected 30 coats to distribute to
3194 local shelter.

3195 • Participated in Welcome Weekend service projects.

3196 • Promote service in UACT 100 course.

3197 • Guest speaker at Southeast Community College; topic: "Diversity and the College
3198 Experience."

3199

3200 **Student Services**

3201 • Supported the DAR Community Service open house event in November 2019

3202 • Shuttled students to Walmart in Middlesboro for ROHO service event

3203 • Participated in 3 hours of community service during Welcome Weekend

- 3204 • Present information at orientation events about the community service
3205 requirement

3206
3207 **Paul V. Hamilton School of Arts, Humanities, and Social Sciences**

- 3208 • Graduate programs engage with area professionals for guest speaking appearances and
3209 course content. Through social media, the graduate programs promote guest speakers to
3210 the general public.
- 3211 • Program advisory councils are an important way AHSS promotes services to the general
3212 and programmatic community.
- 3213 • ENGL-101 students were assigned persuasive fundraising letters to be mailed in
3214 support of the ALLM renovation and the LMU Scholarship Fund. The assignment
3215 objectives were manifold: to put writing in real-world action, to master letter
3216 formatting, to enhance rhetoric and composition skills, and to be an act of service
3217 for the betterment of LMU and others.
- 3218 • Social Work SHARE Club partnered with Servolutions in many events this past fall.
3219 Social work students provided 2708 clock hours for their local placement agencies as
3220 volunteer in-kind donations (at \$7.25 per hour) worth \$19,579. Four Social Work seniors
3221 wrote grants (\$17,500) that were submitted and 2 assisted in writing operational grants
3222 (\$342,844) for their placement agencies
- 3223 • Arts In The Gap program (AITG) has a primary purpose of promoting service to the
3224 community. This year’s events were postponed until 2021.
- 3225 • AHSS sponsors 17 clubs and academic field specific organizations. All were tasked with
3226 implementing community service activities this year.

Art Club	Active	Michael Giles
Criminal Justice Club	Status changing	Wayne Davis
College Democrats	Reorganizing	Rick Vogel
College Republicans	Status changing	Donald Trump
English Honor’s Society	Active	Rebecca Brackmann
Appalachia Club	Inactive	Jessey Gilley
History Club	Inactive	Deb Salata
Why Not?	Status changing	Rick Vogel

News Magazine/Film Club	Status changing	Rick Vogel
Music Ensembles	Active	Jim McAllister
Pre-Law and Political Science	Active	
Psychology Club	Active	Gary Verna
Philosophy & Religion Club	Active	Steve Cowan
Share Club	Active	Kristy Lee
LMU Players	Active	Joe Gill
Wolfpen Writers	Active	Darnell Arnoult
Abe's Paranormal Club	Active	Rebecca Brackmann

3227

3228 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
3229 *integration to promote retention and student success.*

3230

3231 **Objective 8.4:** Provide individualized academic support services.

3232

3233 **Progress:**

3234

3235 **Career Services**

- 3236 • Expertly facilitated 211 one-on-one sessions with undergraduate students,
3237 graduate students, and alumni to discuss career related issues, provide assistance
3238 with resume and cover letter construction, job search guidance, graduate school
3239 applications, and interview preparation.
- 3240 • Delivered 69 lectures, workshops, and presentations over the academic year on a
3241 variety of topics, reaching 875 students and professionals.
- 3242 • Provide graduate school and career fairs each semester to prepare students for
3243 planning during and after their collegiate career.
- 3244 • Utilize Focus2 software in UACT courses and in one-on-one appointments to help
3245 advise and direct students to appropriate majors and career paths to enhance
3246 persistence. 319 new users took the online assessment this academic year.

3247

3248 **Academic Support**

- 3249 • The SSS program staff taught five sections of UACT 100 during the fall semester. Each
3250 of the fifty three students were met with individually for an Intake Interview to ascertain
3251 the student's individual needs and to develop a 4-year plan to create and record student's
3252 short term and long term goals.
- 3253 • The SSS program provided 15 tutors for the Fall 2019 semester and 19 for the Spring
3254 2020 semester.
- 3255 • The SSS program's peer tutors offered 13 workshops and 55 review sessions during the
3256 2019-2020 academic year.
- 3257 • The SSS program provided \$44,000 in student scholarship money to freshmen and
3258 sophomores who were receiving a Pell Grant and having a financial need.
- 3259 • The SSS program offered eleven financial literacy workshops and financial literacy
3260 education was provided to all SSS students.
- 3261 • The SSS program staff conducted 1,179 individual meetings with students during the
3262 2019-2020 academic year.
- 3263 • The SSS program staff sent 4,384 emails to SSS students during the 2019-2020 academic
3264 year.
- 3265 • The SSS program provided 27 laptops and 26 iPads for student use.
- 3266 • SSS hosted two mentoring events; two cultural trips; one SSS Open House/Career Fair;
3267 one I'm First Generation Celebration; and one Christmas/ Graduation Celebration.
- 3268 • As part of the SSS initiative program, SSS staff were "academic coaches" via social
3269 media to all new freshmen as well as providing panel discussions with upperclassmen on
3270 success strategies.

- 3271 • SSS purchased part of the FOCUS2 career inventory and helped guide our freshmen
- 3272 students, along with the Office of Career Services, in understanding their results.
- 3273 • SSS collaborated with the biology department and purchased a complete box of bones for
- 3274 tutors to utilize with students in the Tagge Center.
- 3275 • SSS collaborated with the nursing department and purchased Davis Series nursing study
- 3276 guides to utilize with students in the Tagge Center.
- 3277 • In Fall 2019—Spring 2020, we served 155 students through the Cornerstone and Invitee
- 3278 Programs.
- 3279 • We followed up with 241 individual student welfare alerts.
- 3280 • For the Fall 2019—Spring 2020 semesters, the Tagge Center also provided 11
- 3281 educational workshops and 138 review sessions for specific subjects and exams.
- 3282 • Offered walk in advising services for any student in need.
- 3283 • Worked with each of our students to assist them with schedule planning and class
- 3284 selection.
- 3285 • Offered individualized tutoring through Tagge Center and TutorMe.
- 3286
- 3287

Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- Faculty advising of students is a priority. Five workshops were held this fall attended by a majority of AHSS faculty; supported by the Registrar’s Office.
- The Recruiter and Student Success Coordinator provides support to all students and focuses specific attention on students who have been identified as being in academic difficulty.

3288

3289 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
3290 *integration to promote retention and student success.*

3291
3292 **Objective 8.5:** Enhance University libraries and their services.
3293

3294 **Progress:**

- 3295 • Pursued grants and leveraged resources to support and extend LMU collections at the
3296 Carnegie-Vincent Library, Reed Health Sciences Library, the Duncan School of Law
3297 Library, and other off-campus site library resource collections.
 - 3298 ○ Held Scholastic Fair, the Library’s portion of the profits from the sales was added
3299 to the book budget.
 - 3300 ○ Continued participation in library consortia (Appalachian College Association
3301 Library, TENN-SHARE, and LYRASIS) to obtain best prices on electronic
3302 databases and other resources.
 - 3303 ○ Pursued one grant (unsuccessful) for furniture.
 - 3304 ○ Medical librarian received DCOM intramural grant.
- 3305 • Assessed learning resource needs and address the growth and development of new and
3306 existing programs, including collaborative agreements with other University/college
3307 library systems.
 - 3308 ○ Provided narrative, data, or attendance at reviews in support of the re-
3309 accreditation review of programs in social work (CSWE), nursing (State of
3310 Kentucky, ACEN), CVM (COE), MED (Mental Health – CACREP), and DCOM
3311 (AOA-COCA).
 - 3312 ○ Met with program directors and provided information on library resources in
3313 support of new doctoral programs in Physical Therapy, and Occupational
3314 Therapy.
- 3315 • Secured appropriate library and learning resources to support new and existing programs
3316 consistent with accreditation standards for Level VI requirements, including student,
3317 faculty and staff research/scholarly activity.
 - 3318 ○ Now provide access to 249 databases (up from 234 last year) through LMU
3319 Libraries’ budgets, the Appalachian College Association core shared collection,
3320 and the Tennessee Electronic Library (state and federal funds).
 - 3321 ○ Reviewed book collection at all locations for nursing, updated volumes
 - 3322 ○ Provide access to approximately 59,000 (up from 46,000 last year) full-text
3323 journals/magazines/newspapers, 87,000 print books, and 251,000 ebooks.
 - 3324 ○ Colleges’ and Schools’ participation in annual serials review and other
3325 collaborative efforts resulted in recommendations and purchases of:
 - 3326 ■ Journals:
 - 3327 ➤ NAVTA Journal
 - 3328 ➤ PM&R

- 3329 ➤ The American Journal of Medicine
- 3330 ➤ The Laryngoscope
- 3331 ➤ Child Development
- 3332 ➤ Journal of Physician Assistant Education
- 3333 ➤ Journal of the American Academy of Child & Adolescent
- 3334 Psychiatry
- 3335 ➤ Journal of the American Association of Nurse Practitioner
- 3336 ▪ Databases:
- 3337 ➤ NexisUni, which contains access to more than 15,000 news, legal
- 3338 and business sources and includes access to the full text of the
- 3339 Tennessee Code Annotated
- 3340 ➤ VetStream, online, point-of-care veterinary clinical reference
- 3341 source
- 3342 ➤ MedCom Nursing Videos Collection, (implementation in process)
- 3343 • Support integrated information literacy and quality learning resources, evidenced by
- 3344 student research/scholarly activity, technology and communications skills.
- 3345 ○ Exceeded objective of targeted assessment score on Worksheets for the Freshmen
- 3346 English classes, worked with English faculty to improve worksheet, added a
- 3347 generic video tutorial on searching and revised the Information Literacy research
- 3348 guide.
- 3349 ○ Increased number of the SEWS Junior/Senior classes participating in information
- 3350 literacy sessions and assessment by 133.33% from 9 sessions in prior year to 21
- 3351 sessions in 2019-2020.
- 3352 ○ Students in the SEWS classes exceeded targeted average score of 4.25 on each of
- 3353 five information literacy criteria.
- 3354 • Integrate the Association of College & Research Libraries “Framework for Information
- 3355 Literacy for Higher Education” into existing information literacy assessment procedures.
- 3356 ○ Began to implement plan to address all Information Literacy Frames on an
- 3357 Introductory, Reinforced and Advanced levels in SEWS Information Literacy
- 3358 structure. Curriculum fully implemented in ENGL 101, VHS 220, and VHS 497
- 3359 classes.
- 3360 • Provided appropriate cataloging, physical protection, security and space for all University
- 3361 collections.
- 3362 ○ Posted signage/information regarding COVID-19 throughout the library sites
- 3363 ○ Provided tissues and hand sanitizer for students
- 3364 ○ For cataloging/space, extensively weeded and updated our nursing collection;
- 3365 included notes in the catalog records, new spine labels for historical/theoretical,
- 3366 core collections, etc.
- 3367 ○ Created a “Donation Slip & Cataloging Notice” to help streamline processing.
- 3368 ○ Created cleaning guidelines for library materials and spaces that were
- 3369 implemented at the beginning of the COVID-19 Pandemic; trained employees on
- 3370 how to properly clean returned books.

- 3371 ○ One librarian and another librarian’s mother-in-law sewed and donated enough
3372 cloth face masks for all library employees to wear.
- 3373 ● Emphasized the integration of electronic resources to extend the availability of the
3374 collections to all constituencies.
- 3375 ○ Standardized the front pages of the online research guides to simplify navigation
3376 of research guides
- 3377 ○ Enabled “remote database” searching through our catalog/discovery system which
3378 allows access to certain databases from the catalog/discovery system rather than
3379 having to go to each database individually. Results are displayed within links to
3380 relevant databases, which permit focused searching and increase ease of access to
3381 results.
- 3382 ○ Reviewed and updated links to the Tennessee Electronic Library on our A-Z list.
- 3383 ● Provided faculty training opportunities on library resources through Faculty Staff
3384 Conference Week, New Faculty Academy, and through ad hoc requests.
- 3385 ○ Session held for JFWA faculty and staff regarding library resources
- 3386 ○ Two sessions held at Faculty Staff Development Week, one on fair use and one
3387 on open access resources
- 3388 ● Continued to investigate enhancing the use of CVL student study space to include a more
3389 social- snack friendly – first floor.
- 3390 ● Finalized, with Legal, the implementation of an Institutional Repository (LMU scholarly
3391 research database) for the purpose of enhancing access to and archiving of new faculty,
3392 staff, and student developed scholarly work, university scholarly resources, digital
3393 archival images, <https://digitalcommons.lmunet.edu/>
- 3394 ○ Policy on uploading materials was finalized with LMU’s Legal department.
- 3395 ○ Met with DCOM, the Library’s Learning Resources Committee, and some faculty
3396 regarding uploads, including starting new journals, the Cumberland Mountain
3397 Naturalist, the LMU Journal of Social Sciences, and the Wolfpen Journal for a
3398 student organization.
- 3399 ○ Began adding electronic theses and dissertations which helped account for 2,554
3400 new downloads.

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2021-2026 Strategic Plan

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Strategic Goal 1:

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Assess and enhance academic quality

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3408 **Strategic Goal 1:** *Assess and enhance academic quality.*

3409 **Objective 1.1:** Connect all development, improvement, and
3410 implementation of curricula and programs to the University mission and
3411 planning, budgeting, and assessment processes.

3412 **Strategies and Action Plans:**

- 3413 • Submit all proposals for accreditation substantive changes/approvals
3414 sequentially through the appropriate curriculum committee(s), program(s),
3415 department(s), school(s)/ college(s), division(s), Academic Council,
3416 President’s Cabinet, and Board of Trustees. As necessary and at the
3417 appropriate step in the accreditation process, the appropriate vice president
3418 will inform the Office of Institutional Effectiveness. This review includes but
3419 is not limited to, feasibility studies, adequacy of faculty, staffing plans,
3420 mission compatibility, budget pro forma, and all other resource implications.
- 3421 • Ensure academic programs receive a review of budget pro forma and
3422 marketing plans prior to entering the academic approval process beyond
3423 the school/college level.
- 3424 • Distribute, review, and use the Outcomes Assessment Report to guide
3425 program improvement and support, or discontinuation.
- 3426 • Appropriate adequate funding for marketing existing programs

3427 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans,
3428 Office of Institutional Effectiveness, Senior Director of Marketing, Vice
3429 President for Academic Affairs (VPAA), and appropriate Vice President(s)
3430 (VPs).

3431 **Time Frame:** Ongoing. Curricular changes should be completed by April 15, with
3432 inclusion in the new catalogs, web pages, and the schedule of classes. Any changes
3433 with fiscal impact must be included in the budget planning process.

3434 **Resources Required:** Commitment of time; collection and analysis of data; and
3435 budgeted resources for program development, marketing, learning resources,
3436 academic support services, appropriate technology, assessment, and
3437 accreditation processes.

3438 **Assessment:** Review appropriate minutes of school (s)/ college (s), Academic
3439 Council, Institutional Effectiveness Committee, President’s Cabinet, and Board of
3440 Trustees; Outcomes Assessment Reports; marketing plans; and budgets.

3441 **Use of Results:** To document the connection among mission, academic planning, and budgetary
3442 decision-making, as these relate to continued assessment and enhancement of academic quality.

3443 **Strategic Goal 1:** *Assess and enhance academic quality*

3444 **Objective 1.2:** Create, revise, and support or discontinue academic
3445 programs.

3446 **Strategies and Action Plans:**

- 3447 • Consider and implement innovative approaches to instructional delivery
3448 and student learning with input from the CTLE.
- 3449 • Continue the investigation, development and implementation of additional
3450 undergraduate, graduate and professional programs, including but not limited
3451 to degree completion programs, bridge programs, and licensure programs.
- 3452 • Continue/begin an investigation of new academic programs including, but not
3453 limited to:; (1) Master of Science in Psychology; (2) Doctor of Osteopathic
3454 Medicine/Juris Doctor (DO/JD); (3) JD/MBA and JD/MPA joint degree
3455 programs; (4) JD/DVM joint degree program; (5) international programs and
3456 other collaborative efforts; (6) BA in Professional Communication Arts; (7)
3457 Additional concentrations and programs in Mental Health and Counseling;
3458 (8) Medical Laboratory Science to off-campus learning sites; (9) School
3459 librarian endorsement; (10) Health Sciences Institute; (11) Doctor of
3460 Psychology (PsyD)
3461 (11);(12) Speech-Language Pathology; (13) Doctor of Physical Therapy
3462 (DPT); (14) 3 + 3/4 professional programs and undergraduate programs to
3463 include law, medicine, and veterinary programs (15) DVM/MPH joint
3464 degree; (16) MVEd in Veterinary Medical Education (17) MSN Nursing
3465 Education; (18) PhD Management; (19) Occupational Therapy Doctorate;
3466 (20) Physical Therapy Doctorate; (21) Doctor of Optometry
- 3467 • Continue to explore opportunities to provide academic program offerings at
3468 existing or new learning sites.
- 3469 • Continue to improve coordination between Harrogate and other learning sites
3470 with an emphasis on budget development, human resources, marketing,
3471 facility operations, student and academic support services, technology,
3472 learning resources, and comparability of courses/programs.
- 3473 • Continue to explore, secure, and utilize technology to enhance the
3474 instructional delivery process.
- 3475 • Continue to provide relevant professional development opportunities for
3476 all faculty, including training to support recruitment and retention.
- 3477 • Continue the process for maintaining full accreditation for all professional programs.
3478

3479 **Responsibility:** Instructional Technologist, Director of Online Learning, Program
3480 Directors/Coordinators, Department Chairs, Deans, VPAA, and appropriate VPs

3481 **Time Frame:** Ongoing. Curricular changes and program creations should be
3482 completed by April 15, with inclusion in the new catalogs, web pages, and schedule
3483 of classes. Any changes with fiscal impact must be included in the budget planning
3484 process.

3485 **Resources Required:** Commitment of time; collection and analysis of data;
3486 and budgeted resources for program development, academic and student
3487 services, library, and other learning resources and accreditation processes.
3488 **Assessment:** School (s)/ College (s) minutes and Academic Council minutes.
3489 **Use of Results:** To document creation, revision, and support, or discontinuation of academic
3490 programs.
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3494 **Strategic Goal 1:** Assess and enhance academic quality.

3495 **Objective 1.3:** Ensure that new and revised programs have clearly
3496 articulated student learning outcomes.

3497 **Strategies and Action Plans:**

- 3498 • Define student learning outcomes for each new and revised program.
- 3499 • Publicize academic student learning outcomes via appropriate media.
- 3500 • Ensure the accuracy and consistency of information in all published media.
- 3501 • Collaborate with marketing, academic and student support services,
3502 and student recruitment to publicize academic student learning
3503 outcomes.
- 3504 • Document and demonstrate a systematic plan of evaluation for new and revised programs.
- 3505 • Standardize and communicate college/school-specific accountability
3506 processes that demonstrate course-specific academic student
3507 learning outcomes.

3508 **Responsibility:** Program Directors/Coordinators, Department Chairs,
3509 Deans, VPAA, and appropriate Vice Presidents.

3510 **Time Frame:** Ongoing. Curricular changes and program creations should be
3511 completed by April 15, with inclusion in the new catalogs, web pages, and schedule
3512 of classes. Any changes with fiscal impact must be included in the budget planning
3513 process.

3514 **Resources Required:** Commitment of time; collection and analysis of data; and
3515 budgeted resources for program development, academic and student services,
3516 learning resources, and accreditation processes.

3517 **Assessment:** Annual review of budget proposals considering departmental and
3518 program plans, and needs identified by assessment activities and corresponding
3519 program outcomes.

3520 **Use of Results:** To ensure clearly articulated academic student learning outcomes.

3521

3522 **Strategic Goal 1:** *Assess and enhance academic quality.*

3523 **Objective 1.4:** Use a comprehensive performance evaluation process,
3524 based on professional and institutional expectations, relative to
3525 teaching, research/scholarly activity, service, and as applicable clinical
3526 activity.

3527

3528 **Strategies and Action Plans:**

- 3529 • Implement a revised faculty evaluation process.
- 3530 • Enhance participation in electronic course and advising assessment processes for academic
3531 programs.
- 3532 • Encourage faculty peer evaluation of instruction.
- 3533 • Create and implement an evaluation system for academic leaders.

3534 **Responsibility:** Department Chairs, Program Directors, Deans, appropriate Vice
3535 Presidents, Office of Institutional Effectiveness, Director of Online Learning,
3536 Instructional Technologist, and Human Resources.

3537 **Time Frame:** Ongoing.

3538 **Resources Required:** Time commitment, data collection, analysis, interpretation.

3539 **Assessment:** Periodic review of the faculty evaluation process.

3540 **Use of Results:** To provide a comprehensive faculty evaluation process.

3541

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3543 **Strategic Goal 1:** *Assess and enhance academic quality*

3544 **Objective 1.5:** Enhance the Abraham Lincoln Library and Museum
3545 (ALLM) and its services.

3546 **Strategies and Action Plans:**

- 3547 • Pursue grants and leverage resources to support and expand the library,
3548 archival, and artifact collections at the ALLM.
- 3549 • Facilitate the use of ALLM exhibits and programs by area schools, community groups,
3550 tourists, and other constituencies through media.
- 3551 • Provide appropriate physical protection and space for ALLM
3552 collections.
- 3553 • Promote scholarly activity opportunities at the ALLM to internal and
3554 external researchers.
- 3555 • Implement a comprehensive exhibits plan.
- 3556 • Integrate ALLM resources with LMU academic programming.

3557 **Responsibility:** Director of the Abraham Lincoln Library and Museum
3558 (ALLM), University Advancement staff, and the Special Assistant to the
3559 President.

3560 **Time Frame:** Ongoing.

3561 **Resources Required:** Time commitment; funding both from institutional
3562 budgets and from external grants and gifts.

3563 **Assessment:** An annual progress report within the strategic planning process
3564 and the budget process.

3565 **Use of Results:** To ensure enhancement of the ALLM and its services.

3566

3567 **Strategic Goal 1:** Assess and enhance academic quality.

3568 **Objective 1.6:** Pursue international collaborations to enhance the
3569 diversity and quality of the University community and academic
3570 programs.

3571 **Strategies and Action Plans:**

- 3572 • Continue to develop and expand student exchange programs.
- 3573 • Continue to develop and expand faculty exchange programs.
- 3574 • Continue to develop and expand a visiting scholars program.
- 3575 • Continue to recruit, enroll, and retain international students.
- 3576 • Continue to develop relationships with language institutes.
- 3577 • Continue to support collaborations and other initiatives.
- 3578 • Explore opportunities for international learning sites.
- 3579 • Develop professional programs' student clinical year integration at LMU.
- 3580 • Explore opportunities for support of scholarship abroad.

3581 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans,
3582 Director of International Programs, Assistant Director of International Programs,
3583 International Recruitment Executive, Advisor to the President, and appropriate
3584 Vice Presidents.

3585 **Time Frame:** Ongoing.

3586 **Resources Required:** Commitment of time; collection and analysis of data;
3587 and budgeted resources for program development, student and academic
3588 services, library and other learning resources, accreditation processes, and
3589 travel.

3590 **Assessment:** Annual review by Director of International Programs,
3591 International Recruitment Executive, appropriate Deans, and Vice
3592 Presidents, Special Assistant to the President.

3593 **Use of Results:** To enhance the diversity and quality of the University
3594 community and academic programs.

3595 **Strategic Goal 1:** *Assess and enhance academic quality*

3596 Objective 1.7: Implement the Quality Enhancement Plan focusing on
3597 transparent instruction to enhance student success in general education
3598 and gateway courses.

3599

3600 **Strategies and Action Plans:**

- 3601 • Collect and synthesize existing data on the persistence of students
3602 participating in general education and gateway courses at LMU.
- 3603 • Implement the assessment plan for measuring student success in general
3604 education and gateway courses; this includes specific definition and
3605 measures of student success.
- 3606 • Implement the assessment plan for measuring the persistence of students
3607 participating in general education and gateway courses at LMU; this
3608 includes specific definition and measures of student success and target
3609 groups of students.

3610

3611 **Responsibility:** QEP Steering Committee, Academic Affairs, Academic Services,
3612 Student Affairs, CTLE, QEP Director, Campus-wide involvement in a variety of
3613 levels.

3614 **Time Frame:** 2019-2024.

3615 **Resources Required:** Budgetary allocation for the implementation and
3616 completion of the QEP. Involvement of constituencies across campus to
3617 implement Transparent Learning methodologies throughout selected General
3618 Education and Gateway courses.

3619 **Assessment:** Data collected during the initial development of the QEP establishes
3620 the baseline for an assessment of the existence and level of transparent principles
3621 already found throughout LMU's undergraduate curriculum (specific to General
3622 Education and Gateway courses). Transparency will be assessed across the
3623 curriculum as additional transparent principles are added to the curriculum with
3624 the intent of improving student success through the breaking down of barriers to
3625 understanding.

3626 **Use of Results:** Data will be used to measure improvements in student learning/success
3627 compared to the baseline data.

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Strategic Goal 2:

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

3645 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
3646 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
3647 *citizens of society*
3648

3649 **Objective 2.1:** Maximize student recruitment through the development
3650 of a global, comprehensive recruitment plan.

3651 **Strategies and Action Plans:**

- 3652 • Expand the institution-wide Strategic Enrollment Task Force to include graduate/professional
3653 schools, Alumni, Public Relations, Athletics, and one student representative from all
3654 academic levels.
 - 3655 ○ Regular meetings with representatives from
 - 3656 undergraduate/graduate/professional colleges/schools/programs
 - 3657 ○ The committee will collaborate with essential LMU offices
 - 3658 ○ Investigate an undergraduate common application.
 - 3659 ○ Continue the utilization of Multivariable Testing (MVT).
 - 3660 ○ Prioritize our regional market (175-mile radius) and secondary market.
 - 3661 ○ Utilize demographic, census, and ACT/SAT data and forecasting data to identify
 - 3662 potential markets and strategic recruitment strategies.
 - 3663 ○ Partner with Alumni Services to maximize recruitment possibilities nation-wide
 - 3664 ○ Host Alumni reception training events related to recruitment training
- 3665 • Investigate establishing a position dedicated to the development of financial literacy at all
3666 academic levels.
- 3667 • Partner with strategic divisions of the institution to evaluate potential for maximum
3668 enrollment, taking into consideration:
 - 3669 ○ Continue to evaluate facility needs, including co-curricular space (classroom audit by
 - 3670 department, student center, study space, etc.); facilities optimized for current and
 - 3671 future student populations.
 - 3672 ○ Investigate creation of an outline of study space by building/facility (and student
 - 3673 access).
 - 3674 ○ Availability of courses and classrooms at optimal times for undergraduate/
 - 3675 graduate/professional student requirements.
 - 3676 ○ Balance Faculty/Staff resources to ensure optimal instruction for student-to-teacher
 - 3677 ratio
 - 3678 ○ Alternative delivery and advising models (Online/Virtual/Hybrid)
 - 3679 ○ Targeted budgeting to maximize student recruitment reach and marketing exposure
 - 3680 ○ ROI of targeted student recruitment efforts and multimedia marketing campaign
 - 3681 ○ Incorporate intensive sales training for all recruitment and front-line customer service
 - 3682 personnel.
- 3683 • Public Relations: Marketing, Publications, and Advertising.
 - 3684 ○ Build out community outreach plan:
 - 3685 ○ Movies in the Park, Lincoln's Leadership Summit,
 - 3686 ○ Continue to promote and proactively communicate a consistent LMU brand through
 - 3687 publications and communications.
 - 3688 ○ Create templates that show acceptable options for brand usage for student clubs and
 - 3689 organizations

- 3690 • Utilize technology to optimize messaging across various mediums to maintain and accelerate
3691 student enrollment levels.
- 3692 • Continue to partner with graduate/professional colleges/programs to host recruitment and
3693 yield events for all levels of the Institution.
- 3694 • Maintain and enhance contact with high school counselors, teachers and principals.
3695 ○ Continue to host counselor lunches to establish a stronger partnership and showcase
3696 all levels of the University’s programs.
- 3697 • Pursue opportunities to expand the diversity of our student population at the undergraduate,
3698 graduate and professional level.
- 3699 **Responsibility:** Vice President & Dean for Enrollment & Student Affairs, Director of Special
3700 Projects & Operations for, Enrollment Management Team, Senior Director of Marketing and
3701 Public Relations, Senior Director of Alumni Services, and Strategic Enrollment Task Force
3702 (comprised of aforementioned positions plus representatives from the various student
3703 government associations).
- 3704 **Time Frame:** Annually.
- 3705 **Resources Required:** To be determined.
- 3706 **Assessment:** Compare enrollment patterns through trend analysis for undergraduate, graduate
3707 and professional students each semester; minutes from Strategic Enrollment Task Force
3708 meetings, minutes from various admissions committees, copies of advertisements, publications,
3709 and news releases; review survey results.
- 3710 **Use of Results:** Consistently improve recruitment efforts for all academic programs at LMU.

3711

3712 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
 3713 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
 3714 *citizens*
 3715

3716 **Objective 2.2:** Meet benchmark goals as established by recruitment
 3717 plans for individual populations.

3718 **Enrollment Goals:**

	2018	2019	2020	2021	2022
UG	1953	1985	2020	2030	2040
Graduate	1173	1192	1207	1227	1010
Professional	1672	1823	1873	1948	2200
Total	4798	5000	5100	5205	5250

3719 * *These numbers reflect the following increased projections:*
 3720 ○ 2019: DCOM at LMU Knoxville will add: 150 next year
 3721

3722 **Strategies and Action Plans:**

- 3723 • Strategic Enrollment Task Force will create and implement strategic plans, such as:
- 3724 ○ Assist in the coordination of an undergraduate retention plan
- 3725 • Continue to coordinate with financial aid to maximize all financial resources available

3726 **Responsibility:** Vice President & Dean of Enrollment & Student Affairs, Director of Special
 3727 Projects & Operations for Enrollment & Student Affairs, Enrollment Management Team, Senior
 3728 Director of Marketing and Public Relations, Senior Director of Alumni Services, and Strategic
 3729 Enrollment Task Force.

3730 **Time Frame:** Fall 2019- 2022.

3731 **Resources Required:** To be determined.

3732 **Assessment:** Track through minutes of marketing committee meetings, Strategic Enrollment
 3733 Task Force meetings, various admissions committee meetings; publications, news releases, and
 3734 advertising; data from housing reports, weekly admissions reports, and athletic reports.
 3735

3736 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
 3737 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
 3738 *citizens of society.*
 3739

3740 **Objective 2.3:** Achieve and maintain appropriate enrollment levels in the
 3741 graduate and professional programs to meet program capacity goals.

3742 **Enrollment Goals:**

	2018	2019	2020	2021	2022
UG	1953	1985	2020	2030	2040
Graduate	1173	1192	1207	1227	1010
Professional	1672	1823	1873	1948	2200
Total	4798	5000	5100	5205	5250

3743
 3744 **Strategies and Action Plans:**

- 3745 • Continue to recruit medical, veterinary, and law students who are committed to serving the
 3746 Appalachian area
- 3747 • Increase the diversity of the faculty, staff and student body through targeted marketing
 3748 initiatives that encompass multiple mediums.
- 3749 • Promote graduate programs and implement matriculation strategies from undergraduate to
 3750 graduate/professional programs
- 3751 • Explore the potential of admitting new undergraduate students to graduate and professional
 3752 programs as they enter as freshmen, provided they meet certain criteria
- 3753 • Develop and communicate industry partnerships to explore tuition reimbursement programs
 3754 and other non-financial incentives (e.g. internships, mentoring opportunities, etc.).
- 3755 • Increase community awareness of graduate/professional programs through professional
 3756 organizations, school districts, community involvement and open houses

3757 **Responsibility:** Vice President & Dean of Enrollment & Student Affairs, Director of Special
 3758 Projects & Operations for Enrollment & Student Affairs, Enrollment Management Team, Senior
 3759 Director of Marketing and Public Relations, Senior Director of Alumni Services, and Strategic
 3760 Enrollment Task Force.

3761 **Time Frame:** Each semester.

3762 **Resources Required:** To be determined.

3763 **Assessment:** Compare enrollment reports from each semester; copies of advertisements,
 3764 publications, and news releases.

3765 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
3766 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
3767 *citizens of society*
3768

3769 **Objective 2.4:** To provide appropriate student aid awards to eligible
3770 students.

3771 **Strategies and Action Plans:**

- 3772 • Reassess the undergraduate institutional financial aid practices/philosophy
 - 3773 ○ The institutional financial aid policy will be reviewed and revised annually to
 - 3774 maintain consistency with University goals and resources.
 - 3775 ○ Student Financial Services will continue to use a Noel Levitz model to
 - 3776 package new and transfer students.
 - 3777 ○ A target date of mid-December will be set for new student Financial aid
 - 3778 packages. Student Financial Services will continue to have a very coordinated
 - 3779 effort with Enrollment and Student Affairs.
 - 3780 ○ A cap will be established for returning students who lost academic or state-
 - 3781 based aid and received LMU need-based aid.
 - 3782 ○ Institutional financial aid will be increased along with the annual cost of
 - 3783 attendance if the budget allows.
 - 3784 ○ Finance and Student Financial Services will monitor spending continuously to
 - 3785 try and keep the discount rate within budget. Trending data will be utilized.
- 3786 • Continue Perkins Loan liquidation process.
- 3787 • Investigate establishing a program dedicated to the development of financial literacy at all
- 3788 academic levels.
- 3789 • Continue to assess retention rates.
- 3790 • Continue to participate in the full tuition scholarships process.
- 3791 • Improve interdepartmental communications.
 - 3792 ○ Continue First Stop Approach with Financial Aid and Student Accounts.
 - 3793 ○ Continue communication and collaboration with Admissions and Athletics.
- 3794 • On-going activities:
 - 3795 ○ Continue with an active approach to collect past due accounts and have a goal to
 - 3796 collect no later than 60 days late. Take a conservative approach with credit
 - 3797 extension to high risk borrowers.
 - 3798 ○ Continue to identify students' financial needs and meet those needs through a
 - 3799 combination of grants, scholarships and self-help aid.
 - 3800 ○ Re-evaluate the funding level of the Lincoln Grant component of the Financial Aid
 - 3801 budget.
 - 3802 ○ Continue training work study students and supervisors. Spend all allocated federal
 - 3803 funds. Make sure departments communicate if they can utilize work study students.
 - 3804 ○ Continue to monitor Federal and State funds annually.
 - 3805 ○ Work with the Consumer Information Taskforce which created single webpage
 - 3806 for all Consumer Information requirements for LMU.
 - 3807 ○ Keep a close eye on the political environment. Student loan interest rates decreased
 - 3808 for 2019-2020 (4.529%, 6.079%, and 7.079%). Investigate interest rates in the

- 3809 private student loan market. Potential elimination of PSLF, Loan Subsidy and
3810 Parent Plus Loan, and one income based repayment plan.
- 3811 **Responsibility:** Vice President & Dean for Enrollment & Student Affairs, Executive
3812 Director of Student Financial Services, Enrollment & Student Affairs, Awards
3813 Committee, Vice President for Advancement, and Student Financial staff.
- 3814 **Time Frame:** Each semester.
- 3815 **Resources Required:** Included in the institutional budget each year.
- 3816 **Assessment:** Examine financial aid statistics and audits.
- 3817 **Use of Results:** Improved enrollment, retention and student satisfaction.

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Strategic Goal 3

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*Strengthen budgeting, financial planning and
assessment*

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3830 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

3831 **Objective 3.1:** To use the institutional mission statement as the
3832 foundation for all budgeting, financial planning and assessment
3833 processes.

3834

3835 **Strategies and Action Plans:**

3836 • Align the budget with the University Mission, Values, Goals, Objectives
3837 and Strategic Plan.

3838 • Ensure the assessment of expected outcomes across the University,
3839 including college, school and departmental levels.

3840 • Make continuous changes and improvements as dictated by the assessment results.

3841 **Responsibility:** Strategic Planning Retreat attendees, IEC, President's
3842 Cabinet, President and Board of Trustees.

3843 **Time Frame:** Continuous.

3844 **Resources Required:** Time.

3845 **Assessment:** The President's Cabinet and the IEC will determine that the
3846 University Mission is the foundation for all planning, budgeting and assessment
3847 as documented by the committee minutes.

3848 **Use of Results:** To document alignment of planning, budgeting, and assessment process or
3849 make appropriate revisions.

3850

3851 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

3852 **Objective 3.2:** To prepare a balanced fiscal year operating and cash flow
3853 budget annually for Board of Trustees' approval.
3854

3855 **Strategies and Action Plans:**

- 3856 • Evaluate the Institution's financial performance, identifying strengths,
3857 weaknesses, opportunities and threats.
- 3858 • Prepare budget requests consistent with individual unit plans and strategic priorities.
- 3859 • Review budget requests, institutional priorities, the five-year pro forma, and
3860 institutional evaluation results specific to each department and/or program to
3861 make informed decisions related to the allocation and reallocation of
3862 resources consistent with the strategic plan.
- 3863 • Conduct annual budget discussions during which the Vice Presidents and their
3864 respective budget officers present proposals and provide supporting
3865 documentation to ensure that all estimates are reasonable.
- 3866 • Present the balanced budget to the Board of Trustees for approval.
- 3867 • Review the financial performance for deviations from projected revenues
3868 and expenses and make spending adjustments accordingly.
- 3869 • Assure that timely communication and feedback to appropriate persons
3870 regarding budget matters will occur throughout the fiscal year.

3871 **Responsibility:** Vice President for Finance and Administration, President, Vice Presidents, and
3872 Budget Officers.

3873 **Time Frame:** Annually.

3874 **Resources Required:** Adequate data and time.

3875 **Assessment:** Balanced fiscal year operating and cash flow budget.

3876 **Use of Results:** To ensure proper and adequate funding of expenditures necessary to meet the
3877 strategic goals of the Institution for use and preparation of future budgets, forecasts, and five-
3878 year pro formas, which sustains financial stability, complies with debt service requirements and
3879 supports growth.

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3881 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*
3882

3883 **Objective 3.3:** To prepare a five-year operating pro forma and cash flow
3884 that reflects strategic institutional priorities, including academic,
3885 operational and capital initiatives.

3886 **Strategies and Action Plans:**

- 3887 • Evaluate the current five-year operating pro forma and cash flow using
3888 recent financial and economic trends.
- 3889 • Develop budgetary assumptions using expense and revenue trend data
3890 and specific environmental considerations.
- 3891 • Use institutional research for trend analysis, unit strategic plans and outcomes
3892 assessment results to assess and update the rolling five-year operating pro
3893 forma and cash flow to reflect institutional priorities.
- 3894 • Present the five-year operating pro forma and cash flow to the Board of
3895 Trustees each fall for approval.

3896 **Responsibility:** Budget Officers, Office of Institutional Effectiveness, and
3897 President’s Cabinet.

3898 **Time Frame:** Annually.

3899 **Resources Required:** Adequate data and time.

3900 **Assessment:** The President’s Cabinet will review to ensure the alignment of the
3901 five-year operating and cash flow pro forma with institutional priorities as
3902 documented by the committee minutes.

3903 **Use of Results:** To plan effectively and aid in preparing annual operating and cash flow
3904 budgets.

3905

3906 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

3907 **Objective 3.4:** To provide budget for debt service, strategic initiatives,
3908 contingencies and capital expenditures.

3909

3910 **Strategies and Action Plans:**

- 3911 • Ensure, as part of the budget development, line items for debt service,
3912 strategic initiatives, contingencies, and capital expenditures.
- 3913 • Establish parameters for the allocation of budgeted funds in support of
3914 debt services, strategic initiatives, contingencies, and capital
3915 expenditures.

3916 **Responsibility:** Vice President for Finance and Administration and President.

3917 **Time Frame:** Continuous.

3918 **Resources Required:** Adequate data and time.

3919 **Assessment:** The Board of Trustees will approve an annual budget that assures
3920 the ability of the Institution to meet unexpected financial events, plan for debt
3921 service requirements and allow for financial funding of strategic initiatives.

3922 **Use of Results:** To assure institutional financial flexibility, compliance with
3923 debt service requirements and support strategic growth.

3924

3925 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

3926 **Objective 3.5:** To enhance budget management.

3927 **Strategies and Action Plans:**

- 3928 • Include evaluation of budget management performance as a regular
- 3929 component of each budget officer's annual evaluation.
- 3930 • Facilitate comprehensive communication of financial performance
- 3931 among Finance, budget officers and department members through
- 3932 periodic forecasting.
- 3933 • Review and, where appropriate, revise expenditure approval process.
- 3934 • Review the financial performance for deviations from projected revenues
- 3935 and expenses and make spending adjustments accordingly.
- 3936 • Implement and utilize budgeting software for evaluation and assessment of
- 3937 financial data at both the departmental and university levels.

3938 **Responsibility:** Vice President for Finance and Administration, President's Cabinet and Budget

3939 Officers.

3940 **Time Frame:** Continuous.

3941 **Resources Required:** Adequate data and time.

3942 **Assessment:** The President's Cabinet will review budget management

3943 performance across the Institution.

3944 **Use of Results:** To more effectively manage institutional financial operations.

3945

3946 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

3947 **Objective 3.6:** To plan and budget for resources appropriate to support
3948 Lincoln Memorial University as a Level VI institution.
3949

3950 **Strategies and Action Plans:**

- 3951 • Coordinate with the Vice President for Academic Affairs, through the
3952 Committee on Scholarly Activities (COSA), to develop budget projections
3953 in support of scholarly activity.
- 3954 • Coordinate with the administrative personnel to develop budget projections in
3955 support of infrastructure needs.
- 3956 • Coordinate with enrollment management personnel to develop budget
3957 projections in support of student services' needs.
- 3958 • Provide support in seeking funding from external sources.
- 3959 • Monitor compliance and manage expenditures of grant-funded programs.
- 3960 • Review levels of scholarly activity and align budget to provide adequate
3961 support, including intramural, and start-up funding.

3962 **Responsibility:** President's Cabinet, Office of Research, Grants and Sponsored
3963 Programs, and President.

3964 **Time Frame:** Continuous.

3965 **Resources Required:** Relevant, time-specific data and stated time frames.

3966 **Assessment:**

- 3967 • Documented outcomes of scholarly activities and growth of funding.
- 3968 • Documented infrastructure support requirements through project plans.

3969 **Use of Results:** To plan effectively and aid in preparing five-year operating pro forma and cash
3970 flow and annual operating budget for scholarship efforts for Level VI requirements.
3971

3972 **Strategic Goal 3:** *Strengthen budgeting, financial planning and assessment*

3973 **Objective 3.7:** To utilize financial data to make informed decisions.

3974 **Strategies and Action Plans:**

- 3975 • Collect and analyze appropriate data from internal and external sources.
- 3976 • Develop allocation methods to support activity-based costing.
- 3977 • Provide appropriate access to results of analysis to guide the decision-making
- 3978 process for improvement of the Institution.
- 3979 • Maintain a repository of institutional data to ensure consistency in official reporting.
- 3980 • Ensure consistency of data provided in support of the decision-making process.
- 3981 • Provide assistance to faculty and staff in interpretation and use of data.
- 3982 • Utilize a forecasting process to provide a foundation for decision-making.
- 3983 • Implement and utilize budgeting software for evaluation and assessment of
- 3984 financial data at both the departmental and university levels.

3985 **Responsibility:** Office of Institutional Effectiveness, Finance, and President’s Cabinet.

3986 **Time Frame:** Continuous.

3987 **Resources Required:** Appropriate staff and tools to timely accumulate and

3988 evaluate relevant data.

3989 **Assessment:** The President’s Cabinet will utilize findings discovered through the

3990 analysis of data to support informed decision-making.

3991 **Use of Results:** To improve the planning, budgeting, and assessment processes.

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Strategic Goal 4:

4002 Ensure the adequacy and efficient use of physical and
4003 human resources on main campus and at off-campus
4004 sites

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4006 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
4007 *main campus and at off-campus sites*
4008

4009 **Objective 4.1:** Provide for the development and use of the physical
4010 resources of the Institution.

4011 **Strategies and Action Plans:**

- 4012 • Develop a vetting process for prioritization that can align with a 5-year budget projection in
4013 order to assess, plan for, and evaluate facilities and grounds at the Harrogate campus and
4014 off-campus sites to respond to fluctuations in student demographics; support faculty/staff
4015 research and scholarly activities; support community program needs by providing physical
4016 maintenance, housing, and furniture to the following:

4017 **Existing Facilities**

- 4018 • Continue to review and identify office, classroom, and study space on the
4019 main campus and throughout the off-campus sites.
- 4020 • Continue improvements to the Student Center.
- 4021 • Continue to remodel, renovate, and expand the Abraham Lincoln Library and
4022 Museum, to include ADA compliancy.
- 4023 • THP complete.
- 4024 • Complete installation of windows in order to complete remodel of Liles Hall.
- 4025 • Continue to complete HVAC renovations for Duke.
- 4026 • Continue to pursue funding through University Advancement for
4027 Democrat Hollow upgrades (Newly named “Alumni Park”).
- 4028 • New roof on Business Education Building.
- 4029 • New roof for Liles and West Residence Halls; planning in process to combine the 2 buildings
4030 with a glass area and elevator.
- 4031 • Road completion by Garden Center to Highway 63.
- 4032 • New roof on Schenck Building.
- 4033 • Complete building upgrades to Schenck.
- 4034 • Remove maintenance building and construct new building below Valley of Sports. Building
4035 to include Central Receiving.
- 4036 • Planning discussions to remodel space to accommodate 4 classrooms in Duke Hall.
- 4037 • LMU-Knoxville Building 1 site remodel is complete. Clean-up from Ross being completed.
4038 Building 2 and Building 3 remodel planning is underway.
- 4039 • Demolition of Byram House completed.
- 4040 • Repurpose of Munson House planning in process and Kresge repurposed to lower school,
4041 completion date of August 1 anticipated.

4042 **New Facilities**

- 4043 • Lacrosse facilities, consideration for artificial turf.
- 4044 • Auxiliary Gymnasiums in planning. 1st one Fall 2019.
- 4045 • Communication, Instruction and Technology (CIT) facility- Ongoing.
- 4046 • Construct on-campus (Harrogate) Veterinary Medicine facility, including labs,
4047 lecture halls and office space- Completed.

- 4048 • New Water Plant facility with office space, additional water storage to support irrigation and
- 4049 fire sprinkler systems.
- 4050 • one million-gallon tank- Ongoing.
- 4051 • Continue plans for construction of facility for Conservation Biology teaching and research.
- 4052 • Investigate renovation of CMRC building.
- 4053 • Construct additional instructional/laboratory spaces for DeBusk Veterinary Teaching Center.
- 4054 • Feasibility of Exercise Science Lab in Parkway AT Bldg.
- 4055 • New Electronic Library & Commons- Ongoing.
- 4056 • Acquire St. Mary's Towers 2019, continued negotiations with the city.

4057

4058 **Campus Enhancements**

- 4059 • Ongoing campus lighting enhancements- In progress.
- 4060 • Campus sidewalks and crosswalks- In progress.
- 4061 • Campus Signage in progress.
- 4062 • Continue to monitor utilities to enhance fiscal responsibility- In progress.
- 4063 • Evaluate and identify facilities with potential Accessibility compliance
- 4064 issues- In progress.
- 4065 • Continue to renovate Student Center- In progress.
- 4066 • Reconfigure campus road schematics- In progress.
- 4067 • Continue to identify site-specific enhancements at off-campus sites where feasible- In
- 4068 progress.
- 4069 • Continue construction of Pioneer Village.

4070 **Responsibility:** Vice President for Finance and Administration, Director of Physical Plant Safety
 4071 and Facilities Coordination, Director of Infrastructure Management, the President, President's
 4072 Cabinet, and Properties Committee of the Board of Trustees.

4073 **Time Frame:** Annually and as needed.

4074 **Resources:** Physical plant budget, plant fund.

4075 **Assessment:** Minutes of President's Cabinet and Properties Committee;
 4076 minutes from the Physical Plant Operations Group and other project plan
 4077 documentation.

4078 **Use of Results:** Improve, maintain, preserve and protect the physical
 4079 resources of the Institution.

4080

4081 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
4082 *main Campus and at off-campus sites*

4083 **Objective 4.2:** Provide a healthy, safe, and secure environment.
4084

4085 **Strategies and Action Plans:**

- 4086 • Continue to assess, plan for, and evaluate University safety and security
4087 operations in order to ensure compliance with regulatory agencies annually
4088 and as needed.
- 4089 • Continue to seek funding from outside sources to ensure additional health
4090 and safety opportunities and resources.
- 4091 • Communicate the University’s Health and Safety Manual, including the
4092 University Crisis Plan.
- 4093 • Continue to conduct an annual assessment of physical plant and facilities,
4094 focusing on safety and health issues (posted evacuation plans, lighting,
4095 traffic signs, alarm systems, call boxes, and camera systems, security and
4096 access control).
- 4097 • Continue to support training opportunities for health and safety issues.
- 4098 • Continue to coordinate and implement handling of hazardous materials
4099 and biological waste in compliance with applicable local, state and
4100 federal regulations.
- 4101 • Continue to implement access control in all new and existing facilities on campus.
- 4102 • Continue to expand the security call phone system and utilization of
4103 campus siren.
- 4104 • Continue to encourage participation in Emergency Alert System.
- 4105 • Continue to conduct current fire drill procedures for administrative buildings.
- 4106 • Continue to identify a designated shelter or place for each facility. Completed and posted in
4107 buildings.
- 4108 • Continue to conduct mock emergency drill table top training exercises annually for
4109 compliance with the Clery Act.
- 4110 • Continue to assist with educating students about campus, personal and situational safety.
- 4111 • Continue enhancement of safety and maintenance support at off-campus
4112 learning sites.
- 4113 • Continue to ensure evacuation routes on all floors of all buildings are up to date.
- 4114 • Continue to coordinate with all departments for compliance with the
4115 Clery Act.
- 4116 • Continue to certify faculty, staff, and students as Campus Safety
4117 Authorities (CSA) on all LMU sites per the Clery Act.
- 4118 • Continue training with the Critical Incident Response Team (CIRT).
- 4119 • Compliance with POST Peace Officer Standards and Training Commission (State of
4120 Tennessee requirements for Police).

4121 **Responsibility:** Director of Physical Plant Safety and Facilities Coordination, Dean of Campus
4122 Safety Operations, Director of Infrastructure Management, President’s Cabinet, Risk Manager,
4123 and Insurance Manager, and Chair of the Institutional Biological and Chemistry Safety

4124 Committee, Vice President for Finance and Administration, Off-Campus Sites Coordinator of
4125 Safety and Security/Assistant Chief of Police.
4126 **Time Frame:** Annual or as needed.
4127 **Resources Required:** Physical plant and/or departmental budget(s)
4128 **Assessment:** Evaluate regulatory agency reports, safety and security reports and plans
4129 **Use of Results:** Enhance safety and security on campus and at off campus sites
4130

4131 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
4132 *main campus and at off-campus sites*

4133 **Objective 4.3:** Enhance and sustain the Institution's Human Resources
4134 (HR).
4135

4136 **Strategies and Action Plans:**

- 4137 • Continue to enhance employee orientation process.
- 4138 • Continue to provide and enhance in-house training and development
4139 programs for employees.
- 4140 • Continue to evaluate and enhance University benefits.
- 4141 • Continue to review and ensure compliant procedures for Faculty/Staff based on current local,
4142 state, and federal agency regulations and laws in coordination with Office of the General
4143 Counsel.
- 4144 • Continue to support the financial audit process.
- 4145 • Continue to participate in job fairs to present LMU as a career opportunity.
- 4146 • Continue to enhance the Human Resources physical presence at off-campus sites.
- 4147 • Continue to research and address current healthcare reforms.
- 4148 • Maintain digital employee file system to aid in retention documentation
4149 (Laserfiche).
- 4150 • Continue to recognize employee service and promotions through celebrations- In progress.
- 4151 • Continue to implement human resources technology (as budget permits) to
4152 reduce manual processes.
- 4153 • Beginning to review and enhance the current Performance Evaluation
4154 process.
- 4155 • Continue to develop employee contract process to become automated.

4156 **Responsibility:** VP for Finance and Administration, Director of Human
4157 Resources, Office of the General Counsel, IS Representative.

4158 **Time Frame:** Ongoing.

4159 **Resources Required:** Division budgeting for faculty/staff development; human
4160 resources department budget.

4161 **Assessment:** Budget reports (faculty/staff development); faculty/staff
4162 evaluations; orientation evaluation form.

4163 **Use of Results:** For the improvement of services and support of the University's mission.
4164

4165 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
4166 *main campus and at off-campus sites*

4167 **Objective 4.4:** Evaluate non-faculty administrators and staff
4168 compensation against benchmark salary/benefit levels of peer
4169 institutions with respect to position, appointment, experience, workload
4170 requirements, and similar activity to support competitive excellence in
4171 staffing practices.

4172

4173 **Strategies and Action Plans:**

4174

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

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4176 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization*
4177 *of technological resources.*
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4179 **Objective 5.1:** Plan and budget for appropriate technological resources,
4180 including staff, software, and hardware.

4181 **Strategies and Action Plans:**

- 4182 • Participate in the budgeting process of new and proposed initiatives.
- 4183 • Identify and prioritize department and program technology requests for existing programs.
- 4184 • Identify cost-effective solutions to meet technological needs.
- 4185 • Identify resources for upgrades, maintenance, support and training.
- 4186 • Develop university purchasing, life-cycle management, and maintenance schedule.
- 4187 • Assess technology initiatives to determine adequate resources.
- 4188 • Procure instructional technology to support adjunct faculty.
- 4189 • Support instruction, research and scholarly activity.
- 4190 • Include opportunities to provide service to the community.
- 4191 • Identify, plan and support resource needs (including both physical and
- 4192 personnel needs) for online and hybrid course and program offerings.
- 4193 • Improve communication between Finance, Information Services and
- 4194 appropriate departments regarding funded and unfunded technology
- 4195 budget requests.
- 4196 • Negotiate technology resource agreements to provide comparable support
- 4197 and access at extended learning sites.
- 4198 • Explore opportunities for external funding for IT related projects.

4199 **Responsibility:** Vice President of Finance and Administration, Information
4200 Services (IS), CTLE, and President’s Cabinet.

4201 **Time Frame:** Continuous.

4202 **Resources Required:** Included in IS budget.

4203 **Assessment:** Annual survey of faculty, staff, students and technology; and an
4204 annual itemized review of technology budget and expenditures.

4205 **Use of Results:** To justify, plan and communicate budgeting for technology.

4206 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization*
4207 *of technological resources.*

4208 **Objective 5.2:** Provide and maintain technology infrastructure.

4209 **Strategies and Action Plans:**

- 4210 • Review and assess all network closets.
- 4211 • Provide and maintain appropriate technology resources for faculty, staff and students.
- 4212 • Review, assess and modify online services for faculty, staff and students.
- 4213 • Review, assess and modify software, website and database functionality
- 4214 for University use.
- 4215 • Review, assess and provide additional classroom technology needs.
- 4216 • Continue planned implementation of secure electronic document imaging solution.
- 4217 • Maintain appropriate network and network security.
- 4218 • Perform a quarterly network security audit.
- 4219 • Review, assess and analyze network monitoring reports.
- 4220 • Identify technology needs in new and existing buildings.
- 4221 • Identify technology needs for new and existing programs.
- 4222 • Review, assess and modify the Disaster Recovery Plan for Information Services.
- 4223 • Maintain appropriate support for security services.
- 4224 • Partner with vendors to identify and improve bandwidth and performance on
- 4225 applications hosted off-site.
- 4226 • Develop a cloud computing strategy based on benefits, return on investment,
- 4227 security, and data privacy risks.
- 4228 • Identify and implement improvements that reduce power consumption within
- 4229 the IT environment.

4230 **Responsibility:** IS

4231 **Time Frame:** Continuous.

4232 **Resources Required:** Basic resources included in Information Services budget;
4233 additional resources requested through budget process and grants. Compliance
4234 with national standards and regulatory guidelines.

4235 **Assessment:** EDUCAUSE or national benchmarks, Network monitoring reports,
4236 Helpdesk logs and resolutions, Standard Operating Procedures, Information
4237 Technology Infrastructure Library (ITIL) standards, International Society for
4238 Technology in Education (ISTE) recommendations and Control Objectives for
4239 Information and Related Technologies (COBIT). ISO/IEC 27001 22301 27031
4240 27035 22301 International Standard for best-practice information security
4241 management systems.

4242 **Use of Results:** To ensure adequate technology infrastructure for faculty/staff/students.

4243

4244 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization*
4245 *of technological resources.*

4246 **Objective 5.3:** Provide training opportunities for faculty, staff, students
4247 and technology support staff.

4248 **Strategies and Action Plans:**

- 4249 • Create an annual training schedule in collaboration between IS and Center
4250 for Teaching and Learning Excellence (CTLE).
- 4251 • Train new employees on productivity applications.
- 4252 • Train and cross-train technology support staff.
- 4253 • Support online learning initiatives.
- 4254 • Provide new and emerging technology training opportunities.
- 4255 • Support CTLE with the development of instructional resources that utilize technology.
- 4256 • Coordinate training opportunities with vendors.
- 4257 • Coordinate training and orientation opportunities with professional,
4258 graduate and undergraduate students.
- 4259 • Develop and enhance training using various modalities for students,
4260 faculty, and staff.
- 4261 • Work with departments to provide training on enterprise technologies.
- 4262 • Enhance communications to keep the University community informed
4263 of changes in the IT environment.

4264 **Responsibility:** IS, CTLE, Academic Affairs, Office of Institutional
4265 Effectiveness, and Student Affairs

4266 **Time Frame:** Continuous.

4267 **Resources Required:** Basic resources included in the IS budget and Academic Affairs budget.

4268 **Assessment:** Training assessment surveys and Annual Software utilization assessment.

4269 **Use of Results:** To determine user satisfaction levels as measured by continuous survey and
4270 identify training needs of faculty, staff, and students; to identify problems which additional user
4271 training could improve user satisfaction.

4272

4273 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization*
4274 *of technological resources.*
4275

4276 **Objective 5.4:** Provide user support for technology services.

4277 **Strategies and Action Plans:**

- 4278 • Review, assess, and modify IS Helpdesk support.
- 4279 • Continue university-wide campaign to communicate Helpdesk support procedures.
- 4280 • Review and analyze Helpdesk service and support logs.
- 4281 • Assess and analyze Helpdesk FAQ and online support documentation.
- 4282 • Encourage the use of the university portal (MyLMU).
- 4283 • Analyze trends for user support frequency and staff appropriately.
- 4284 • Review, assess and modify IS Policies and Procedures as needed.
- 4285 • Review, assess, and modify the student and employee handbooks for IS policy changes.
- 4286 • Develop policies and procedures for granting appropriate guest access to
4287 technology, facilities and services.
- 4288 • Support the technology needs for university and community events.
- 4289 • Provide ongoing support for existing administrative processes and business systems.
- 4290 • Streamline workflow and automate processes to improve business efficiency and reduce the
4291 use of paper.
- 4292 • Enhance interfaces between administrative systems to optimize efficiency and ensure the
4293 integrity of shared data.
- 4294 • Provide access to data and analytical tools to support administrative decision making and
4295 compliance.
- 4296 • Provide technical and leadership professional development opportunities for IT employees.
- 4297 • Provide flexibility in scheduling and projects to allow staff time to work with innovative
4298 technologies.
- 4299 • Recruit, develop, and retain a strong permanent staff and student staff.

4300 **Responsibility:** IS and President’s Cabinet.

4301 **Time Frame:** Continuous.

4302 **Resources Required:** Basic resources included in the IS budget.

4303 **Assessment:** Helpdesk work order survey results, routine review and analysis of
4304 Helpdesk work orders and resolutions.

4305 **Use of Results:** To ensure user support for technology for faculty, staff and students
4306

4307 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization*
4308 *of technological resources.*
4309

4310 **Objective 5.5:** Provide appropriate scholarly activity support

4311

4312 **Strategies and Action Plans:**

- 4313 • Provide responsive support and innovative technical solutions to meet the needs of faculty
- 4314 and departments.
- 4315 • Expand expertise in high-performance computing, open-source, and open-standard
- 4316 environments.
- 4317 • Identify opportunities to administer centralized software licenses for cost-savings and
- 4318 operational efficiency.

4319 **Responsibility:** IS and the Office of Research, Grants, and Sponsored Programs.

4320 **Time Frame:** Continuous.

4321 **Resources Required:** IS budget and revenue from grants and sponsored programs.

4322 **Assessment:** Approved grant requirements and regulatory assessment;
4323 purchase orders that support grant requests; user satisfaction surveys.

4324 **Use of Results:** Identify additional needs to support research initiatives.

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4328 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization*
4329 *of technological resources.*

4330 **Objective 5.6:** *Develop and maintain a high-quality external website.*

4331 **Strategies and Action Plans:**

- 4332 • Maintain communication with a web design firm on the redesign of the external website.
- 4333 • Provide support and training for website content management system (CMS).
- 4334 • Develop a dynamic and responsive website to allow viewing on all electronic devices and
4335 comply with ADA regulations.
- 4336 • Consult with the office of PR and Marketing to facilitate the consistent
4337 design and brand use across all LMU web pages.
- 4338 • Maintain the content management system.
- 4339 • Investigate software options to enhance University website,
4340 including e-Commerce (beyond what is currently available through
4341 iModules/alumni community).
- 4342 • Empower department heads or designee to review, assess and modify
4343 website content.
- 4344 • Review web analytics on an ongoing basis to determine security threats
4345 and marketing opportunities.
- 4346 • Expand the use of AI (Artificial Intelligence) in conjunction with the
4347 external website.

4348 **Responsibility:** IS, Office of Marketing and Public Relations, department heads or designees

4349 **Time Frame:** Continuous

4350 **Resources:** IS budget, personnel

4351 **Assessment:** Web analytics, AI reports, Heat maps

4352 **Use of Results:** To create a consistent dynamic website accessible to all
4353 constituents via all web access devices

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Strategic Goal 6:
Enhance resources

4368 **Strategic Goal 6:** *Enhance resources*

4369 **Objective 6.1:** Increase unrestricted donations by building a broad base
4370 of annual support.

4371 **Strategies and Action Plans:**

- 4372 • Maintain best advancement practices with the University Advancement
4373 division and adhere to established fundraising code of ethics by Council for
4374 Advancement and Support Education (CASE) and National Association of
4375 College and University Business Officers (NACUBO).
- 4376 • Identify and cultivate donors who have the potential to give unrestricted gifts annually.
- 4377 • Emphasize the concepts of Values – Education – Service as it applies to giving.
- 4378 • Focus fundraising messaging throughout the year on themes of Growth, Impact and Trust.
- 4379 • Support efforts to enhance University-wide research.
- 4380 • Solicit all members of the Board of Trustees to contribute at least annually
4381 (Goal of 100% participation).
- 4382 • Request all members of the President’s Cabinet to contribute annually (Goal
4383 of 100% participation).
- 4384 • Encourage University Advancement staff to continue to contribute
4385 annually (Goal of 100% participation).
- 4386 • Encourage all members of the Alumni Board to contribute annually
4387 (Goal of 100% participation).
- 4388 • Collaborate with deans, departmental chairs and all campus constituencies to
4389 increase current faculty/staff giving rates with the goal of 50% participation
4390 for FY 2020-21, and 100% participation for schools/departments and off-
4391 campus sites.
- 4392 • Work with deans, departments and student groups throughout the year to
4393 identify fundraising opportunities, and provide information about fundraising
4394 best practices
- 4395 • Establish an internal advisory board with representatives from each school
4396 and administrative area, to meet quarterly as a means to share fundraising
4397 priorities, materials and needs/goals.
- 4398 • Continue to monitor fundraising strategies, including the following:
4399
 - 4400 ○ Maintain the Recognition Societies, and expand to include Recurring Donor
4401 recognition (including payroll, online and multi-year donors).
 - 4402 ○ Target group designations for direct mailings for the Annual Fund
4403 such as class years, special interests and majors and will be
4404 closely monitored for success rate and all letters will be signed by
4405 the President.
 - 4406 ○ Continue to target LYBUNT and SYBUNT donors.
 - 4407 ○ Publish Annual Fund and other appeals as appropriate in
4408 publications such as, *AlumniInsider*, *the Alumnus with the*
4409 *Honor Roll of Donors*, *the Blue and Gray*, and other
4410 publications as needed, and will include self-mailer formats

- 4411 where appropriate and direct mail appeals.
- 4412 • Increase efforts to solicit potential donors, including the following:
- 4413 ○ Target special interest groups, honorary degree recipients, recipients of
- 4414 institutional awards, corporations, professional organizations and parents.
- 4415 ○ The University President will call on targeted donors.
- 4416 □ Continue and expand the annual LMU Day of Giving to coincide with LMU
- 4417 Founders Day on February 12.
- 4418 ○ Develop an annual campaign theme and goal, and expand the use of
- 4419 creative video and social media promotion
- 4420 ○ Continue the involvement of all campus sites in this process
- 4421 • Improve donor recognition system to include enhanced Recognition Societies through use
- 4422 of annual events, publications, and personal meetings.
- 4423 • Travel within targeted territories for systematic cultivation and solicitation
- 4424 • Focus on potential major gift level donors using prospect research
- 4425 • Educate alumni about the increased need for scholarship funding for veterans and
- 4426 dependents.
- 4427 • Explore ways to recognize LMU’s alumni veterans at special events such as
- 4428 Homecoming.
- 4429 • Involve students in philanthropy from the time of enrollment through programs such as
- 4430 the Student Alumni Association and UACT courses.
- 4431 • Identify ways to increase annual scholarship support through current student education and
- 4432 fundraising, using tools such as GiveCampus and others.
- 4433 • Educate the University’s community on the importance of speaking with a consistent
- 4434 message.
- 4435 ○ Create enhanced revenue streams and synergy through education on philanthropy.
- 4436 ○ Stress the importance of working through the University’s president, major gift
- 4437 officers and deans to enhance the giving process.
- 4438 • Evaluate future composition of advisory boards with the Vice President for Academic
- 4439 Affairs; encourage advisory board giving.
- 4440 • Target mailings to new graduates to obtain correct e-mail and physical address.
- 4441 • Target inaugural classes of new program initiatives to facilitate transition from current
- 4442 students to University alumni with emphasis on giving.
- 4443 • Continue communication with Human Resources personnel on payroll deduction
- 4444 procedures.
- 4445 • Disseminate trustee letters to target groups.
- 4446 • Collaborate with Abraham Lincoln Library and Museum (ALLM), J. Frank White Academy
- 4447 (JFWA), Athletics and other areas to identify prospects and enhance funding including
- 4448 special events and activities
- 4449 • Continue to develop the role of volunteers in the overall fundraising program.
- 4450 • Work with Staff Senate and Faculty Senate to address giving options.
- 4451 • Maintain and publicize a calendar of stewardship and cultivation events to
- 4452 help create and broaden the foundation for annual donor support.
- 4453 • Maintain calendar of annual solicitations for DCOM donors including
- 4454 end-of-year appeal, LYBUNT and commencement.
- 4455 • Maintain thank-you call process for deans and other faculty to help steward
- 4456 gifts of \$1,000 or more and develop major gift prospects

- 4457 • Maintain presence at the Annual American Osteopathic Association (AOA)
- 4458 Convention with intent to recruit faculty, potential students, and continue
- 4459 DCOM alumni annual reception.
- 4460 • Maintain all undergraduate and graduate Alumni Boards and giving programs as needed.
- 4461 • Maintain and expand online alumni sub-communities as needed.
- 4462 • Maintain e-newsletter to medical students on clinical rotations.
- 4463 • Provide educational opportunities for administrative users and students on iModules best
- 4464 practices.
- 4465 • Implement Multi-Variable Testing (MVT) factors.
- 4466 • Coordinate LMU Student Awards Day program.
- 4467 • Utilize prospect research to build information about alumni, friends, and potential
- 4468 prospects.
- 4469 • Support initiatives to demonstrate adequate resources for accreditation standards.
- 4470 **Responsibility:** Vice President for University Advancement, President,
- 4471 President’s Cabinet, UA, Athletics Director/Representative and Board of
- 4472 Trustees in cooperation with deans, chairs, program directors and other
- 4473 designated faculty and staff.
- 4474 **Time Frame:** Ongoing.
- 4475 **Resources Required:** University Advancement/Alumni Services Travel,
- 4476 Postage, Printing, Publications and Honors and Awards budget lines.
- 4477 **Assessment:**
- 4478 • Use Salesforce and other software to evaluate the following:
- 4479 • Return on investment for donor calls, direct mail, special events
- 4480 and other initiatives.
- 4481 • Monitor all giving totals for each fund area.
- 4482 • Evaluate our fundraising practices based on established benchmarks, i.e, CASE, and
- 4483 legal standards
- 4484 **Use of Results:**
- 4485 • To support current operating expenses.
- 4486 • To strengthen the case for support and communicate this with the Board of Trustees,
- 4487 alumni, friends of the University, and foundations and corporations and other granting
- 4488 agencies.
- 4489 • Adjust and revise fundraising practices to ensure that standards are being met.
- 4490

4491 **Strategic Goal 6:** *Enhance resources*

4492 **Objective 6.2:** Increase endowment giving for student scholarships,
4493 faculty development, research, endowed chairs, continuing education
4494 and physical plant.

4495 **Strategies and Action Plans:**

- 4496 • Support efforts to enhance University-wide research and scholarly activity
- 4497 • Research, identify, and cultivate potential donors who have the
- 4498 capacity to endow chairs at a minimum of \$2,000,000, endow
- 4499 professorships at a minimum of \$1,000,000, endow scholarships at a
- 4500 minimum of \$25,000 and endow faculty development funds at a
- 4501 minimum of \$25,000.
 - 4502 ○ Review endowed chairs to determine which ones are currently
 - 4503 fully funded
- 4504 • Emphasize the concepts of Values – Education – Service as it applies to giving.
- 4505 • Identify and cultivate special interest groups, honorary degree recipients, and recipients
- 4506 of institutional awards.
- 4507 • Recognize donors who contribute to endowment funds.
- 4508 • Continue to monitor fundraising strategies for the Endowment.
 - 4509 ○ Recruit and retain quality faculty and students by establishing endowed chairs,
 - 4510 providing financial aid, and ensuring through endowed scholarships, and ensures
 - 4511 that facilities are adequately maintained.
 - 4512 ○ Cultivate and solicit targeted generations for increased gifts through estate plans
 - 4513 by the fundraising arm of the University Advancement staff.
 - 4514 ○ Re-evaluate fundraisers' respective call lists, including the president's call list.
 - 4515 ○ Increase number of grant proposals for grants to endowment projects.
- 4516 • Increase the number of donors recognized in the Circle of Friends for Endowment gift club,
- 4517 and all other donor recognition levels.
- 4518 • Review prospects with the Development Committee of the Board of Trustees, the
- 4519 president of the University, the chairman of the Board, and the chairman of the Executive
- 4520 Committee.
- 4521 • Feature donors who have made estate plans in the *Alumnus* magazine.
- 4522 • Feature long-term donors in publications and on the website.
- 4523 • Expand solicitation of foundations, professional organizations, corporations, and
- 4524 government agencies that support endowment endeavors.
- 4525 • Pursue private foundation funding.
- 4526 • Establish endowment levels required for maintenance of each facility on campus with
- 4527 coordination with the Vice President for Finance.
- 4528 • Support additional scholarship funding for Honors Scholars.
- 4529 • Educate University community on importance of speaking with consistent message.
- 4530 • Continue to coordinate LMU Student Awards and Recognition program and recognize
- 4531 endowed scholarship donors.

4532 **Responsibility:** Vice President for University Advancement, President,
4533 President's Cabinet, UA, Student Awards Committee, and Board of Trustees in
4534 cooperation with designated faculty and staff.

- 4535 **Time Frame:** Ongoing.
- 4536 **Resources required:** University Advancement Travel, Postage, Printing,
4537 Publications and Honors and Awards budget lines; similar budget lines within the
4538 DCOM budget are also required.
- 4539 **Assessment:**
- 4540 • Review and compare call reports of major gift officers.
 - 4541 • Compare five-year endowment giving trends.
 - 4542 • Evaluate return on investment for donor calls, direct mail, special
4543 events and other initiatives.
- 4544 **Use of Results:**
- 4545 • Evaluate actual endowment acquired for facility upkeep versus goal amounts.
 - 4546 • Evaluate the use of endowed scholarship dollars to offset need for
4547 institutional student aid.
 - 4548 • To increase endowed scholarships to enable students to attend LMU as
4549 cited in our mission statement.
 - 4550 • To strengthen the case for support and communicate this with the Board of
4551 Trustees, alumni, friends of the University, and foundations and
4552 corporations and other granting agencies.
 - 4553 • To ensure that calls are made on a timely basis, and to ensure that budget
4554 relief for academic areas, as well as capital projects, is provided.
 - 4555

4556 **Strategic Goal 6:** *Enhance resources*

4557 **Objective 6.3:** Continue targeted fundraising to meet identified priorities
4558 and new opportunities

4559 **Strategies and Action Plans:**

- 4560 • Use prospect research tools, analysis of past giving, and other strategies to identify, cultivate,
4561 and solicit donors to provide revenue for identified fundraising initiatives:
 - 4562 ○ Student Helping Hands Fund
 - 4563 ○ Judge Gary R. Wade Endowed Scholarship for the Duncan School of Law
 - 4564 ○ Golden Scalpel Golf Tournament
 - 4565 ○ Law School Fundraiser in cooperation with East Tennessee Historical Society
 - 4566 ○ Annual Fund
 - 4567 ○ Neal Cross Scholarship
 - 4568 ○ PA Program Endowed Scholarship
 - 4569 ○ Others as identified throughout the year
- 4570 • Support Women of Service organization and its mission to connect, educate and inspire
4571 women of all ages and backgrounds by providing an avenue of service and offering
4572 entertaining and unique experiences that will fuel their minds while touching the hearts of
4573 others. Member donations and the events below help raise money for scholarships, food
4574 pantries both on- and off-campus, etc.:
 - 4575 ○ Annual Fashion Show
 - 4576 ○ Annual Christmas Festival

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4578 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
4579 and Board of Trustees in cooperation with designated Faculty and Staff.

4580 **Time Frame:** Review progress monthly and on June 30.

4581 **Resources Required:** University Advancement Travel, Printing, Postage, and
4582 Entertainment budget lines.

4583 **Assessment:**

- 4584 • Utilize fundraising data to chart progress on approved projects.
- 4585 • Review capital projects as needed to ensure adequate resources are secured.

4586
4587 **Use of results:**

- 4588 • Plan effectively as we target our fundraising territory and major donors.
- 4589 • Document ROI of fundraising travel plan for major donors.
- 4590 • Review fundraising priorities and ensure that priorities align with
4591 academic and non- academic division planning.
- 4592 • Demonstrate that best practices in fundraising are addressed and maintained,
4593 to ensure that calls are made on a timely basis, and to ensure that budget
4594 relief for academic areas, as well as capital projects, are provided.

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4598 **Strategic Goal 6:** *Enhance resources*
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4600 **Objective 6.4:** Provide support for the University by accurately recording
4601 gifts and maintaining alumni and demographic information through the
4602 use of appropriate technology and software.

4603 **Strategies and Action Plans:**

- 4604 • Obtain updated alumni and friends demographic information through sources
4605 including the following sources:
 - 4606 ○ National Change of Address (NCOA)
 - 4607 ○ Accudata
 - 4608 ○ Alumni Update My Form
 - 4609 ○ Social Media
 - 4610 ○ Returned Mail
 - 4611 • Maintain and update alumni and friends data of record for the University
4612 using appropriate software including Colleague and Salesforce:
 - 4613 ○ Career data
 - 4614 ○ LMU degree
 - 4615 ○ Demographic information
 - 4616 ○ Giving
 - 4617 ○ Meaningful points of contact

4618 Provide ongoing training for all members of University Advancement staff in Salesforce and
4619 other tools and processes as needed.
 - 4620 • Record activity with foundations and other granting organizations.
 - 4621 • Maintain planned giving records using Salesforce software.
 - 4622 • Assess the effectiveness of platforms including Informer, GiveCampus, iWave,
4623 FoundationSearch, Laserfiche, iModules and others as needed.
 - 4624 • Work with I.S. to continue support and enhancements of the
4625 Salesforce product.
 - 4626 • Provide alumni, friends and donor reporting and analysis as needed for the University
 - 4627 • Work with areas across campus to centralize alumni and friends information in Colleague
- 4628 **Responsibility:** Vice President for University Advancement, Assistant Vice
4629 President for University Advancement, Assistant Director of Advancement
4630 Services, and designated faculty and staff in cooperation with Finance and
4631 Information Services (IS).
- 4632 **Time Frame:** Ongoing.
- 4633 **Resources Required:** Information Services and University Advancement budgets.
- 4634 **Assessment:**
- 4635 • Evaluate the percentage of returned mail, updated addresses, email bounces, bad phone
4636 numbers, etc., after each mailing using sources listed in the action plan.
 - 4637 • Workflow for recording gifts.
- 4638 **Use of results:** Adjust strategies as needed.
4639

4640 **Strategic Goal 6:** *Enhance resources.*

4641 **Objective 6.5: Increase alumni participation**

- 4642 • Expand alumni chapter membership and events, and investigate new locations for chapters.
- 4643 • Expand alumni travel program
- 4644 • Expand opportunities for alumni to participate in the alumni recruitment initiative
- 4645 • Support student groups in their efforts to bring alumni back to campus for special events
- 4646 • Conduct annual Homecoming events including programs for off-campus sites
- 4647 • Conduct and evaluate special events throughout the year with potential for alumni interest
- 4648 and participation
- 4649 • Use social media (Facebook, Instagram, LinkedIn and other platforms) and traditional media
- 4650 tools to maximize outreach to alumni and friends:
 - 4651 ○ *Blue & Gray* newsletter
 - 4652 ○ the *Alumnus* magazine
 - 4653 ○ *CommunityLinc*
 - 4654 ○ *AlumniInsider* (E-newsletter)
 - 4655 ○ *VetTails*
 - 4656 ○ a planned giving newsletter

4657 **Responsibility:** Vice President for University Advancement, Senior Director of
4658 Alumni Services, Director of Special Projects and Foundations, Director of
4659 Marketing Public Relations for Health Programs, President’s Cabinet, UA,
4660 Athletics Director/Representative and Board of Trustees in cooperation with
4661 deans, chairs, program directors and other designated faculty and staff.

4662 **Time Frame:** Ongoing.

4663 **Resources Required:** University Advancement/Alumni Services Travel,
4664 Postage, Printing, Publications and Honors and Awards budget lines.

4665 **Assessment:**

- 4666 • Successful completion of items scheduled on the UA Mailings and Events calendar.
- 4667 • Alumni surveys, event evaluation feedback and Homecoming committee follow-up
- 4668 review.
- 4669 • Event registration and attendance totals.

4670 **Use of Results:** Determine the best locations and offerings for the year based on long-term
4671 trends, participation rates and geographic locations for new opportunities.

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4681 **Strategic Goal 6:** *Enhance resources*

4682 **Objective 6.6:** Market and promote the University, creatively and
4683 retaining students, alumni and the community at large via mass
4684 communication, publications, social media and advertising

4685 **Strategies and Action Plans:**

- 4686 • Emphasize the concepts of Values – Education – Service in all publications.
- 4687 • Uphold and enforce University brand standards in regard to logos, type, fonts,
4688 colors and messaging.
- 4689 • Utilize social and traditional media including Facebook, Twitter, Instagram,
4690 YouTube and LinkedIn to tell the story of LMU, its students, alumni and its
4691 impact on Appalachia and beyond.
- 4692 • Write and disseminate press releases about LMU happenings, people and progress.
- 4693 • Identify and tell human-interest stories throughout outreach channels.
- 4694 • Develop University-wide promotional materials.
- 4695 • Launch partnership with digital advertising agency to expand reach of advertising
4696 through digital strategies.
- 4697 • Execute University advertising plan.
- 4698 • Communicate regularly with off-campus sites to ensure that their needs with regard
4699 to promotional needs.
- 4700 • Contribute content to Alumni publications, such as the *Blue & Gray* newsletter, the
4701 *Alumnus* magazine, *DCOM Insights*, *Alumni Insider* and *VetTails*.
- 4702 • Recognize donors in appropriate media.
- 4703 • Produce a minimum of one story per week for each of the academic schools, the
4704 JFWA and ALLM to provide diverse content to be shared on LMU Social Media
4705 Channels, distributed to the media and posted on the LMU Facebook page.
- 4706 • Research, shoot and produce a series of 12 alumni video profile to highlight alumni
4707 success and graduates who are continuing the University’s mission.
- 4708 • Coordinate with Enrollment Management to support the Communications
4709 Blueprint with the development of video content, branded marketing materials and
4710 other collateral.
- 4711 • Develop school-specific alumni publications for Duncan School of Law, School of
4712 Business and Carter and Moyers School of Education.
- 4713 • Expand community outreach through special events like Movies in the Park.

4714 **Responsibility:** Vice President for University Advancement, Vice President and Dean for
4715 Enrollment and Student Affairs, Senior Director of Marketing and Public Relations,
4716 Director of Marketing and Public Relations for Health Programs, Director of
4717 Publications, Director of Public Relations, Director of Social Media, and the Director of
4718 Athletic Communications in cooperation with designated faculty and staff.

4719 **Time Frame:** Annually. Resources Required: University Advertising, Printing and
4720 Photography budget

4721 **Assessment:** Successful completion of items scheduled on the UA Mailings and Events
4722 calendar
4723 **Use of Results:** Improve goodwill through improved personal relationships between
4724 regional community leaders and University officials, faculty and staff. Provide accurate
4725 information to aid effective promotion of the University.
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Strategic Goal 7:
*Assess and enhance University-wide research and
scholarly activity*

4742 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4743 **Objective 7.1:** INTEGRATION: Connect all development, improvement
4744 and implementation of University research and scholarly activity
4745 initiatives to the University mission, planning, budgeting, academic
4746 programs, assessment and evaluation processes.
4747

4748 **Strategies and Action Plans:**

- 4749 • Ensure appropriate representation of academic colleges/schools and
4750 entities on the Committee on Scholarly Activities (COSA).
- 4751 • Deans will develop processes and support for faculty, staff and student
4752 scholarly activities.
- 4753 • The Dean, or an appointed designee, will serve as the Director of
4754 Research and Scholarly Activity for each school.
- 4755 • Develop a standardized online portal (the LMU Scholarly Activity Portal)
4756 for submission of faculty, staff and student research and scholarly activity
4757 for use by the ORGSP, Office of Public Relations, and the University.
- 4758 • Deans will facilitate the integration of research and scholarly activities
4759 throughout the University's curricula and report to COSA.
- 4760 • Develop intra-institutional collaborative networks.
- 4761 • Develop multi-institutional local, state, national and international
4762 partnerships.

4763 **Responsibility:** Vice President for Academic Affairs, Deans of
4764 Schools/Colleges, Executive Director of the ORGSP, and COSA.

4765 **Time Frame:** Ongoing.

4766 **Resources Required:** Time commitment, data collection, analysis,
4767 and interpretation (\$ amount to be determined annually).

4768 **Assessment:** Documentation of presentations, exhibitions, publications,
4769 internal and external grant activity, course syllabi with research integration,
4770 and COSA agendas and minutes.

4771 **Use of Results:** The continued development and support of research and scholarly activities
4772 related to the University's mission.
4773

4774 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4775 **Objective 7.2: INFRASTRUCTURE:** Foster the development and
4776 management of the centralized research and scholarly activity support
4777 services to optimize their utility, accessibility and their responsiveness to
4778 the campus and off-campus sites research community.

4779 **Strategies and Action Plans:**

- 4780 • The IS department will provide appropriate support for research and scholarly activity
4781 through:
 - 4782 ○ Providing responsive support and innovative technical solutions to meet
4783 the needs of faculty and departments
 - 4784 ○ Expanding expertise in high-performance computing, open-source, and
4785 open-standard environments
 - 4786 ○ Identifying opportunities to administer centralized software licenses for
4787 cost-savings and operational efficiency
- 4788 • Explore electronic options to automate and streamline the submission, tracking, and
4789 processing of applications (e.g., IRB, IBC, IACUC, mini-grants).
- 4790 • Establish the LMU Scholarly Activity Portal for faculty to report research
4791 and scholarly activity including grant submissions, awards, presentations
4792 and publications.
- 4793 • Ensure ORGSP staff and committee chairs (IRB, IBC, IACUC and AV) participate in
4794 professional development activities to maintain LMU's compliance with federal and state
4795 law pertaining to research and grants.
- 4796 • Review biological, chemical and radiation safety policies and procedures to ensure
4797 compliance with federal and state guidelines and regulations.
- 4798 • Review and update fiscal management procedures and policies relative
4799 to external funding.
- 4800 • Review and create as appropriate internal grant programs to
4801 support undergraduate/graduate students' research projects
4802 and scholarly activity.
- 4803 • Assist faculty, staff and students in obtaining external financial support for
4804 their scholarly activities including research, training, publications and
4805 presentations.
- 4806 • Evaluate process and procedures for communicating grant opportunities to
4807 faculty, staff and students.
- 4808 • Expand information support services (e.g. electronic resources, software
4809 licenses, library and accessibility) to facilitate research and scholarly activity.
- 4810 • Develop and maintain a research and scholarly activities budget for each school/college.
- 4811 • Develop and grow institutional support for attracting and hosting scholarly conferences.
- 4812 • Maintain and negotiate the cost and purchase of service contracts for core
4813 equipment in the Math and Science research laboratories and other core
4814 facilities across campus and the off-campus sites.
- 4815 • Support a visiting scholar program.

- 4816 • Ensure that investigators complete Collaborative Institutional Training
4817 Initiative (CITI) training as appropriate.
- 4818 • Support the activities as outlined in the strategic plan for the Dr. Robert
4819 L. Kincaid Endowed Research Center.
- 4820 • Continue to fund a writer-in-residence program.
- 4821 **Responsibility:** Vice President for Academic Affairs, Deans of Schools/Colleges, Office of
4822 Finance and Administration, Risk and Insurance, Director of Library, Executive Director of the
4823 ORGSP, Post-Award Grants Manager, IS, Chair of Institutional Biological and Chemical Safety
4824 Committee, Chair of Institutional Animal Care and Use Committee (IACUC), Chair of
4825 Institutional Review Board (IRB), Attending Veterinarian (AV), and Committee on Scholarly
4826 Activities (COSA).
- 4827 **Time Frame:** Ongoing. Any changes with fiscal impact must be included in the budget planning
4828 process.
- 4829 **Resources Required:** IS budget and revenue from grants and sponsored programs, time
4830 commitment, data collection, analysis, and interpretation (\$ amount to be determined).
- 4831 **Assessment:** Documentation of professional development, CITI training, compliance with
4832 federal and state regulations.
- 4833 **Use of Results:** The continued development and support of research and scholarly activities
4834 related to the University's mission.
- 4835

4836 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4837 **Objective 7.3: FACULTY/STAFF/STUDENTS:** Support campus and off-
4838 campus site faculty to initiate, grow and sustain undergraduate,
4839 graduate, and professional research and scholarly activities.

4840 **Strategies and Action Plans:**

- 4841 • ORGSP works with COSA to support grant-related research and scholarly
4842 activities.
- 4843 • Contribute to the development of guidelines for startup funds for new
4844 faculty tailored to research and scholarly activity expectations of the new
4845 faculty member(s).
- 4846 • Review and refine incentive structures for research and scholarly activity
 - 4847 ○ Scholarly funding for travel and publications.
 - 4848 ○ Individual membership in scholarly associations, societies and councils.
 - 4849 ○ Sabbatical leave policy and funding.
 - 4850 ○ Rank advancement standards and incentive compensation increments.
 - 4851 ○ Reassignment of time in order to achieve a 9-hour
 - 4852 undergraduate semester instructional workload and 6-hour
 - 4853 scholarly activity/service workload.
 - 4854 ○ Expected incremental scholarly output increase.
- 4855 • Develop new programs that foster interdisciplinary,
4856 multidisciplinary and interprofessional research and scholarly
4857 activities.
- 4858 • Maintain funding for a University statistician to support faculty/staff
4859 research, statistical design and data analysis.
- 4860 • Promote the External Funding Incentive Pay Plan.
- 4861 • Review the university Intellectual Properties Policy.
- 4862 • Review the institutional conflict of interest policy regarding research.
- 4863 • Continue to develop and support national and international programs that
4864 foster student scholarly activities including academic honor societies and
4865 Honors Scholars Program.
- 4866 • Support and mentor the professional development of all faculty to become
4867 regionally, nationally and internationally recognized leaders in their academic
4868 disciplines.

4869 **Responsibility:** VPAA, Vice President for Finance and Administration, Deans
4870 of Colleges/Schools, Committee on Scholarly Activities (COSA), ORGSP and
4871 University Counsel.

4872 **Time Frame:** Ongoing.

4873 **Resources Required:** Cost to be determined.

4874 **Assessment:** Documentation of the Strategies and Action Plans related to this objective through
4875 the Outcomes Assessment Report of the ORGSP.

4876 **Use of Results:** The continued development and support of research and scholarly activities
4877 related to the University's mission.

4878

4879 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4880 **Objective 7.4: FACILITIES:** Identify the need for facilities that foster the
4881 development of research and scholarly activity and manage them to
4882 optimize their utility and accessibility to the University-wide community.

4883 **Strategies and Action Plans:**

- 4884 • Identify short-term and long-term facility needs ensuring future
4885 competitiveness of research and scholarly activities across campus and
4886 at off-campus sites in conjunction with Deans, Chairs, and faculty
4887 conducting research and scholarly activities.
- 4888 • Ensure adequate information technology, library and support services are
4889 in place to facilitate research and scholarly activities across campus and at
4890 off-campus sites.
- 4891 • Ensure that all facilities across campus and at off-campus sites comply
4892 with laboratory health, safety and environmental protection
4893 regulations.
- 4894 • COSA will work with relevant leadership to develop and communicate
4895 policies and procedures for space allocation of dedicated laboratory
4896 research facilities across campus and at off-campus sites.
- 4897 • Review library resources for campus and off-campus sites to ensure
4898 graduate, undergraduate and faculty research and scholarly activity
4899 needs are adequate.
- 4900 • Ensure ADA and USDA compliance of research facilities across campus,
4901 including the Abraham Lincoln Library and Museum, and at off-campus
4902 sites.

4903 **Responsibility:** Deans of Colleges/Schools, appropriate Vice Presidents, Director of Abraham
4904 Lincoln Library and Museum, Chief Information Officer, Director of Accessible Education
4905 Services, Director of Environmental Health and Safety, Chairs of IACUC, IBC and IRB, AV and
4906 Director of the Library.

4907 **Time Frame:** Ongoing.

4908 **Resources Required:** Cost to be determined, Information Services, Technology Support for on-
4909 campus and off-campus site activity, Carnegie-Vincent Library and Abraham Lincoln Library and
4910 Museum resources.

4911 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

4912 **Use of Results:** The continued development and support of research and scholarly activities
4913 related to the University's mission.

4914

4915 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4916 **Objective 7.5: EVALUATION:** Develop and implement an evaluation
4917 system that recognizes the importance of research and scholarly activity
4918 to the mission of the University.

4919 **Strategies and Action Plans:**

4920 • Encourage the Deans to establish guidelines, expectations, and incentives
4921 concerning research and scholarly activities (including start-up funds for
4922 research and scholarly activities).

4923 • Continue to ensure research and scholarly activities criteria are a
4924 component of the annual faculty evaluation.

4925 • Review procedures to record and report research and scholarly activity
4926 including grant submissions, awards, presentations and publications for
4927 all personnel and students utilizing the online Scholarly Activity Portal.

4928 **Responsibility:** VPAA, Deans of Schools/Colleges, Chairs of departments/program directors,
4929 ORGSP, COSA, Information Services.

4930 **Time Frame:** Ongoing.

4931 **Resources Required:** Cost to be determined; user friendly software solution for regular
4932 reporting of all scholarly activity.

4933 **Assessment:** Documentation of presentations, exhibitions, publications,
4934 internal and external grant activity, press releases, and course syllabi with
4935 research integration; COSA agenda and minutes; ORGSP Outcomes
4936 Assessment Reports.

4937 **Use of Results:** The continued development and support of research and scholarly activities
4938 related to the University's mission.

4939 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*
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4941 **Objective 7.6: Broader Impacts:** Facilitate the development of research
4942 and scholarly initiatives that produce discoveries that benefit academia
4943 and society.

4944 **Strategies and Action Plans:**

- 4945 • Identify key areas of research strength at LMU and facilitate the development of
4946 concentrated research programs in these areas
- 4947 • Foster the creation of research programs that include outreach/service components
4948 that engage the public across LMU’s service region
- 4949 • Foster the creation of research programs that provide opportunities for elementary
4950 and secondary students across LMU’s service region to expose them to discovery
4951 research
- 4952 • Collaborate with the Division of University Advancement and IS to establish
4953 various communication outlets to highlight the results of LMU’s research to the
4954 public with emphasis on increasing scientific literacy and engagement
- 4955 • Promote the development of exhibits and programs that highlight discovery
4956 scholarship and the ways it can improve the well-being of individuals in society
- 4957 • Develop standards to assess the broader impact of LMU’s research and
4958 scholarship on student learning, curricular development and the external
4959 community

4960 **Responsibility:** VPAA, Deans of Schools/Colleges, Chairs of departments/program
4961 directors, ORGSP, COSA, PI & CoPI.

4962 **Time Frame:** Ongoing.

4963 **Resources Required:** Budget to support the dissemination and promotion of scholarly
4964 activities and research

4965 **Assessment:** Documentation of presentations, exhibitions, publications, citations,
4966 internal and external grant activity, press releases, and course syllabi with research
4967 integration; documentation of outreach activities; COSA agenda and minutes; ORGSP
4968 Outcomes Assessment Reports.

4969 **Use of Results:** The continued development and support of research and scholarly
4970 activities related to the University’s mission.

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Strategic Goal 8:

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Provide academic and student services that foster academic and social integration to promote retention and student success.

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4983 **Strategic Goal 8:** *Provide academic and student services that foster academic*
4984 *and social integration to promote retention and student success.*

4985 **Objective 8.1:** Improve the retention, progression, and graduation rates
4986 for students in undergraduate, graduate, and professional programs.

4987 **Strategies and Action Plans:**

- 4988 • Continue to collect, interpret, and present data outcomes to
4989 academic leadership and Cabinet members.
- 4990 • Continue to utilize student survey results in addressing student
4991 satisfaction and engagement as coordinated by Institutional
4992 Research; Utilize the Office of Institutional Research to improve or
4993 supplement surveys based on evolving student/office need.
- 4994 • Increase participation in student surveys.
- 4995 • Utilize institutional benchmarks with regard to retention,
4996 progression, and graduation rates to create a student retention,
4997 progression, and graduation plan.
- 4998 • Continue to improve upon new student orientation programs.
- 4999 • Continue the fifth-year program for student-athletes to promote degree completion.
- 5000 • Continue to encourage faculty participation in three-week and mid-term
5001 grade assessment for all undergraduate students; continue Student
5002 Welfare Alert for Academic Concerns.
- 5003 • Continue to promote and discuss retention initiatives with faculty.
- 5004 • Maintain and promote the early warning system.
- 5005 • Continue to expand and improve academic support and student services at the Off-Campus
5006 Sites.
- 5007 • Continue to assess and track retention figures by semester and Fall-to-Fall.
- 5008 • Enhance utilization of peer support programs through UACT courses.
- 5009 • Continue to identify “at-risk” students and promote the use of available student services.
- 5010 • Enhance our coordinated effort to identify and serve students with undecided majors.
- 5011 • Encourage “at risk” (semester GPA under 2.5) student-athletes to meet with
5012 an Athletic and academic support representative for advice and guidance
5013 regarding available resources.
- 5014 • Continue and evaluate the expansion and success of the Cornerstone and Invitee programs.

5015 **Responsibility:** Academic Services, Student Affairs, Deans, Directors,
5016 Undergraduate Student Success Committee.

5017 **Time Frame:** By 2019.

5018 **Resources Required:** Academic Services, Student Affairs, Financial Aid,
5019 Academic Affairs, Advancement, and Athletics.

5020 **Assessment:** Evaluation of the institutional research data, utilization of annual Outcome
5021 Assessment Reports, establishment of institutional benchmarks.

5022 **Use of Results:** Improved retention, progression, graduation rates, and enhanced culture.

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5024 **Strategic Goal 8:** *Provide academic and student services that foster academic and social*
5025 *integration to promote retention and student success.*

5026 **Objective 8.2:** *To improve the student experience by developing and*
5027 *promoting available services.*

5028 **Strategies and Action Plans:**

- 5029 • Increase opportunities for cooperation between undergraduate,
5030 graduate, and professional communities.
- 5031 • Continue to provide leadership development opportunities for students.
- 5032 • Continue to enhance intramural sports and recreation opportunities.
- 5033 • Continue to evaluate the effectiveness of student leadership organizations.
- 5034 • Expand involvement of Career Services to include early intervention academic advising.
- 5035 • Develop and maintain a living and learning community through Residence Life.
 - 5036 ◦ Budget for phased-in addition of access control to the campus residence halls and
5037 apartments to enhance security and increase efficiency of housing office.
- 5038 • Provide intentional and effective information to students about University services and
5039 activities.
- 5040 • Enhance a comprehensive student activities program; enhance a student-led
5041 programming committee/board.
- 5042 • Provide educational information to facilitate appropriate accommodations for students with
5043 documented disabilities through the Accessible Education Office.
- 5044 • Provide counseling and mental health awareness to students through the Office of Mental
5045 Health Counseling.
- 5046 • Provide Accessible Education services to students through the Office of Accessible
5047 Education Services.
- 5048 • Educate the campus community on requirements and responsibilities pertaining to Accessible
5049 Education Services, FERPA, and mental health issues.
- 5050 • Encourage the Student Government Association to effectively evaluate student issues and
5051 advocate on students' behalf.
- 5052 • Promote knowledge and integration of the Tagge Center for Academic Support and other
5053 academic support services into the campus community.
- 5054 • Coordinate and partner with faculty and key staff to develop theme events to increase
5055 awareness of and involvement in the Tagge Center for Academic Support.
- 5056 • Proactively budget for housing management software.
- 5057 • Develop initiatives and services that target the LMU commuter population in Harrogate and
5058 at the Off-Campus Sites.

5059 **Responsibility:** Academic Services, Student Affairs, Academic Affairs, Legal Counsel, and
5060 Deans of Undergraduate, Graduate, and Professional Programs.

5061 **Time Frame:** Annually.

5062 **Resources Required:** Adequate funding to support the Academic Services, Student Affairs,
5063 collaboration and participation by other offices across campus; budget allocation for housing
5064 management software.

5065 **Assessment:** Collect and analyze data for continuous improvement of student experience.

5066 **Use of Results:** Use assessment data to enhance student experience for improvement of
5067 retention, progression, and graduation rates.
5068

5069 **Strategic Goal 8:** *Provide academic and student services that foster academic*
5070 *and social integration to promote retention and student success.*
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5072 **Objective 8.3:** Promote the service component of our mission statement
5073 to the University community.

5074 **Strategies and Action Plans:**

- 5075 • Explore opportunities for outreach in LMU's service area and beyond.
- 5076 • Strengthen communication and coordination with University Advancement and Marketing to
5077 increase community awareness of existing service by faculty, staff and students.
- 5078 • Continue to track Student Service Initiative (SSI) hours from undergraduate, graduate, and
5079 professional programs for accountability purposes.
- 5080 • Continue to support student groups conducting fundraising efforts for local charities.
- 5081 • Continue to support student groups conducting health fairs, wellness and health awareness
5082 outreach programs for community groups.
- 5083 • Continue programs on campus to enhance individual well-being.
- 5084 • Review and enhance service requirements for university student programs.
- 5085 • Investigate the possibility of gaining Carnegie Community Engagement Classification and/or
5086 President's Higher Education Community Service Honor Roll as a University based on
5087 service to the Appalachian Region.

5088 **Responsibility:** VP for Academic Services and Institutional Effectiveness, VP and Dean for
5089 Enrollment and Student Affairs, Student Support Services, Institutional Research Office, Vice
5090 President for Advancement, Athletics, and Public Relations.

5091 **Time Frame:** Each semester.

5092 **Resources Required:** Collaboration from academic programs for reporting service hours,
5093 community partners for service opportunities.

5094 **Assessment:** Analysis of student satisfaction survey results, data relevant to the impact of
5095 community service, and other relevant data.

5096• **Use of Results:** Improved community involvement, enrollment, retention, and student
5097 satisfaction.

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5099 **Strategic Goal 8:** *Provide academic and student services that foster academic*
5100 *and social integration to promote retention and student success.*

5101 **Objective 8.4:** Provide individualized academic support services.

5102 **Strategies and Action Plans:**

- 5103 • Continue to offer graduate/professional school preparation for standardized tests and
5104 admission processes.
- 5105 • Further investigate grant opportunities for the incorporation of online tutoring to
5106 better service our campus community, online, and Off-Campus Sites.
- 5107 • Continue to develop and implement specialized study resources to enhance service to
5108 Cornerstone and Invitee student populations.
- 5109 • Expand availability of Mental Health Counseling and Accessible Education services as
5110 appropriate for the university's continued expansion at Off-Campus locations.
- 5111 • More effectively utilize Institutional Research data sources to assess Academic Services and
5112 Student Affairs functions at all Off-Campus Sites to improve upon services.

5113 **Responsibility:** Academic Services, Student Affairs, Director of Academic Support; Director of
5114 Counseling; Director of Accessible Education Services; Director of Career Services; appropriate
5115 Deans and Vice Presidents; Assistant Vice President for Academic Support Services.

5116 **Time Frame:** Ongoing.

5117 **Resources Required:** Budgets for Academic Services, Student Affairs, Academic Support,
5118 Mental Health Counseling, Career Services, Cornerstone, Student Support Services, appropriate
5119 Deans and Vice Presidents, Assistant Vice President for Academic Support Services.

5120 **Assessment:** Outcomes Assessment Reports for offices reporting through the divisions of
5121 Academic Services and Institutional Effectiveness, Enrollment and Student Affairs; other offices
5122 rendering such services through professional schools; and Off-Campus Sites.

5123 **Use of Results:** To improve academic support services.

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5125 **Strategic Goal 8:** *Provide academic and student services that foster academic*
5126 *and social integration to promote retention and student success.*

5127 **Objective 8.5:** Enhance University libraries and their services.

5128 **Strategies and Action Plans:**

- 5129 • Pursue grants and leverage resources to support and extend LMU collections at the
5130 Carnegie-Vincent Library, Reed Health Sciences Library, the Duncan School of Law
5131 Library, and other off-campus site library resource collections.
- 5132 • Assess learning resource needs and address the growth and development of new and existing
5133 programs, including collaborative agreements with other University/college library systems.
- 5134 • Secure appropriate library and learning resources to support new and existing programs
5135 consistent with accreditation standards for Level VI requirements, including student, faculty
5136 and staff research/scholarly activity.
- 5137 • Support integrated information literacy and quality learning resources, evidenced by student
5138 research/scholarly activity, technology and communication skills.
- 5139 • Integrate the Association of College & Research Libraries “Framework for Information
5140 Literacy for Higher Education” into existing information literacy assessment procedures.
- 5141 • Provide appropriate cataloging, physical protection, security and space for all University
5142 collections.
- 5143 • Emphasize the integration of electronic resources to extend the availability of the collections
5144 to all constituencies.
- 5145 • Provide faculty training opportunities on library resources through Faculty Staff Conference
5146 Week, New Faculty Academy, and through ad hoc requests.
- 5147 • Continue to investigate enhancing the use of CVL student study space to include a more
5148 social -snack friendly - first floor.
- 5149 • Finalize, with Legal, the implementation of an Institutional Repository (LMU scholarly
5150 research database) for the purpose of enhancing access to and archiving of new faculty, staff,
5151 and student developed scholarly work, university scholarly resources, digital archival images.
5152 <https://digitalcommons.lmunet.edu/>

5153 **Responsibility:** Directors of the Carnegie Vincent Library, LMU-DSOL Library, Security Staff,
5154 Academic Deans, University Advancement staff, Assistant Vice President for Academic Support
5155 Services, Vice President for Academic Services and Institutional Effectiveness.

5156 **Time Frame:** Ongoing.

5157 **Resources Required:** Adequate funding both from institutional budgets and from external grants
5158 and gifts.

5159 **Assessment:** Analysis of peer library survey results as well as internal data that demonstrate how
5160 well the dedicated library resources serve all sites and meet accreditation standards; assessment
5161 tools and testing will indicate whether and how well students possess information literacy; user
5162 satisfaction surveys will indicate the extent to which the objectives are being met.

5163 **Use of Results:** For the improvement of services and support of the University’s mission.