
Lincoln Memorial University

10/28/02

Strategic Plan

Our Bridge to the Future

2003 - 2008

SECTION 1

INTRODUCTION AND OVERVIEW

I. Planning Process

The planning process at Lincoln Memorial University incorporates:

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

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty and staff have responsibilities for and opportunities to participate in the process. The University Mission and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Six Strategic Goals have been identified as critical to achieving regional distinction by 2008. These Strategic Goals are consistent with SACS criteria and recommendations for improvement identified during recent reaffirmation assessments. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish these Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five Year Budget Pro Forma, (2003-2008). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices.

II. Mission and Purpose

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

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

The University believes that one of the major cornerstones of meaningful existence is service to humanity. By making educational and research opportunities available to students where they live and through various recreational and cultural events open to the

community, Lincoln Memorial University seeks to advance life in the Cumberland Gap area and throughout the region.

Reaffirmed by the Board of Trustees 3 May 2002

III. Values

- I. Lincoln Memorial University values integrity
 - honesty
 - openness
 - commitment to principles

- II. Lincoln Memorial University values excellence
 - teaching
 - learning
 - operations management
 - scholarship
 - leadership

- III. Lincoln Memorial University values creativity
 - teaching
 - learning
 - research
 - administration
 - artistic expression

- IV. Lincoln Memorial University values diversity
 - ethnic
 - cultural
 - belief systems

- V. Lincoln Memorial University values community
 - communication
 - honesty and integrity
 - caring and helpful
 - teamwork
 - responsibility
 - respect
 - safe and secure environment

- VI. Lincoln Memorial University values accountability
 - planning
 - assessment
 - evaluation
 - improvement

VII. Lincoln Memorial University values service

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

VIII. Lincoln Memorial University values the process of life-long learning**IV. Vision Statement**

Lincoln Memorial University will achieve, by the year 2008, regional distinction as a student-centered, educational, and service-oriented intellectual and cultural community defined by excellence, creativity, and diversity in its people, procedures, and programs.

V. Strategic Goals

Lincoln Memorial University identified six Strategic Goals to be accomplished during the 2003-2008 time period. These goals were developed by reviewing SACS criteria, SACS recommendations and internal outcomes assessment data. These six goals are reflective of the University Mission and Purpose and Values and are crucial to achieving regional distinction by 2008. Section II of this plan describes the activities, responsibility for accomplishment, time frames, resources, assessment method, and use of results for each objective related to each Strategic Goal.

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

Strategic Goal 2: Implement Comprehensive Enrollment Management Processes

Strategic Goal 3: Enhance Academic Quality

Strategic Goal 4: Ensure Adequate Physical Resources and Efficient Use of those Resources, On- and Off-campus

Strategic Goal 5: Make Effective Use of Technology

Strategic Goal 6: Enhance External Resources

VI. Benchmarks for Regional Distinction by 2008

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

- Maintain financial stability
- Balance annual budgets
- Achieve sufficient funding for institutional priorities
- Develop accurate budget projections

Strategic Goal 2: Implement Comprehensive Enrollment Management Processes

- Expand undergraduate and graduate student enrollment
- Improve student satisfaction with orientation and advising
- Broaden use of success-enhancing services (UACT 100, tutoring, early warning system, Lifestyle Management Services, Student Support Services)
- Boost satisfaction with resident life
- Expand participation in campus activities
- Upgrade campus safety and security
- Ensure effective use of financial aid to meet student need
- Raise undergraduate and graduate student retention rates
- Increase undergraduate and graduate student graduation rates
- Augment use of placement services

Strategic Goal 3: Enhance Academic Quality

- Achieve and maintain accreditation and state approval of programs
- Improve faculty salaries
- Fortify faculty scholarly and professional development activity
- Boost number of grant applications
- Amplify use of instructional technology
- Increase satisfaction with the faculty evaluation process
- Enhance use of assessment results for academic improvement
- Intensify use of academic support services

Strategic Goal 4: Ensure Adequate Physical Resources and Efficient Use of those Resources, On- and Off-campus

- Execute Facilities Master Plan
- Implement and assess comprehensive safety and security plan
- Improve use of campus facilities

Strategic Goal 5: Make Effective Use of Technology

- Renovate campus facilities
- Upgrade technology infrastructure
- Strengthen use of technology at all levels

Strategic Goal 6: Enhance External Resources

- Maximize publicity via all media
- Develop informed alumni and supporters
- Enhance unrestricted giving
- Enlarge endowment
- Increase alumni giving

VII. Five Year Budget Pro Forma (2003-2008)

The Five Year Budget Pro Forma (2003-2008) reflects the projected expenditures for maintaining institutional operations and accomplishing the Strategic Goals within the anticipated revenue parameters. Projected expenditures have been derived from unit and division operational budgets reflecting analysis of outcomes assessments and assigned activities related to the accomplishment of the Strategic Goals. Revenue parameters have been conservatively projected from historical growth trends and attention to a balanced budget. The Five Year Budget Pro Forma (2003-2008) is included as Section III of this Strategic Plan.

SECTION II

Strategic Goal 1:

Strengthen planning, budgeting and assessment

Strategic Goal 1: Strengthen planning, budgeting and assessment**Objective 1.1**

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

Strategies/Action Plans:

- The Institutional Effectiveness Committee will annually review the institutional mission statement and submit recommendations to the President on or before March 1 for consideration by the Board of Trustees at its annual meeting.
- The mission, goals, and objectives of the divisions, departments, and units will demonstrate alignment with the University mission, goals, and objectives.
- Align budgeting with the institutional mission, goals, objectives, and strategic initiatives.
- Assess outcomes and use the results for continuous improvements.

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

Time Frame: Annually

Resources Required: Time

Assessment: The Institutional Effectiveness Committee will review documents, IE meeting minutes, Board of Trustee meeting minutes, DDU (division, department and unit) plans, DDU outcomes assessments, budget reports, and Annual Performance Report.

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

Strategic Goal 1: Strengthen planning, budgeting and assessment**Objective 1.2****Prepare a balanced fiscal year operating budget annually for Board of Trustee approval.****Strategies/Action Plans:**

- Preparation of a balanced fiscal year operating budget begins each September. Administrators evaluate the institution's financial performance, the facilitation of the mission, strengths and weaknesses, success in its markets and future trends. Budget proposal forms, outcomes assessment data, five-year operating budget pro forma, unit and institutional strategic plans, facilities master plan, faculty/staff evaluations, institutional research, and other available data are used by DDU Administrators for the allocation and/or reallocation of resources.
- Conduct budget committee hearings by late February and early March of each year in which DDU Administrators defend budget proposals and ensure that all estimates are reasonable.
- During March and early April, the Budget Committee (President's Cabinet) and the President consider institutional priorities, goals and objectives from the institutional strategic plan in the allocation and/or reallocation of financial resources. The President presents the balanced budget to the Board of Trustees each May for approval.
- Budget adjustments for deviations from projected revenues and expenses are done on a routine basis by DDU Administrators. Budget reports are distributed monthly or more frequently when requested to DDU Administrators by the Assistant Vice President for Finance.

Responsibility: The DDU Administrators, the Budget Committee (President's Cabinet), the Board of Trustees, and Assistant Vice President for Finance

Time Frame: Continuous

Resources Required: Time

Assessment: Balanced fiscal year operating budget

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

Strategic Goal 1: Strengthen planning, budgeting and assessment**Objective 1.3****To prepare a rolling five-year operating budget pro forma that reflects strategic institutional priorities.****Strategies/Action Plans:**

- Evaluate the recent financial history, develop budgetary assumptions and use expense and revenue trend data to build a realistic five-year operating budget pro forma reflecting institutional priorities.
- Use institutional research for trend analysis, unit strategic plans, and outcomes assessment results to build a realistic rolling five-year operating budget pro forma.
- The President presents the five-year operating budget pro forma to the Board of Trustees each fall for approval.

Responsibility: Vice President for Finance, DDU Administrators, Budget Committee (President's Cabinet), and the President**Time Frame:** Annually (August-October)**Resources Required:** Time at all levels**Assessment:** Review the alignment of five-year operating budget pro forma with institutional priorities as reflected in Budget Committee (President's Cabinet) minutes.**Use of Results:** To plan effectively and to aid in preparing annual operating budgets.

Strategic Goal 1: Strengthen planning, budgeting and assessment

Objective 1.4

To make data-based decisions

Strategies/Action Plans:

- To collect and analyze data.
- To distribute results of analysis to inform the decision making process for improvement of the institution.
- To evaluate the use of data in the decision making process.

Responsibility: Director of Institutional Research and Accreditation, IE Committee

Time Frame: Continuous

Resources: Institutional Research Departmental - \$51,664 (Budget 1-6120)

Assessment: DDU minutes, outcomes assessment reports, IE Committee minutes

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

Strategic Goal 1: Strengthen planning, budgeting and assessment**Objective 1.5****To document status of strategic goals in an annual report.****Strategies/Action Plans:**

- IE Committee will evaluate performance against previously established benchmarks.
- Produce an annual performance report prior to the fall meeting of the Board of Trustees.

Responsibility: Institutional Effectiveness Committee, Director of Institutional Research and Accreditation**Time Frame:** Annually (September 15th)**Resources Required:** Time**Assessment:** Annual performance report**Use of Results:** To direct the Strategic Plan for the next year and for communication.

Strategic Goal 2:

Implement comprehensive enrollment management processes

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.1**

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

Strategies/Action Plans:

- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's academic programs.
- Use the World Wide Web for advertisements and news.
- Increase direct mail to target markets.
- Increase E-mail and telecounseling to applicants and qualified prospects.
- Host preview days and counselor workshops.
- Expand recruitment effort into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.

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

Time Frame: By fall semester 2003, 370 students (Total = 838 FTE); by Fall 2004, 400 students (Total = 853 FTE); Fall 2005-Fall 2006, 400 students (Total = 868 FTE).

Resources Required: \$90,000 annually (Budget 1-5510)

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

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

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.2**

To increase first-time, full-time freshmen to 250 (with 25 being minorities) and full-time transfer and re-admitted students to 150 with 175 being residential students by 2007.

Strategies/Action Plans:

- Form a marketing committee.
- Identify new markets.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new and transfer students.
- Review latest research on why students choose a college and work with printing companies to incorporate information into materials.
- Develop and maintain a comprehensive Web site for the university.
- Increase recruitment of international, Hispanic, and other minorities.
- Increase recruitment outside the primary 100-mile radius recruitment area.
- Focus academic scholarship money on new students and on residential students.

Responsibility: Director of Admissions and Admissions staff, Director of Publications/Webmaster, Vice President of Enrollment Management and Student Services

Time Frame: 335 students by 2002; 370 students by Fall 2004; 400 students by Fall 2005; 400 students maintained for Fall 2006.

Resources Required: \$400,000 per year (Budgets 1-6520, 1-5410, 1-5510)

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

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

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.3**

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

Strategies/Action Plans:

- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's graduate programs.
- Use the World Wide Web for advertising and news.

Responsibility: Dean, College of Graduate Studies, Director of Public Relations, Director of Publications/Webmaster

Time Frame: Each semester

Resources Required: Included in Public Relations and Admissions budgets, no new funds required.

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

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

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.4****The J. Frank White Academy will increase enrollment to 72 students by fall-2003.****Strategies/Action Plans:****Strategy 1 - Recruitment**

- To implement an aggressive recruitment plan incorporating the following methods of targeting students and building a name base of potential students:
 - Referrals - Get names from satisfied people associated with the Academy including current students and their families, alumni and their families, as well as friends of the academy such as businesses, churches and community leaders and donors
 - Other schools in our service area - Get names of potential students directly from their records. Visit the students at the school and give presentations about the Academy.
 - Identify Home School Students - These students' names are available through the local school districts and the state departments of education.
 - Other methods of getting names - Collect names of students visiting the campus for museum tours, sports camps and other programs. Get mailing lists from area sports leagues.
 - Walk-ins and phone inquires - Follow up with parents who visit the school for information or call with inquiries or ask about the school through those associated with the Academy.
- To develop and implement a development plan targeted at offering more scholarships by increasing fundraising.

Strategy 2 - Marketing

- To market the academy to the targeted groups
 - Direct one-on-one home visits.
 - Presentations at schools or local civic group meetings
 - Academy web page
 - Newsletter
 - Press releases to hometown newspapers
 - Advertising methods — newspaper ads for specific events; image ads, radio ads, billboards, mailouts; drop boxes or posters placed at local restaurants and other businesses

Objective 2.4 (continued)

Strategy 3 - Retention

- To analyze retention information.
- Survey the satisfaction of current students and students who leave or do not choose to attend.

Responsibilities: Director of Recruitment, Principal

Time Frame: 2002-2004

Resources Required: \$2,900 (Budgets 1-1510, 1-6520)

Assessment: Enrollment statistics

Use of Results: To increase enrollment.

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.5****To improve freshman retention by developing and maintaining a freshman advising program.****Strategies/Action Plans:**

- Research current trends.
- Identify faculty and staff to participate in the program.
- Develop a training manual for all participants.
- Train all participants in the full advising process which will include, but not be limited to, academics, career interests, expectations, and extracurricular activities.

Responsibility: Vice President for Enrollment Management and Student Services; Dean, College of Undergraduate Studies**Time Frame:** By summer 2004**Resources Required:** \$500 annually (Budget 1-5310)**Assessment:** Evaluation of the research, identification of personnel, training manual, students' evaluations and comparison study of retention rates.**Use of Results:** To improve the advising process as a key element of the retention program.

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.6**

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

Strategies/Action Plans:

- To inform each department (administrative and academic) of their role in the Retention Plan.
- To assist each department with the development of a retention initiative.
- To educate all faculty and staff on the importance of satisfied students and how improved retention benefits all University constituencies.

Responsibility: Vice President for Enrollment Management and Student Services; all employees

Time Frame: Continuous

Resources Required: \$10,000 annually (Budgets 1-5310, 1-5100)

Assessment: Comparative Computer Retention Program

Use of Results: To improve retention and graduation rates.

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.7****To increase the number of students using student services by an average of 1% per year.****Strategies/Action Plans:**

- Research current trends by department.
- Inform students of the services provided by the University.
- Provide courses in specified departments.
- Develop web pages for each department.
- Communicate with the LMU community with informational data.
- Seek grants to defray costs of specified departments.
- Network with University personnel.
- Form planning communities in specified areas.
- Share evaluation summaries with the LMU community.
- Canvas the LMU student body for recommendations concerning programming.
- Provide written materials in the form of catalogs, handbooks and other handouts.
- Provide amenities for student use.
- Provide personal, academic and financial information to individual students.

Responsibility: Vice President for Enrollment Management and Student Services and each department head that reports to the division**Time Frame:** Annually**Resources Required:**

Career Planning	\$750 (Budget 1-5110)
Security	\$146,414 (Budget 1-6320)
Student Advocacy	\$500 (Budget 1-5110)
Student Activities	\$ 10,000 (Budget 1-5110)

Objective 2.7 (continued)

Assessment:

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

Use of Results:

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

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.8**

To increase the maintenance completion rate of housing requests by 10% and continue the housekeeping completion rate of 100% for each academic year.

Strategies/Action Plans:

- Maintain maintenance and housekeeping requests lists from each building.
- Conduct weekly meetings with the Maintenance Supervisor and Director of Properties and Physical Plant.
- Do walk-throughs with Maintenance personnel and Housekeeping Supervisor.
- Train residential life staff.
- Evaluate and improve annual training by the use of Resident Assistant/ Resident Director (RA/RD) Questionnaires.
- Hold weekly meetings with Resident Directors.
- Score and assign rooms based on a fair system.
- Deal with roommate conflicts and housing issues in a professional manner.

Responsibility: Director of Housing; Director of Properties and Physical Plant

Time Frame: Each academic year

Resources Required: Training residence hall staff	\$ 1,000 (Budget 1-9110)
Service Master	\$26,362 (supplies) (Budget 1-7310)
	\$30,241 (labor) (Budget 1-7310)
Maintenance	\$28,483 + labor costs (Budget 1-7210)

Assessment: Review results of maintenance and housekeeping lists with Maintenance Supervisor, Housekeeping Supervisor and Director of Properties and Physical Plant, Resident Assistants' evaluations done by Resident Directors and shared with Resident Assistants and Director of Housing, satisfaction surveys completed by students shared with Director of Housing and Office of Student Services, and Resident Life Staff Training Manual used in training of Resident Directors and Resident Assistants and RA/RD Questionnaires completed by Resident Assistants and Resident Directors used to improve training.

Use of Results: To improve the living conditions in residence halls.

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective: 2.9**

To create an enrollment management team.

Strategies/Action Plans:

- To identify enrollment management team members.
- To charge the team to research, develop, and implement a comprehensive recruitment and retention program.

Responsibility: Vice President for Enrollment Management and Student Services, Dean of Admissions, Department Heads

Time Frame: By fall 2003

Resources Required: \$20,000 construction costs (Budget 1-7210)

Assessment:

- Recruitment and enrollment statistics
- Retention statistics
- Student Satisfaction surveys

Use of Results:

- To improve the number of freshman students recruited and enrolled.
- To improve the number of students retained.
- To improve the graduation rate.
- To improve students' satisfaction with services.

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.10**

To increase the number of participating undergraduate faculty in the early warning system, i.e., reporting students having academic or attendance difficulties to the Office of Student Services, to 100%.

Strategies/Action Plans: The Vice President for Enrollment Management and Student Affairs will speak to faculty during faculty/staff conference about the importance of reporting students having difficulties, about the importance of having a graded assignment during the first three weeks of each semester, and remind all faculty by e-mail or v-mail to report students having difficulty in their classes during week 4 and week 8 of each semester.

Responsibility: Vice President Enrollment Management and Student Services; Dean, College of Undergraduate Studies

Time Frame: Increase the number of participating faculty each year through 2005-07.

Resources Required: \$200 annually (Budget 1-5110)

Assessment: Compare the reporting faculty list with the faculty list, check “early warning” list with probation list at the end of each semester and with school enrollment list for the following semester for assessment data and inform faculty of the statistical data. Report compliance to the Dean, College of Undergraduate Studies.

Use of Results: To improve the process by which faculty report students having academic or attendance difficulties. To increase student retention by offering a network that supports students having academic difficulty.

Strategic Goal 2: Implement comprehensive enrollment management processes**Objective 2.11****To provide appropriate student aid awards to eligible students.****Strategies/Action Plans:**

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Increase funding of Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.

Responsibility: Vice President for Enrollment Management and Student Services, Director of Financial Aid, Awards Committee, Vice President for University Advancement**Time Frame:** Each semester**Resources Required:** Included in the institutional aid budget each year.**Assessment:** Examine financial aid statistics and audits.**Use of Results:** To improve enrollment, retention, and student satisfaction.

Strategic Goal 3:
Enhance academic quality

Strategic Goal 3: Enhance academic quality**Objective 3.1**

Connect all academic planning (creation or relocation of academic programs, curriculum development and modification, establishment of new courses or programs and their assessment and accreditation) to the budgeting processes.

Strategies/Action Plans:

- Proposals for changes (including a feasibility study, staffing plan, and all budgetary ramifications) will go through the appropriate curriculum committee and dean, then be forwarded to the VPAA/Provost for consideration and presentation to the President's Cabinet.
- Each department will establish and implement a curricular plan that demonstrates evidence of assessment results used to support the annual budget proposal that is submitted to the dean of undergraduate or graduate studies (with prior approval from the UCAP or GCAP committee); dean of undergraduate or graduate studies will submit the proposal to the VPAA/Provost and President for approval.

Responsibility: VPAA/Provost and deans, department chairs, program directors, Director of Institutional Research, Director of Outreach Programs

Time Frame: Continuing, with an annual report of activity from UCAP/GCAP Chairs. Curriculum changes will normally be completed by March 1, with implementation in the fall term, to allow all changes to be included in the new catalog and schedule of classes.

Resources Required: Time, Data, Dollars (for various accreditation processes)

Assessment: Annual review of budget in light of department plan by Deans, VPAA/Provost prior to submission.

Use of Results: To create an obvious connection between academic and budgetary planning, so that the resulting budget is grounded in sound academic planning and verified needs.

Strategic Goal 3: Enhance academic quality**Objective 3.2**

Move faculty to mid-range of peer benchmark institutions in compensation (compared by faculty rank), in teaching workloads, and in the percentage of faculty holding terminal degrees.

Strategies/Action Plans:

- Identify peer benchmark institutions using such criteria as size of budget, endowment, undergraduate and graduate enrollment, geography, mission, and other relevant criteria.
- Evaluate the data from peer institutions.
- Develop a database for LMU faculty.
- Develop and recommend a salary scale as prioritized below:
 - adjust the inequities of full-time faculty first
 - implement the plan to bring full-time faculty salaries to mid-range of peer institutions
 - implement and sustain a merit-pay system, with an evaluation system to support it.
- Use peer data to determine a standard instructional workload with an eye toward adjusting the expected instructional load at LMU.

Responsibility: President, VPAA/Provost, deans, departmental chairs, program directors, Director of Human Resources and Director of Institutional Research

Time Frame: Collection and evaluation of data in 2003, with full implementation in stages by 2008

Resources Required: Time, Resulting salary adjustments, data analysis by experienced professional statisticians.

Assessment: An annual report of progress from the Director of Institutional Research.

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

Strategic Goal 3: Enhance academic quality**Objective 3.3**

Develop and use a comprehensive faculty evaluation process, based on a clear understanding of LMU expectations, to tie the evaluation process to faculty development opportunities, merit pay considerations, and to improve professional performance.

Strategies/Action Plans:

Develop a means of documenting that an evaluation process has been used to improve and recognize performance that includes selection, measurement and reporting of selected “key performance indicators.”

Responsibility: VPAA/Provost; deans, department heads, program directors, Director of Institutional Research

Time Frame: Staged implementation annually with full implementation by 2008

Resources Required: Time and Faculty Development Funds (allocated strategically) (Budgets 1-4610.51060, 1-4610.51061, 1-1126.51060, 1-1111.51060, 1-1125.51060, 1-1116.51060, 1-1510.51060)

Assessment: Improvement on selected “key performance indicators.”

Use of Results: To create and sustain a qualified, effective teaching staff whose developmental needs are met with appropriate financial and other resources.

Strategic Goal 4:

Ensure adequate physical resources and efficient use of those resources, on- and off-campus

Strategic Goal 4: Ensure adequate physical resources and efficient use of those resources, on- and off-campus**Objective 4.1****Provide for the orderly development and use of the physical resources of the institution.****Strategies/Action Plans:**

- Determine additional facilities and grounds needs as dictated by campus growth, change, physical needs, and as educational program needs dictate.
- The Facilities Master Plan will be updated on a regular basis, with the formal document being reproduced annually.
- The President's Cabinet will review the Facilities Master Plan on a regular basis.
- The President's Cabinet will conduct an on-going assessment of the adequacy and the effective and efficient operation of the university's on-campus and off-campus physical resources to include routine, preventative and deferred maintenance of the buildings, equipment and grounds.
- Maintain documentation of the projects completed and underway.

Responsibility: Director of Properties & Physical Plant, the President's Cabinet**Time Frame:** Annually and continuous**Resources:** Campus operations budget**Assessment:** Minutes of President's Cabinet and the updated Facilities Master Plan**Use of Results:** Improve physical resources of the institution.

Strategic Goal 4: Ensure adequate physical resources and efficient use of those resources, on- and off-campus**Objective 4.2****Provide a healthful, safe, and secure environment.****Strategies/Action Plans:**

- Regular evaluation of the institution's Comprehensive Safety and Security plan to ensure that it is accurate and current in relation to changes on campus.
- The Comprehensive Safety and Security Plan must continue to include specific provisions for the appropriate handling and disposal of hazardous waste in addition to other safety concerns.
- The President's Cabinet will review the Comprehensive Safety and Security Plan annually.
- The Comprehensive Safety Plan will continue to provide for emergency measures for responding appropriately to a disaster.
- The Health and Safety Standards Committee will oversee and conduct, where appropriate, safety training for faculty, staff, students and contract services.

Responsibility: Director of Properties & Physical Plant, President's cabinet, Vice President of Enrollment Management and Student Services, and the Health and Safety Standards Committee**Time Frame:** As situations warrant and annually by September 30**Resources Required:** Comprehensive Safety and Security Plan, evaluation and incident reports, cost included in departmental budget**Assessment:** Compare the Safety and Security Plan each year with the previous year's plan to monitor improvements.**Use of Results:** To continuously improve the Comprehensive Safety and Security Plan and make the campus safer.

Strategic Goal 5:
Make effective use of technology

Strategic Goal 5: Make effective use of technology**Objective 5.1**

Revise the technology plan to include both academic and administrative systems in order to maximize the effective use of available resources.

Strategies/Action Plans:

- Review and consolidate existing plans.
- Review progress.
- Reassess needs.
- Determine steps needed and assign responsibilities.
- Revise and maintain the technology plan.

Responsibility: Chief Information Officer, Library and Information Services staff, and Technology committees and task forces

Time Frame: 2003 with annual revisions as needed

Resources Required: Included in CIO budget (Budgets 1-4410, 1-6360, 1-6410)

Assessment: Integrated plan for computing

Use of results: To maximize effective use of computing and all technology resources.

Strategic Goal 5: Make effective use of technology**Objective 5.2****To secure funding to implement technology plan as outlined in Technology Vision Statement.****Strategies/Action Plans:**

- Review best practices from other colleges and universities.
- Assess needs.
- Prepare draft comprehensive development plan.
- Get regular feedback from the university community.
- Revise comprehensive development plan.
- Present plan to Board.
- Prepare grant proposal.
- Send proposal to U.S. Department of Education.
- Identify other funding possibilities.

Responsibility: CIO, Technology Committee, Assistant Vice President for Foundation Research, VPAA/Provost**Time Frame:** 2003**Resources Required:** Time of CIO, Assistant VP for Foundation Research, Technology Committee, VPAA/Provost and Information Services Staff**Assessment:** Successful grant funding**Use of Results:** Funding of major technology initiatives for next five years.

Strategic Goal 5: Make effective use of technology**Objective 5.3****Continue to provide and enhance the university's computing infrastructure, i.e., networks, servers, and support personnel.****Strategies/Action Plans:**

- Review status of networks, servers, and support personnel.
- Reassess adequacy/needs.
- Determine steps needed and assign responsibilities.

Responsibility: Chief Information Officer and staff**Time Frame:** 2003-2008**Resources Required:** Included in CIO budget (Budgets 1-4410, 1-6360, 1-6410)**Assessment:** User survey and management evaluation of performance monitoring data.**Use of Results:** To ensure faculty/staff/student adequate response time and availability of university networks.

Strategic Goal 5: Make effective use of technology**Objective 5.4**

Provide resources (hardware and software) for Faculty and Staff to meet their computing needs.

Strategies/Action Plans:

- Evaluate/upgrade/redistribute faculty and staff computers to reflect changing computing needs.
- Inventory existing equipment, assess equipment needs, secure competitive price quotes and purchase necessary equipment.
- The Academic Computer Support team will work with faculty and staff to determine computer and instructional technology equipment needs and develop a maintenance/upgrade schedule.

Responsibility: Academic Computer Support Team, faculty and staff.

Time Frame: 2003-2008

Resources Required: \$111,000 in year 2003. (Resources for future years to be determined after revision of plan.) (Budgets 1-4410, 1-6360, 1-6410)

Assessment:

- Computer Hardware/Software Inventory
- Software License Agreements
- Academic Computer Services User files
- Requisitions/Purchase Orders

Use of Results: To assure faculty/staff access to innovative technology to support the mission of the university.

Strategic Goal 5: Make effective use of technology**Objective 5.5****Develop and implement plans for training faculty and staff****Strategies/Action Plans:**

- Hold faculty/staff computer workshops at least once per semester.
- Secure adequate funds for two professional trainers (one each semester) to facilitate workshops at LMU for faculty/staff, conduct in-house training (by Information Services staff).
- Hold brownbag lunches each month, covering a different computer-related topic each session.
- Videotape selected training modules for use by faculty/staff.
- Develop a mentoring program to encourage faculty/staff to share their computer skills by training others.

Responsibility: CIO, Information Services staff, faculty and staff**Time Frame:** 2003-08**Resources Required:** Included in the CIO budget (Budgets 1-4110.51065, 1-4410.51065, 1-6410.51065).**Assessment:** Attendance Log, Library Checkout Records, Workshop Evaluation Forms**Use of Results:** To assure that faculty and staff are adequately trained to utilize technology.

Strategic Goal 5: Make effective use of technology**Objective 5.6****Provide Faculty/Staff Technical Support****Strategies/Action Plans:**

- Implement Hot Line (one number to call for computer questions/assistance).
- Implement problem tracking system.
- Set up Frequently Asked Questions (FAQ) section on Information Services Web site to reduce phone calls to Hot Line.

Responsibility: Information Services staff**Time Frame:** 2003**Resources Required:** \$5,000 (additional funds or reallocation of funds in current budget) (Budgets 1-4410, 1-6360, 1-6410)**Assessment:** Problem Tracking Logs and User Survey**Use of Results:** To assure that faculty and staff receive prompt response to questions/problems.

Strategic Goal 5: Make effective use of technology**Objective 5.7****Provide Computing Support for Students****Strategies/Action Plans:**

- Expand Student Technical Assistants (STAs) program to provide computer lab support, use Residential Technical Assistants (RTAs) for residence hall support.
- Select two additional STAs and several additional RTAs each year and train them at the Annual STA Training sponsored by the Appalachian College Association (ACA).
- Implement an STA/RTA Web page containing Frequently Asked Questions (FAQs).
- Use Help Desk problem tracking system.

Responsibility: Academic Computing staff**Time Frame:** 2003-08**Resources Required:** 2 STAs, 5 RTAs, 8 Work-Study Students; in Academic Computing budget (Budget 1-4410).**Assessment:** Problem Tracking Logs and User Survey**Use of Results:** To assure that students receive prompt response to questions/problems.

Strategic Goal 5: Make effective use of technology**Objective 5.8****Reenergize the charge for the University's Teaching and Learning with Technology Roundtable (TLTR) or its successor committee.****Strategies/Action Plans:**

- Review and update the mission of the TLTR.
- Review membership.
- Research best practices (e.g., current events at other TLTR groups).
- Commission and support pilot projects by selected faculty members.

Responsibility: Information Services staff and TLTR members**Time Frame:** 2003-2008**Resources Required:** \$500 annually (Budget 1-4410)**Assessment:** Survey Results, Review of meeting records, notes, handouts**Use of Results:** Determine future of TLTR at LMU.

Strategic Goal 5: Make effective use of technology**Objective 5.9****Assist faculty with the development of instructional modules that use technology.****Strategies/Action Plans:**

- Work with faculty to analyze technology trends and innovative ways to integrate technology into the curriculum.
- Develop training videos for CD-based course instruction and interactive use of technology.
- Use the staff and resources of Sigmon Communications Center to assist with training videos.
- Work with Library personnel to promote and encourage the use of electronic research and instruction.
- Seek grants and foundation funding to support these projects.

Responsibility: Information Services staff, Faculty, University Advancement staff**Time Frame:** Begin planning in 2003, implement in stages from 2003-08**Resources Required:** To be determined as plans are developed.**Assessment:** To be determined as individual plans are developed.**Use of Results:** To integrate technology into the course curriculum.

Strategic Goal 5: Make effective use of technology**Objective 5.10****Investigate opportunities and techniques for online instruction (both on- and off-campus).****Strategies/Action Plans:**

- Review best practices from other colleges and universities.
- Look at ramifications and issues involved with this instructional method.
- Select pilot projects for implementation.
- Provide support for pilot faculty.
- Assess results.

Responsibility: CIO and staff, Technology Committee, faculty**Time Frame:** Planning 2002-03, Implementation 2003-08**Resources Required:** To be determined annually, beginning in 2002-2003.**Assessment:** Successful course completion; student satisfaction**Use of Results:** Determine effectiveness and efficiency of online method of instruction.

Strategic Goal 5: Make effective use of technology**Objective 5.11****Develop a model “smart” classroom to test ideas/techniques for instructional technology use.****Strategies/Action Plans:**

- Review best practices from other colleges and universities.
- Solicit faculty input for design requirements.
- Acquire funding via grant proposal or gift.
- Implement “smart” classroom.
- Assess results.

Responsibility: CIO and staff, Technology Committee, faculty, University Advancement**Time Frame:** Planning 2002-03, Implementation 2003-04**Resources Required:** Current and potential funding sources to be identified 2002-2003.**Assessment:** Faculty and student surveys**Use of Results:** Determine effectiveness and benefits.

Strategic Goal 5: Make effective use of technology**Objective 5.12****Enhance and/or replace the current Administrative System to meet the needs of the University.****Strategies/Action Plans:**

- Establish an ad hoc committee to determine system requirements.
- Evaluate continued viability of POISE system.
- Evaluate potential cost and benefits of implementing an alternative administrative system.
- Select one of the alternatives and make recommendation.
- Proceed with upgrade or implementation of new system.

Responsibility: CIO, Director of Administrative Computing, VPAA/Provost**Time Frame:** Planning 2002-03, Implementation 2003-2008**Resources Required:** To be determined**Assessment:** Cost/benefit analysis of upgrade and/or replacement**Use of Results:** Provide an efficient and effective Administrative System which meets the needs of the University.

Strategic Goal 5: Make effective use of technology

Objective 5.13

Investigate the possible use of Video-Conferencing to support multi-location courses.

Strategies/Action Plans:

- Determine potential uses of video-conferencing for multi-location courses.
- Develop cost/benefit analysis of proposed solution.
- Conduct pilot test of video-conferencing to teach a course in multiple locations.

Responsibility: CIO and staff

Time Frame: Planning 2002-03, Implementation 2003-04

Resources Required: To be determined

Assessment: Cost/benefit analysis of video-conferencing for instructional purposes

Use of Results: Provide a cost effective solution to supporting multi-location courses.

Strategic Goal 5: Make effective use of technology**Objective 5.14**

Develop goals and objectives for the library that support the provision of resources and services consistent with the broader institutional mission.

Strategies/Action Plans:

- Evaluate the library budget annually against the budgets of its peer institutions to ensure adequacy of funding.
- Set in place special funding arrangements to address the growth and development of off-campus programs and enrollments, including agreements with other institutions, and provide supportive innovations necessary to meet the special needs of off-campus students.
- Distribute the library materials budget systematically among all educational programs.
- Pursue grants and foundation support.
- Leverage area resources to support and extend LMU library collections.

Responsibility: Library Director, Chief Information Officer and University Advancement Staff

Time Frame: 2002-03 and annually thereafter

Resources Required: Time of Library Director and staff time, costs included in Library budget (Budget 1-4110)

Assessment:

- Analysis of enrollment data will demonstrate that the library and learning resources budget grows/diminishes in accordance with on- and off-campus enrollments and programs.
- Changes in budget for document delivery, technology support, collections and personnel will correspond to significant variations in university conditions.
- The library's distance education initiatives will align with the overall institutional goals for the university's distance education programs.

Use of Results: To maximize effective use of library resources.

Strategic Goal 5: Make effective use of technology**Objective 5.15**

Carry out Library's mission of anticipating informational needs, acquiring necessary materials or access, and promoting use of these resources through direct user support services, cataloging, and other forms of access.

Strategies/Action Plans:

- Maintain an active and viable program in information literacy. Have students at LMU demonstrate proficiency in information literacy and bibliographic research.
- Maintain current documentation on information literacy standards, maintain current projects, and initiate new projects as needed to assess the levels of instruction against the current curriculum and standards.

Responsibility: Library Director

Time Frame: 2002-2003 and annually thereafter

Resources Required: Library Director and staff time, costs included in Library budget (Budget 1-4110)

Assessment:

- The bibliographic instruction log will demonstrate that 80% of all students will receive bibliographic instruction and demonstrate an adequate level of information literacy upon completion of a LMU program.
- The library's need's/outcomes assessment will include documentation of literacy standards and significant changes made to the library plans, collections, and services as well as pursuing information literacy and participation in curriculum development.

Use of Results: To maximize effective use of library resources.

Strategic Goal 5: Make effective use of technology**Objective 5.16****Maintain and support technological standards that support the operation of the library.****Strategies/Action Plans:**

- Obtain, implement and fully utilize a new library system that supports industry standards and current technology. The new system will enable the library to promote new methods of research and engage faculty into pursuing alternative methods of course delivery such as electronic reserves, course-specific webliographies and interactive collection development tools.
- Work with the Abraham Lincoln Library and Museum and the University Archives and Special Collections to scan and digitize rare books, manuscripts and three-dimensional objects. The library will implement a collection management system to facilitate access and retrieval of non-book materials.

Responsibilities: Library Director**Time Frame:** 2003-2004**Resources Required:** Library Director and staff time, costs covered by the Piper Gift (Budget 5-2008.30500)**Assessment:**

- The library will maintain up-to-date hardware, software and equipment to properly support online research and other technological endeavors.
- The library will maintain a collections management system of at least 1000 images of the museum's three dimensional materials.

Use of Results: To maximize effective use of library resources.

Strategic Goal 5: Make effective use of technology**Objective 5.17****Provide physical protection for the library collections and a comfortable work and study space for its clientele.****Strategies/Action Plans:**

- Create a Disaster Preparedness Plan for the library. Grant funds will be obtained to help protect and preserve the University Archives and Special Collections. Student workers and library staff will repair and protect books. An archival and preservation plan will guide all activities of the University Archives.
- Improve library facilities and ensure an environment that is conducive to research and study. The library will procure comfortable furniture, workstations and functional equipment for the Finley Learning Resources Center and the distance education library facilities.

Time Frame: 2003-2004**Resources Required:** Library Director and staff, included in Library budget (Budget 1-4110)**Assessment:**

- Records of book repair, procurements of protective equipment and planning documentation will be maintained.
- Each resource center at each institutional site will be demonstrably improved.

Use of Results: To safeguard library collections and maximize effective use of library resources.

Strategic Goal 6:
Enhance external resources

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

Strategies/Action Plans: University Advancement will identify and cultivate donors who have the potential to give unrestricted gifts of \$100 to \$25,000 annually. The following constituencies will be solicited:

- Continue to solicit Board of Trustees who committed to support the Annual Fund through a yearly gift.
- Ask all members of the President's Cabinet to participate in the Annual Fund.
- Encourage University Advancement staff to continue to contribute to the Annual Fund.
- Increase current faculty/staff participation: (2002) is 38%; by the year 2007, the participation rate will be 50%.
- Increase current alumni participation (2002 is 5.3%); by the year 2007, the participation will be 20%; graduate and undergraduate as administered through the class agents program, alumni chapter participation, and other alumni initiatives.
- Increase efforts of solicit friends, defined as potential donors who are not alumni.
- Involve parents of current students.
- Involve current students through a "senior project" or other initiatives.
- Actively seek to increase membership in the President's Club (unrestricted gifts of \$1,000 or more given annually).
- Provide training in "Asking for a Gift" to departments outside of University Advancement; i.e. Museum staff, Library staff, Athletics, Cabinet and Trustees.
- Improve LMU's alumni/donor management information system.
- Increase CEO membership on the Board of Trustees.
- Encourage increased advisory board activity in academic areas.
- Create on-line matching gift information.

Responsibility: Primary responsibility of University Advancement staff with support from the President and the Board of Trustees.

Time Frame: 2002-2003: \$350,000
2003-2004: \$400,000
2004-2005: \$450,000
2005-2006: \$500,000
2006-2007: \$550,000 (estimate)

Objective 6.1 (continued)***Resources Required:**

- 2003-2004: \$80,000 (budget 1-6510)
- 2004-2005: \$90,000 (budget 1-6510)
- 2005-2006: \$100,000 (budget 1-6510)
- 2006-2007: \$110,000 (budget 1-6510)
- 2007-2008: \$120,000 (budget 1-6510)

*Calculated at \$.20/dollar

Assessment:

- Review call reports at weekly staff meetings.
- Continue to track on-line giving.
- Continue to review and compare on-line weekly giving reports with direct mail and phone-a-thons.
- Continue to review LYBUNT and SYBUNT reports monthly.

Use of Results: To support current operating expenses.

Strategic Goal 6: Enhance external resources**Objective 6.2**

Increase endowment for student scholarships and for faculty development, including research, endowed chairs and continuing education.

Strategies/Action Plans:

- University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at \$500,000+, endow professorships at \$250,000+, endow scholarships at \$15,000+ and endow faculty development funds at \$15,000+.
- Increase the number of the Circle of Friends for Endowment gift club by 10 or more each year.
- Review prospects with the Development Committee of the Board of Trustees, the President of the University, the Chairman of the Board, and the Chairman of the Executive Committee.
- Feature donors in the *Alumnus* magazine who have already made estate plans.
- Target the Classes of 1960-1974 to receive the new estate planning newsletter.
- Investigate feasibility of utilizing a national prospect research service.
- Continue and expand solicitation of foundations and corporations that support endowment endeavors.

Responsibility: University Advancement fund-raising staff, President of the University, the Development Committee of the Board, and the Chairman of the Board, with the cooperation of the faculty and staff.

Time Frame: Annually

Resources required: \$50,000 (Budget 1-5510)

Assessment:

- Review and compare call reports of major gift officers.
- Compare five-year endowment giving, number of donors vs. number of gifts vs. number of calls.

Use of Results:

- To Study and make recommendations on endowment levels.
- To increase endowed scholarships to enable students to attend LMU as cited in our mission statement.

Objective 6.2 (continued)

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

Strategic Goal6: Enhance external resources**Objective 6.3**

Increase integrated marketing and promotion of the University locally, regionally and nationally by use of all electronic and non-electronic media sources.

Strategies/Action Plans:

- Promote the University’s academic programs through the assistance of the Director of Public Relations, the Director of Publications and Webmaster, Director of Recruitment for the J. Frank White Academy and the Sports Information Director by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Increase promotion of The Abraham Lincoln Library and Museum, the J. Frank White Academy, Sigmon Communications Center and the Tex Turner Arena locally, regionally and nationally.
- Continue to mail the *Partners in Progress* and *Blue and Gray* Newsletters, the *Alumnus* magazine and publish the *Insider* via direct mail and e-mail.
- Increase international partnerships.
- Increase corporate endorsements.
- Utilize Members of the Student Service Initiative Program for campus and community outreach.
- Increase corporate sponsorship.

Responsibility: Director of Public Relations, Director of Publications and Webmaster, Director of the Annual Fund, and the Sports Information Director through print, television, the Web, and radio media.

Time Frame: Annually

Resources Required:

2002-2003:	\$100,000.00 (budgets 1-1510, 1-4210, 1-6510, 1-6520, 1-5232)
2003-2004:	\$198,908.75 (budgets 1-1510, 1-4210, 1-6510, 1-6520, 1-5232)
2004-2005:	\$205,065.00 (budgets 1-1510, 1-4210, 1-6510, 1-6520, 1-5232)
2005-2006:	\$212,932.72 (budgets 1-1510, 1-4210, 1-6510, 1-6520, 1-5232)
2006-2007:	\$215,341.86 (budgets 1-1510, 1-4210, 1-6510, 1-6520, 1-5232)
2007-2008:	\$248,095.20 (budgets 1-1510, 1-4210, 1-6510, 1-6520, 1-5232)

Assessment: Continue to track increased contributions to unrestricted and endowment giving through monthly reports and trend analysis.

Objective 6.3 (continued)

Use of results: Improve integrated marketing and brand awareness. Improve goodwill through improved personal relationships between regional community leaders and University officials, faculty and staff. Provide accurate information to aid effective marketing and promotion of the University.

Strategic Goal 6: Enhance external resources**Objective 6.4**

Design and implement the planning phase for a residence hall capital campaign and continue planning for a comprehensive campaign projects to fund capital projects, endowment growth and annual fund.

Strategies/Action Plans:

- In cooperation with the Institutional Effectiveness Committee, the Board of Trustees, University Advisory Boards, identify and prioritize potential capital projects, such as the construction of a new residence hall.
- Present a plan to the Board of Trustees for approval.
- Seek funding from foundations that support brick and mortar projects, endowment, scholarships and support of current operating funds.

Responsibility: The Board of Trustees, the President, the University Advancement staff, Institutional Effectiveness Committee, community volunteers, and other personnel as identified.

Time Frame: Targeted completion date – 2007

Resources Required:

- \$25,000 Campus-wide facility plan
- \$4.2 million for a new Residence Hall with \$500,000 of the amount going toward endowment of the building.

Assessment: Refer to feasibility studies, minutes of the Board of Trustees meetings and minutes of the Institutional Effectiveness meetings for reference to the strategic planning process.

Use of Results: To determine the expected impact on residential life, retention and satisfaction; implement a “Breakfast Club” with the president and community as part of the planning phase for a capital and comprehensive campaign.

Strategic Goal 6: Enhance external resources**Objective 6.5**

Strengthen the University Advancement program by reassigning duties among existing staff to include systematic prospect research and hiring a major gifts officer.

Strategies/Action Plans:

- Study feasibility of reassigning existing personnel to include systematic prospect research duties.
- Utilize the Student Service Initiative program personnel.
- Utilize community volunteers in selected donor research activities.
- Hire major gifts officer.

Responsibility: University Advancement staff

Resources Required: \$50,000 per year (already in pro forma) (1-6510.51011)

Time Frame: 2002-2003

Assessment: Compare giving pool through LYBUNTS and SYBUNTS to designated gift categories.

Use of Results: To increase prospect pool; increase cultivation of major donors; improve use of technology in prospect research.