
Lincoln Memorial University

Part I

Strategic Plan Overview and Introduction

2011- 2016

(Revised August 2010)

I. Planning Process

The planning process at Lincoln Memorial University incorporates:

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

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting, and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty, and staff have responsibilities for and opportunities to participate in the process. The University Mission and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Seven Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS-COC expectations for institutional improvement. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish the institution's Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five-Year Budget Pro Forma, (2009-2014). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an annual Progress Report.

II. Mission and Purpose

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

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

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

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

INSTITUTIONAL GOALS

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

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

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

III. Values

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

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

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

4. **Lincoln Memorial University values diversity**
 - ethnic
 - cultural
 - belief systems

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

6. Lincoln Memorial University values accountability

- planning
- assessment
- evaluation
- improvement

7. Lincoln Memorial University values service

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

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

IV. Vision Statement

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

V. Strategic Goals

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

Strategic Goal 1: Continue to assess and enhance academic quality

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

Strategic Goal 3: Strengthen planning, budgeting and assessment

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

Strategic Goal 5: Ensure effective and efficient use of technology

Strategic Goal 6: Enhance external resources

Strategic Goal 7: Assess and enhance university-wide research

VI. Benchmarks for Regional Distinction

Strategic Goal 1: Continue to assess and enhance academic quality

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

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

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

Strategic Goal 3: Strengthen planning, budgeting and assessment

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

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

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

Strategic Goal 5: Ensure effective and efficient use of technology

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

Strategic Goal 6: Enhance external resources

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

Strategic Goal 7: Assess and enhance university-wide research

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

2010 Progress Reports on Strategic Goals

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

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

Progress

Academic Affairs

- *Innovation in Teaching* project initiated Spring 2010; two individual faculty proposals were selected with each developer receiving a \$1,500 stipend. Presentations were given on winning proposals.
- New extended learning site at the Kingsport Higher Education Center opened successfully in August with approximately 100 students enrolled.
- Appalachian Heritage Festival took place on campus in May.
- New position of Dean of Community College Partnerships and Transfer Articulation created.
- Broadcast Communications Program produced LMU News-4-You broadcast on LMU-TV channel 4.
- Railsplitter Playhouse produced three high-quality productions (*The Nerd*, *California Suite*, and *You're a Good Man, Charlie Brown*).
- Received approval from Southern Association of Colleges and Schools (SACS) to open the new Cedar Bluff site.
- Received approval from SACS to offer the Master of Education and Educational Specialist degree programs in Sevier County.
- Established Lincoln Institute for Leadership and Public Policy to provide an intellectual environment to encourage research and study into leadership theory and ethical practices in both the public and private sectors.

Carnegie-Vincent Library

- Carnegie-Vincent Library obtained a \$500 Faculty Enhancement in Library Resources (FELR) grant from Appalachian College Association to familiarize faculty with new databases (two sessions scheduled for 2010-2011 Faculty-Staff Conference).
- Hired Nursing and Allied Health Librarian Summer 2009.
- Hired Library Director September 2009.
- Extended Sites Librarian worked with faculty and students to develop a rotating schedule at several sites in order to provide face-to-face services.

E-Learning/Instructional Technology

- During 2009-2010 the Center for Teaching and Learning Excellence (CTLE) offered 90 professional development sessions to approximately 500 non-unique faculty and staff.
- Director of E-Learning supported instructors in their delivery of online courses by maintaining and improving the LMU online course template, the *LMU Faculty Guide to Online Learning*, and the *Student Guide to Online Learning*; and by providing classroom and individual instruction to faculty.
- Instructional Technologist provided classroom and individual instruction to faculty.

Faculty Development

- The Faculty Development Fund increased by 17% in 2009-2010.
- 69 applications for faculty professional development funds were received; 63 received partial or full funding.
- 53 faculty members received faculty development allocations to participate in professional development activities, including 19 presentations.
- 91 in-house professional development workshops were held with more than 500 non-unique attendees.

Faculty Senate

- Focus of the Faculty Senate for 2009-2010 was to work on revising the University Faculty Assessment Form and evaluation process. Draft document distributed at April faculty meeting for review/comments.

School of Allied Health Sciences

- Medical Technology class of 2009 achieved a 100% pass rate on the American Society of Clinical Pathology (ASCP) Board of Registry Exam. The composite class average of 548 on the exam exceeded the minimum pass rate by 148 points. The class average exceeded the national average in the overall composite score by 46 points.

Paul V. Hamilton School of Arts and Sciences

Humanities and Fine Arts (HUFA)

- Art students participated in Student Services sponsored Art Competitions in Painting (Fall 2009) and Photography (Spring 2010).
- Senior Art Exhibition held April 2010.
- Students participated in the Appalachian College Association-University of North Carolina-Asheville (ACA-UNCA) Undergraduate Research in the Humanities Symposium. Student presentations in quilt making and white oak basketry were given in September.
- *Crafts to Culture Project* received a renewal grant (\$7,500) from the ACA-UNCA Partnership for Undergraduate Research.
- Special Topics Class on Maya Art and Tropical Ecology was offered in Spring 2010 (the first international field course to utilize LMU's connection with Belize Foundation for Research and Environmental Education (BFREE) and included a hands-on learning component; 13 students, 4 faculty).
- HUFA students had research papers accepted for online journal publication.
- Music Program enjoyed an exciting period of activity and growth in 2009-2010. Notable events included visits from the Richard Grimes Collective; concerts by world-renowned Norwegian tuba virtuoso Oystein Baadsvik and soprano Dr. Rebecca Wascoe; and performances by guest soloists Dr. Shelley Binder and Sande MacMorran with the concert band.

School of Business

- Received approval from the Kentucky Postsecondary Council on Education (KPCE) and SACS to offer the Management and Leadership Studies Program (MLP) on the Middlesboro campus of Southeast Kentucky Community and Technical College (SKCTC); program was initiated Fall 2009.
- Received approval from SACS to offer the Bachelor of Applied Science in Interdisciplinary Studies (BASIS) at the Kingsport and Morristown extended learning sites.

- Scores of Master of Business Administration (MBA) students who took the Major Field Test (MFT) during the Fall 2009-Spring 2010 Academic Year show a lower than average overall mean score, when compared to all those who took the test between February 2005 and June 2009. However, individual assessment indicator scores show improvement in all categories from 2007-2008 to 2009-2010, with the exception of Managerial Accounting. The lower scores on Managerial Accounting may be indicative of the lack of a terminally degreed Accounting Professor teaching in the MBA since Fall 2007. A PhD in Accounting was hired in January 2008.
- Scores of Bachelor of Business Administration/Bachelor of Arts (BBA/BA) students who took the MFT during the Fall 2009-Spring 2010 Academic Year indicate lower mean scores overall and in each of the Assessment Indicator areas as compared to data from domestic institutions during February 2005- June 2009.
- Scores of MLP students who took the MFT during the Fall 2009-Spring 2010 Academic Year indicate lower mean scores overall and in each of the Assessment Indicator areas as compared to data from domestic institutions during February 2005- June 2009.
- School of Business achieved candidacy status with the Association of Collegiate Business Schools and Programs (ACBSP), the first step in the process of securing ACBSP accreditation.
- Dr. Dave Hinkes (Assistant Professor of Business) received the ACBSP Teaching Excellence Award for Region 3 (Southeastern Region).

Carter and Moyers School of Education

- School of Education is in process of preparing the self-study for the Tennessee Department of Education for state accreditation of all education programs; Board of Examiners visit scheduled for fall 2011.
- School of Education is preparing for the process of application for National Council for Accreditation of Teacher Education (NCATE) national accreditation
- Strengthened assessment in both undergraduate and graduate programs; College LiveText assessments evaluated and improved.
- Students completing undergraduate and graduate degree programs in the School of Education achieved high pass rates of teacher licensure examination.

Caylor School of Nursing (CSON)

- Associate of Science in Nursing (ASN) program pass rate had a record high for the last two years between 93% and 94% with a year to date for 2010 of 98%.

- Master of Science in Nursing Family Nurse Practitioner (MSN FNP) pass rate was 90% for the December 2009 graduates, the highest pass rate to date (80% is the benchmark for certification rates).
- CSON received a Health Resources and Services Administration (HRSA) award for more than one million dollars in 2009; the Caylor School of Nursing had five awarded grants in 2009-2010.
- CSON received its second HRSA award in excess of one million dollars in July 2010.
- Grant submitted to HRSA for undergraduate equipment support for both ASN and BSN programs at all five sites.
- ASN Students from the Corbin and Knoxville sites attended both state and national Student Nurses Association (SNA) meetings this year.
- New Bachelor of Science in Nursing (BSN) Program fully approved by TN Board of Nursing in September 2009.
- National League for Nursing Accrediting Commission (NLNAC) paperwork submitted and accepted for new BSN program and site.

DeBusk College of Osteopathic Medicine (DCOM)

- LMU-DCOM received 4th provisional accreditation approval.
- Initial visit and review of accreditation standards made with Accreditation Council for Pharmacy Accreditation for new PharmD program.
- Consultant hired for the development of new PharmD program.
- DO/MBA program began summer 2010.
- Opened the University Medical Clinic to public and implemented osteopathic medical student shadowing requirement during year 2.

Duncan School of Law

- Law School successfully completed its first site visit from SACS with no recommendations.
- Law School has begun the informal process of applying for accreditation with the American Bar Association.
- Law School created a faculty stipend program to support scholarly research.

- Law School hired an Assistant Dean of Assessment to spearhead its assessment, evaluation, and accreditation efforts.
- Law School completed its inaugural Outcomes Assessment Forms.
- Law School created an assessment and evaluation plan for each of its programmatic units that is consistent with the University's assessment and evaluation plans, but tailored for the law program.
- Law School conducted workshops to train faculty in the areas of instruction, the use of technology, and the use of library resources.
- Law School created a faculty peer mentoring program to enhance teaching and scholarship.
- Law School created a research assistance program to support the research of faculty members.
- Law School created a professional development fund to support faculty members' travel expenses for scholarly activities.
- Law Faculty have imposed a rule requiring each faculty member to complete at least ten (10) hours of pro bono service each academic year beginning in the 2010-2011 academic year.
- Law Faculty have imposed a rule requiring each student to complete at least thirty (30) hours of pro bono service in the community prior to graduation.

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

Progress

School of Allied Health Sciences

- Implementation of the online Medical Technology Degree is being postponed at this time due to resistance of the Tennessee State Board of Health (Medical Technology Board).

Paul V. Hamilton School of Arts and Sciences

- Revised General Education options and refined placement criteria for math and English.
- Increased number of general education courses offered at extended learning sites.

- General Education courses offered at Corbin extended learning site Summer 2010.

School of Business

- School of Business reduced its major offerings from eight to five based on enrollment, graduation, and forecast for demand of majors.
- Healthcare concentration was added to the current Master of Business Administration (MBA) program.
- Professional MBA degree was added to the MBA Program.

Community College Partnerships and Transfer Articulation

- Updated transfer agreement with Walters State Community College, Southeast Kentucky Community and Technical College, Roane State Community College, and Pellissippi State Community College.
- Completed articulation agreements with community colleges (ongoing).

Carnegie-Vincent Library (CVL)

- Extended Sites Librarian, Information Literacy Librarian and Quality Enhancement Plan (QEP) Director developed Nursing 115 online Information Literacy (INFL) course.
- INFL was integrated into ENG110 and JFWA per QEP plan.
- CVL assigned specific materials funds to enhance new Bachelor of Science in Nursing (BSN) program, new Physician Assistant (PA) program and new Bachelor of Applied Science in Interdisciplinary Studies (BASIS) program.

Carter and Moyers School of Education

- Introduced a revamped Master of Education in Mental Health Counseling concentration in response to interest expressed by current and former students who are in the Mental Health Agency counseling profession (Fall 2009).
- To enhance learning in teacher licensure programs (undergraduate and post baccalaureate), SmartBoards have been added to the classrooms in the Harrogate and Cedar Bluff locations.
- Master of Education (MEd) online program prepared and proposed to SACS for approval. Implementation delayed until a complete prospectus can be completed and submitted for approval.

International Studies

- International Studies facilitated the enrollment of a former Kanto student as an undergraduate student at LMU for the 2010-2011 academic year.
- International Studies facilitated a J. Frank White Academy (JFWA) student's enrollment in a semester abroad program at Kanto International Senior High School in Tokyo, Japan.
- International Studies initiated a relationship with DTR Corporation in Tazewell, TN, wherein one of our Kanto faculty members began instructing English to DTR Japanese employees in a small, corporate training setting.
- Director of World School and three JFWA students participated in World School International Forum 2009 in Tokyo, Japan (October 2009).

Research and STEM Initiatives

- A post-baccalaureate medical science certificate program was created to help prepare students for medical school. The program is being offered through the Department of Math and Natural Sciences (School of Arts and Sciences). This is a one academic year program with 26 credit hours of upper-level science courses, including an eight credit hour course in Medical Gross Anatomy taught by DCOM faculty.

DeBusk College of Osteopathic Medicine

- Secured enough rotation slots to ensure the completion of Osteopathic Medical Students III rotations at community based hospitals and clinics.
- Secured clinical affiliation agreements with 101 hospitals as clinical training sites.
- Appointed over 600 clinical adjunct faculty to provide clinical rotation experiences for osteopathic medical students.
- Secured clinical affiliation agreements with 216 preceptors for the Physician Assistant (PA) program.

Duncan School of Law

- Law School created an academic curriculum that the Law Faculty believes complies with standards promulgated by the American Bar Association and the Tennessee Board of Law Examiners.
- Law Faculty revised the Lawyering Skills Program based on programmatic assessment.
- Law Faculty revised the Academic Success Program based on programmatic assessment.

- Dean created the position of Director of Lawyering Skills & Director of Academic Success as a result of programmatic assessment.
- Law Faculty is considering a proposal to create a 2-1-3 Program to enhance access to education by qualified, lower-income students.
- Faculty members provide office hours via remote access to provide enhanced access for students who commute substantial distances.
- One hundred percent (100%) percent of the students admitted to the inaugural law school class were members of demographic groups intended to be served by the University Mission.
- Law Faculty have implemented a program requiring writing across the curriculum.
- Law Faculty have implemented a program requiring skills instruction across the curriculum.
- Law Faculty have altered the program's Student Learning Outcomes to include: "Graduates will demonstrate a respect for diversity and the rule of law."
- Law Faculty have imposed a rule requiring each faculty member to complete at least ten (10) hours of pro bono service each academic year beginning in the 2010-2011 academic year.
- Law Faculty have imposed a rule requiring each student to complete at least thirty (30) hours of pro bono service in the community prior to graduation.
- Law Faculty created a curricular tracking program to provide specialized learning for students with particular interests.
- Law Faculty modified the credit hour allotment for Constitutional Law and Professional Responsibility based on assessment by program faculty.
- Law Faculty hired an adjunct with a Ph.D. in English to tutor students on their writing.
- Law Faculty altered the law curriculum to offer Evidence in the fourth semester of students' matriculation to escalate offering the Mock Trial Program.
- Law Faculty developed Bridge Week as a means to prepare entering law students for the rigors of law school.
- Law Faculty approved the addition of three new classes for the Academic Success Program.

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

Progress

Overall University

- LMU faculty salaries increased at all academic ranks during 2009-2010.

DeBusk College of Osteopathic Medicine

- LMU-DCOM faculty compensation comparable with neighboring colleges of osteopathic medicine and PA programs
- Workload of faculty in DCOM and PA program reviewed annually

Duncan School of Law

- Not applicable. Salary increases for Law Faculty are pro forma based.

J. Frank White Academy

- For the past two years, faculty salaries have increased and increases are given for additional education.

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

Progress

School of Allied Health Sciences

- The addition of the new medical librarian has enhanced services for Allied Health Sciences students and will be beneficial for the American Veterinary Medical Association (AVMA) self-study and site visit.

Abraham Lincoln Library and Museum

- Museum sponsored the fourth Lincoln Symposium “And the War Came” with nationally recognized scholars on Lincoln and the start of the Civil War—April 2010
- New areas of the research collection are now available for researchers due to increased cataloguing efforts

- Started major cataloguing system for historic pamphlets and public history collection
 - All duplicate books were inventoried
 - 891 pamphlets were catalogued into permanent records
 - 1,447 more archival items were catalogued
 - 1,080 books were catalogued
 - Harry Wood art work inventoried and research images created for catalogue system.
- Museum unveiled restored America's Treasures: a flag that flew over Abraham Lincoln's funeral procession; and a flag and two banners that were part of Lincoln's 1958 bid for Stephen Douglas' senatorial seat.
- Museum Archival staff supported work on 5 dissertations during 2009-2010.
- Clark Evans (Library of Congress) reviewed rare book collection.
- Joint programs with education and music departments
 - LMU student musicians performed at Lincoln Symposium
 - Humanities and Fine Arts Symposium hosted at Museum twice a year.
- ALLM hosted Teacher workshops in fall 2009 and spring 2010 for local teachers and Doctorate in Executive Leadership (EdD) program students.
- Special exhibit at Knoxville Museum of Art: "His Ambition Knew No Rest: A Self-taught Child of the Frontier."
- Completed History-in-a-Box program; ready for fall 2010.
- Two temporary exhibits made by staff now available for loan as traveling exhibit.
- Purchased valuable new collections in national auction.
- "Abraham Lincoln and the Power of the Spoken Word" lecture presented by ALLM staff member to EdD students in June 2010 (continuing series).

DeBusk College of Osteopathic Medicine

- Negotiated with vendors the addition of clinical adjunct faculty access to Medical Library Resources.
- Added new databases, such as VisualDx and DynaMed, and journals, such as New England Journal of Medicine, to the medical library.

Duncan School of Law

- Law Library conducted training sessions and scheduled vendor training sessions to enhance information literacy among the faculty and students.
- Law Faculty created a curriculum that incorporates the use of librarians for core components of the curriculum. Specifically, the Law Faculty created Lawyering Skills I, a class solely devoted to legal information literacy and research skills, as a three-hour required course. Lawyering Skills I is taught entirely by law librarians.
- Law Library recently hired two additional law librarians whose contracts begin in July 2010. The total staffing for the Law Library is now five (5), including the Associate Dean & Director of the Law Library.
- Law Library expanded its study space offerings by adding furniture to otherwise negative space.
- Law librarians attended numerous external workshops and conferences.
- Law librarians created LibGuides for all faculty members. LibGuides support faculty scholarship by providing links to relevant resources.
- Law librarians created LibGuides for each course to enhance student learning by providing links to study aids and subject-specific resources.
- Law Library provides AspenLaw StudyDesk software for course outlines, class notes, and access to ebook study guides.
- Law Library provides each student with Aspen's Examples & Explanation study guides for all first year courses, including: Torts, Civil Procedure, Criminal Law, Contracts, Property, and Evidence.
- Law librarians created SelectedWorks/BePress web sites for all faculty members that list biographical information and serve as social networking sites within the academic community.
- Law librarians created profiles for electronic clipping services such as SmartCILP and Hein's Greenslips that reflect each faculty member's scholarly interests and support collection development.
- Law Library has contracted with West to provide WestlawNext, West's newest legal research system, beginning in September 2010 to all faculty members and law students.
- Law Library contracted with LexisNexis to provide access to LexisNexis and Lexis Congressional for all faculty and students.
- Law Library contracted with FastCase to provide database access for all faculty and law students.

- Law Library contracted with BNA (Bureau of National Affairs), CALI (Computer-Assisted Legal Instruction), Gale, H.W. Wilson, HeinOnline, and Serial Solutions to provide access to more than 40,000 periodicals and serials accessible through the law library's research platform, Aquabrowser.
- Law Library contracted with ABC-CLIO, EBL, eBrary, and Springer to provide access to more than 500,000 eBooks accessible through the law library's research platform, Aquabrowser.
- Law Library contracted with Lexis Congressional to provide access to more than 300,000 government documents.
- Law Library has catalogued more than 2,000 print materials and added holdings to LMU's Piper Online Catalog.
- Law School developed a research assistance program for faculty members administered by the Information Services Librarian.
- Law Library installed a self-checkout unit for circulating law library materials.
- Law Library installed a secure disc exchange unit that stores CD-ROM and DVDs until they are checked-out.

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

Progress

DeBusk College of Osteopathic Medicine

- Faculty evaluation and promotion process in placed and followed.

Duncan School of Law

- Faculty of the Law School completed the first self-evaluation process.
- Dean of the Law School created a mechanism for uniform evaluation of all members of the Law Faculty.
- Dean of the Law School, in conjunction with the Promotion & Retention Committee for the Law School, created a Faculty Handbook that outlines the requirements and expectations for the Law Faculty.

- Dean of the Law School conducted an evaluation of each faculty member for retention. Evaluation criteria for retention includes, inter alia: demonstrated teaching ability; scholarly activity; service to the Law School; service to the University; and service to the community.
- Dean of the Law School completed oral and written performance evaluations for each faculty member.
- Each member of the Law Faculty was required to submit a completed Faculty Scholarly Activity Form to the University.
- Dean and Associate Dean for Academics discussed and evaluated each faculty member's workload for the 2010-2011 academic year.

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

Progress

J. Frank White Academy

- LMU QEP goals for the Academy have been integrated into the School Improvement Plan.
- Added the QEP as a new goal for the School Improvement Plan; administered the TRAILS Information Literacy test to the pilot group in English I class; increased requirements for source based papers in all content areas; required two professional development experiences for all faculty in information literacy and the QEP; appointed English teacher as liaison for Academy with campus committee; principal and faculty representative attended summer institute for QEP.
- JFWA senior students ACT scores were above national and state average in science; above state average in math but below national.
- Successful participation of three Academy student representatives to World School in Tokyo has resulted in more students wishing to apply to attend World School; students continue to communicate with fellow World School participants from all over the world; increased social opportunities for joint Kanto/Academy students, specifically two picnics and invitations to JFWA dances and other social events; JFWA student currently participating in exchange program at Kanto International High School.
- Reinstated the summer reading list at all grade levels; expanded opportunities to take creative writing to include juniors as well as seniors; added more source-based papers

within the content areas; made Turn It In available for all grade levels; started a book club for middle school students; expanded the reading list for English classes.

- All JFWA faculty trained in Blackboard.
- Creative writing class added as a fine arts choice to meet graduation requirements.

Objective 1.7: Integrate information literacy skills across the curriculum.

Progress

Quality Enhancement Plan (QEP)

- LMU's QEP (Information Literacy) was implemented and first year assessment activities were conducted in accordance with the QEP schedule
- Professional development opportunities for LMU faculty, Librarians, and QEP Director were provided (e.g., QEP Summer Institute (May 2010), Georgia Information Literacy Conference, Savannah (September 25-26))

DeBusk College of Osteopathic Medicine

- In LMU-DCOM curriculum, information literacy content delivered during orientation, Fundamentals of Modern Healthcare I, and Neuromusculoskeletal courses. Literature review assignments made in each respective course.
- New journal club with assigned readings and assignments started for Community Hospital I & II, Rural Primary Care and Family Medicine rotations.
- In the Physician Assistant (PA) program, information literacy content delivered during orientation and Introduction to the PA Profession and Research Methods courses. Literature review and research assignments made in each respective course.

Duncan School of Law

- Law School's curriculum requires students to complete a three-hour course specifically devoted to information literacy.
- Law Library has conducted workshops related to information literacy for law students and faculty.
- Law School's curriculum requires students, in addition to the class discussed above, to complete an upper-level writing requirement that has a significant research expectation.

- Law School has created a Law Review that will be administered and edited by law students. Students selected to participate in Law Review are required to engage in extensive legal research to edit selected articles.
- Law School is in the process of creating a Moot Court Program. Students selected to participate in Moot Court are required to engage in extensive legal research.
- Law School has developed a faculty research assistance program that is staffed by law students.

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

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

Progress:

- Update the annual recruitment plan for undergraduate and graduate students.
 - Updated UG and GR recruitment plans were developed.
 - Intentional efforts need to be increased for the graduate recruitment plans along with the development of pro-formas for all programs both UG and GR.
- Continue to promote the affordability through multiple media such as letters, podcasts, emails etc.
 - Scholarship fliers were mailed in letters and presented at college fairs and high school visits.
 - Family newsletters are sent out monthly and included scholarship information.
 - Working on the development of a web based true cost estimator for families to use and determine affordability
 - Using cost estimator sheets to show families affordability.
- Continue to raise the admission criteria for undergraduate students and propose changes for the class of 2010-11.
 - Decision was made not to change the criteria but to change recruitment practices to target high-performing high school students.
 - Through the use of the MVT projects, we were able to attract more high quality students for 2010-11. Students meeting minimal admission criteria have decreased. In September, an analysis will be performed to make decisions on admission criteria.
- Develop an information packet for Deans and Department Chairs to assist them with recruiting with high-achieving, potential students to attend LMU and major in their departments.
 - While this was accomplished to a slight degree, more efforts are needed in this area.

- Letters from Chairs and Deans were developed and placed in recruiting practices and communication flow.
- Sent funnel reports to Deans and Chairs for outreach to high performing students
- Use Advancement software to identify and develop Alumni Recruitment Teams by regions, states, etc.
 - Discussion with Alumni has taken place but no formal action plan has been developed.
- Utilize market research to identify new markets for undergraduate programs.
 - No formal market research has been conducted.
 - New academic programs have been implemented or are to be implemented in fall 2010 at various extended sites.
 - Using the FAFSA information to determine how our prospective students are identifying LMU as a choice school. Also looking at the choices of our students based on our competitors.
 - Creating a new territory management plan that will include contiguous states recruitment strategies.
- Identify name searches to identify students that would be good fits for UG/GR and Professional academic programs
 - Name searches continue to be a practice for UG students. NRCCUA and College Board are among the vendors used for names purchased.
 - Graduate name searches have been suggested but not been implemented.
- Expand the number of high school students taking dual credits
 - The number of dual credit students have remained relatively the same
 - Discussions with Cumberland Gap High School resulted in the opportunity for students to take 2 courses per semester rather than one as in the past.
- Research the feasibility of home-schoolers to take University classes
 - With a few home-schoolers taking classes at JFWA, we are endeavoring to get them to take college courses.
- Develop summer programs for new students and current students
 - Not completed this year. A Summer Bridge proposal is being presented to Cabinet for the 2011-12 summer semester.

- Implement a database that tracks prospects as well as inquiries
 - Has not been accomplished but with the opportunity to purchase Datatel's Recruiter, this will become a reality.

On-Going Activities

- Staff booths at the LMU college-fair to disperse information about LMU campus services.
- Publicize the medical scholars program to recruit high caliber math and science students interested in pursuing a medical career.
- Publicize the pre-law program to recruit high caliber students.
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize all of the University's academic programs.
- Use the Internet for advertisements and news.
- Continue to update and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Maintain direct mail to target markets.
- Increase E-mail and E-counseling to applicants and qualified prospects.
 - Added text messaging and chat room
- Develop appropriate recruitment materials for the DCOM program for middle and high school students.
 - Was not accomplished
- Conduct routine meetings among the Director of Admissions and academic deans and chairs to engage LMU faculty in the recruitment process (Department letters to potential students, Department telephone calls, etc.).

- Host preview days for prospective students and parents. Increase the number of admission events for UG students to include preview days and discovery days. Host FAFSA nights, basic financial aid and application sessions at both on campus, external sites and at local high schools.
 - Implemented two Railsplitter for a Day.
 - Hosted FA workshops on campus, at the Knoxville Library and hosted 4-5 high school FAFSA nights
- Identify and visit school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport and other sites in Georgia, Kentucky and Virginia to assist with the recruitment of students. Host counselor lunches in regional areas in conjunction with regional yield receptions.
 - Hosted three counselor luncheons in fall 2009
 - Planned a counselor on campus event but had to cancel
 - VPEMSS and Dean of Research visited high schools in Tennessee, Kentucky and Virginia due to our MVT projects. Many alumni of LMU were met at their schools.
- Expand recruitment efforts into more populated areas.
 - Heavily recruited in the Knoxville area and targeted high performing high schools in this endeavor.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools. Identify magnet schools in Tennessee and contiguous states (Florida for example)
 - In process
- Update major brochures with “subject to change” (reviewed and/or revised annually).
 - Produced several new brochures for academic programs
- Budget for and assign recruiting coordinator(s) for extended sites that support multiple programs.

- Accomplished
- Partner with local Middle/High Schools to conduct “College Days” at local high schools and middle schools during the evening hours that might include:
 - How to apply for financial aid
 - Preparing for college
 - Student athlete presentation
 - Goal Setting
- A brochure, “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the cover.
- Continue to investigate opportunities with the leadership of the Eastern Band of the Cherokees to encourage students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, N.C.
 - Not accomplished
 - Brought 20 students from EBC to campus in April 2010

- Objective 2.2a:** Increase first-time, full-time freshmen to 300 on the Harrogate campus (with 25 being minorities)
- 284 new freshman were enrolled fall 2009
 - Minorities were not reported
- Objective 2.2b:** Increase full-time transfer to 200 on the Harrogate campus and
- 157 new transfers were enrolled fall 2009
- Objective 2.2c:** Increase full-time re-admitted students to 20. Of those 520 new students, 300 will be residential students by 2013.
- Did not realize 20 re-admitted students
 - Approximately 250 new students were in residence fall 2009
- Objective 2.2d:** Increase overall enrollment to 4,000 by 2013.
- 3,948 students were enrolled fall 2009 versus 3365 fall 2008 an increase of 583 students

Strategies/Action Plans:

- Work with local high schools to develop scholarship programs for their students based on incentives for good attendance and good grades.
 - Scholarship matrix is sufficient for high school students. Do not need to increase discount rate for attendance and grades. We do participate in Project Graduation.
- Begin and/or update the Academic Major. (student and faculty profiles on the webpages)

- In process as website is changed.
- Continuous updating as needed:
 - Safety & Security
 - Athletic Hall of Fame
 - Academic Major Home Pages
 - Campus Activities/Intramural Sports
 - Established Facebook pages in addition to a calendar for student activities
- Target recruitment of high school students with high ACT scores in math and science for the Medical Scholars program.
 - Targeted students with high ACT scores for all programs. Pre-med and science programs have seen a tremendous increase in applications.
- Conduct recruit-back each semester
 - Completed for the 2009-10 year
- Maintain two marketing committees (Board Committee and University Committee).
- Continue to refer and encourage current Upward Bound students to enroll at LMU.
 - Of the 10 seniors, 8 enrolled in higher education with 6 attending LMU
- Continue to produce a newsletter for Upward Bound participants that promote the University.
 - Produced
- Evaluate current markets for direct mailings and make additions and/or corrections as needed.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new and transfer students.
 - Schedule developed for recruitment material production
 - Assessed the volume of each program brochures to reduce the number of brochures that are wasted due to limited shelf-life
- Design recruitment materials that are attractive to potential students.
- Review latest research on why students choose a college and work with printing companies to incorporate information into materials.

- Maintain and update a comprehensive Web site for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Career services does not recruit but works with undecided majors.
- Increase recruitment of international, Hispanic, and other minorities.
 - International recruitment has typically occurred through athletics
- Maintain recruitment outside the primary 120-mile radius recruitment area.
 - Territories were expanded to 150 mile radius but out of state recruitment needs attention.
- Focus academic scholarship money on new students, academically gifted students and residential students.
- Coordinate the recruiting efforts of athletic coaches with the admissions and financial aid offices.
 - Coordination has occurred. An admission counselor and financial aid counselor attend athletic meetings and are the point persons for the coaches. Using the NCAA clearinghouse eligibility program more
- Develop a plan to recruit from the 2-year and 4-year schools with formalized articulation agreements.
 - Transfer counselor hired in February has a rotation schedule for the 2-year institutions. New position created to develop the formal articulation agreements. Several completed and others in process

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

Strategies/Action Plans:

- Complete brochures and other promotions for MSN and CRNA programs.
 - Completed
- Determine brochures that need to be developed and brochures that need to be updated and develop a production schedule.
 - Produced education brochures
- Purchase GMAT testing names for MBA recruitment.
 - Not completed, however, the MBA enrollment increased
- Attract future medical and law students who are committed to serving Appalachian area.
 - Focused on increasing science and pre-med students
 - Developed a post-bach medical science program to be implemented in fall 2010

- 79 law students were recruited for fall 2009. A day law program will launch in fall 2010
- Increase the diversity of the student body.
 - Self-reported undergraduate student diversity was 156 students. This is 10 percent of the 2009-10 undergraduate population.
- Have graduate faculty address appropriate undergraduate classes to promote graduate program and seamless admissions.
 - Some programs accomplished this objectives
- Explore the potential of admitting new undergraduate students to graduate programs as they enter as a freshman provided they meet certain criteria.
 - Not accomplished
- Collaborate with graduate faculty, chairs, and deans to develop standard enrollment reports and recruitment strategies
 - Weekly funnel reports have been established and reported. Several graduate recruitment meetings were held as well as discussions at the department level and at academic council meetings
- Develop and implement annual recruitment and marketing plans
 - Graduate programs submitted recruitment plans but a comprehensive plan was not developed
 - A comprehensive marketing plan will be developed in fall 2010. The marketing department works with each individual Dean for marketing and advertising needs.

On-going Activities

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

Objective 2.4a: The J. Frank White Academy (5th – 12th grades) will increase enrollment to 120 students by 2013.

- Retention rate for 2009-10 was 95%, up from 92% for 2008-09;
- enrollment for 2005-06 school year was 74 students; enrollment for 2009-10 was 95 students;
- hosted annual Fine Arts night with special invitations to prospective students;
- continued planning for five-year alumni reunion set for 2013;
- JFWA principal spoke to Kingsport group by invitation of LMU alumnae arranged by University of Advancement and attended alumni chapter meeting in Townsend;
- Hosted Preview Day event – seven prospective students attended, four have applied for admissions to date.

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

- With the help of University Advancement, JFWA awarded \$11,240 in scholarship money for 2009-10 school year.

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

- Area homeschoolers enrolled in three JFWA classes during 2009-10 school year.

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

- After an investigation by the athletics director, the decision was made to table the addition of a middle school program due to the strain on currently available facilities, transportation, and staff. Eighth graders were allowed to participate in athletics teams for the 2009-10 seasons. In addition, younger students have been invited to attend practices where appropriate and allowable by TSSAA.

On-Going Activities:

- Maintain JFWA Alumni Database;
- Host JFWA alumni reunion every five years;
- JFWA principal remain available to LMU Alumni Director to serve as guest speaker at LMU alumni chapter meetings within Academy's service area;
- JFWA Director of Admissions to visit area eighth grade students in those schools which allow such activity to recruit for ninth grade;
- Host Preview Day event for area students and their parents;
- Host spring Fine Arts Night event and target prospective students and their parents;
- Work with LMU Director of Public Relations to keep JFWA news in service area newspapers and the CampusLinc;
- Engage in collaboration with area homeschool network;
- Continue investigation of International Baccalaureate program;
- Explore feasibility of offering more need-based scholarships;
- Carefully focus on the quality of newly admitted students;
- Utilize JFWA website for alumni scholarship funds solicitation and regular alumni updates;
- Work with the University Advancement staff to develop a list of contacts for annual support to include parents, relatives and graduates of the Academy;
- Provide call reports to University Advancement staff regarding possibilities for scholarship donors.

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

- Fall 2008 to fall 2009 retention rate was 72 percent

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

- Fall 2008 to fall 2009 retention rate was 70 percent

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

- 6 year graduation rate for the 2003 cohort was 31 percent

Strategies/Action Plans:

- Utilize student survey results to make improvements to student services.
 - In spring 2010 a residential life satisfaction inventory was administered. Improved satisfaction levels occurred in the following areas:
 - My dorm room is a safe place to live
 - Disciplinary procedures are conducted fairly
 - Visitation times are reasonable
 - Smoke free environment
 - Security personnel
 - Adequate lighting on campus
 - Alcohol policy promotes positive learning
 - The only area that did not improve was adequate parking
 - SGA and student activities surveyed students to establish what students wanted to improve living and learning
- Utilize satisfaction data to make improvement in the quality of life and learning across all sites
 - Extended sites administered a survey regarding satisfaction of student services. Data suggested the need to improve financial aid communication and customer service
 - Need to have a more comprehensive student satisfaction inventory.
- Develop and implement a student retention plan to include all sites.
 - Not accomplished. Two retention committee meetings occurred with no movement of a retention plan. Discussion is occurring as to how to progress in the upcoming year.
 - A laundry list of strategies has been implemented during the year but we have no formalized plan.
- Revise the Academic Advising manual for undergraduate advising. Offer more advising workshops for faculty. Research the best advising model for LMU.
 - Discussion in process

- Task force met to discuss a professional advising center. Will be a priority for 2010-11.
- Determine what academic success programs are benefitting students and measure outcomes or collect appropriate data (tutoring and end of course grades)
 - Tracking / Contacting – Students with multiple Ds / Fs. Ran reports of percentage of students by course that received Ds and Fs at midterm and finals. Identified killer courses and a plan to provide supportive strategies to these courses were discussed spring 2010. Improvement from midterms to finals occurred in 19 of the 23 courses identified.
 - Enhanced tutoring, fall 2009, 6 general tutors conducted 436 hours of tutoring during 293 sessions (single meetings / regular sessions with students). There were 425 hours of tutoring during the spring 2010 semester.
 - 58 meetings (regular or single meetings) with students on academic probation / referred / pinpointed academic counseling
 - Out of the one hundred and seventy (170) participants served during the Fall 2009/Spring 2010 semesters by the Student Support Services (SSS) program, one hundred and twenty-eight (128/75%) were in good standing with the University.
 - Out of the twenty-seven (27) seniors in the SSS program were eligible for graduation during the 2009-2010 academic year, eighteen (18/67%) actually completed degree requirements within six (6) years of their initial enrollment and graduated from Lincoln Memorial University.
 - The Prevention Counselor provided assessments for approximately 9 students who violated LMU's alcohol policy.
 - The Prevention Counselor presented drug and alcohol prevention program to Fall UACT 100 Classes as well as 4 students in violation.
 - The Prevention Counselor provided follow up with the Dean of Students, Assistant VP of Student Services, and Enrollment Management and Student Services.
 - **20 individual** contacts were made during the spring 2010 semester.
 - Follow-up procedures were conducted on individual contacts.
 - The ADA compliance officer provided:
 - provided accommodations for 29 students that officially requested services for the spring 2010 semester.
 - 29 accommodation forms completed and on file for the fall 09 semester.
 - meetings with 29 students to insure that their requested accommodations needs were met in the spring 2010 semester.
 - Meetings with/counseled 29 students periodically throughout semester to monitor progress.
- Develop living learning communities
 - In discussion

- Offer academic success programs in residence halls
 - Several workshops on survival strategies were offered in the resident halls
- Consider having an ombudsman position for all students
 - Not discussed.

On-going Activities

- Continue to write, publish and distribute the Student Success Newsletter.
 - Accomplished
- Develop a parent program to keep them informed campus happenings
 - Monthly newsletters were created and posted on the LMU Parent Webpage. Currently have 19 Families signed up to receive updates through email.
 - Have currently had 4 registrations with an average of 5 new members per registration.
 - Promoted through newsletters that were published. Data on retention and graduation not available due to program only being a semester old.
- Continue to assess the retention figures by semester and fall to fall with longitudinal tracking.
 - New retention reports were developed and provide insight into sub populations of the undergraduate population.
 - Spring 08 to Fall 08: 79.10%
 - Spring 09 – Fall 09: 80.96%
 - Fall 08 – Fall 09: 70.26%
 - Fall 09 to Spring 2010 total undergrad: 88.17%
 - Fall 08 to Spring 09 87.58%
 - Graduate retention reports are being developed.
- Continue to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services, and maintain assessment information documenting the success of those programs. Consider having faculty or other staff to teach UACT 100 as part of load
 - 151 FT/FT Freshmen enrolled in UACT 100 for Fall 2009 (out of 318 total FT/FT freshmen fall 2009, 47% enrolled in UACT 100)
 - 3 FT/FT Freshmen enrolled in UACT 100 for Spring 2010
 - 138 returned in spring 2010 for a 91% persistence rate (the overall retention rate for all undergrads was 88.17%)
 - 13 did not return for spring 2010
 - 48 (or, 31%) of fall 2009 UACT 100 student were on academic probation in spring 2010.
 - 5 on probation did not persist to spring 2010
- Consider pairing UACT 100 with English 110
- Consider 1 hour of UACT 100 in fall and 1 hour for Career Services in Spring-Consider putting this course back into general education as an option
- Develop more mentoring programs
 - Pilot program implemented spring 2010 but needs to be enhanced.

- Host academic receptions for majors to meet faculty
- Student Support Services will continue to identify “at risk” students and to promote their participation in SSS.
- Identify and assist students with undecided majors through SSS and Career Services.
- “At risk” (semester GPA below 2.8) student athletes will be required to meet with a Student Athletic Advisor for advice and guidance regarding available resources.
 - Of the 61 students in this category, 54 remained in good standing.
- Maintain a high percentage of student athletes who remain eligible to participate at the NCAAII level.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services.
 - At every event hosted by Student Services, an evaluation form is given to determine success of the event.
- Involve all University stake holders in the retention process.
 - In progress and a more formalized process and plan will be developed.
- Continue to schedule workshops using the Noel-Levitz Advising program.
- Advise new students according to the Noel-Levitz program.
- Identify and counsel all students who are Tennessee Lottery (TELS) Scholarships recipients to help them remain eligible for TELS funding.
- Increase the number of successful interventions resulting from the early warning system. Automate the early warning system
 - Early Alert, 82 students referred (class no shows, struggling, misc issues) / 62 contacted resolved / 20 no response – pending / emails and requests for meeting sent to all recipients of one or more Ds/Fs at mid-terms
 - Automation did not occur. With the new portal, the opportunity to automate is possible
- Coaches continues to notify student services for changes in athletic status (dropping courses, WDs, Disciplinary dismissal)
- Continue to use a systematic process for identifying “students at risk”.
- Collect data on retention programs that contribute to success. For example, correlate tutoring to success in course related to tutoring
- Continue to schedule an orientation program for international students to be conducted within the first week of the fall semester to include, but not limited to:
 - Safety & Security issues
 - Assimilation into the LMU and Appalachian cultures
 - Working visas
 - Study strategies
 - Sharing diversity
 - LMU support systems

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

Strategies/Action Plans:

- Create a sense of community among students.
 - While the efforts have been to create this community with all undergraduate students, the majority of community efforts established have been focused on residential students.

- Improve the overall campus life experience for students.
 - Residential programming was implemented
 - A portion of the 100,000.00 allocated by the Trustees to improve campus life were given to sponsor students at co-curricular activities (over 5,000.00). Other allocations were put toward new patio furniture, more equipment for Mary Mars, a sponsored High Adventure trip, a climbing wall and climbing tower.
 - During each New Student Registrations, students are surveyed to determine their interests in campus life.

- Increase intramural sports and recreation opportunities.
 - The Office of Student Services compiled a total number of 5,545 duplicated students participating in campus activities and events during the fall 2009 semester. There were a total of 4,995 duplicated students participating in the spring 2010 semester. These numbers represent the High Adventure Series/ Ropes Course, Intramurals, Student Government Association, Inter Greek Council, Weight Room Attendance, and any other campus wide events.
 - The Office of Student Services sponsored 6 activities to enhance varsity athletics and 2 activities to enhance campus dining services.
 - 14 student organizations sponsored activities during the fall and spring semesters.
 - The aquatics program serviced 7,261 duplicated persons during fall 2009 with 8,557 duplicated persons served during spring 2010. Those using the pool included internal and external community members. 25 activities were sponsored to enhance the athletic program in the fall and 75 activities in the spring.

- Provide student support services to extended sites.
 - Student support staff are represented at the majority of extended site orientations.
 - Counseling services are available to extended site students as are ADA services
 - The Dean of Students and the Counselor arranged a schedule of visits to the Law School during spring 2010.

- Student services provided a BBQ or subway meals to three extended sites.
 - EMSS along with the Registrar and Cashier's office held evening hours twice per week during the end of the fall semester and the beginning of the spring semester. Not many students took advantage of these extended hours.
 - Chat rooms were established to address needs of extended site students but these were seldom used.
 - The Executive Director of Financial Aid did rotations at several of the extended sites.
- Provide support to student organizations for leadership development.
 - All 14 student organizations have advisors and a small budget to provide for leadership development
 - Many of the organizations attend state-wide conferences, specifically SGA
 - Begin a Freshman leadership institute
 - A pilot institute was implemented during spring 2010. Three meetings were held and 8 students participated. A more comprehensive program is being planned for implementation in fall 2010.
 - Provide an active career services program. Purchase a career software program for use by all students

Over **240** students in a total of 9 UACT 100 *Strategies of College Success* courses, one UACT 200 Career Planning course, one BSCI 100 Human Potential course, one residence life staff training, two business classes, and one education class, received a career services presentation in academic year. Career services information page included in all new student 3-ring binders. Services spoken about during orientation presentations.

Kuder Journey licensing established Fall 2009. 160 accounts established during 2009-2010 academic year.

“What can I do with this major” site promoted. 92 unique hits Nov – May.

Career and Job Fair 2010 conducted Spring, April 6th, 2010. 1st Annual LMU Career and Job Fair conducted, Turner Arena, 20 regional business tables, 13 LMU related tables; 52 total attendees; Lunch served to all; Only two RSVPs did not attend. Student traffic

steady but needing improvement. Was advertised only to student and graduates and alumni.

MonsterTrack.com on LMU's web page has a variety of cover letters, resumes and other documents with examples on-line. Additional templates added to the Career Services front page from www.microsoftoffice.com as well as instruction for how to use the website and invitations for students to come to the office in person.

A variety of resume / cover letter examples are located on file in the Office of Career Services and within the office library. Students in UACT classes completed permanent career profiles, which when added to walk in profiles and UACT 200 Career class, Academic year total of 211 additional career profiles established (career profile material varies with student need, can include resumes, cover letters, job research, Kuder Journey inventory results, UACT 200 course material), bringing office total to 573 (up from a total of 362 from last academic year).

Over **240** students in a total of 9 UACT 100 *Strategies of College Success* courses, one UACT 200 Career Planning course, one BSCI 100 Human Potential course, one residence life staff training, two business classes, and one education class, received a career services presentation in academic year. Career services information page included in all new student 3-ring binders. Services spoken about during orientation presentations.

Site hits are now tracked. Changed from simple hit counter from last year to tracking from webmaster.

Increased number of fac / staff / student notifications; advertised in hard copy: 62 job opening announcements received from regional businesses by e-mail. All posted hard copy, several passed on to department head or advertised by mass e-mails to students. 150 hardcopy job advertisements posted on job board.

Pre-graduation survey instituted (see above).

- Support and provide opportunities for students to participate in community service activities.
 - Fall 2009 had 456 students giving 6,399 service hours
 - 2010 figures were not available

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

Strategies/Action Plans:

- Reassess the Institutional Financial Aid practices/philosophy. Assess retention rates of matrix cells
 - The institutional financial aid policy is reviewed and revised annually to be consistent with university goals and resources.
 - Discussion is taking place regarding our philosophy of the matrix to determine if it should be a merit-based model or need-based model.
 - Retention of students based on the matrix model will not be determined until the fall 2010.
 - The undergraduate discount rate was 42 percent and the goal was 40 percent. Disaggregation of sub populations show lower rates when athletes and tuition employee benefits are removed.
 - Diversity grant distribution was changed to offer more students the opportunity to receive this grant.
 - Evaluating the housing grant.
- Consider purchasing Enrollment Revenue Management System (ERMS) to develop and assess multiple econometrics
 - The ERMS model began to be developed in October of 2009 to assess if we are leveraging our institutional dollars wisely. The outcome of the model will be revealed in September of 2010. Weekly meetings occur to monitor the model. As of June 2010, the undergraduate discount rate is holding at 42 percent.
- Automate packaging.
 - Exploration of auto packaging occurred this year with the IS department to determine the parameters and rules to complete this initiative. Since the ERMS model has been put in place fall 2009, auto packaging is still in progress.
- Send award letters via LMU email or Web Advisor.
 - This was accomplished for returning students. New students are still packaged and informed by mail.
 - Number of financial aid packages prepared is monitored monthly. As of the end of May, 1434 packages were sent out compared to 1597 for the entire previous year.
- Expand Web Advisor to new and current students to check status of all types of information (admit status, housing assignment, roommate, advisor, financial aid etc)
 - Exploration of assigning new students accounts before they register has been underway. Returning students have access to some of this information.
- Improve interdepartmental communications.
 - Cross training has occurred on three occasions to improve communication
 - Leadership team meetings address communication issues

- Admission counselors can now see the awards from financial aid to better inform prospective students and families
- Collaborative activities were executed during the 2 multi variable testing projects.
- Document imaging needed to become paperless files
 - Process developed and training is in process

On-going Activities

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

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

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

Progress:

- The Institutional Strategic plan was reviewed to reflect changes in academic programming and instructional site development, assessment results and budget considerations.
- The mission, goals and objectives of the colleges, divisions, departments and units were determined to be aligned with the Institutional Mission Statement and Strategic Plan. As mission statements for new programs, including law were developed particular attention was devoted to ensuring their alignment with the institutional mission.
- Each educational program and administrative unit documented changes and improvements based on assessment results and completed Prior Year Improvement Forms to record progress during 2009-10.
- Budgeting for all units and the institution demonstrates alignment with the institutional mission, goals, objectives and strategic priorities.
- LMU's mission served as the basis for all planning, budgeting and assessment practices during the 2009-10 academic year. Institutional and unit planning, budgeting and assessment activities reflect alignment with the institutional mission Statement and the institutional and strategic goals derived from and supportive of the institutional mission.

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

Progress:

- The Budget Committee (President's Cabinet), as a part of its ongoing review of institutional performance, evaluated all areas of the institution to determine the optimal application of institutional funding. This evaluation, coupled with the institutional strategic plan, informed the development of departmental proformas, which were consolidated into an institutional proforma. This document was then further refined into a balanced budget which was proposed to the Board of Trustees and adopted at a regular Board meeting. This process continues to improve coordination and planning, resulting in significant improvements to overall budget development.
- Each budget officer prepared annual budget requests consistent with their approved proforma and in keeping with individual unit plans and strategic priorities. These budget requests were submitted for consideration by divisional Vice Presidents.

- Budget Committee members (Vice Presidents) reviewed all budget requests and departmental, divisional and institutional evaluation results as part of their decision making related to the allocation and reallocation of resources consistent with the strategic plan.
- The Budget Committee considered institutional priorities, goals and objectives from the institutional strategic plan in the development of the new fiscal year budget.
- The Budget Committee developed and proposed a balanced budget for the President for further consideration by the Board of Trustees.
- The President presented the balanced budget to the Board of Trustees for approval.

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

Progress:

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

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

Progress:

- The Budget Committee approved the inclusion of an expense line for Strategic Initiatives/Contingencies in the 2009-10 budget to cover new programs approved by the Board of Trustees as well as unplanned costs as approved by the President.
- The Board of Trustee approved budget for 2010-11 includes an expense line for Strategic Initiatives/Contingencies to cover new programs approved by the Board of Trustees, unplanned costs as approved by the President and to provide incremental funding for any outstanding debt service obligations.

Objective 3.5: To enhance budget management.

Progress:

- While enhancement of budget management was successful during 2009-10 as evidenced by a growing positive year end position over the prior year, specific programs and processes will be created in the coming year to support this objective.

- Two separate bonds were issued during FY 2009-10 to significantly reduce the interest expense and debt services requirements over the next several years.

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

Progress:

- Budget dollars were approved to support the Cumberland Mountain Research Center for FY 2009-10 and FY 2010-11.
- Budget dollars were approved to support a Dean of Research/STEM Initiatives for FY 2010-11.

Objective 3.7: To make data-based decisions.

Progress:

- Processes for making essential data available to decision makers continued to be improved during 2009-10. However, there is a need for further improvement in this area.
- Vice Presidents evaluated progress on strategic goals based on assessment and provided progress reports indicating the level of achievement of those goals.
- Financial reporting areas were further defined to allow more granular visibility into our revenues and expenses thereby increasing opportunity for more data based decisions by function.
- Feasibility studies were developed concerning major program initiation decisions (i.e. Math and Science building) that incorporated consideration of institutional capacity and market analysis.
- Careful attention was given to fulfilling the requirements of the Southern Association of Colleges and Schools-Commission on Colleges' Substantive Change requirements when initiating new programs or teaching sites.
- All unit level Outcomes Assessment reports for 2009-10 indicate use of data in decision making.
- Portal access has been created to allow members of the Executive Committee of the Board of Trustees access to financial statements as they are created to provide the members with most current information to aide in their decision making processes.

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

Progress:

- Each revision of the Institutional Strategic Plan includes a progress report for each strategic goal from the previous edition.
- The annual President's Report to the Board of Trustees (2009-10) included material related to fulfillment of institutional strategic goals.

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

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

- Started construction on new soccer field and track/cross-country course
- Continue renovation of Duke Hall (Academic Affairs, Institutional Research, Finance, and IS)
- Discussions were held to discuss the institution becoming its own contractor
- Golf Driving range completed
- New kennel area for Vet Tech will begin in fall 2010
- Opened new Extended Site, Cedar Bluff, on June 1st.

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

- New Office Cleaning Video-focuses on the proper and thorough cleaning of office spaces. This is viewed by all housekeeping employees, in addition to the hands-on training with their supervisor. It is also viewed by all new employees before they begin work.
- New Blood borne Pathogens Video-focuses on the proper cleanup of blood spills and other potentially infectious materials, this is viewed by all housekeeping employees, in addition to the annual training that they already receive. This is also viewed by all new employees before they begin work.
- Provided OSHA 10 hour training
- Offered Hepatitis B vaccinations
- Offered Hepatitis B titers
- Posted the Annual OSHA Log Summary, as required
- Attended an OSHA Recordkeeping (Lunch and Learn) provided by Willis

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

- Despite very high volume of hiring activity, no complaints of a failure to strictly adhere to laws, regulations, or policies was lodged against the university
- Employment files reviewed, search checklist and process utilized.
- Confidential compensation related data locked and access limited
- Requested updated or additional documentation where needed
- Communication maintained with the realignment of department under the Office of the President
- Benefits array was enhanced through the addition of further group/corporate membership discount programs and other enhancements
- Split the Benefits and Payroll functions from one position into two separate positions
- Administrative Assistant, Human Resources position filled
- Implemented more detailed checklist for all new hires
- A 3 tier medical insurance premium scale was implemented
- One open enrollment period for all eligible benefits utilizing one enrollment form instead of multiples was scheduled and implemented
- Temporary Flu Policy developed
- Initiated re-design of Faculty/Staff Policy Manual
- Continued and will continue to enhance the Safety Training Review for new employees
- Extended contract with HigherEdJobs.com
- Began new contract with Knoxville News Sentinel for 2010-2011 that allows our prospective employees to view our jobs postings on Yahoo

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

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

- Re-implemented P-card interface in the Colleague release 18 environment
- Hired additional Computer Support Technician to support technology and faculty/staff and students at the Duncan School of Law
- Hired additional Computer Support Technician to support technology and faculty/staff and students at Cedar Bluff (formerly West Knox)
- Hired additional Computer Support Technician to support technology and faculty/staff and students at Harrogate (evening support)
- Procured and replaced legacy long distance T1 with long distance PRI to support long distance cost savings and provide external caller ID of PBX DID extensions
- Performed routine environmental monitoring of LMU's strategic equipment rooms
 - Duke MDF (Main Distribution Frame - Core Switch and Telephone room)
 - Duke IDF (Intermediate Distribution Frame - Server room and switches)
 - DCOM (MDF, 3 IDF & 2 AV Equipment)
 - BUSED (AV Equipment & IDF)
 - DSOL (MDF, 4 IDF, & ITG Equipment)
 - Cedar Bluff (MDF & AV Equipment)
- Performed routine network monitoring of LMU's switched network for performance and high availability
 - Harrogate
 - Knoxville (DSOL)
 - Knoxville (Cedar Bluff)
 - Knoxville (SMMC)
 - Corbin (BMRC)
- Performed routine maintenance, firmware upgrades and monitoring of LMU servers for performance and availability
 - 23 Virtual Servers
 - 20 Blade Servers
 - 12 rack mount standalone servers
- Performed routine maintenance, firmware upgrades and monitoring of LMU's hardware appliances to assure security, optimum performance and high availability
 - Packeteer Packet Shaper (2)

- Nortel Firewall (2)
 - Barracuda Firewall (2)
 - Bradford Network Access Control (NAC) (2)
 - Blue Cat DNS/DHCP
 - Nortel CS1000 VOIP (2)
 - Nortel Option 61C PBX
 - Nortel Option 11C PBX
 - Nortel SRG/BCM 150 (2)
- Procured and managed annual maintenance agreements for infrastructure hardware to assure reliability
 - Packeteer Packet Shaper (2)
 - Nortel Firewalls (2)
 - Barracuda Firewall (2)
 - Bradford Network Access Control (NAC) (2)
 - Blue Cat DNS/DHCP
 - Nortel CS1000 VOIP (2)
 - Nortel Option 61C PBX
 - Nortel Option 11C PBX
 - Nortel SRG/BCM 150 (2)
 - Cisco Routers
 - Harrogate (Model 2651 XM)
 - Knoxville DSOL (Model 1841)
 - Knoxville SMMC (Model 1841)
 - Knoxville Cedar Bluff (Model 1841)
 - Corbin BMRC (Model 1841)
 - Multi-function (copy, print, fax) equipment
- Procured and managed annual maintenance for all ISI classroom technology
- Procured and managed annual maintenance for CBORD Access Control and peripheral hardware
- Managed technology leases through First American Equipment Finance (currently 17 schedules)
 - Completed Schedule 1 to term
 - Finalized schedule 16 and 17 for Cedar Bluff technology
- Managed SSL security certificate pooled SSL certificates
 - <https://mail.lmunet.edu> for secure Outlook Web Access
 - <https://webadvisor.lmunet.edu> for secure access to WebAdvisor
 - <https://sp.lmunet.edu> for secure access to SharePoint Portal
 - <https://sacs.lmunet.edu> for secure access to the SACS website
 - <https://lmu1.lmunet.edu> for secure access to LMU news housed by Stein
 - <https://isidore.lmunet.edu> for secure Datatel (Unix Server)
 - <http://www.lmunet.edu> embedded certificate for E2Campus

- <https://ezproxy.lmunet.edu> (wildcard certificate)
- <https://nac-server-vip.lmunet.edu>

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

- Automated Live Text data loads to be updated on a daily basis
- Improved procedures for new and re-enabled network account creation
- Developed and implemented procedure to create new accounts for accepted applicants
- Developed education department custom file and screen to support NCATE requirements
- Updated Blackboard twice daily scripts to maintain timely and accurate uploads of courses and enrollments in Blackboard Learning System
- Implemented a revised design and updated twice daily file creation of bookstore credits from Colleague FA to the online bookstore system
- Attended and supported off campus registrations at remote sites for Maryville, Knoxville, Corbin, St. Mary's, Blount, Sevierville
- Completed conversion of University Advancement data from Benefactor to Colleague
- Assisted University Advancement in finalizing the file layout and database design of new iModules alumni community
- Developed and implemented repeatable export file process for graduating student data to the iModules alumni community database
- Performed annual setup maintenance for financial aid and student billing tables
- Implemented new WebAdvisor feature for online financial aid award letters
- Developed procedure documentation for financial staff regarding online financial aid award letters
- Implemented new WebAdvisor feature for online financial aid award acceptance
- Developed and implemented a custom subroutine to support financial aid award letters via WebAdvisor

- Continued design and development of the DCOM supplemented online admission application
- Procured ImageNow from Perceptive software as our document imaging solution
- Began phased in implementation of imaging solution beginning with Undergraduate Admissions and Financial Aid
- Designed and developed an Executive Board Portal in SharePoint
- Developed a knowledge base repository of Information Services documents formerly maintained by Presidium
- Procured and began implementation of the Datatel ActiveCampus Portal solution utilizing SharePoint
- Created more than 800 reusable Informer reports for various departments across campus
- Developed reporting solution with repeatability to support ERMS database including custom development of 70 new reporting fields
- Developed repeatable reporting solution to support Qual Pro projects
- Updated and maintained CBORD Odyssey system to support ID cards and door access, including addition of new Duncan School of Law
- Performed semester end/semester start maintenance of CBORD Odyssey database for student meal plans
- Implemented use of the Datatel ELF tool to import CASPA admission data for Physician Assistant program
- Developed import of undergraduate admission application data from Stein application database
- Updated custom program and ELF import tool to support changes to the AACOMAS admission data for DCOM program
- Implemented the use of the Datatel Direct Loan features for financial aid
- Implemented the use of Datatel year round Pell functionality
- Designed, developed, and implemented Datatel custom code necessary to support student billing of the new combined DCOM/MBA program

- Designed, developed, and implemented Datatel custom code to support student billing of the Post Baccalaureate Medical Sciences program
- Installed and configured Datatel Web UI and began user testing for Q3 2010 production roll out
- Installed Datatel Projects Accounting optional module in the test and production environments for user testing and live implementation
- Identified Museum POS solution and negotiated contract for implementation in FY 2011
- Identified and requested funds for Datatel Recruiter product as solution for online admission prospect and applicant management for implementation in FY 2011
- Identified and requested funds for Datatel Retention alert product utilizing WebAdvisor as a tool in assisting with student retention initiatives for implementation in FY 2011
- Implemented WebAdvisor book maintenance feature to support Higher Education Act Section 133
- Implemented VMWare server virtualization
 - Installed and configured 2 HP Class C blades
 - Procured, installed and configured 2 additional HP Class C blades
 - Procured and installed additional 256 G of Ram
- Implemented enterprise level san storage
 - Procured additional storage
- Implemented phased migration of existing servers to virtual environment
 - Migrated Ezproxy
 - Migrated ForeFront security system
 - Migrated Blackberry Enterprise Server (BES)
 - Migrated Library Web services
 - Migrated and upgraded TrackIT
 - Migrated Windows domain controller (DC) and global catalog
- Configured web server to support DCOM supplemental application
- Configured and implemented Windows 2008 domain controller
- Configured and implemented Windows 2008 print server (test mode)
- Configured and implemented Fluke Optiview Reporter server
- Configured web advisor test virtual server

- Procured, installed and implemented dedicated imaging server
- Configured and implemented servers to support Datatel Portal Project
 - Portal Test (SharePoint 2007)
 - Portal Production (SharePoint 2007)
 - SQL 2008 Test
 - SQL 2008 Production
 - Portal Index Test
 - Portal Index Production
- Configured and implemented servers to support ImageNow project
 - Web server with SQL
 - Storage server
- Configured and implemented server to support Datatel UI project
- Configured and implemented servers to support Data Orchestrator Project
- Decommissioned Services/Servers
 - DC promo windows 2000 domain control (barney)
 - Retired windows 2000 server inetlmu
 - Retired windows 2000 server gambit
- Integrated, tested and deployed new wireless security to fully maximize wireless N technology
- Implemented Email spam firewall upgrades
 - Procured, installed and configured 600 series Barracuda spam firewall to support incoming email
 - Upgraded existing 400 series Barracuda spam firewall, re-configured and implemented to support outgoing email
- Replaced Trend Micro and upgraded to Microsoft Forefront antivirus
 - Installed and migrated over 1000 LMU workstations to Microsoft Forefront antivirus solution
 - Migrated 3 Exchange servers to Microsoft Antigen
 - Migrated 3 SharePoint servers to Microsoft Forefront
 - Migrated 2 SQL servers to Microsoft Forefront
- Updated campus wide IP Scheme to improve network security and manageability
- Purchased redundant Nortel 8610 to support disaster recovery (DR)
 - Installed in DCOM MDF
 - Began phased configuration for fail over between cores

- Implemented NAC Security to remaining resident halls to assure and strengthen network security
- Completed fiber wiring in Duke MDF and IDF to support 10g network
 - Supports existing 8 G fiber cards in SAN with ability to grow
 - Supports existing virtual environment with ability to grow
 - Supports additional management switch for improved throughput
- Added a secondary management switch to Duke datacenter
- Duke IS renovation
 - Rewired one of the CST office suites
 - Purchased new furniture
- Byrum resident hall renovation
 - Procured and managed cat 6e wiring contract which included reconnect of existing multimode fiber to Duke
 - Procured, installed and configured 2 switches
 - Began monitoring switches for availability and environmental
 - Procured, installed and configured wireless APs
 - Installed VOIP phones
- Munson resident hall renovation
 - Procured and managed cat 6e wiring contract
 - Configured and re-installed existing switches
 - Re-installed existing analog phone data jacks
- University Clinic relocation, renovation project
 - Managed cat 6e wiring contract
 - Procured fiber connectivity to Duke via CommuniComm
 - Installed and configured wireless APs
 - Relocated all equipment to new location (off site)
 - Deployed tablets and desktops
 - Installed sound masking to ensure regulatory compliance
 - Installed and configured hardware and internet based X-Ray over read software
 - Installed and configured VOIP telephones and faxing
 - Installed and configured network printing and scanning
- West Knox relocation, renovation project to Cedar Bluff
 - Procured, installed and configured MetroE Premium Plus Point to Point T1 switched circuit between Duncan School of Law and Cedar Bluff to support network QOS
 - Installed and configured Cisco 1800 router
 - Configured advanced routing to handle technology requirements for MetroE PPPtoP (Premium Plus Point to Point) to support voice QOS, wireless, printing, and Internet traffic

- Procured and implemented Nortel SRG/BCM phone switch at Cedar Bluff to extend VOIP services to the Knoxville Campus
 - Procured, installed and implemented availability monitoring for 8 Nortel switches at Cedar Bluff
 - Began environmental monitoring of Cedar Bluff MDF closet
 - Installed and configured 48 VOIP phones at Cedar Bluff
 - Procured and managed installation of over 300 cat 6e data drops at Cedar Bluff campus
- Mitchell resident hall re-wiring to support double occupancy
 - Managed cat 6e wiring contract
 - Implemented wireless APs
 - Added 2 additional switches
 - Began monitoring for high availability and environmental
- Pope resident hall re-wiring to support double occupancy
 - Managed cat 6e wiring contract
 - Implemented wireless APs
 - Added 2 additional switches
 - Began monitoring for high availability and environmental
- Bookstore renovation
 - Added and relocated cat 6e and power to support cash registers
 - Relocated and configured switches
 - Relocated analog phones lines
- Relocated and added additional network for 3 new offices, 3rd floor Avery
- JFWA classroom technology Phase I
 - Completed addition of 6 Sharp LCD projector/TVs
 - Added cable TV to support classroom instruction
 - Installed and configured 6 Qomo document cameras
 - Installed and configured 6 Qomo tablets
- Procured and installed smart classroom technology
 - Auditorium classroom at BMRC (Corbin campus)
 - Nursing skills classroom at BMRC (Corbin campus)
 - Duncan School of Law seminar room 227
 - 8 classrooms at Cedar Bluff
- Procured and installed ITV technology
 - Dean's conference room Duncan School of Law
 - Cedar Bluff conference room
 - Cedar Bluff classroom 137
- Upgraded technology in IS Conference room

- Upgraded technology in IS Training Room
- Upgraded smart technology in Avery 108 classroom
- Installed and configured 25-user computer lab 2nd floor library
- Procured and installed 2 additional student study rooms at Duncan School of Law
- Installed audio-visual, entertainment system at the President's House
- Expanded existing Adobe Connect Pro hosted web/video conference service to 40 to support On-line Learning and DCOM 3rd & 4th year student rotation
- Expanded B-Line area to support additional simulation needs
 - Installed ambient sound into simulation area to provide realistic hospital environment
 - Implemented patches as needed
 - Renewed support contract
- Installed sound and microphone system to support student activities on 2nd floor atrium in DCOM
- Implemented new online testing solution using ExamSoft to support PA and DCOM students
- Installed and configured digital signage in BUSED
 - School of Business 1st Floor
 - School of Education 2nd Floor
- Research and procurement—classroom technology Schenck
- Research and procurement—classroom technology Library 2nd floor
- Research and procurement—AV technology Abraham Lincoln Museum
- Research—ITV for President's conference room
- Completed Windows 7 training and testing in preparation of campus wide migration to Windows 7
 - Computer Support Technicians participated in numerous Windows 7 webinars and online training sessions
 - Imaged IS training room with Windows 7 as a beta test and training resource for additional Windows 7 deploy
 - Imaged Schenck student computer lab with Windows 7 as a beta test for additional deploy (student evaluation)

- DCOM Class of 2013 (enroll Jul7 2009) student laptop deployment
 - Research and procured 165 Lenovo X200T series tablets
 - Created image to send to CDWG for factory deploy (Windows XP, VH dissector, Forefront, Wireless, Office 2007, plus supporting documentation)
 - Created student user accounts and groups in AD
 - Configured scripts using ScriptLogic software to manage tablets
 - Added tablets to LMUNET domain
 - Configured individual tablet for specific user
 - Conducted 3.5 hours of training
 - Conducted 7 1-hour training sessions before classes began

- DSOL August 2009 student (Inaugural Class) laptop deploy
 - Researched and procured 85 Lenovo X400 laptops
 - Created image to send to CDWG for installation (Windows XP, Forefront, Wireless, Office 2007, plus supporting documentation)
 - Created student user accounts and groups in AD
 - Configured scripts using ScriptLogic software to manage laptops
 - Added laptops to LMUNET domain
 - Configured individual laptops for specific user
 - Conducted training/orientation sessions with new students

- Nursing (NA and FNP) August 2009 student laptop deploy
 - Researched and procured 50 Lenovo X400 laptops
 - Created image to send to CDWG for installation (Windows XP, Forefront, Wireless, Office 2007, plus supporting documentation)
 - Created student user accounts and groups in AD
 - Configured scripts using ScriptLogic software to manage laptops
 - Added laptops to LMUNET domain
 - Configured individual laptops for specific user
 - Conducted training/orientation sessions with new students

- PA Class of 2012 (enrolled May 2009) student laptop deployment
 - Research and procured Lenovo X200 series tablets
 - Negotiated and implemented new image options with CDWG to reduce image expenses incurred by LMU
 - Provided Windows 7 (and required software) test image to CDWG for deployment
 - Created student user account and groups in AD
 - Deployed SoftTest
 - Conducted training/orientation sessions with new students

- DCOM August 2010 Medial PostBac Program (Inaugural Class) student laptop deployment
 - Researched and procured Lenovo X200 series tablets which will be recycled on a 3-4 year cycle
- DCOM Class of 2014 (enroll July 2010) student laptop deployment
 - Researched and procured Lenovo X200 series tablets
- DSOL August 2010 student laptop deployment
 - Researched and procured 100 Lenovo laptops
- Nursing (FNP and NA) August 2010 student group laptop deployments
 - Researched and procured 30 Lenovo laptops for NA students
 - Researched and procured 30 Lenovo laptops for FNF students
- Procured, installed and configured new rack-mounted radio streaming workstations for WLMU and WCXZ
- Configured web server to support streaming video from TriCaster in support of Sigmon Communications television programs
- Research and procured replacement DJ automation to support Sigmon Communications
 - Installed sound cards
 - Installed Audio Vault master LMU03050 WCXZ
 - Installed Audio Vault slave LMU04052 WLMU
 - Installed Audio Vault production (Dustin McCoy)
 - Purchased, installed and configured Natural Music software to support radio music collection migration to Audio Vault
- Implemented Lenovo Repair DEPOT to better support current and future Lenovo technology products
- Procured and configured Authorize.net secure payments to support University Advancement IModules Project
- Installed, configured and deployed SIM Man 3G into DCOM simulation center
- Negotiated and implemented Typhon Tracking System to support the PA program
- Converted 175 legacy Active Directory accounts to standard firstname.lastname

- Installed and configured ITG self-check unit to support DSOL library
- Imported over 100,000 MARC records from Voyager ILMS to AquaBrowser ILMS to support DSOL library
- Procured air conditioner upgrade for Duke MDF/Telephone room
- Network upgrades Tex Turner Arena to support video on-demand
 - Completed direct fiber between the Arena and Sigmon to support TriCaster on-demand video
 - Added additional network drops at sound system
 - Configured designated network drops to support TriCaster video
- Network upgrades Duncan School of Law (DSOL)
 - Procured and implemented MetroE 100mb Internet connection
 - Installed and configured Nortel Firewall to support security and balance throughput
 - Installed and configured BlueCoat Packeteer to support bandwidth shaping
 - Procured, installed and configured additional wireless APs to support instructional network demand
- Completed phase II MFP deployment DSOL
- Installed portable APC air conditioner DSOL MDF|
- University Press delivered services
 - Printed, bound, and delivered University student catalogs (250 each)
 - Graduate EDD
 - Graduate Education (EDS, MED)
 - Graduate MBA
 - Graduate MSN
 - Graduate PA
 - Undergraduate Gen Ed
 - Undergraduate MLP
 - Printed, bound and delivered Commencement Programs (December & May)
 - Fall 3,600
 - Spring 1,600
 - Award program 750
 - Nursing Commencement Programs 750
 - Nursing Invitations 1,000
 - ED.S. Registration Forms 1,090
 - Registration forms 1,500

- M.ED Registration Forms 80
- Library guides 3,000
- Library color brochures 830
- Student teaching forms NCR 1,400
- Registration forms 3,500
- Numerous Basketball tickets and Season tickets

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

- Trained software team on use of the TrackIt help desk system and implemented its use by the software team
- Trained new hire CSTs on TrackIT
- Trained academic computing staff on voice mail, CallPilot, and VOIP telephony
- Trained four STAs on TrackIT web
- Participated in 5-day SharePoint administration training (2 employees)
- Participated in 3-day NAC administrator training (1 employee)
- Participated in 3-day VMWare administration training (4 employees)
- Participated in 2-day VMWare advanced administration training (2 employees)
- Completed and earned A+ certification (Justin Brooks)
- Attended annual TICUA IT Retreat
- Trained key DSOL staff in the use of Colleague's student system module
- Developed procedural documentation for annual Colleague setup needs in support of online registration
- Procured and coordinated Datatel training for finance and grants office for Projects Accounting optional module
- Procured and coordinated Datatel training for Planned Giving functionality for University Advancement
- Released Datatel tutorial for administrative staff for the use of new Web UI functionality

- Procured and coordinated Datatel training for the use of Financial Aid Direct Loan functionality
- Provided training for new WebAdvisor award letter functionality
- Trained additional administrative users in the use of the Informer reporting product
- Developed on-call rotation schedule for CSTs to support and maintain after hours and weekend help desk phone support (in lieu of Presidium Contract)
- Procured and provided onsite technical support for EQ-i 2.0 Site Setup and Administration to support July 2009 Ed.D. students
- Procured and provided onsite technical support for SkillsOne Site Setup and Administration to support July 2009 Ed.D students
- Provided basic training/orientation on email, wireless access, network login, and printing to support July 2009 Ed.D students
- Provided onsite tech support during SkillsOne testing Administration to support June 2010 Ed.D students
- Provided basic training/orientation on email, wireless access, network login, and printing to support June 2010 Ed.D students
- Provided onsite tech support for 8 sessions of nursing ERI online testing at West Knox and Harrogate campuses
- Provided phone support for nursing ERI online testing at Corbin campus
- Upgraded library front desk workstations to support wireless check in/out of library holdings and items
- Assisted in Mediasite training and provided onsite tech support (first 2-weeks of class) to business faculty in support of the DCOM Summer 2010 Professional MBA students
- Mediasite Catalogs added to support University instruction
 - Nursing
 - BusEd (Professional MBA)
 - Duncan School of Law
 - Cedar Bluff
- Completed upgrade on Tandberg video conferencing appliances
 - Upgraded 29 ITV codecs to current version
 - Upgraded bridge (gateway)
 - Upgraded border controller to current version

- Upgraded TMS to support new model codecs for DSOL and Cedar Bluff conference rooms
- Pay to print and quota maintenance
 - Reset student accounts for August 2009, Spring 2010, and Summer 2010 semesters
- Replaced 26 (DCOM) Desktop systems that were 3 years or older (migrated from Dell to Lenovo and Windows 7)
- Replaced 20 Desktop systems that were 3 years or older
- Replaced 13 Laptop solutions that were 3 years or older
- Completed 133 new hire deployments
 - 79 New Hire Full Time
 - 54 New Hire Part Time
- Logged 9,562 work orders into TrackIT
- Completed 9530 work orders
- Open Work Orders 425 (on of June 30, 2010)
- Attended AudioValut training
- Trained Program Director on new automation equipment to be installed
- Held Sales Seminar with Randy Brock on how to approach/improve sales

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

- Created a Blackboard test server with production data and migrated to Release 9 for additional testing
- Tested, Installed, and Implemented 182 Datatel software updates in multiple databases
- Maintained timely updates of Solaris on the v490 Sun server
- Implemented additional security measures on the Sun Server in accessing the Datatel database
- Performed periodic reviews of Colleague user security setup and modified security as required

- Supported timely year end patching including the creation and submission of 1098, 1099 and W-2
- Maintained and verified timely and valid backups of the Datatel systems on a daily basis
- Maintained daily email backups
- Attended training and implemented the use of Colleague Studio for software development which ensures a check in and checkout process for Colleague code modification.
- Installed Informer upgrade to version 4.0 in the test account
- Built additional Colleague databases to support Benefactor conversions and the portal, bringing the total number of Colleague databases to twenty seven
- Updated Administrators Plus summer 2009 in preparation for the 2009-2010 JFWA academic year
- Installed 10 additional EzSpooler licenses to support University growth
- Implemented WSUS (Windows Server Update Service) to provide automatic updates nightly to LMU workstations, including daily status reports
- Purchased and installed 10 additional licenses for TrackIT to support additional technicians
- Installed and configured TrackIT web for Student Technical Assistants (STA) to access TrackIT as field technicians
- Installed and configured TrackIT self-serve (test environment)
- Procured annual software assurance for academic software
 - Managed Adobe CLP contract and purchased additional software titles
 - Amazing Charts
 - BES
 - CallPilot
 - Crescendo
 - Dissector Pro
 - ESM
 - ESRI
 - Upgraded Microsoft Campus Agreement software licensing, year 2 of 3-year contract
 - NetOp (2)
 - OTM Telephony Management
 - PastPerfect
 - Primal Pictures

- SAS JMP statistical software
 - ScriptLogic (secured 3-year contract)
 - Sportware Athletic Training
 - SPSS statistical software
 - Stedman Spell Check
 - Track-IT
 - Turning Point
 - TMS Software
 - VPad
- Upgraded BES (BlackBerry Enterprise Server) software to version 5.0.1.58
 - Upgraded ESRI GIS software to version 9.3
 - Upgraded SAS JMP statistical software
 - Upgraded Turning Point Software
 - DCOM podium PCs
 - DSOL podium PCs
 - Upgraded Mediasite to version 4.2 on the following workstations
 - BusEd (2)
 - DCOM
 - DSOL
 - Cedar Bluff (1)
 - Portable (2)
 - Completed upgrades to ScriptLogic software to support Windows 7, Vista, and Windows Server 2008 R2

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

- Added receptionist duties to sales associate
- Remodeled Sigmon Communications Center
 - New receptionist area
 - Staff offices
 - AM and FM Station facelifts
 - Painted and carpeted facility
- Supported all University functions via audio/video as needed

- Supported academic division with equipment, studio space/time and training
- Provided Non-Commercial FM Radio station (WLMU) use for academics
- Began work with CommuniComm to be able to provide LIVE coverage of certain events
- Aired Live Basketball games and Graduation via internet stream and TV production
- Continued re-broadcast of community efforts such as Board of Mayor and Aldermen and School Board meetings
- Re-wired both AM & FM Radio stations
- Installed new Radio station equipment in both Radio stations

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

- Provided 5 refurbished laptops dedicated to research check in-check out from Academic Affairs (STEM)
- Supported Institutional Effectiveness in SACS electronic reporting needs including identifying and implementing the electronic SACS report solution for the law school substantive change
- Provided an in-depth analysis of financial aid data for the Common Data Set
- Upgraded Colleague system for all Federal regulatory releases
- Updated Institutional Effectiveness website to contain most recent institutional, state, and federal reports.
- Provided enrollment and financial data from the Colleague system to Institutional Research, VP of EMSS, and Director of Financial Aid to support institutional, state, and federal reporting requirements
- Developed and implemented temporary document storage solution for Institutional Effectiveness needs
- Installed and began implementation of Business Objects reporting solution

Strategic Goal 6: *Enhance resources.*

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

- Achieved 100% participation in annual giving from the President's Cabinet and 100% participation from University Advancement Staff
- Achieved 100% participation in annual giving from the LMU alumni board
- Registered 675 people at LMU alumni events, including Homecoming and chapter activities
- Established ten new annual scholarships during 2009-10 with contributions of \$50,392.85
- Increased undergraduate alumni participation rate to 6.46 for fiscal 2009-10 (up from 6.0 percent in 2008-09)
- Increased active Friends participation rate to 11.31 percent giving rate for fiscal 2009-10 (up from 8.2 percent in 2008-09)
- Expanded annual fund mailing response tracking throughout the year as part of QualPro MVT analysis
- Completed two comprehensive phases of MVT analysis testing multiple annual fund, personal visits, Blue & Gray and President's Reports, and AlumniLine Quick Fact email variables in fall 2009 and spring 2010
- 189 full-time faculty and staff give back to LMU in 2009-10 (42.0 percent year-to-date)
- Established a calendar of stewardship and cultivation events to help create and broaden DCOM's foundation for annual donor support
- Developed "Dean's Reception" at annual DCOM Gala to steward and cultivate major gift prospects (90 guests in attendance)
- Created a calendar of annual solicitations for DCOM donors
- Established LMU-DCOM Advisory Council with formal meeting structure/timeline and solicitation schedule
- Reinstated President's Luncheons during 2009-10, providing opportunities for current and prospective donors to meet with Dr. Dawson

- Held two President's Luncheons focusing on DCOM (Clinical Partners (CEO's) and Local Physicians) resulting in 25 new major gift prospects
- Maintained a presence at the Annual AOA Convention (New Orleans) with intent to recruit faculty, potential students, and create a tradition for LMU-DCOM alumni annual reception
- Created Alumni Board transition plan for LMU-DCOM inaugural class
- Introduced iModules to DCOM students by developing online registration for Annual Spring Gala, resulting in 298 online registrations or 80% of Gala guests and \$12,140 in revenue
- Developed official and active DCOM Twitter (25 followers), LinkedIn (31 members) and Facebook pages (205+ fans)
- LMU-DCOM Alumni office developed e-newsletter for 3rd and 4th year rotating students with strategic goals of helping them stay connected to our main campus, serve as a resource for them during their rotations, and help to foster loyalty for when they become alumni (launching July 2010)
- Maintain quarterly newsletter for LMU planned giving donors

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

- Increased endowment giving by 51.35 percent for fiscal 2009-10 excluding estate distributions (including estate distributions, total endowed giving has increased by 250.84 percent)
- Established six new endowed scholarship funds during fiscal 2009-10 with contributions of \$266,270.19
- Completed estate distribution totaling over \$1 million toward endowed scholarships this fiscal year
- Awarded 171 annual and endowed scholarships for a total of over \$350,000 in coordination with the LMU Student Awards Committee

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

1. Publications

- Launched the [Can You See It?] campaign initially with the undergraduate admissions publications
- Published *Alumnus* magazine, Blue and Gray newsletter (two issues) and the President’s Annual Report
- Created information brochures for the professional golf management, post-baccalaureate medical sciences program, social work, Bachelor of Applied Science degree program and the athletic department golf tournament
- Created a general LMU poster for the Admissions Office to send to high schools
- Created law school viewbook
- Created Athletic Booster Club brochure
- Developed an admissions packet for J. Frank White Academy

2. Web

- Coordinated two photo days for campus to build image library for use in publications and on the website
 - Installed Google Analytics and BTBuckets on LMU website to analyze user trends and begin behavioral targeting, using 33 LMU-specific buckets and 4 default buckets
- Began researching web trends for geo-targeting web users
 - Began AdWords campaign with geo-targeting component
- Began Search Engine Optimization overhaul of website
- Restructured LMU home page for additional ad placement in underutilized areas
- Created “A Poem a Day” campaign for April, National Poetry Month
 - Benefitted from a decreased bounce rate and higher pages per visit
 - The campaign received 4,115 page views to date, 1,680 of which were new visitors to the LMU website

- Began home page ad campaign for generating interest in specific programs
- Added “Apply Now” buttons to program pages
 - Increased strategic use of images throughout website, including image rotation for page headers and DCOM web pages, and lightbox techniques for Lincoln Symposium and sports camps photo galleries
- Increased YouTube organic marketing outreach by 102 videos including students, staff, faculty and campus videos
- Began Flickr organic marketing campaign
- Began multivariate testing of website homepage through Google Website Optimizer
 - Law school website optimization including online viewbook and additional application links for better application download conversions
- Created XML Google Sitemap
 - Total URLs: 115,631, Google Indexed URLs via XML Sitemap: 1,514
- Began blog initiative with faculty and student blogs
- Optimized Physician Assistant site
- Completed initial sports website example mockups
- Created several sports email templates
- Began project of putting the Lincoln Herald online
- Began project of creating an online yearbook
- Full program and departmental additions to DMOZ for off-site search engine optimization, including 91 links in the LMU DMOZ listing
- Added full listing to Google Local for off-site search engine optimization
- Increased internal website links
- Began faculty/staff article submissions for website
- Began creating, designing, and developing the intranet
- Launched LMU Alumni Connection expanded connections with Twitter and Facebook

- Added “Share This” to website to increase viral marketing efforts
- Added philanthropy emphasis to website
- Added RSS feed option to website based on the LMU news releases
- Additional progressive enhancements to overall website

3. Marketing and Public Relations

- Ran comprehensive campaign to recruit students for the BSN program in Knoxville. Included print, television, web and radio ads
- Developed ad campaign to support School of Business
- Planned and implemented campaign to support the launch the BASIS program in Kingsport
- Assisted the initial MVP for student services including the design of four post cards; concept and production of LMU Top 10; designed and ordered t-shirts to promote the Top 10; concept and production coordination of campus life video and content, layout and printing of counselor newsletter
- Planned and implemented launch of Cedar Bluff site including print and radio ads plus a ribbon cutting and open house with live radio remote. Wrote, edited and designed 16-page insert to the Knoxville News Sentinel for Cedar Bluff site
- Maintained LMU branding campaigns in Knoxville, Sevierville, Morristown and Kingsport
- Promoted campus events in local media resulting in standing room only crowds for events like tree lighting
- Implemented the policy for positing information on LMU’s electronic sign. Maintained up-to-date messaging on sign
- LMU-DCOM’s public education campaign for H1N1 earned a third prize in the AACOM Excellence in Communication Awards for 2010. The campaign included pocket cards, posters and flyers
- Facilitated over 100 tours throughout the year to donors, alumni, executive guests, school groups and more
- Planned and implemented a marketing and branding efforts for the University Medical Clinic and its launch

- Facilitated media interviews for faculty, students and administrators
- Visited Knoxville media outlets to meet with news directors, assignment editors and higher education reporters. Established relationships that resulted in greater awareness of LMU and more frequent visits to LMU campuses for stories
- Facilitated the reporting of LMU-DCOM's story for a People Magazine feature. The reporter and photographer working on a five page story with cover mention were on campus June 28-30 and the story should run nationally in July
- Coordinated another successful Remote Area Medical Health Expedition, serving over 800 people and provided spays/neuters for 246 animals

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

- Major Gifts and Grants (\$25,000 and above) for Fiscal 2009-10
 - 35 major outright gifts and grant disbursements for a total gift amount of \$2,932,186.91 (a 111.59 percent increase over 2008-09)
 - **Outright giving as of June 30, 2010:** \$3,843,697.21
- Total Cost per Dollar Raised was 9.6 cents for 2009-10, a 22.92 percent reduction from 2008-09's cost-per-dollar of 11.8 cents (based on total University Advancement's total actual expenses, excluding salaries)
- Foundation report
 - As of June 30, 2010 we have 22 proposals pending for a total ask of \$801,445 (four for in-kind and five unspecified letters of intent)
 - We have 9 in process for \$357,310 (two are unspecified letters of intent)
 - Nine proposals were funded for \$100,739, including \$60,476 in in-kind equipment or supplies
 - 40 proposals were not funded at \$1,707,542
 - 34 proposals are under consideration for \$834,840 for Fiscal 2010-11

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

- Completed conversion project from Benefactor to Datatel’s Colleague Advancement module in November 2009
- Completed address updates of over 2,000 records in Datatel based on the 2010 USPS National Change of Address (NCOA) standards.
- Implemented Entrisik Informer as our standard University Advancement reporting tool, and developed a library of over 80 reports for Advancement staff and reporting needs
- Initiated a project integrating Advancement, Financial Aid and Finance scholarship data, connecting scholarship donors with existing funds in Datatel to enable a more detailed connection between donor/alumni relationships and gift tracking
- Implemented correspondence management tools for University Advancement document management and tracking in Datatel
- Expanded information sharing in the LMU Student Awards Committee through the use of document collaboration and, for 2011, our new LMU Pathway Portal team site
- Established MVT outcomes tracking in Colleague Advancement for expanded reporting of MVT factor results

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

- Lincoln Memorial University is in compliance with Comprehensive Standard 3.2.12. The University’s administrative structure, its Bylaws, and institutional policy all ensure compliance with the comprehensive structure. Lincoln Memorial University’s Gift Acceptance Committee comprised of the President, Vice President for University Advancement, and Vice President for Finance has responsibility for the approval of all fundraising initiatives, campaigns, and solicitations, as well as the policies and procedures that govern LMU’s fundraising efforts. The Bylaws of the LMU Board of Trustees include the Charter of the Development Committee, including its purpose and responsibilities. The Vice President for University Advancement serves as a

resource for the designated members of the Board of Trustees Development Committee and the Vice President for University Advancement reports directly to the President, as shown on the LMU Organizational Chart. As indicated by this reporting relationship, the President controls the institution's fundraising activities and utilizes the expertise of appropriate professionals to advise her on matters related to fundraising.

- The Division of University Advancement supports the development and implementation of the University's Business Continuity Statement, as it relates to the Division of Advancement's efforts to maintain business functionality in the event of a disaster
- The Division of University Advancement supports the development and implementation of the University's Quality Enhancement Plan to assist University-wide efforts to meet requirements set forth by the Commission on Colleges of the Southern Association of Colleges and Schools

Objective 6.7: Enhance legislative relationships.

- Strengthened relationships with our elected representatives on the local, state, and the federal levels
- Funded by federal dollars, due to a strong relationship with Senator Alexander we have been awarded \$250,000 in fiscal 2009-10 and \$2 million for fiscal 2010-11. Also continued to build relationships with Tennessee state representatives as well
- Aided in securing a \$20 million loan from the USDA through our relationship with Rep. Peterson
- Coordinating with Rep. Clyburn to secure a \$4 million from Rural Electric Fdn.
- Maintain weekly records of lobbyist activities
- Maintain proper accounting with the Tennessee Ethics Commission on lobbyist filing fees, training and expense reports

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

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

- URC Membership included faculty members from each school and college in the university, as well as the Executive Director of the ORGSP, the Director of Foundations, the Director of Health Science Grants & Research LMU-DCOM, the Medical Librarian and the Director of Upward Bound.
- The URC met five times during the 2009-2010 academic year.
- A Statement of Purpose for the LMU Research Grants Program was developed and approved by the URC. The purpose of the LMU Research Grants Program is to support scholarly and creative activity among LMU faculty by providing seed money for research with a high potential for outside funding or peer-reviewed publication or juried exhibition.
- Worked with University Advancement to secure donations for the internal grants program as a precursor to splitting the program.
- Developed new proposal routing and approval form that streamlined signature requirements while ensuring that deans and divisional VP's were informed of grant submissions in their areas.
- Developed a Responsible Conduct of Research plan.
- Initiated monthly meetings between the Executive Director of the ORGSP, the Director of Foundations and the Director of Health Science Grants & Research LMU-DCOM.
- Encouraged self-reporting of research and scholarly activity by reporting such activity in ORGSP newsletter and by awarding framed front pages of publication signed by the President.
- Developed a form to be distributed to faculty and staff to report research and scholarly activity.
- Developed PowerPoint presentation of faculty research and scholarly activity for display on the ORGSP website and at annual university faculty meeting.
- ORGSP newsletter highlighting faculty research and scholarly activity is electronically distributed monthly to faculty.
- Displayed CMRC research at TN Valley Corridor Summit meetings in association with Associate Director of Marketing and Public Relations.

- Dean for Research and ORGSP personnel appeared on LMU radio and TV.
- ORGSP coordinates with Office of Public Relations on publicizing grants.
- Worked with University Advancement on developing donors for research and scholarly activity.

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

- Worked with IS personnel and a consultant from Datatel for training.
- Projects Accounting, a DataTel add-on, is ready to go 7/1/2010. This software will facilitate grant accounting by the ORGSP and finance office and meets the requirements of the federal auditors.
- Worked with auditors to ensure all policies and required documentation are in place.
- The ORGSP has worked with faculty on five grants which include undergraduate students.
- The CMRC building is being updated to provide space and resources for undergraduate students to participate in scientific research.
- A section has been added to the ORGSP website listing undergraduate research opportunities in all academic areas.
- Funds were appropriated to build a field station at BFREE.
- The CMRC building is in the process of being updated to provide space and equipment for three faculty researchers.
- The ORGSP worked with CMRC researchers on nine grants or contracts.
- The ORGSP continuously updates its website to provide the best faculty support possible.
- The ORGSP provided a comprehensive list of grant opportunities on the ORGSP website updated monthly.

- Grant opportunities are sorted according to interest and emailed to faculty and staff monthly.
- Together, the ORGSP, University Advancement and LMU-DCOM assisted in the preparation and submission of 109 grant applications for a total of \$14.8 million in fiscal year 2009-2010.
- The ORGSP worked with the Chair of the IRB and the School of Education to develop an IRB application process for EdD students.
- ORGSP provided several workshops for faculty.
- Dean for Research met with faculty groups to discuss research and grants.
- Grant submissions for the 2009-2010 fiscal year increased over three-fold from the previous year, to \$14.8 million.
- Faculty publications increased from 17 in 2008 to 24 in 2009.
- A laptop loan program, administered by ORGSP, is available to researchers.

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

- Discussions were held within the URC and the committee members reported that the three hours allocated for service/research in standard faculty work-load are used primarily for service. The consensus of the committee was that there is no reasonable expectation of research or scholarly activity for most faculty. The committee felt that faculty using the three service/research hours for research should be expected to produce one conference presentation or publication per year.
 - The Provost/VPAA offered to provide each dean with a three-hour release time for one faculty member in the Spring 2010 semester to facilitate research. Discussions with URC members suggested that resources needed to be provided to hire adjunct faculty in order for this plan to be viable.
 - One course per semester workload release will be given to PI's with grants providing 20% of the PI's effort.
 - The URC discussed that the TN State University policy that provides for research incentive awards equivalent to 3-5% of the indirect costs. Discussions will continue in the upcoming year.

- The Dean for Research addressed the faculties of the schools of Allied Health, Arts and Sciences and Business on the role that research and scholarly activity might play in their programs.
- The Dean for Research met with the deans of Allied Health, Business and Law to discuss ways to foster research and scholarly activity in their schools.

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

- The CMRC is being renovated to provide research space for scientific research.
- Faculty indicated a need for laptop computers dedicated to research needs. The ORGSP has five laptops available to loan to faculty for research projects or presentations at meetings.
- Dedicated research space will be provided faculty with research appointments. Other researchers needing space will share laboratory facilities in the CMRC.
- A list of journals where faculty can publish their education research was compiled by the Medical Librarian for the URC. That list is on the ORGSP website.
- The annual meeting of the Southern Appalachian CESU (Cooperative Ecosystem Studies Unit) was hosted by LMU-CMRC.
- The relationship between the CMRC and BFREE was strengthened with the building of a field station at BFREE.
- The Dean for Research and Executive Director of the ORGSP met with colleagues at the Grants Research Council meeting in Washington, D.C.
- The Dean for Research met with colleagues at the Oak Ridge Associated Universities Council of Sponsoring Institutions meeting (ORAU) and at the TN Valley Corridor Summit meetings.

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

- A spreadsheet containing all grant and contract submissions has been developed jointly by the Executive Director of the ORGSP, the Director of Foundations and the Director of Health Science Grants & Research LMU-DCOM and is stored on MySite.

- A form to document faculty and staff research and scholarly activity has been developed.
- A database of faculty scholarly publications has been developed and is maintained by the ORGSP.
- Faculty and staff receive a monthly newsletter from the ORGSP which details research and scholarly activity at LMU.

Lincoln Memorial University

Part II

Strategic Plan: 2011-2016

(Revised August 2010)

Strategic Goal 1:

Continue to assess and enhance academic quality.

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

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

Strategies and Action Plans:

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

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

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

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

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

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

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

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

Strategies and Action Plans:

- Consider and implement innovative approaches to instructional delivery and student learning.
- Continue the development and implementation of new academic programs including, but not limited to: Master of Science in Nursing (M.S.N.); Psych Mental Health Concentration; non-RN Generic BSN; Physician Assistant (P.A.): Master of Medical Science in Physician Assistant Studies; PharmD (pharmacy); Post-baccalaureate Medical Science Certificate; D.O./ Master of Business Administration (M.B.A.); Doctor of Jurisprudence (J.D.); Bachelor of Applied Science in Interdisciplinary Studies (BASIS); online MEd; Doctorate in Executive Leadership (Ed.D.); and additional undergraduate and graduate programs.
- Continue the investigation of new academic programs including, but not limited to: Doctor of Nursing Practice (D.N.P.); online RN to BSN program; Bachelor of Science in Special Education; explore master's program in public health(M.P.H.); graduate medical education (G.M.E.); Doctor of Veterinary Medicine (D.V.M.); Master of Science in Professional Health Education; Bachelor of Science in Health Sciences; Master of Science in Biomedical Sciences; D.O./J.D.; online medical technology; other healthcare related programs; degree completion teacher licensure program; Licensed Professional Counselor (LPC); Doctorate in Business Administration; JD/MBA joint degree program; MLP/JD joint program; political science; undergraduate engineering; Honors Program/College; and additional undergraduate and graduate programs, including degree completion programs.
- Explore opportunities to provide regional academic program offerings and continuing studies in professional workforce development.
- Continue to improve coordination between Harrogate and extended sites with emphasis on budget development, human resources, community, student support services, technology, learning resources, and comparability of courses/programs.
- Continue changes to support Level V status, while pursuing implementation of Level VI requirements.

- Continue to explore, secure, and utilize technology to enhance the instructional delivery process.

Responsibility: Program directors/coordinators, department chairs, deans, assistant VPAA for Academic Affairs for Academic Services, VPAA, Assistant VPAA for Planning and Accreditation.

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

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

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

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

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

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

Strategies/Action Plans:

- Continue development of a plan for faculty compensation with a target faculty salary scale as prioritized below:
 - Adjust the institutional inequities of full time faculty;
 - Develop a plan to bring full time faculty salaries to mid-range of benchmarks from selected peer institutions;
 - Sustain a system of faculty compensation with an evaluation system to support it;
 - Implement and maintain a competitive compensation package for summer instruction;
 - Implement and maintain a competitive compensation package for adjunct faculty.

- Continue development of a plan for competitive professional academic staff compensation.

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

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

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

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

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

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

Objective 1.4: Continue to strengthen University libraries and museum and their services at Harrogate and extended sites.

Strategies/Action Plans:

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

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

Time Frame: Ongoing.

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

Assessment: Analysis of peer library survey results as well as internal data that demonstrate how well the dedicated library resources serve all sites and meet accreditation standards; assessment

tools and testing will indicate whether and how well students possess information literacy; user satisfaction surveys will indicate the extent to which the objectives are being met.

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

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

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

Strategies/Action Plans:

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

Responsibility: Department chairs, deans, assistant VPAA for Planning and Accreditation, VPAA, faculty senate, Director of Human Resources.

Time Frame: Ongoing.

Resources Required: Time.

Assessment: Annual review of the faculty evaluation process.

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

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

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

Strategies/Action Plans:

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

Responsibility: Assistant Principal and Principal of JFWA, Dean of the School of Education, Assistant Coordinator and Director of KANTO Program, Assistant VPAA for Planning and Accreditation, VPAA.

Time Frame: Annually.

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

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

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

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

Objective 1.7: Integrate information literacy skills across the curriculum.

Strategies/Action Plans:

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

Responsibility: Vice President of Academic Affairs; Academic Deans; Principal of JFWA; ; Academic faculty and Instructional librarians; Instructional Technologist; Director of E-learning; Director of QEP, Assistant Director of Institutional Research and Accreditation; SEWS Rubric Committee

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

Assessment: QEP progress updates; ; SAILS and ILT and other information literacy assessment instruments; indirect and direct assessments; Information literacy writing rubrics.

Use of Results: Use assessment data to monitor QEP progress and information literacy integration across the academic

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

Objective 2.1: Maximize student recruitment by development of a global, fully comprehensive recruitment plan.

2.1 Create a system-wide recruitment council

2.1 a Evaluate system wide potential for maximum enrollment

- Facility needs
- Faculty resources
- Staff resources
- Budgetary needs
- Direct cost to revenue (operational expense)

2.1b Recruitment Plan for Harrogate UG Programs

- Increased regional outreach
- Enhanced interaction via website delivery
- Earlier and enhanced outreach within the local community
- Integration of MVT results

2.1c Recruitment Plan for Extended sites

- Create infrastructure, budget, needs of responsibility
- Integrate/create marketing plan for individual sites

2.1d Recruitment Plan for Graduate Programs

- Integration of efforts to include faculty as well as a more definitive infrastructure
- Increased participation in graduate fairs, programs, etc.

2.1e Professional Programs

- Work to ensure minimal overlap in universal practices, such as materials and system wide approaches.

2.1f JFWA

- Increase development of dual credit and homeshool programs

- **Create bridge programs with UG, Grad, and Professional programs to develop “career path” methodology.**

2.2 Meet established benchmark goals as established by recruitment plans for individual populations.

Strategies/Action Plans:

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

On-Going Activities

- Staff booths at the LMU College fair to disperse information about LMU campus services.
- Publicize the pre-law program to recruit high caliber students.
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize all of the University’s academic programs.

- Use the Internet for advertisements and news.
- Continue to update and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Maintain direct mail to target markets.
- Increase E-mail and E-counseling to applicants and qualified prospects.
- Develop appropriate recruitment materials for the DCOM program for middle and high school students.
- Conduct routine meetings among the Dean of Enrollment Management and academic deans and chairs to engage LMU faculty in the recruitment process (Department letters to potential students, Department telephone calls, etc.).
- Host preview days for prospective students and parents. Increase the number of admission events for UG students to include preview days and discovery days. Host FAFSA nights, basic financial aid and application sessions on campus, at external sites and at local high schools.
- Identify and visit school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport and other sites in Georgia, Kentucky and Virginia to assist with the recruitment of students. Host counselor lunches in regional areas in conjunction with regional yield receptions.
- Expand recruitment efforts into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools. Identify magnet schools in Tennessee and contiguous states (Florida for example).
- Update major brochures with “subject to change” (reviewed and/or revised annually).

- Budget for and assign recruiting coordinator(s) for extended sites that support multiple programs.
- Partner with local Middle/High Schools to conduct “College Days” at local high schools and middle schools during the evening hours that might include:
 - How to apply for financial aid;
 - Preparing for college;
 - Student athlete presentation;
 - Goal Setting.
- A brochure, “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the cover.
- Continue to investigate opportunities with the leadership of the Eastern Band of the Cherokees to encourage students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, N.C.

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

Time Frame: Under Review

Resources Required: Under Review

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: Use assessment results to more accurately predict enrollment patterns

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

Objective 2.2a: Under review until after census.

Objective 2.2b: Under review until after census.

Objective 2.2c: Under review until after census.

Objective 2.2d: Under review until after census.

Strategies/Action Plans:

- Publish merit scholarships to students and high school counselors.
- Begin and/or update the Academic Major web pages (student and faculty profiles on the web pages).
- Continuous updating as needed:
 - Safety & Security.
 - Athletic Hall of Fame.
 - Academic Major Home Pages.
 - Campus Activities/Intramural Sports.
- Target recruitment of high school students with high ACT scores in math and high GPA's.
- Conduct recruit-back each semester.

On-going Activities

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

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

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

Time Frame: Under review.

Resources Required: Under review

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

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

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

Strategies/Action Plans:

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

On-going Activities

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

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

Time Frame: Each semester.

Resources Required: Under review.

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

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

- Objective 2.4a:** The J. Frank White Academy (5th – 12th grades) will increase enrollment to 120 students by 2013.
- Objective 2.4b:** Work with University Advancement to enhance scholarship opportunities for students.
- Objective 2.4c:** Continue to develop a part-time program for homeschooled students.
- Objective 2.4d:** Explore the addition of middle school athletic participation for Academy students in grades 5-7; the Athletics Director is investigating the feasibility of an intramural program for younger students who are eligible for TSSAA sanctioned sports currently offered at the Academy.

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

Time Frame: 2009-2014.

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

Assessment: Enrollment statistics.

Use of Results: Increased enrollment.

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

Objective 2.5 **Improve the persistence and progression rates for students in undergraduate, professional and health science related programs.**

Strategies/Action Plans:

- Form an Enrollment Management Student Services Council.
- Benchmark data to determine the annual persistence and progression rates.
- Present data outcomes to academic programs and Cabinet.
- Utilize student survey results to make improvements to student services.

- Utilize satisfaction data to make improvement in the quality of life and learning across all sites.
- Develop and implement a student retention plan to include all sites.
- Research the best advising model for LMU across all programs. Revise the Academic Advising manual. for undergraduate advising. Offer more advising workshops for faculty.
- Determine what academic success programs are benefitting students and measure outcomes or collect appropriate data (tutoring and end of course grades).
- Conduct an audit of what the campus and sites are doing for academic success and the programs targeted toward “at-risk” students.
- Provide strong orientation programs that describe academic support systems and the persons to contact for the service to include student health services.
- Identify the needs of the extended sites students across all programs and implement a plan to deliver programs, strategies etc.
- Move toward a decentralized model to address student success and conduct a pilot at Cedar Bluff/Corbin

On-going Activities

- Develop living learning communities.
- Offer academic success programs in residence halls.
- Consider having an ombudsman position for all students.
- Continue to write, publish and distribute the Student Success Newsletter.
- Continue the parent program to keep them informed of campus happenings.
- Continue to assess the retention figures by semester and fall to fall with longitudinal tracking.
- Continue to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services, and maintain assessment information documenting the success of those programs. Consider having faculty or other staff to teach UACT 100 as part of load.

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

- Safety & Security issues.
- Assimilation into the LMU and Appalachian cultures.
- Working visas.
- Study strategies.
- Sharing diversity.
- LMU support systems.

Responsibility: Vice President for Enrollment Management and Student Services; EMSS Council, Retention Committee, Director of Student Support Services, all EMSS directors, and Financial Aid.

Time Frame: by 2013.

Resources Required: Student Services, Student Support Services, Financial Aid, and Athletics. Additional budget is needed once plans to service all student needs is determined.

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

Use of Results: Improved retention and graduation rates.

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

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

Strategies/Action Plans:

- Create a sense of community among Undergraduate, Graduate, and Professional students.
- Improve the overall campus life experience for Harrogate campus students.
- Increase intramural sports and recreation opportunities.
- Provide student support services to extended sites that are consistent and comparable.
- Provide support to student organizations for leadership development.
- Begin a Freshman Leadership Institute.
- Provide an active career services program. Purchase a career software program for use by all students.
- Support and provide opportunities for students to participate in community service activities on all campus sites.

On-going Activities

- Inform students of the services provided by the University.
- Provide a diverse and interesting student activities program.
- Offer a comprehensive student orientation program for new students at all sites.
- Provide a USB drive with important information on it to be distributed to new students and identified high school counselors.
- Provide information and accommodations for students with documented disabilities through the ADA coordinator.
- Provide counseling to students through the Counseling Services department.

- Canvas the LMU student body for recommendations concerning activities and programs.
- Improve and maintain residential housing programs.
- Continue academic referrals to the Tagge Center for Excellence.
- Provide support services to DCOM students as stated in the DCOM Student Handbook.
- Identify killer courses and provide tutoring for those courses to all sites.

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

Time Frame: Annually.

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

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

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

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

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

Strategies/Action Plans:

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

On-going Activities

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Continue training work study students and supervisors.
- Continually re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Educational Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.
- Continue to employ the financial aid matrix (grid), rewarding students with demonstrated academic potential.
- Package financial aid awards for current/returning students prior to end of spring semester each year.

- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- Identify and reward students whose academic potential had been previously unidentified.
- Investigate additional financial resources for DCOM students.
- Implement a financial literacy component to the UACT 100 classes.

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

Time Frame: Each semester.

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

Assessment: Examine financial aid statistics and audits.

Use of Results: Improved enrollment, retention, and student satisfaction.

Strategic Goal 3:

Strengthen planning, budgeting and assessment.

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

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

Strategies/Action Plans:

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

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

Time Frame: Continuous.

Resources Required: Time.

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

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

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

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

Strategies/Action Plans:

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

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

Time Frame: Continuous.

Resources Required: Adequate data and time.

Assessment: Balanced fiscal year operating and cash flow budget.

Use of Results: Ensure proper and adequate funding of expenditures necessary to meet the strategic goals of the institution for use and preparation of future budgets, forecasts and 5-year pro formas to sustain financial stability and support growth.

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

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

Strategies/Action Plans:

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

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

Time Frame: Annually.

Resources Required: Adequate data and time.

Assessment: Review the alignment of five-year operating and cash flow 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 and cash flow budgets.

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

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

Strategies/Action Plans:

- Budget Committee will include, as part of its regular budget development, a line item for unanticipated expenditures and debt service requirements.
- Budget Committee will establish parameters for the allocation of budgeted contingency funds in support of strategic goals of the institution.
- Any fund balance remaining in the contingency fund at year end will be restricted as an institutional reserve fund.
- Additionally, Budget Committee may propose that the Board designate a portion of any net revenue to be similarly restricted for the contingency fund.
- Budget Committee, led by the Vice President for Finance, will develop a forecasting process to provide a foundation for decision making in difficult economic situations.

Responsibility: Budget Committee and Vice President for Finance.

Time Frame: Continuously.

Resources Required: Adequate data and time.

Assessment: Review the ability of the institution to meet unexpected financial events and plan for debt service repayment.

Use of Results: To assure institutional financial flexibility and support strong financial growth.

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

Objective 3.5: To enhance budget management.

Strategies/Action Plans:

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

Responsibility: Budget Committee and budget managers.

Time Frame: Annually and continuously.

Resources Required: Adequate data and time.

Assessment: Review budget management performance across the institution.

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

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

Objective 3.6: To plan and budget for resources appropriate to support Lincoln Memorial University as a Level VI institution and support expanded resource needs at Level VI.

Strategies/Action Plans:

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

Responsibility: Dean for Research, The Office of Research, Grants and Sponsored Programs, Vice President for Finance, Director of Foundations, Director of Health Sciences Research and Grants, and President.

Time Frame: Continuous.

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

Assessment:

- Documented research results and growth of research funding.
- Document infrastructure support requirement through project plans.

Use of Results: To plan effectively and aid in preparing five year pro forma and annual operating budget for research efforts for level VI requirements

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

Objective 3.7: To make data-based decisions.

Strategies/Action Plans:

- Collect and analyze data from a variety of sources.
- Provide appropriate access to results of analysis to guide the decision making process for improvement of the Institution.
- Maintain a repository of Institutional data to ensure consistency in official reporting.
- Ensure appropriateness of data provided in support of the decision making process.
- Provide assistance to faculty and staff in appropriate interpretation and use of data.

Responsibility: Office of Institutional Research, Information Services, and Vice President for Finance.

Time Frame: Continuous.

Resources Required: Appropriate staff and tools required to accumulate and evaluate data in relevant and stated time frames.

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

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

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

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

Strategies/Action Plans

- Evaluate progress on strategic goals based on Institutional assessment.
- Produce an annual progress report prior to the fall meeting of the Board of Trustees.
- Post the revised Strategic Plan (with Progress Reports) for access to the LMU community and its accrediting bodies.

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

Time Frame: Annually.

Resources Required: Time.

Assessment: Annual progress report.

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

Strategic Goal 4:

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

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

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

Strategies/Action Plans:

- Review and update the Facilities Master Plan annually.
- Assess, plan for, and evaluate facilities and grounds at the Harrogate and extended site campuses in order to respond to fluctuations in student demographics; support faculty/staff research and scholarly activities; and support for community program needs by providing excellent physical maintenance, housing, furniture and technology infrastructure.
- Develop a timeline for upcoming capital expenditures.
 - Review Office and classroom space annually.
 - Avery
 - Farr-Chinnock
 - Sevierville extended campus
 - Upgrades to Democrat Hollow annually (support through the Alumni Association).
- Multi-purpose athletic facility to include wellness and recreational activities.
- Relocate and renovation of the Annan tennis courts.
- Soccer field house construction Fall 2011.
- Track and field facilities.
- Roof on Mary Mars Gym and Annon Natatorium.
- Grant Lee renovation to house administrative offices.
- Driving range and golf course to support the golf management program.
- Relocate Harrogate campus data and power infrastructure underground.
- Duke Hall interior.
- Site preparation for Communication, Instruction and Technology (CIT) facility.

- Remodel Student Center.
- Restore and renovate McClelland Hall.
- Remodel Abram Lincoln Library and Museum.
- New maintenance building.
- Five additional residence halls on campus to meet the growing needs of the University by 2011.
- Complete the first floor apartments, weight room, study area and lounge for University Inn, Spring 2011.
- New outpatient services facility and health center.
- Remodel Cumberland Mountain Research Center by Fall 2010.
- BFREE (The Belize Project).
- Add field house for Softball Fall 2010.
- Remodel Veterinary Technology facility and historic barn adding labs, lecture halls and office space Fall 2010.
- Pace house.
- Additional water storage to support irrigation and fire sprinkler systems.
- Relocation of JFWA to a new facility.
- Campus lighting and security call phones.
- Campus sidewalks and crosswalks.
- New Student Center (as part of the new residence halls complex).

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

Time Frame: Annually and as needed.

Resources: Physical plant budget, plant fund.

Assessment: Minutes of President's Cabinet and Properties Committee; updated Facilities Master Plan; project SOW's and other project plan documentation.

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

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

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

Strategies/Action Plans:

- Assess, plan for, and evaluate University safety and security operations in order to ensure compliance with regulatory agencies annually.
- Seek funding from outside sources to ensure additional health and safety opportunities and resources.
- Review, update and communicate the institution's Health and Safety Manual including the University crisis plans.
- Support opportunities for faculty, staff, students, and community to improve their health and well-being.
- Conduct an annual assessment of physical plant and facilities, focusing on safety and health issues (lighting, traffic signs, alarm systems, call boxes, camera systems, security for JFWA and access control).
- Support training opportunities for health and safety issues including hazmat training.
- Develop and implement protocols for handling hazardous materials and biological waste.
- Support CPR, AED and other life support training for LMU and community through the LMU-DCOM AHA training center.
- Strategically plan and place AEDs in campus buildings.
- Work collaboratively with EMS, fire, law enforcement, and 911 to revise University health, safety and crisis plans awareness which includes mock disaster training.
- Participate in peer audit processes and training in environmental management system.
- Conduct regular safety and security reviews of extended learning sites.
- Assess intrusion detection, fire and smoke detection, and surveillance and camera monitoring for campus and extended site facilities.
- Develop a plan for restricted access at JFWA

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

Time Frame: Annual or as needed.

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

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

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

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

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

Strategies/Action Plans:

- Review employee orientation process for new hires.
- Maintain the HR information site on LMU's internal portal website.
- Review in-house training and development programs for employees.
- Review University benefits annually.
- Develop and propose a plan to review salaries with support from compensation committee.
- Review existing Faculty/Staff Policy based on current laws and upcoming legislation.
- Evaluate professional standards policy to meet current accreditation standards.
- Support the financial audit process.
- Assess a technology-based process for application review by Search Committees.
- Participate in Job Fairs to present LMU as a career opportunity.
- Add an extended sites human resource generalist position.
- Implement a personal performance plan that will build goals around the strategic plan which will include personal growth goals and community/campus goals.
- Research and addresses current Health Care reform annually.
- Research and address current payroll legislation.

Responsibility: HR.

Time Frame: Ongoing.

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

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

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

Strategic Goal 5:

Ensure effective and efficient use of technology.

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

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

Strategies/Action Plans:

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

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

Time frame: Continuous.

Resources required: Included in CIO budget.

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

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

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

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

Strategies/Action Plans:

- Train new personnel to support technology system.
- Cross-train existing personnel.
- Review and assess all network closets to maintain service.
- Maintain appropriate computer resources for faculty, staff, and student labs.
- Support the future growth of online instruction.
- Review and assess online services for faculty, staff, and students.
- Review and assess business report requirements.
- Review and assess software functionality for university use.
- Review and assess additional smart classroom needs as required.
- Continue planned implementation of secure electronic document imaging solution.
- Implement a secure wireless Internet access solution per below schedule.
 - Grant Lee Hall, Sigmon, Pope, Mitchell, and Dishner residence halls – FY '11
 - St. Mary's (SMMC), University Advancement (Kresge) – FY '12
 - Plan Campus Green Space – FY '13.
- Perform network security audit on major changes and annually in February.
- Perform a technology review at extended campus sites annually.
- Support distance learning needs for remote instruction.
- Research the need for an electronic grading package.
- Research and implement online instruction and testing security.

- Implement classroom technology plan for new and renovated structures.
- Review and assess the minimum computer standard for student laptops.
- Review and assess computer technology in the Library.
- Review and assess Information Services Policies and Procedures as needed.
- Review and assess the Student and Employee handbooks for technology changes.
- Review and assess Disaster Recovery Plan for Information Services.
- Review and assess electronic repository needs of academic units.
- Review and assess an employee computer replacement plan.

Responsibility: Chief Information Officer, Director of Academic Computing, IS staff, Technology Planning Committee.

Time frame: Continuous.

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

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

Use of results: To ensure faculty/staff/student adequate technology services.

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

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

Strategies/Action Plans:

- Develop/implement a continuous, comprehensive on-line Faculty/Staff Technology Training Service.
- Review and assess technology training programs for new employees.
- Provide updated training opportunities for all faculty and staff.
- Support instructional technologist with the development of instructional modules that use technology.
- Review and assess Help Desk Operations.
- Review and assess Information Services website to add support services.
- Develop and implement an assessment plan for technology services for faculty, staff, and students.

Responsibility: Chief Information Officer, Director of e-Learning, IS staff, Instructional Technologist.

Time Frame: Continuous.

Resources Required: Included in CIO and Academic Affairs budget.

Assessment: Annual User Survey; Problem Tracking Logs and reporting.

Use of Results: To determine user satisfaction levels as measured by annual survey and identify training needs of faculty, staff, and students; to identify problems which additional user training could address.

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

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

Strategies/Action Plans:

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

Responsibility: Chief Information Officer, IS staff, and Academic Affairs.

Time Frame: Continuous.

Resources Required: Included in CIO budget.

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

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

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

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

Strategies/Action Plans:

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

Responsibility: General Manager and Communications Staff.

Time Frame: Continuous.

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

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

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

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

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

Strategies/Action Plans:

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

Responsibility: Chief Information Officer, Dean for Research and STEM initiatives, and IS staff.

Time Frame: Continuous.

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

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

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

Strategic Goal 6:

Enhance resources.

Strategic Goal 6: *Enhance resources.*

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

Strategies/Action Plans:

- University Advancement will identify and cultivate donors who have the potential to give unrestricted gifts annually.
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Support efforts to enhance University-wide research. (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation)
- Continue to solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund (Goal of 100% participation).
- Ask all members of the President’s Cabinet to participate in the Annual Fund (Goal of 100% participation).
- Encourage University Advancement staff to continue to contribute to the Annual Fund (Goal of 100% participation).
- Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of 100% participation).
- Increase current faculty/staff giving (Goal of 100% participation for FY 2009-10).
- Collaborate with deans and departmental chairs to encourage intercampus fundraising opportunities.
- Increase efforts to solicit potential donors. Target special interest groups, honorary degree recipients, recipients of institutional awards, corporations, and professional organizations. The University president will continue to call on the top 1% of targeted donors and host monthly President’s Luncheons.
- Improve donor recognition system to include enhanced Recognition Societies through use of annual events, publications, and personal meetings.
- Continue travel within targeted territories for systematic cultivation and solicitation. Through utilization of prospect research, focus on potential major gift level donors such as World War II era groups.

- Assist with the development of a parents' advisory board to work in conjunction with the pre-existing professional advisory boards.
- Involve students in philanthropy from the time of enrollment through legacy programs.
- Educate University community on importance of speaking with consistent message. Create enhanced revenue streams and synergy through education on philanthropy. Stress the importance of working through University President, Major Gift Officers and Deans to culminate the giving process.
- Evaluate future composition of advisory boards with Vice President for Academic Affairs/Provost. Encourage advisory board giving.
- Target mailings to new graduates to obtain correct e-mail and physical address.
- Target inaugural classes of DCOM, PA Program, Ed.D and DSOL to facilitate transition from current students to University alumni with emphasis on giving.
- Explore new affinity programs.
- Train Human Resources personnel on payroll deduction procedures.
- Continue trustee letters to target groups.
- Solicit LYBUNTS (donors who gave last year but not this year) and SYBUNTS (Donors who gave some year but not this year) by state according to divided territory.
- Collaborate with Museum staff to develop a list of contacts for annual support to include the Lincoln Letters, former donors to the Museum, and the Museum visitors' list. Names will be compiled into a master solicitation list.
- Collaborate with the J. Frank White Academy principal to develop a list of contacts for annual support to include parents and relatives and graduates of the Academy.
- Continue to develop a list of contacts with the Athletics staff for annual support to include graduates who participated in athletics.
- Partner with athletics on annual golf tournament, auction, and other fundraising events.

- Continue to develop the role of volunteers in the overall fundraising program.
- Work with staff senate and faculty senate to address giving options.
- Establish personal visit goals for athletics, the Lincoln Museum, and the Academy in cooperation with their supervisors.
- Utilize prospect research to build information about alumni, friends, and potential prospects.
- Use student callers to drive phone-a-thon donations throughout the year.
- Support initiatives to demonstrate adequate resources for accreditation standards.
- Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- Cultivate a sense of stewardship among incoming students who are enrolled in UACT courses focusing on the following topics: the history of philanthropy, LMU's history of philanthropy, how students can continue LMU's tradition of service through their own philanthropy.
- Pursue private foundation dollars to fund University projects.
- Educate all campus constituencies as to the importance of annual giving.
- Utilize mGive texting campaigns to increase giving.
- Utilize MVT processes to improve performance.

Responsibility: Vice President for University Advancement, President, President's Cabinet, fund raising staff, and Board of Trustees in cooperation with designated faculty and staff. (3.2.12—Principles of Accreditation)

Time Frame: Ongoing.

Resources Required: 0100-630003.61100 - Postage
.61200 - Printing
.61300 - Travel
.61325 - Entertainment/Donor Recognition

2009-2010: \$135,000

2010-2011: \$153,000
2011-2012: \$165,000

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

*Calculated at \$.09/dollar

Assessment: (Benchmark with CAE report on peer institutions to be added when report is in)
Review call reports and task sheets at weekly staff meetings.

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

Use of Results: To support current operating expenses.

Strategic Goal 6: *Enhance resources.*

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

Strategies/Action Plans:

- Support efforts to enhance University-wide research 3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation).
- University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at a minimum of \$1,000,000, endow professorships at a minimum of \$500,000, endow scholarships at a minimum of \$25,000 and endow faculty development funds at a minimum of \$25,000. Review endowed chairs to determine which ones are currently fully funded.
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Target special interest groups, honorary degree recipients, and recipients of institutional awards.
- Continue recognition of donors who contribute to endowment funds. Explore a unified system of donor recognition that provides enhanced visibility.
- Continue to increase the number of the Circle of Friends for Endowment gift club.
- Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University (3.2.12 – Principles of Accreditation), the Chairman of the Board, and the Chairman of the Executive Committee.
- Continue to feature donors who have already made estate plans in the *Alumnus* magazine.
- Feature long-term donors in publications and on the website.
- Continue to collect documentation for planned giving.
- Develop philanthropy presentations for Homecoming and other events.
- Continue to utilize national prospect research services.

- Continue and expand solicitation of foundations, professional organizations, corporations, and government agencies that support endowment endeavors.
- Continue to pursue private foundations.
- In cooperation with the Vice President for Finance establish endowment levels required for maintenance of each facility on campus.
- Investigate funding sources for proposed Honors College program.
- Investigate funding sources for proposed PharmD Program.
- Educate University community on importance of speaking with consistent message.
- Utilize MVT processes to improve performance.

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

Time Frame: Ongoing.

Resources required: 2009-2010: \$135,000
 2010-2011: \$153,000
 2011-2012: \$165,000

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

Use of Results:

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

Strategic Goal 6: *Enhance resources.*

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

Strategies/Action Plans:

- Support efforts to promote University-wide research and scholarly activities (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation).
- Development initiatives to support the University’s quality enhancement plan (Q.E.P.), Linc-ON, through promotion and marketing.
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Update marketing plan to ensure effective promotion of the University’s programs by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Utilize web analytics to optimize website to support University programs and initiatives.
- Utilize social media sites including Facebook and Twitter to market and brand the University.
- Market the University to alumni through the Alumni Online Community through iModules.
- Educate University community on importance of speaking with consistent message.
- Identify human interest stories throughout the University to pitch to national media, with the goal of five or more per year. Work with University departments to cultivate projects of national interest.
- Convene meetings each semester with marketing committee to explore additional marketing strategies for all areas.
- Marketing department meets individually with each Dean once per year and develops specific marketing plans for each school.

- Attend the Board of Trustees Academics and Marketing Committee meetings to identify emerging programs in need of marketing, and to assist in developing long-range plans.
- Produce video segments to be loaded on the LMU website and YouTube for individual departments, schools, and faculty.
- Develop high quality promotional materials including posters for specific programs for wide distribution, including community colleges, career centers, and employers.
- Refresh website design consistent with admission publications.
- Communicate regularly with extended learning sites to ensure that their needs with regard to printed material and website presence are met.
- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, *CommunityLinc*, *AlumniLinc*, *AlumniLinc Quick Fact*, *Bridge Builder Heritage Society Newsletter* and *CampusLinc* via direct mail and e-mail.
- Promote international studies programs including the Kanto Program, World School, parents, and international residents from the community.
- Continue taking advantage of marketing benefits of consortium agreements.
- Market the University through continued use of [Can You See It?] campaign and “Founded by Groundbreakers....Continuing to Break Ground” campaign.
- Promote Student Service Initiative Program.
- Expand Speakers’ Bureau project.
- Reinforce use of the University style manual and maintain a consistent identity in all marketing initiatives as defined in the manual available on the LMU Pathway and the website.
- Cooperate with the Director of Risk Management and Contracts in trade marketing the University marks and logos, and rolling out these marks and logos internally and externally.
- Publish donor recognition notices in appropriate media.
- Continue to market www.lmugifts.org for the purpose of raising planned giving awareness.

- Plan and coordinate community service initiatives including RAM to help promote the University's mission of service to humanity.
- Cultivate a culture of service among faculty staff and students through participation in external charitable events including Relay for Life and United Way.
- Promote LMU through collaboration with LMU-TV and Sigmon Communications Center.
- Support initiatives to demonstrate adequate resources for accreditation standards.
- Utilize MVT processes to improve performance.

Responsibility: Director of Marketing and Public Relations, the Associate Director of Marketing and Public Relations for the DeBusk College of Osteopathic Medicine, the Assistant Director of Marketing and Public Relations, Director of Publications, Webmaster, Director of Alumni Services, Web Developer, Social Networking Specialist and the Sports Information Director in cooperation with the Marketing Committee and designated faculty and staff.

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

Resources Required: Data collected from University Advancement minutes.

- 2009-1010: \$414,000
- 2010-2011: \$475,000
- 2011-2012: \$480,000
- With added funds for access by approval of the President

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

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

Use of Results:

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

- Improve communication between internal and external markets through coordinated efforts of the Marketing Committee.
- Use data to demonstrate connection between marketing efforts, recruitment and retention, and gift income.
- Improve marketing efforts at extended sites with respect to new and existing programs.

Strategic Goal 6: *Enhance resources.*

Objective 6.4: Continue aggressive fundraising to meet identified fundraising priorities, including increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; and flexibility to meet unforeseen needs. (2.11.2, 3.10.5—Principles of Accreditation).

Strategies/Action Plans:

- University Advancement will identify, cultivate and solicit donors to provide revenue for initiatives identified in the following fundraising priorities.
- Annual Fund: The Annual Fund allows LMU to place resources where they are most immediately needed or where opportunities are greatest. Strategies for meeting the Annual Fund goal include:
 - ⊖ University Advancement will continue the Recognition Societies.
 - Direct mailings for the Annual Fund will reflect target groups designations, such as class years, special interests and majors and will be closely monitored for success rate, and all letters will be signed by the President.
 - LYBUNT and SYBUNT donors will continue to be targeted.
 - Annual Fund appeals will appear in publications such as *The Insider*, *Alumnus*, and the *Blue and Gray*, and will include self mailer formats where appropriate and direct mail appeals.
- Endowment
 - A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid, and ensuring through endowed scholarships, and ensures that facilities are adequately maintained.
 - Systematic cultivation and solicitation of the World War II era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff.
 - Continue to reevaluate fundraisers' respective calls lists, including the President's call list.
 - Increase number of grant proposals for grants to endowment projects.
- Campus Improvements: Lincoln Memorial University has the opportunity to complete a number of significant improvements to its Harrogate and other campus locations. These projects directly benefit students and faculty as they enjoy the diverse educational opportunities of LMU.

- | | <i>Estimated</i> |
|--|---------------------|
| ○ Construct five new residence halls | \$ 8,500,000 |
| State-of-the-art student housing, including geothermal HVAC | |
| ○ Construct a Student Center | \$10,000,000 |
| ○ Duncan School of Law | \$ 5,000,000 |
| Library (\$2 million); technology; renovation of existing facilities, including addition of a courtroom | |
| ○ Veterinary Technology Center | \$7,000,000 |
| New roof, equipment, animal research space | |
| ○ Improvements at the Abraham Lincoln Library and Museum | \$750,000 |
| New educational exhibits; replace roof | |
| ○ Historic Preservation | |
| ○ Avery Hall Technology/Classroom Enhancement | \$680,000 |
| ○ Renovate Duke Hall of Citizenship | \$3,000,000 |
| Wiring and A/C; remodel for performing arts center; new gable roof | |
| ○ DeBusk College of Osteopathic Medicine | \$2,000,000 |
| New equipment; research funding | |
| ○ Renovate Grant-Lee Hall | |
| ○ Construct New Math and Science Center and the Burchett Communications and Technology Center | \$44,000,000 |
| Construct 125,000 square foot, four-story educational and research center | |
| Construct the 30,000 square foot communications and information technology center | |
| ○ Improve Athletic Facilities | \$3,700,000 |
| Soccer complex with 6,000 square foot field house, tennis courts and start-up funds for track and field; new 40,000 multi-purpose athletic facility (indoor tennis, etc.) ; renovations of existing facilities; geothermal HVAC for Tex Turner Arenas) | |
| ○ Endowment Funds | \$15,000,000 |
| To increase endowment to provide stable income student scholarship and faculty excellence support (including endowed faculty chairs); as well as for continuing support for operations and facilities maintenance (especially for Pope, Mitchell and Dishner Halls). | |

- A net yield of about 4% of a three-year moving average will be utilized annually for Board-designed purposes, with the balance reinvested to continue building the fund.

TOTAL IMPROVEMENT OPPORTUNITIES \$99,630,000

- Update Democrat Hollow through efforts of the National Alumni Association.
- Cultivate a culture of service by stewarding our alumni and friends to support the approved opportunities for giving.
- Support efforts to enhance University-wide research and scholarly activities.
- Initiate more targeted giving appeals.
- Educate University community on importance of speaking with consistent message.
- Utilize MVT processes to improve performance.
- Emphasize the concepts of Values – Education – Service as it applies to giving.

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

Time Frame: Review progress monthly and on June 30.

Resources Required: Adequate human and financial resources to meet our goal of 500 personal prospect visits. Estimated \$500,000 to conduct feasibility study and enter into a Comprehensive Capital Campaign.

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

Use of results:

- Plan effectively as we target our fund raising territory and major donors.
- Document success rate of fund raising travel plan for major donors.
- Review fund raising priorities and ensure that priorities align with academic and non-academic division planning.
- Use fund raising data to chart our progress on approved projects.

- Review Campus Master Plan as needed to make the connection between fund raising and capital projects.
- Demonstrate that best practices in fund raising are addressed and maintained, to ensure that calls are made on a timely basis, and to ensure that budget relief for academic areas, as well as capital projects, is provided.

Strategic Goal 6: *Enhance resources.*

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

Strategies/Action Plans:

- Continue to code all alumni by major, parents of current students and alumni, and add other codes as needed.
- Provide ongoing training for all members of University Advancement staff during the transition to Datatel's Colleague Advancement product, taking advantage of new Datatel tools and processes as needed.
- Fully incorporate the use of Datatel's Foundation Profile system and Planned Giving modules.
- Enhance reporting and data analysis by 1) reviewing information needs of University Advancement staff on a regular basis; 2) implementing existing Datatel tools and developing standing reports and queries available for Division use as needed; and 3) developing new strategies to maximize the system's benefit for University Advancement.
- Utilize MVT processes to improve performance.
- Implement Dashboard.
- Merge external databases from the DeBusk College of Osteopathic Medicine into Datatel.
- Incorporate new methods of tracking meaningful points of alumni and donor contact, including call reports, visits, mailings and phone/e-mail contacts.

Responsibility: Vice President for University Advancement, Assistant Vice President for University Advancement and staff in cooperation with Finance and IS.

Time Frame: Ongoing.

Resources Required: Costs covered under IS budget.

Assessment: Keep donor information up to date and easily accessible in Datatel, including new funds opened for the DeBusk College of Osteopathic Medicine. Provide lists to the University Advancement staff and others with needed information due to the implementation of Datatel.

Produce detailed gift reports used in tracking donations, Continue to train and update all alumni and giving information. Evaluate our budget planning efficiency process through Datatel and align our planning process with the strategic planning process with special attention when doing the budget pro forma.

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

Strategic Goal 6: *Enhance resources.*

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

Strategies/Action Plans

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

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

Time Frame: Ongoing.

Resources Required: Budgeted under the IE budget

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

Strategic Goal 6: *Enhance resources.*

Objective 6.7: Enhance legislative relationships.

Strategies/Action Plans

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

Responsibility: Vice President of University and Advancement and Director of Major Gifts in cooperation with the President, Board of Trustees and the University's lobbyist.

Time Frame: Ongoing.

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

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

Strategic Goal 7:

Assess and enhance university-wide research and scholarly activity.

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

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

Strategies/Action Plans

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

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

Time Frame: Initial and ongoing.

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

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

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

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

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

Strategies/Action Plans

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

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

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

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

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

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

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

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

Strategies/Action Plans

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

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

Time Frame: Initial and ongoing.

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

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

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

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

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

Strategies/Action Plans

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

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

Time Frame: Initial and ongoing.

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

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

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

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

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

Strategies/Action Plans

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

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

Time Frame: Initial and ongoing.

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

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

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