

1 **Section I**
2 **Strategic Plan Overview and Introduction**
3 **2015- 2020**

4 **I. Planning Process**

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6 The planning process at Lincoln Memorial University incorporates:

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1. commitment from the President and Board of Trustees;

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2. broad-based participation at all institutional levels;

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3. an integrated planning, budgeting and assessment schedule;

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4. compliance with Southern Association of Colleges and Schools Commission on
12 Colleges (SACSCOC) requirements;

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5. identified institutional priorities; and

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6. utilization of sound institutional effectiveness oversight practices.

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16 Lincoln Memorial University has a strong commitment to an orderly and timely planning,

17 budgeting and assessment process, which facilitates institutional effectiveness. The President,

18 Board of Trustees, Cabinet and other administrative officers, faculty and staff have

19 responsibilities for and opportunities to participate in the process. The University Mission and

20 Values have provided guidance in the prioritization of activities and funding necessary for the

21 achievement of the overall Vision. Seven Strategic Goals have been identified as critical to

22 achieving regional distinction. These Strategic Goals are consistent with SACSCOC expectations

23 for institutional improvement. These Strategic Goals have been affirmed by the University

24 President and the Board of Trustees. Unit and division planning and budgeting have been aligned

25 with appropriate assessment and analysis of outcomes. Unit and division activities are planned to

26 accomplish the Institution's Strategic Goals. Projected budget allocations to support the planned

27 activities are detailed in the Five-Year Budget Pro forma, (2010-2015). Progress toward the

28 achievement of the Strategic Goals is measured via established benchmarks and monitored by

29 institutional effectiveness practices. Progress toward achievement of the Strategic Goals is

30 documented in an annual Progress Report.

31 **II. Mission and Purpose**

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

39

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

46

47 The University believes that one of the major cornerstones of meaningful existence is service to
48 humanity. By making educational and research opportunities available to students, Lincoln
49 Memorial University seeks to advance life throughout the Appalachian region and beyond
50 through teaching, research and service.

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52 *Revised July 2012; approved by Board of Trustees, November 13, 2012*

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. Make educational opportunities available to all persons without reference to social status. The University seeks to maximize enrollment by strengthening recruitment efforts and increasing student retention through the creation of an academic and social environment that facilitates success and rewards achievement.
2. Maintain fiscal integrity in all its activities, programs and operations through concerted efforts to continuously increase its endowment and financial standing.
3. 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.
4. Advance the Cumberland Gap and Appalachian regions through community service programs in continuing education, healthcare, leadership development, recreation and the fine and performing arts.*
5. Serve 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 diverse and highly qualified faculty and staff, committed to teaching, research and service.
7. Commit resources to support the teaching, research and service role of the Institution.

85 8. Support faculty and staff development programs with priority for allocation of resources
86 determined by institutional needs.

87
88 9. Increase technology for all educational sites. Specifically, the University seeks to
89 continuously improve its computer and other technological resources for faculty, staff
90 and students.

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92 10. Develop and implement academic programs in response to anticipated or demonstrated
93 educational need, and to continuously evaluate and improve the effectiveness of current
94 programs.

95
96 11. Provide a caring and nurturing environment where students, faculty and staff with varied
97 talents, experiences and aspirations come together to form a diverse community that
98 encourages students to grow intellectually and personally to meet their academic and
99 career goals.

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101 12. Provide quality educational opportunities through selected degree programs for students
102 who live or work a significant distance from the Lincoln Memorial University main
103 campus, and for whom other options are not as accessible or satisfactory.

104 **Institutional goal 4 was revised July 2014 (no changes to other goals were made); approved*
105 *by Board of Trustees*

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107 **III. Values**

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109 **1. Lincoln Memorial University values integrity**

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- honesty

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- openness

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- commitment to principles

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114 **2. Lincoln Memorial University values excellence**

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- teaching

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- learning

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- operations management

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- scholarship

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- leadership

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121 **3. Lincoln Memorial University values creativity**

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- teaching

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- learning

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- research

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- administration

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- artistic expression

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128 **4. Lincoln Memorial University values diversity**

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- ethnic

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- cultural

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- belief systems

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133 **5. Lincoln Memorial University values community**

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- communication

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- honesty and integrity

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- caring and helpful

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- teamwork

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- responsibility

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- respect

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- safe and secure environment

- 141 **6. Lincoln Memorial University values accountability**
142 • planning
143 • assessment
144 • evaluation
145 • improvement
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147 **7. Lincoln Memorial University values service**
148 • LMU community
149 • Appalachian region
150 • academic and intellectual communities
151 • humanity
152
153 **8. Lincoln Memorial University values the process of life-long learning**

154 **IV. Vision Statement**

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

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160 **V. Strategic Goals***

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

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

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

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

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

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

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182 **Strategic Goal 6:** Enhance resources

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

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186 **Approved by Board of Trustees*

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188 **VI. Benchmarks for Regional Distinction**

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

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

201

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

205

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

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

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- 223 • Achieve and maintain accreditation and state approval of programs when external
- 224 accreditation and/or approval organizations exist.
- 225 • Improve faculty and staff salaries.
- 226 • Fortify faculty scholarly and professional development activities, and staff professional
- 227 development activities.
- 228 • Increase number of grant applications and grant funding.
- 229 • Amplify use of instructional technology at all levels for all programs.
- 230 • Increase reliability of the faculty evaluation process.
- 231 • Enhance use of assessment results for academic program and support service program
- 232 improvement.
- 233 • Create and/or revise academic programs based on assessed/demonstrated need when
- 234 consistent with the Institutional Mission.
- 235 • Intensify use of academic support resources and services.
- 236 • Strengthen all University libraries and the Abraham Lincoln Library and Museum and
- 237 their services.

238

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

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- 242 • Update and improve the Facilities Master Plan as appropriate.
- 243
- 244 • Conduct Facilities Assessments (specific to building/site physical and learning
- 245 environments).
- 246 • Monitor compliance with Comprehensive Safety and Security Guidelines and Plans.
- 247 • Maintain Occupational Safety and Health Administration (OSHA), Americans with
- 248 Disabilities Act (ADA) and other regulatory compliance assessments.
- 249 • Enhance Human Resources and provide and encourage Staff Development.

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

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- 253 • Maintain a Comprehensive Technology Plan.
- 254 • Use technology user survey results to make improvements.
- 255 • Monitor technology problem tracking logs.

- 256 • Assess effectiveness of technology training for faculty, staff and students.
257 • Improve Technology for both Academic and Administrative Operations.

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259 **Strategic Goal 6: Enhance resources**

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- 261 • Monitor trends in unrestricted giving.
262 • Increase faculty/staff participation in annual fund giving.
263 • Raise alumni participation and giving levels.
264 • Strengthen the endowment.
265 • Increase student scholarship support and faculty development funding.
266 • Conduct a successful integrated marketing and promotion campaign.
267 • Monitor Certified Association Executive (CAE) report for peer institutions.
268 • Conduct trend analyses for all types of fund raising.
269 • Monitor comprehensive capital campaign and capital projects status.

270

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

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- 273 • Monitor and evaluate research activities.
274 • Improve research capacity and infrastructure to support research.
275 • Improve support for faculty research efforts.
276 • Improve facilities for research.

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STRATEGIC GOAL 1:
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

Faculty Senate

- Formed subcommittees to investigate ways to improve the University and the faculty environment, e.g., faculty participation in shared governance, administration of faculty development fund, and input on various other policies that affect faculty roles at the University, such as faculty peer review, workload, and salaries; and review of the Faculty-Staff Policy Manual.

General Education

- In the fall semester of 2013 the University adopted the ETS Proficiency Profile test and essay test along with local questions for some university distinctive courses. In the spring of 2014 Associate degree students also were assessed with the Proficiency Profile test. With data from this academic year, it is evident that additional curricular changes will need to be considered in 2014-2015 for the general education courses.

Academic Council

- New and revised curriculum proposals were reviewed and approved/endorsed by the Academic Council.
- New and revised academic policies were approved by the Academic Council.
 - Distance Learning Policy
 - Substantive Change Policy
 - Sabbatical Policy

Allied Health Sciences

Athletic Training

- Continued implementation of major revision of academic program that aligns and adheres to the caATe 5th edition competency matrix
- Created University-wide Faculty and Staff Wellness Program
- Generated and implemented Athletic Training Roadshow recruiting program presented to six area high schools

Medical Laboratory Science (MLS)

- The MLS Program expanded into the Kingsport Center for Higher Education Building (KCHE) in Kingsport, Tennessee. In the spring semester of 2012, the second cohort of junior students was admitted into the program. The junior and senior enrollment at the Kingsport site now mirrors the junior and senior enrollment at the Harrogate site with 20 students at each site.
- 36 students were in clinical rotations in the spring 2014 semester.
- The LMU MLS Department Continuing Education Program was initiated in April 2014 with scientific offerings in Kingsport, Knoxville, and New Tazewell, Tennessee. Dr. Engle sought and achieved Professional Acknowledgement for Continuing Education (PACE) accreditation for these scientific sessions. The LMU MLS Department is now a

- 325 properly approved PACE provider of continuing education and Dr. Engle serves as the
326 Administrator. There were 63 face-to-face participants.
- 327 • Online participation in the LMU MLS Department Continuing Education Program began
328 July 1, 2014.
 - 329 • Further expansion and development of both the Harrogate and Kingsport sites by the
330 addition of new clinical affiliates is in progress.
 - 331 • Further expansion and development of the MLS Program is planned for Knoxville and
332 Chattanooga.

333 *Veterinary Health Science and Technology*

- 334 • Veterinary Medical Technology: Continued implementation of major revision of AS
335 academic program (alignment and adherence with AVMA-CVTEA revision of testing
336 domains for board certification exam).
- 337 • Continued implementation of major revision of BS academic program with all students
338 being licensed veterinary medical technicians.
- 339 • Studying feasibility of blended online/hands-on VMT AS degree that could utilize
340 University extended sites (Kingsport and Knoxville). Anticipated start date is Fall 2015.
- 341 • Veterinary Health Science (AS and BS degrees): Programs were implemented in Fall
342 2014 with ten students.
 - 343 ○ Five new students accepted into VHS program in Spring 2014 semester; so far, 20
344 new students registered for Fall 2014 semester.
 - 345 ○ Anticipate first graduates (AS degree) in Spring 2015.

346 Arts and Humanities

- 347 • The Criminal Justice program is exploring applying for certification from the Academy
348 of Criminal Justice Sciences.
- 349 • The Social Work program collaborated with the School of Education in developing the
350 Tennessee school Social Work licensure curriculum.
- 351 • The Paul V. Hamilton School of Arts and Humanities created an articulation agreement
352 with Knox County Schools for high school juniors and seniors to enroll in specific Arts
353 and Humanities classes at the Cedar Bluff extended learning site.
- 354 • Based on Outcomes Assessment feedback, the Broadcast Communications program
355 revised its curriculum. The most visible aspect of these changes is the name: Broadcast
356 Communication (BCOM) is now Media Communication (MCOM). Changes came after a
357 review of student needs, incorporating into the curriculum changes to technology and
358 communications. Changes also resulted from a student assessment forum held in spring
359 of 2013.
- 360 • The Theater program produced two plays this year, “Daddy’s Dying”, “Who’s Got the
361 Will?” and “Godspell”. A new student theatrical group, the LMU Players, has enlisted
362 more than twenty members. Curriculum revisions have been made in which theater
363 classes all have the prefix: THEA.
- 364 • The History Program finalized the transformation of the Public History track from
365 Museum Studies with the addition of a Public History internship.
- 366 • The Music program reduced credit requirements for the BA in Music – Professional
367 Education Track, keeping in line with the curriculum requirements suggested by the
368 National Association of Schools of Music (NASM).
- 369 • The Appalachian Studies minor was revised with updated courses, emphasizing area and
370 regional implications of this field of knowledge.

371

372 School of Business

- 373 • Reviewed Operational Program Goals and Student Learning Goals, as part of the
374 University's decision-making and institutional effectiveness processes.

375 Duncan School of Law

- 376 • The Law School continues to be approved by the Tennessee Board of Law Examiners
377 (TBLE) through May 31, 2018; a site visit was conducted on September 30.
- 378 • The Law School reapplied for provisional approval by the American Bar Association. A
379 site visit was conducted in March 2013. The original Committee meeting was held on
380 October 30-31; the Committee voted against provisional accreditation. The Council
381 meeting was held on December 5-6; the Council remanded the application back to the
382 Committee. The second Committee meeting was held on January 23; the Committee
383 reaffirmed the original negative vote. The second Council hearing was held on March
384 14th/15th. The Council partially overturned the negative recommendation of the
385 Committee, remanded the matter back to the committee for further consideration and
386 appointed a fact finder to visit the school to provide additional information to both the
387 Committee and the Council. The site visit will be held June 9-11 with a subsequent
388 Committee hearing in September 2014 and Council hearing in December 2014.
- 389 • The Law School completed its self-study in December 2012 and is drafting an update and
390 Reliable Plan at present.
- 391 • The Law School completed its fourth Annual Strategic Planning Retreat in April 2013
392 and will hold its fifth Retreat in August, 2014.
- 393 • The Law School completed its third Assessment Information Form for Student Learning
394 Goals (Form OA1) for 2013 and is preparing 2014 forms.
- 395 • The Law School completed its yearly Outcomes Assessment Summary for Academic
396 Departments (Form OA2) for 2013 and is preparing 2014 forms.
- 397 • The Law School completed its third Use of Prior Year's Assessment Form (OA3) for its
398 Academic Program for 2013 and is preparing 2014 forms.
- 399 • The Law School is in the process of completing its Form OA1 and OA2 for its
400 operational units for 2013 and is preparing 2014 forms.
- 401 • The Law School completed course-level assessment for all of its courses as each are
402 taught.
- 403 • The Law School enhanced peer-level evaluations for its entire full-time faculty members
404 by having outside Professors watch Mediasite captured classes from fall 2012 with
405 evaluations provided to each faculty member.
- 406 • The Law School is continuing the process of creating course-level linkages to its Student
407 Learning Outcomes (by adding new links each time a new course is taught).
- 408 • The Law School conducted its fourth programmatic survey and is in the process of
409 evaluating the results.
- 410 • The Law School Externship program has placed a total of 102 students in courts, law
411 offices and legal nonprofits.
- 412 • The Law School Externship program surveys the site supervisors and evaluates the
413 program based on the survey results.
- 414 • The law students completed 10,110.59 hours of pro bono service over the past two years,
415 garnering LMU-DSOL the 2013 public service award from the Tennessee Bar
416 Association (TBA) Access to Justice Committee for its commitment to public service.
- 417 • The Law Faculty accrued 140 hours of public service this year.

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School of Mathematics and Sciences

- Nine graduating seniors in Fall 2013 and 21 graduating seniors in Spring 2014 completed discipline-specific exit testing. Major Field Test assessments from the Educational Testing Service (ETS) were administered in Biology and Mathematics. Results are being used to inform program decisions and institutional effectiveness processes for these programs. An in-depth analysis of curriculum in both Biology Pre-med and in Mathematics was conducted and major changes were made in both academic programs. The Biology Department constructed a detailed matrix of topics based on the MCAT 2015. This also supported the curriculum changes made to the pre-med curriculum. Consideration of needs for professional teacher licensure in Mathematics, Biology and Chemistry resulted in the creation of STEM 460 Methods of Secondary Mathematics and Natural Science Instruction to be substituted for EDUC 460. Also, major changes were made to the Mathematics curriculum based on standards of other academic programs of level 5 and 6 institutions. These changes significantly altered the required courses for the Bachelor of Science mathematics majors and were the result of the assessment process.
- The implementation of the Master of Science program began with 73 new students in Fall 2013. Change to a graduate degree program significantly increased the interest in and strength of the program. Nearly 20 students completed the requirements and graduated with Master of Science degrees. Eighty percent of applicants to graduate or medical schools were accepted. This program continues to attract a wide diversity of students while also providing access to medical education and expanding the reach and reputation of the University. Assessment of the program during its first year is resulting in a strengthened program catalog and change in assessment mechanism to consider performance in medical school comprehensive examinations.

Caylor School of Nursing (CSON)

- Excellent undergraduate NCLEX-RN pass rates for ASN for 2013 = 91% and BSN December 2013 graduates = 92%. The 2013 national pass rate was approximately 89%.
- December 2013 pass rates for MSN: NA = 100%
FPMHNP = 100%
FNP = approx. 98%
First Cedar Bluff FNP cohort = 100%
First Kingsport FNP cohort = 100%
- CSON had one HRSA award for 2013-2014 academic year; this was an MSN traineeship award.
- ASN and BSN students attended both state and national Student Nurses Association (SNA) meetings this year. The CSON budget increased and was appropriate to support the record high CSON program enrollments and further program development.

457 **Objective 1.2:** Create, revise and support academic programs at the undergraduate, post
458 baccalaureate, and graduate levels located at Harrogate and extended learning sites. All programs
459 will be linked to program assessments and the University mission.

460

461 **Progress**

462 Academic Affairs

463 *Abraham Lincoln Institute for the Study of Leadership and Public Policy*

- 464 • Sponsored R. Gerald McMurtry 2013 lecture on November 1
 - 465 ○ Mr. Ron Soodalter (author, lecturer and Lincoln scholar) presented “The Quality
 - 466 of Mercy: Abraham Lincoln and the Power to Pardon”
 - 467 ○ Continuing Law Education (CLE) credit awarded for Tennessee attorneys in
 - 468 attendance
 - 469 ○ Approximately 100 attendees (simulcast to Duncan School of Law)

470 *Academic Excellence*

- 471 • Enhanced the Student Welfare Alert Network with easier menus and categories for
472 faculty to report concerns
- 473 • Led well-received test-taking skills sessions with nursing students
- 474 • Hired Latino tutors with grant funds from Appalachian College Association to enhance
475 work with Latino students

476 *Career Services (See also Objective 2.6 under Goal 2)*

- 477 • Participated in New Student Weekend to link the beginning students to the idea of career
478 services
- 479 • Held first-ever Math and Science Graduate School Fair to highlight LMU graduate
480 science offerings
- 481 • Continued annual Career and Job Fair through partnership with ENACTUS
- 482 • Continued to link graduates to potential jobs through postings on Career Services
483 Facebook page
- 484 • Joined the Tennessee Association of Colleges and Employers and attended an
485 organizational meeting to start a multi-college career fair in the Knoxville area.
- 486 • Joined the Interstate Career Council with other East Tennessee colleges.
- 487 • Bachelor of Business Administration and Bachelor of Science in Medical Laboratory
488 Science May 2013 graduates had 100% placement rate to jobs or graduate school.

489 *Carter and Moyers School of Education*

- 490 • Through professional development opportunities, the School of Education executive
491 leadership team members have achieved new credentials
 - 492 ○ State of Tennessee Department of Education Board of Examiners member
 - 493 (Associate Dean)
 - 494 ○ CAEP Board of Examiners member (Dean)
 - 495 ○ Tennessee Supreme Court approved mediators for State of Tennessee (Dean and
 - 496 Associate Dean)
- 497 • The 2013-2014 Dr. Fred Bedelle, Jr. Lecture Series continues to offer professional
498 development opportunities to School of Education faculty, school partners and
499 stakeholders, and Lincoln Memorial University (via live broadcast channel).

500 *Center for Teaching and Learning Excellence (CTLE)*

- 501 • Completed 45 online course evaluations to assess the quality of online courses.

- 502 • Established requirement that all faculty teaching online courses must meet with
- 503 Instructional Technologist and Director of Online Learning prior to start of semester to
- 504 ensure compliance with online learning template and standards.
- 505 • Met with 40 instructors in spring 2014 to review online course materials.
- 506 *Cornerstone Program*
- 507 • Launched during Fall 2012 with 10 students; 32 students in Fall 2013
- 508 • Designed to support and facilitate a successful transition of Cornerstone students into the
- 509 LMU learning community
- 510 • Provides support, accountability, motivation, and advising
- 511 • Allows LMU to fulfill its mission by meeting the needs of students in the Appalachian
- 512 region
- 513 • Has potential to help with student retention and graduation
- 514 • Had 87.5% retention rate between Fall 2013 and Spring 2014 semesters
- 515 • Expecting a significant increase in enrollment for Fall 2014 (projecting 80 to 100
- 516 students)
- 517 • Contacting each potential new student to explain the purpose, requirements and
- 518 expectations of the program; the early contact is designed to help students become
- 519 acquainted with the Cornerstone Program and the academic support coordinator, and lead
- 520 to registration and attendance for the Fall semester.
- 521 *Counseling and American Disabilities Act (ADA) (See also Objective 2.6 under Goal 2)*
- 522 • Hired full-time Director of Counseling and AD (July 2013)
- 523 • Implemented confidential/secure online self-screening tool to help students and faculty
- 524 better understand symptoms they may be experiencing
- 525 • Serving more than 100 students with a variety of mental/emotional disorders
- 526 • Becoming certified as a QPR (question, persuade, refer) trainer by the Tennessee Suicide
- 527 prevention network with plans to train students, faculty, and staff in Fall 2014
- 528 • Planning to hire a second therapist before Fall 2014
- 529 • Scheduling sessions during August 2014 faculty/staff conference to continue to educate
- 530 faculty on ADA compliance
- 531 *Community College Relations*
- 532 • Updated all existing articulation with area community colleges
- 533 • Established articulation in Pre-Veterinary Medicine and Special Education with area
- 534 community colleges
- 535 *Extended Learning Site Services*
- 536 • Coordinated with Student Affairs to provide student services at extended learning sites
- 537 (financial aid, career counseling, tutoring, etc.)
- 538 • Coordinated student activities at extended learning sites
- 539 • Provided outreach to communities through open houses, attendance at Chambers of
- 540 Commerce events and other locally sponsored events
- 541 *Faculty Development*
- 542 DeBusk College of Osteopathic Medicine
- 543 • LMU-DCOM has offered fourteen (14) hours of face-to-face faculty development
- 544 programs for on-campus faculty.
- 545 • LMU-DCOM has offered eleven (11) face-to-face preceptor development activities.
- 546 • LMU-DCOM has seven (7) on-going, asynchronous faculty development resources
- 547 available on the LMU-DCOM website.

- 548 • The LMU-DCOM clinical exam center which handles standardized patients and patient
549 models monitors numbers and usage: 24 Objective Structured Clinical Exams (OSCEs); 6
550 Patient Model Exams; and 22 Practical Exams. All supporting the 480 Doctor of
551 Osteopathic Medicine (DO) students, 90 Physician Assistant (PA) students, 50 Family
552 Nurse Practitioner (FNP) students and Social Work students (BSSW).

553 Faculty Development Fund

- 554 • Total amount awarded: \$35,966.34
555 • Number of faculty requesting funding: 54
556 • Number of request: 69
557 • Total funding requests (through February 20, 2014): \$83,967.55
558 • Amounts awarded \$38,972.34
559 • Awarded amounts withdrawn \$3,006.00
560 • Five requests unfunded \$6,701.12
561 • Breakdown of awarded funding by school:
562 ○ Carter and Moyers School of Education \$7,975.00
563 ○ Caylor School of Nursing \$11,144.77
564 ○ Hamilton School of Mathematics and Science \$980.00
565 ○ School of Allied Health Sciences \$3,787.50
566 ○ Paul V. Hamilton School of Arts and Humanities \$10,456.07
567 ○ School of Business \$4,629.00

568 Note: DCOM and DSOL have separate faculty development funding.

569 Faculty-Staff Workshops

- 570 • 42 sessions on technology, writing rubrics, advising, disruptive/threatening students,
571 students with learning disabilities/emotional issues, developing and teaching honors
572 courses, plagiarism, communication, writing in APA style, and writing grant proposals;
573 more than 400 attendees (some faculty/staff attended multiple sessions); sessions taught
574 by Director of Online Learning, Instructional Technologist, faculty and staff.

575 Appalachian College Association (ACA)

- 576 • 3 faculty presented at 16th Annual ACA Summit (Theme: *To Connect, To Collaborate,*
577 *To Learn*)
578 • 8 faculty attended ACA Teaching and Learning Institute (June 2014)
579 • 1 undergraduate student was awarded a Colonel Lee B. Ledford Scholarship for a
580 summer research project

581 *Institutional Effectiveness*

- 582 • Conducted meetings regarding LMU's outcomes assessment reports (OAs) with all
583 academic Program Chairs/Directors throughout fall 2013 (October-December) to
584 continue improving the overall academic quality of all programs.
585 • Collaborated with the Chair of the General Education Committee/Dean with regard to
586 administration of ETS Proficiency Profile Exam, which assesses general education skills.
587 • Conducted workshops on (1) Grasping Concepts within LMU's OAs (for
588 Chairs/Directors to have an increased understanding of all concepts within OAs to aid
589 them in practical application and lead to improved OAs); and (2) Skills Implemented to
590 Complete OAs (to provide insight into the necessary skills required to effectively
591 complete OAs).
592 • Administered course evaluations, and student, staff and faculty surveys; distributed
593 results and provided analysis upon request.

- 594 • Maintained licensure in State of Kentucky.
- 595 • Assisted with regional and programmatic accreditation efforts.

596 *Registrar's Office*

- 597 • Implemented Degree Audit for undergraduate students
 - 598 ○ Allows students and advisors to print reports showing courses completed, in progress and to be completed for students' declared majors
 - 599 ○ Enables deans, department chairs and faculty members to determine which
 - 600 ○ courses need to be offered for students to complete their degrees
 - 601

602 *Student Support Services (SSS)*

- 603 • The SSS program employed 15 students who served as peer tutors and peer mentors.
- 604 • The SSS program's budget was \$266,784.00, with \$17,258.00 going directly to LMU for indirect costs.
- 605
- 606 • Fifty-two students enrolled in UACT 100S, "Strategies for College Success" course.
- 607 • The SSS provided 20 laptops and 30 iPads for SSS student use.
- 608 • Peer Tutors provided 1,184 hours of tutoring in the Tagge Center during the fall semester and offered 32 review sessions/workshops.
- 609
- 610 • \$33,800 was awarded to eligible freshmen and sophomores to help reduce their student loan debt.
- 611

612 *LMU's First Professional Certificate Program*

- 613 • Will consist of graduate/professional coursework and internship
- 614 • Will be taught by terminally degreed professionals with experience in law and advocacy
- 615 • Will be delivered through the Institute for Professional Collaboration at the Duncan
- 616 School of Law (DSOL)
- 617 • Will be designed to accommodate working professional students
- 618 • Will provide an avenue for DSOL admission
- 619 • Will also provide designated graduate certificate for students enrolled in DSOL
- 620 • Will begin Fall 2014
- 621

622 School of Allied Health Sciences

623 *Athletic Training:*

- 624 • Participated in caATe workshop in Atlanta on reaccreditation
- 625 • caATe Self-Study preparation continuing; due June 2014
- 626 • caATe accreditation site visit will be during 2014-2015 academic year

627 *Medical Laboratory Science:*

- 628 • Nine consecutive years of 100%, first attempt pass rate on the American Society for Clinical Pathology Board of Certification Exam.
- 629
- 630 • The MLS Program received the maximum of 7 years of accreditation on April 30, 2012 by the National Accreditation Agency for Clinical Laboratory Science (NAACLS). No areas of non-compliance or marginal compliance on the NAACLS Accreditation Standards were noted during the accreditation process.
- 631
- 632
- 633

634 *Veterinary Medical Technology:*

- 635 • The LMU Veterinary Medical Technology was awarded continued accreditation by AVMA-CVTEA in 2012. The next site visit/accreditation is planned for 2016
- 636
- 637 • The biennial report is due September 2014
- 638 • VTNE results: Pass rate of 100% for Fall 2013 test window; pass rate of 67% for
- 639 Summer 2013 test window; overall pass rate of 70% for 2013

640 Paul V. Hamilton School of Arts and Humanities

- 641 • The Political Science major was instituted in fall 2013.
- 642 • The Criminal Justice program has been renamed, “Criminology and Criminal Justice
- 643 Program” in line with the offerings of the program and the knowledge and skills that
- 644 students acquire.
- 645 • The psychology program created a General Psychology track that consists of 36 hours to
- 646 be offered beginning fall 2014.
- 647 • A master’s degree in criminal justice has been developed and is awaiting SACS approval.
- 648 The program is scheduled to begin classes on main campus in fall of 2014.
- 649 • A master’s degree in public administration has been developed and will be submitted for
- 650 SACS approval in fall of 2014. Classes are expected to begin fall of 2015.
- 651 • The Bachelor of Arts in Criminal Justice degree was changed to a Bachelor of Science
- 652 degree. This change went into effect in fall 2013.
- 653 • The Political Science program will now offer an 18 hour minor beginning in fall 2014.
- 654 The Political Science major reduced hours from 39 credit hours to 30 credit hours.
- 655 • The Arts in the Gap (AITG) program continues into its second season, June through July
- 656 2014. Programs and workshops have been modified and added according to last year’s
- 657 assessment of program expectations and outcomes.
- 658

659 School of Business

- 660 • The Lincoln MBA online program was approved by School of Business, Academic
- 661 Council, and the LMU Board of Trustees. A substantive change was also submitted to
- 662 SACSCOC requesting approval.
- 663 • Conducted program reviews resulting in revised MBA management and marketing
- 664 concentrations and the BBA general business major. These changes are in place for 2014-
- 665 2015.
- 666 • The Accrediting Council for Business Schools and Programs approved the MBA
- 667 Accounting and International Business concentrations (Spring 2014).
- 668 • The Accrediting Council for Business Schools and Programs approved the BBA Energy
- 669 Management major (Spring 2014).
- 670

671 Carter and Moyers School of Education

- 672 • The development and Tennessee Department of Education approval of a special
- 673 education program for teacher licensure.
- 674 • The Counseling and Guidance Department received full program approvals with no
- 675 conditions from (CACREP) Council for Accreditation of Counseling & Related
- 676 Education Programs.
- 677 • The development of a nontraditional 2+2 initial licensure program for launch in regional
- 678 community colleges.
- 679 • The development of a reciprocal licensure pathway for teacher and school leader
- 680 candidates from Alabama.
- 681 • The institution of a partnership with Chattanooga State Community College to provide
- 682 School of Education graduate programs on their main campus in Chattanooga, TN.
- 683 • Obtained NCATE accreditation.
- 684

685 Duncan School of Law

- 686 • The Law School faculty voted to replace the Academic Success Program III course with
687 Academic Intervention Directed Study. This will be a one-on-one course between
688 professor and student.
- 689 • The Law School faculty voted to increase the credit hours from 88 to 90, for students
690 entering in fall 2014.
- 691 • The Admission through Performance program was put in place before the Fall 2013
692 school year. Some students who were not admitted due to low credentials had the chance
693 to be admitted through this summer course.
- 694 • The Law School will continue to assess and evaluate the mandatory mean and grading
695 curve and is in the process of preparing its fourth Grade Distribution Report.

696
697 School of Mathematics and Sciences

- 698 • Program assessment of the Mathematics curriculum resulted in realignment into two
699 tracks: one for students pursuing graduate school and one for secondary teaching. Nearly
700 all upper level courses were redefined. At least three courses were changed from a two-
701 semester sequence to single 3-credit courses. This was based on benchmarking against
702 mathematics curricula of other level 5 and 6 institutions.

703
704 The pre-med biology curriculum also was modified based on assessment of graduating
705 students, analysis of the MCAT 2015 topic matrix and Faculty Annual Surveys. Specific
706 social science courses, a pre-med seminar, a histology lab, an elective human gross
707 anatomy lab and an elective MCAT preparation course were added. Also added was a
708 required computer programming course for mathematics and natural sciences.

709
710 Consideration of needs for professional teacher licensure in Mathematics, Biology and
711 Chemistry resulted in the creation of STEM 460 Methods of Secondary Mathematics and
712 Natural Science Instruction to be substituted for EDUC 460.

713
714 School of Mathematics and Sciences, School of Education and College of Osteopathic Medicine

- 715 • A Master of Science degree program with three majors was implemented in fall 2013. A
716 new major was indicated by feedback from school districts. This Life Science Teaching
717 major was approved by the University and SACSCOC.

718
719 Caylor School of Nursing (CSON)

- 720 • The CSON launched the generic BSN option in Harrogate in August 2013.
- 721 • The RN-BSN option will commence in August 2014 at the Corbin, KY, extended
722 learning site.
- 723 • The CSON is in the process of writing SACSCOC and ACEN reports for the upcoming
724 online RN-BSN and post-master's Doctorate of Nursing Practice initiatives.
- 725 • The COA site visit in October was successful and they found us compliant in all
726 standards in criteria. Notification from the COA is expected in June to tell us how many
727 years of continuing accreditation we will receive.

728
729 College of Osteopathic Medicine and School of Mathematics and Sciences

- 730 • Implemented the new Masters of Anatomical Sciences program with 28 students.

731

732 College of Osteopathic Medicine

- 733 • Programs currently under investigation with feasibility studies include the following:
- 734 ○ Master of Public Health Programs (various concentrations)
- 735 ○ Master of Occupational Therapy/Physical Therapy
- 736 ○ Master of Health Administration
- 737 • PANCE (PA licensing exam) overall pass rate for the class of 2013 is 100%.
- 738 • COMLEX scores will be reported Fall of 2014 for the class of 2014 (data collection not
- 739 yet complete)

740

741 College of Veterinary Medicine

- 742 • Dr. Glen Hoffsis became Dean on July 1, 2014.
- 743 • Cooperative Agreements between The University of Kentucky College of Agriculture,
- 744 Food and the Environment, Department of Veterinary Science (Gluck Equine Research
- 745 Center) and Veterinary Diagnostic Laboratory and Lincoln Memorial University College
- 746 of Veterinary Medicine. (Fully Executed, March 2014)
- 747 • Association of American Veterinary Medical Colleges (AAVMC) Member. (July 2013)
- 748 • Veterinary Medical Colleges Application Service (VMCAS) Member. (July 2013)
- 749 • The College of Veterinary Medicine received the Letter of Reasonable Assurance from
- 750 the American Veterinary Medical Association Council on Education. (July 2013)
- 751 • Submitted the Substantive Change Prospectus for the College of Veterinary Medicine to
- 752 the Southern Association of Colleges and Schools Commission on Colleges. (October
- 753 2013)
- 754 • Submitted the first semi-annual report to the American Veterinary Medical Association
- 755 Council on Education. (January 2014)
- 756 • The Southern Association of Colleges Commission on Colleges granted approval of the
- 757 Doctor of Veterinary Medicine degree program to begin in Fall 2014 and included it in
- 758 the scope of the current accreditation. (February 2014)
- 759 • The American Veterinary Medical Association Council on Education responded to the
- 760 LMU-CVM January 2014 biannual report. (March 2014)
- 761 • Received letter from the American Veterinary Medical Association Council on Education
- 762 (COE) requesting projected comprehensive site visit dates for the second year in 2015.
- 763 The College of Veterinary Medicine achieves COE Provisional Accreditation status.
- 764 (April 2014)

765 **Objective 1.3:** Pursue international collaborations to enhance the diversity and quality of the
766 University's academic programs.

767

768 **Progress**

769 Academic Affairs

770 *International Programs*

- 771 • Received approval from Student and Exchange Visitor Program (SEVP) for an English
772 Language Institute (ELI) (December 2013)
- 773 • Received affirmation from SACSCOC that ELI program is included in the University's
774 accreditation
- 775 • Formed partnership with American Language Academy (ALA), (Greensboro, NC) to
776 promote enrollment of international students; to provide a more diverse academic
777 community; and to continue LMU's mission by providing more services to underserved
778 populations; agreement signed May 2014; operation to begin October 2014
- 779 • Continuing to establish partnership agreements with foreign universities for student and
780 faculty exchanges and cooperative research programs
 - 781 ○ Chukyo University (Nagoya, Japan; May 2014)
 - 782 ○ Universidad Anáhuac México Norte (Mexico City; October 2013).
 - 783 ○ Gannan Medical University (Ganzhou, China; July 2013)
 - 784 ○ Ider University (Ulaanbaatar, Mongolia; July 2013)
- 785 • Working through process for J1 visa approval needed for exchange programs
- 786 • Relocated to dedicated space (3rd floor) in remodeled DAR building (December 2013)
- 787 • Hosted 11 Chinese students and 1 chaperone for 3 weeks of English language training
788 and cultural activities (Spring 2014)
- 789 • Hosted 64 Kanto students and 2 chaperones for 7 weeks for English language training
790 and cultural activities (Spring 2014)
- 791 • Developed Summer 2014 English Immersion Program (anticipate 9 attendees; 2 from
792 Spain and 7 from Angola)

793

794 Paul V. Hamilton School of Arts and Humanities

- 795 • The language program coordinator brought the French Cultural Attaché, Aurelie Surble
796 of Atlanta, to campus to discuss the possibility of an LMU connection to French colleges
797 and universities.
- 798 • Faculty advised and mentored students at the Kuwait Bilingual School for Girls on a
799 project focusing on how to help stray dogs as part of the school's "Big Share" program

800

801 Caylor School of Nursing (CSON)

- 802 • The CSON invited visiting Chinese students to observe an undergraduate Nursing class in
803 spring 2014.
- 804 • Three faculty from the CSON pursued a grant opportunity to host visitors from Ireland's
805 University College of Dublin (UCD). Phase 1 consisted of a visit to the CSON in June
806 2013 by two faculty and one student from UCD. Phase 2 culminated in April 2014 with
807 three faculty and two MSN students visiting UCD to explore Advanced Practice Nursing
808 Education in Ireland. A presentation was made to the CSON, and there is a plan to have
809 publications from this initiative.

810 DeBusk College of Osteopathic Medicine

811 • LMU-DCOM students (DO and PA students) are involved in the International Medicine
812 Program. The number of students involved in International medical outreach and
813 international rotations for this reporting period is listed below:

814 ○ Medical Outreach:

815 ▪ Central American and Caribbean (Dominican Republic, Haiti,
816 Jamaica, Belize) – 50 DCOM students

817 ○ International Rotations:

818 ▪ Africa – 5 students

819 ▪ Asia – 1 student

820 ▪ Europe – 3 students

821 ▪ Central America/Caribbean – 3students

822 **Objective 1.4:** Ensure that all programs have clearly articulated academic expectations.
823

824 **Progress**

825 Academic Affairs

826 *General Education*

- 827 • All syllabi and catalog descriptions for courses approved for General Education were
828 reviewed by the General Education Committee. The review identified courses that need
829 better clarification of course student learning outcomes.
830

831 Paul V. Hamilton School of Arts and Humanities

- 832 • All program Outcomes Assessment Reports were accepted by the Office of Institutional
833 Effectiveness; minor changes were made, and expectations were discussed, approved and
834 implemented by program faculty.
835 • The program faculty and School dean met with the VP for Student Enrollment Services to
836 discuss program and School needs for increasing enrollment and improving
837 communications.
838

839 Duncan School of Law

- 840 • The School of Law has clearly articulated graduation requirements within its Student
841 Handbook. The Handbook also contains a Graduation Checklist that is reviewed every
842 year between the students and their faculty advisors.
843

844 Caylor School of Nursing (CSON)

- 845 • All CSON academic policies and program expectations are reviewed and published
846 annually in appropriate catalogs and handbooks.
847

848 **Objective 1.5:** Evaluate faculty and professional staff compensation against benchmark salary
849 levels of peer institutions with respect to faculty rank, appointment, academic discipline,
850 experience, work load requirements and scholarly activity.

851

852 **Progress**

853

854 Duncan School of Law

- 855 • Most DSOL faculty salaries appear to be in line with those enumerated in the Chronicle
856 for Higher Education's most recent survey. Salary increases will be considered once
857 enrollment increases.

858

859 Caylor School of Nursing (CSON)

- 860 • CSON Faculty and staff salaries are approximately comparable to institutions in the
861 region.

862

863

864 **Objective 1.6:** Strengthen University libraries and the Abraham Lincoln Library and Museum
865 (ALLM) and their services at Harrogate and extended learning sites.

866

867 **Progress**

868 Academic Affairs

869 *Abraham Lincoln Library and Museum*

870 • “Abraham Lincoln and the Technology of War” was a collaborative effort between the
871 Abraham Lincoln Library and Museum, the Ohio River Museum, the Kentucky Military
872 History Museum, the National Firearms Museum, the Tennessee State Museum, the
873 Ford’s Theatre Society and the Southern Museum of Civil War and Locomotive History.
874 Rare artifacts such as those from the ironclad U.S.S. Monitor were used in the creation of
875 this exhibit.

876 ○ Educational packets were supplied to the Ford’s Theatre Society to be utilized in
877 teacher workshops.

878 ○ The exhibit opened on January 14, 2014, and will remain on display through July
879 6, 2014.

880 • To fulfil its educational mandate, the Abraham Lincoln Library and Museum provides
881 workshops, seminars, forums, courses, outreach programs and research opportunities for
882 individuals and groups to examine the life of the 16th President, the field of Lincolniana
883 and the themes of the Civil War.

884 ○ Hosted first Kincaid Lecture – April 3

885 ○ 5th Lincoln Symposium – April 4-5

886 • In order to enhance the content and quality of the Abraham Lincoln Civil War collection,
887 the staff and Accession Committee have identified and purchased Civil War artifacts
888 from the Western Theater.

889 ○ By focusing on Western Theater artifacts, the museum can interpret the war in
890 this region.

891 ○ The museum has obtained a Model 1816 US Pomery Type 3, conversion in 1838,
892 which is a smoothbore piece modified to percussion in Memphis, Tennessee.

893 ○ Other notable additions are an 1838 Springfield Rifle Musket, a Model 1849
894 Austrian “Garibaldi” rifled Musket with original sight and sword bayonet and a
895 Model 1832 Artilleryman’s Sword.

896 *Carnegie Vincent Library*

897 • Migrated from WordPress to LibGuides by Springshare

898 ○ Platform used by libraries world-wide

899 ○ Hosted offsite

900 ○ Tighter integration

901 ○ Easier for students, faculty and librarians to use

902 ○ Easier to implement design changes, update and maintain

903 • Implementing a chat service in fall 2014 for students and faculty that continues to provide
904 comparable services across all sites, provides greater accessibility to library services,
905 provides library services that are responsive to changes in communication and learning
906 preferences, and reduces travel and lost productivity costs

907 Paul V. Hamilton School of Arts and Humanities

- 908 • The Carnegie Vincent library was consulted when the master's degrees in Criminal
909 Justice and Public Administration were created, enlisting library support, particularly
910 regarding relevant journals.
- 911 • The Carnegie Vincent library has consulted with the Paul V. Hamilton School of Arts and
912 Humanities on several occasions when culling the stacks and in preparation of
913 contracting for applicable journal indices.

914
915 Duncan School of Law

- 916 • Law librarians provide one-on-one training sessions to enhance information literacy
917 among the faculty and students on demand.
- 918 • Law librarians create LibGuides for all doctrinal and mandatory courses to enhance
919 student learning by providing links to study aids and subject-specific resources.
- 920 • According to the Programmatic Survey, 55% of student respondents indicated that they
921 used the course LibGuides. However, the number of participants in the survey was very
922 small, and the use of LibGuides is likely higher in reality.
- 923 • Law librarians create and update SelectedWorks/BePress web sites for all faculty
924 members that list biographical information and serve as social networking sites within the
925 academic community.
- 926 • Law librarians work with faculty members to create electronic clipping services, such as
927 SmartCILP and Hein's Greenslips, which reflect each faculty member's scholarly
928 interests and support collection development. According to a Faculty Survey, 100% of
929 the faculty believe the electronic clipping services are relevant to their research and
930 teaching interests.
- 931 • The Law Library has catalogued more than 2,034 print, DVD and audio materials and
932 added holdings to LMU DSOL's OCLC WorldCat and Aquabroswer.
- 933 • Law librarians have taught several courses in support of the law school's curriculum and
934 other departments:
 - 935 ○ Katherine Marsh taught Lawyering Skills I (legal research) in Fall 2013 and
936 Academic Success Program II in Spring 2014.
 - 937 ○ Josh Pluta taught Academic Success Program I in Fall 2013 and Advanced Legal
938 Research in Spring 2014.
 - 939 ○ Gordon Russell taught two sections of MBA 515 online Summer 2013; MBA 540
940 Fall 2013; Business 410 Spring 2014
- 941 • Law librarians attended numerous external workshops and conferences:
 - 942 ○ Gordon Russell presented an Ignite talk at SEAALL at Turning Technologies
943 with Josh Pluta. He will be presenting a Poster Session at AALL.
 - 944 ○ Ann Long participated in a panel discussion and presented a poster at SEAALL.
 - 945 ○ Katherine Marsh organized the SEAALL Annual Meeting for 150 law librarian
946 attendees in Knoxville, including registration, website and hotel/reception event
947 management.
- 948 • The Law Library provides 68 hours of reference coverage per week during the fall and
949 spring.
- 950 • The Law Library continues to add to a legal DVD collection with over 50 DVDs
951 available to faculty and students. Faculty incorporate video clips from legal movies to
952 illustrate class topics.

- 953 • The Law Library has continued its contract with West to provide students with access to
954 all of West's Study Aids in a digital format; 100% of law students have accessed these
955 materials.
956 • The Law Library provides a West patron access terminal to its alumni and to members of
957 the bar. Access to this terminal is free.
958

959 Caylor School of Nursing (CSON)

- 960 • The CSON and its students continue to utilize the LMU library services including the
961 Lon and Elizabeth Parr Reed Medical and Allied Health Library.

962 **Objective 1.7:** Use a comprehensive faculty evaluation process, based on a clear understanding
963 of both professional and institutional expectations, relative to teaching, research/scholarly
964 activity and service.

965

966 **Progress**

967 Caylor School of Nursing (CSON)

- 968
- The CSON follows the University guidelines for the faculty evaluation process.

969 **Objective 1.8:** Offer a quality college-preparatory educational program at the J. Frank White
970 Academy (JFWA).

971

972 **Progress**

973 JFWA

- 974 • School improvement plan has been revised to reflect current goals and initiatives for the
975 2014-2015 academic year.
- 976 • JFWA exceeded state and national ACT scores in all areas. All benchmarks were
977 exceeded with the exception of Science.
- 978 • JFWA has implemented Professional Learning Communities (PLCs) that work to
979 collaborate across content areas, incorporate writing and Information Literacy in all
980 courses, disaggregate and analyze data, review lesson plans, and promote University wide
981 collaborative opportunities.
 - 982 ○ JFWA English Faculty is in the process of working in collaboration with all
983 JFWA departments to revise the JFWA Writing throughout the Curriculum
984 Program. This will incorporate on-demand writing and constructed responses to
985 reading samples to be carried out periodically in all content areas.
- 986 • JFWA administration is currently developing the Residential Program.
 - 987 ○ A working pro forma must be developed to continue the process.
 - 988 ○ Residence Hall has been identified.
 - 989 ○ Exchange programs are currently being developed to enhance cultural diversity
990 and increase international partnerships.
- 991 • JFWA attended the World School International Forum in Japan in 2013-2014. JFWA will
992 attend the World School International Forum in Vladivostok, Russia in 2014-2015.
 - 993 ○ The exchange programs that are being developed are in coordination with World
994 School Member Schools.
- 995 • JFWA has developed an Information Literacy Initiative to ensure QEP goals are being
996 met during daily instructional activities.
- 997 • JFWA PLCs are required to meet with University Librarians once per quarter to
998 collaborate and identify resources and needs. PLCs also are required to meet with another
999 faculty member from any area of campus to collaborate concerning content opportunities.
- 1000 • Blended instruction is still being utilized and improved upon. JFWA would like to
1001 upgrade the LMS being used to enhance student and parent interaction with the software.
- 1002 • Compilation of college graduation rates and other pertinent data has not been started at
1003 this time. This will be achieved in collaboration with University Advancement.
- 1004 • Fine Arts and Language programs have been expanded by the addition of Band, General
1005 Music and German courses in addition to pre-existing offerings. Spanish is currently only
1006 offered by enrolling in LMU courses.
- 1007 • Accreditation through AdvancEd is in good standing. JFWA recently submitted the
1008 Annual Progress Report (APR) in order to maintain this status.
- 1009 • JFWA Administrators are currently collaborating with University Advancement to host a
1010 25th Anniversary Celebration and Alumni Reunion to be hosted July 25-26.
- 1011 • JFWA Advisory Board is now comprised of Parent, University and Community
1012 Stakeholders to serve as a steering committee for the school.

1013 **Objective 1.9:** Integrate information literacy skills across the curriculum.

1014

1015 **Progress**

1016 Academic Affairs

- 1017 • LMU's commitment to information literacy can be seen in the Quality Enhancement Plan
- 1018 (QEP) which focuses on integrating information literacy into the curriculum.
- 1019 • The QEP's goals include creating a culture of inquiry and research by embedding
- 1020 information literacy related learning outcomes into the general education core and the
- 1021 upper level classes of each major.
- 1022 • Impact report of the QEP is being drafted (due to SACS by March 2015).
- 1023 • With assistance from library staff and teaching faculty, the QEP director and office of
- 1024 institutional effectiveness are reviewing the plan, analyzing the assessment data and
- 1025 working on summarizing the results for the impact report and the broader LMU
- 1026 community.
- 1027 • Provisional results show the plan has been successful at increasing information literacy
- 1028 skills of students as they progress through the curriculum.

1029

1030 Duncan School of Law

- 1031 • The Law Library provides training on information literacy, editing skills and cite-
- 1032 checking for law students on law review and for law students serving as research
- 1033 assistants to the faculty.
- 1034 • The Law Library provides support for the Writing across the Curriculum and Skills
- 1035 across the Curriculum projects required in each course.
- 1036 • Law Librarians teach in the Academic Success Program, which includes a session on
- 1037 research skills.
- 1038 • Law Librarians teach Lawyering Skills I, which is dedicated to legal research skills.

1039

1040 Caylor School of Nursing (CSON)

- 1041 • Implementation of the QEP continues in both the ASN and BSN programs.
- 1042 • Graduate students in the MSN program are required to complete a research course that
- 1043 integrates information literacy skills.

1044

1045 J. Frank White Academy

- 1046 • JFWA continues to embed Information Literacy throughout the curriculum. Additionally,
- 1047 JFWA has quarter term courses in Information Literacy and has developed an
- 1048 Information Literacy Initiative to ensure QEP goals are being met.

1049 **Strategic Goal 2:**

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

1052
1053 **Objective 2.1:** Maximize student recruitment by development of a global comprehensive
1054 recruitment plan

1055
1056 **Progress**

1057 Admissions (undergraduate)

- 1058 • Enrollment Management Coordination Committee meets monthly and representatives
1059 from Advancement, Marketing and Alumni are included
- 1060 • Create a Recruitment Plan
 - 1061 ○ Increased regional outreach by name purchases and recruitment in FL and OH
 - 1062 ○ Worked more closely with middle schools with campus tours and school visits
 - 1063 ○ Continued with the MVT best practices
 - 1064 ○ Revamped the honors program selection procedure
 - 1065 ○ No increase in evening offerings
- 1066 • Increased attendance – more events were added into the calendar to allow more
1067 opportunities for participation. Number of faculty and staff participating increased
- 1068 • Early assurance program for professional programs developed
- 1069 • Affordability addressed in emails, letters, presentations and affordability brochure
- 1070 • Developed rack cards for programs
- 1071 • An attempt was made at expanding dual credit course offerings both on campus and in
1072 the Knoxville area. The Knoxville classes did not make enrollment limits. The on-campus
1073 offerings were not expanded
- 1074 • Regional receptions were held in conjunction with guidance counselor luncheons
- 1075 • Did not pursue the “LMU Heritage Program”
- 1076 • Schools were contacted regarding conducting “College Days” on their campus. No
1077 interest this year from any schools
- 1078 • LMU participates in the College Fair held by the Eastern Band of Cherokee Indians and
1079 also hosts a campus visit

1080
1081 Caylor School of Nursing (CSON)

- 1082 • The CSON developed a strategic plan for recruitment in all three programs: ASN, BSN
1083 and MSN
- 1084 • Advertising and information sessions have increased for the RN-BSN and applications
1085 are up significantly

1086
1087 Duncan School of Law (LMU-DSOL)

- 1088 • The Admissions Office contacted via print and/or electronic communication at least 40
1089 ethnically diverse institutions in the Fall 2013 semester and Spring 2014 semester
- 1090 • 75% of the targeted ethnically diverse institutions had access to an LMU-DSOL
1091 representative through recruitment fairs or campus visits during Fall 2013 and Spring
1092 2014 semester.
- 1093 • The Admissions Office visited 30 colleges and universities in the Fall of 2013

- 1094 • The Admissions Office hosted two recruiting events on the main LMU campus in the
- 1095 Spring 2014 semester
- 1096 • The Admissions Office contacted over 1,000 prospective students via email or other
- 1097 electronic communication during the Fall 2013 semester and over 2,900 prospective
- 1098 students via email or other electronic communication during the Spring 2014 semester
- 1099 • Free LSAT Workshops were offered in the Fall 2013 Semester for the October and
- 1100 December 2013 LSAT with five October students and three December students attending
- 1101 and in the Spring 2014 semester for the February and June 2014 administrations of the
- 1102 LSAT. Twelve students attended sessions for the February exam and 16 students attended
- 1103 sessions for the June administration of the test
- 1104 • Hosted an Open House for prospective students in March. Eighteen prospective
- 1105 applicants attended
- 1106 • Faculty and the Admissions Staff visited over 50 schools in the Spring 2014 semester
- 1107 • Hosted the administration of the LSAT four times this year at LMU-DSOL (October,
- 1108 December, February, and June)
- 1109 ○ 17 students registered to take the LSAT at LMU-DSOL in October 2013; 17
- 1110 students registered to take the LSAT at LMU-DSOL in December 2013; 10
- 1111 students registered to take the LSAT at LMU-DSOL in February 2014 and an
- 1112 unknown number of students are scheduled to take the LSAT at LMU-DSOL in
- 1113 June 2014
- 1114

1115 School of Mathematics and Sciences

- 1116 • Attendance at monthly Enrollment Management Coordination Committee meetings
- 1117 • Collaboration between the School of Mathematics and Sciences, the Office of
- 1118 Undergraduate Admissions and all LMU graduate/professional schools that result in more
- 1119 direct and concise recruitment materials such as commercial spots and print advertising
- 1120 • Development of a recruitment plan for specific programs facilitated by the School of
- 1121 Mathematics and Sciences such as the Master of Science (MS) degree program and the
- 1122 Post-Baccalaureate Medical Sciences Program (PMSP)
- 1123 • Increased activity at events such as Preview Day and New Student Registrations
- 1124 • Offering outreach activities/events such as “Java with Jarstfer” to current undergraduate
- 1125 and graduate students
- 1126 • Collaborating with community agencies such as the Clinch-Powell Educational
- 1127 Cooperative to host camps and day activities for local high school students
- 1128 • Collaborative development among various departments on campus to create a multi-
- 1129 program graduate application that is available for submission via the LMU website
- 1130 • Assist in the maximization of student retention by offering more in-depth personal
- 1131 contact with faculty and staff – utilization of office hours
- 1132 • Continue counseling service for students through the Pre-Professional Programs
- 1133 Coordinator, particularly with those who aspire to graduate or professional school
- 1134 • Continue to offer services such as practice MCAT and GRE testing for current students
- 1135 • Continue to build and publicize lending library of graduate school practice test study
- 1136 materials

1137 **Objective 2.2:** Meet benchmark goals as established by recruitment plans for individual
1138 populations.

1139

1140 **Progress**

1141 Caylor School of Nursing (CSON)

- The CSON met enrollment goals for academic year 2013-2014

1143

1144 Duncan School of Law (LMU-DSOL)

- Established new website to enhance the digital presence of the law school (June 2013) and expanded website to enhance the digital presence of the law school (January 2014)
- Added an electronic application to enable applicants to apply faster than the filing of a traditional paper application (August 2013) and added an electronic transfer application to the website (December 2013)
- Visited most individual member schools of the Appalachia College Association and Tennessee Independent Colleges and Universities Association to raise visibility and awareness of scholarship offerings (March-April 2014)
- Added slides (pictures) to website to visually convey many news items including professional and faculty accomplishments as well as recruitment offerings
- Attended and again spoke at the Southern Region Black Law Students Association (SRBLSA) Annual Meeting (February 2014)

1157

1158 School of Mathematics and Sciences

- Continually update the web pages that apply to the School of Mathematics and Sciences
- Continue to develop current student focus pages on the website as proactive outreach to potential students
- Collaborate with local community agencies to offer more outreach from LMU to local high school students
- Increased diversity in programs offered through the Master of Science degree program (addition of Life Science Teaching track)
- Revised the Post-Baccalaureate Medical Sciences Program (PMSP)

1167

1168

1169 **Objective 2.3:** Achieve and maintain appropriate enrollment levels in the graduate and
1170 professional programs to meet program capacity goals.

1171

1172 **Progress**

1173 Carter and Moyers School of Education

- The state departments of education in Kentucky and South Carolina appointed their deputy superintendents of education to the School of Education's Advisory Council. The TEA (Tennessee Education Association) has also placed a representative on the advisory council.

1178

1179 Caylor School of Nursing (CSON)

- The CSON continues to try to maintain enrollment goals for graduate nursing; however, there was increased attrition at several sites.

1182

1183 College of Veterinary Medicine (LMU-CVM)

- 95 Students will matriculate into the first CVM Inaugural Class (August 2014)

1185

1186 DeBusk College of Osteopathic Medicine (LMU-DCOM)

- The DO program matriculated 243 first year DO students in Fall 2013
- Twenty eight (28) students entered into the Masters of Anatomical Sciences program
- The PA program matriculated 96 first year PA students on May 12, 2014
- Twenty-four (24) DO students were accepted into the combined DO/MBA program

1191

1192 Duncan School of Law (LMU-DSOL)

- Matriculated an entering class of 28 students consisting of 16 full-time students and 12 part-time students (August 2013)

1195

1196 School of Mathematics and Sciences

- Continue work to maintain up-to-date program brochures and rack cards for promotional/recruitment purposes
- Utilize Pre-Professional Program Coordinator in the promotion of seamless transition between undergraduate and graduate programs
- Continue collaboration between the School of Mathematics and Sciences, LMU-DCOM, LMU-CVM and the Carter and Moyers School of Education
- Use LMU's website for advertising new programs, deadline dates, extensions, etc.
- Increase community and national awareness of LMU as a whole through professional organizations, community involvement and civic groups

1206

1207 **Objective 2.4:** Achieve and maintain appropriate enrollment levels at the J. Frank White
1208 Academy (JFWA) to meet program capacity goals.

1209

1210 **Progress**

1211 JFWA

1212 • Residential Program

1213 ○ Residence Hall has been identified

1214 • Day School enrollment for 2013-2014 reached 107

1215 • Marketing Plan has been revised to reflect new initiatives

1216 • Currently developing a new endowed scholarship in collaboration with University
1217 Advancement and JFWA Alumni Association

1218 • Part-time program has been maintained

1219

1220

1221 **Objective 2.5:** Improve the persistence and progression rates for students in undergraduate,
1222 graduate and pre-professional programs.

1223

1224 **Progress**

1225 Caylor School of Nursing (CSON)

- 1226 • The CSON identified a retention committee for the ASN program several years ago
1227 because retention has been an issue. Retention in the ASN program has gone up over the
1228 last 18 months at all four ASN sites.

1229

1230 DeBusk College of Osteopathic Medicine

- 1231 • 100% of the Graduating Class of 2014 have been placed in graduate medical education or
1232 residency programs:
 - 1233 ○ 52% placed in osteopathic residencies
 - 1234 ○ 44% placed in allopathic residencies
 - 1235 ○ 4% placed in military residencies
 - 1236 ○ 72% in a primary care track
 - 1237 ○ 28% in Appalachian region
 - 1238 ○ 12% placed in programs in Tennessee

1239

1240 Paul V. Hamilton School of Arts and Humanities

- 1241 • The Paul V. Hamilton School of Arts and Humanities has redesigned programs,
1242 sometimes in collaboration with other schools such as Education and Mathematics and
1243 Sciences, decreasing credit requirements where appropriate and replacing out-of-date
1244 curriculum to improve retention in major programs and promote enrollment in minor
1245 programs and concentrations
- 1246 • The School revitalized and improved internships available to students, moving from
1247 museum studies to public history and implemented a geography internship and a political
1248 science internship
- 1249 • The School implemented a mentoring program for all new faculty to ensure awareness of
1250 proper advising for curricular and student services needs, both critical to retention
- 1251 • Rack cards and/or program brochures were created/updated
- 1252 • Students from local high schools visited criminal justice classes
- 1253 • Faculty gave a guest lecture to an introductory psychology class at Pellissippi State
1254 Community College in Fall 2013. This will occur regularly in upcoming semesters
- 1255 • A School data team was created which summarized information from both standardized
1256 and in-house assessments to identify strengths and weaknesses. This information serves
1257 to make changes where needed to enhance student engagement and retention

1258

1259 School of Mathematics and Sciences

- 1260 • Continually work to build relationships with current students through outreach from
1261 faculty and staff
- 1262 • Develop and adhere to office hours for instructors
- 1263 • Increased fellowship and interaction activities such as “Java with Jarstfer” in hopes of
1264 fostering relationships
- 1265 • Continue to provide guidance for future academic/professional goals through Pre-
1266 Professional Coordinator

- 1267 • Development and implementation of regular student workshops that cover topics such as
- 1268 resume writing and mentoring
- 1269 • Continue to offer services such as practice MCAT and GRE testing for students
- 1270 • Continue to build and promote the lending library of graduate school practice test study
- 1271 materials for current students
- 1272 • Increased promotion of student clubs such as the Pre-Health Society. This includes
- 1273 exploration of other graduate/professional programs at regional schools and the offering
- 1274 of guidance on issues such as shadowing, placement tests, etc.
- 1275

1276 Student and Enrollment Services

- 1277 • Persistence and Progression Rates
 - 1278 ○ First-time, full-time freshman fall 2012 to fall 2013 retention rate: 72%
 - 1279 ▪ Fall 2011 to Fall 2012 retention rate for First time, full time freshman:
 - 1280 66%
 - 1281 ○ Fall 2012 to Fall 2013 overall undergraduate retention rate: 75%
 - 1282 ▪ Fall 2011 to Fall 2012 retention rate: 76.2%
 - 1283 ○ Overall graduate retention rate: 505/659 (77%)
 - 1284 ○ Overall professional retention rate (DO and JD): 591/629 (94%)
 - 1285 ○ Graduation rate for the 2007 cohort: 48%
 - 1286 ▪ Six year graduation rate for the 2006 cohort: 45%
- 1287 • Data outcomes were presented to the Vice President of Student and Enrollment Services
- 1288 on a monthly basis and communicated to the Cabinet and to the Student Success
- 1289 Committee
- 1290 • The Undergraduate Student Success Committee and Student Services tracked student
- 1291 satisfaction, success, and expectations through the following surveys: NSSE, Noel Levitz
- 1292 Student Opinion Survey, Student Services Satisfaction survey (residential survey), CIRP
- 1293 • Workshops were held for faculty before every New Student Registration to enhance the
- 1294 experience for incoming freshmen
- 1295 • The Student Success Committee divided into work groups to address specific issues
 - 1296 ○ Concerned Conferences were initiated to provide personalized attention to
 - 1297 students with low grades at midterm
 - 1298 ○ The Affirming Student Excellence Workgroup honored Dean’s List students at
 - 1299 halftime of a basketball game. This was very well received and appreciated by
 - 1300 students
 - 1301 ○ The File Review Workgroup was established to review incoming students’
 - 1302 schedules and transcripts to ensure placement in appropriate type and quantity
 - 1303 (number of hours) of classes
 - 1304 ○ The Commuter Appreciation Workgroup began planning a commuter appreciation
 - 1305 day and corporate partnership
- 1306 • All facets of the New Student Registrations are now in the Math and Science building to
- 1307 enhance the experience for incoming freshmen and transfer students
- 1308 • The First Year Experience (FYE) program was fully implemented in Fall 2013
- 1309 • The Office of Academic Excellence (OAE) carried out a campus advertising campaign
- 1310 promoting the Tagge Center as “a weight room for the mind”
- 1311 • Out of the one hundred and fifty-three (153) participants served during the Fall
- 1312 2013/Spring 2014 semesters by the Student Support Services (SSS) program, eighty-five
- 1313 percent (85%) were in good standing with the University. Twenty-nine percent (29%)

- 1314 actually completed degree requirements within six (6) years of their initial enrollment and
 1315 graduated from Lincoln Memorial University. SSS retention for the Fall 2012-Fall 2013
 1316 year was sixty-eight percent (68%)
- 1317 • The fifth year program for student athletes to encourage degree completion went into
 1318 effect Fall 2012. For the academic year of 2012-13, there were three applicants and they
 1319 received their degrees. For the academic year of 2013-14, there were eight applicants and
 1320 seven of them received their degrees. For the academic year of 2014-15, there are seven
 1321 applicants currently with the potential of one additional applicant
 - 1322 • Ellucian developed a product that only became available in late Fall of 2012
 - 1323 ○ In late summer of 2012, the OAE developed an in-house early warning system
 1324 called Student Welfare Alert (SWA) to utilize until the Ellucian product became
 1325 available. The alert procedure was carried out via a link on the campus internet
 1326 system known as Pathway.
 - 1327 ○ The Student Welfare Alert procedure now has been incorporated into Ellucian's
 1328 new product. Fully launched for Fall 2013
 - 1329 • For Spring 2014, all students for whom a Student Welfare Alert was received were sent
 1330 an e-mail. Those who did not reply were attempted to be reached by phone
 - 1331 ○ A log was kept of submitted Student Welfare Alerts. The following information
 1332 reflects meetings LOGGED in SPRING 2014
 - 1333 ▪ Number of Students: 101 (several of these had multiple alerts)
 - 1334 ▪ Students e-mailed requesting a meeting: 101
 - 1335 ▪ Successful contacts: 50
 - 1336 ▪ Number of students who came to at least one meeting: 31
 - 1337 ▪ Number of students with whom phone meetings were logged: 2
 - 1338 ▪ Of the 101 students for whom a Student Welfare Alert was submitted, 11
 1339 wound up on probation or suspension
 - 1340 ▪ Of the 31 students with whom a meeting was held only 1 wound up on
 1341 probation and 4 were suspended
 - 1342 • For the Fall 2013 semester, 32 students were in the Cornerstone Program and enrolled at
 1343 LMU. At the end of Fall 2013, 29 of the 32 students had a 2.0 GPA or higher, maintained
 1344 academic eligibility, and were allowed back to LMU. This is a 90.62% success rate. It is
 1345 also important to note of the three students who were not academically eligible to return,
 1346 one of the students was a sophomore. Of the 29 students who maintained academic
 1347 eligibility, 27 returned to LMU for Spring 2014 semester. This was a retention rate of
 1348 93.10%. At the end of the Spring 2014 semester, there were five students who were
 1349 suspended and not allowed to return to LMU because of their academic performance.
 1350 This was an 81.48% success rate. Therefore, there were five students who were
 1351 suspended for academic reasons and one student was suspended because of previous
 1352 credit and financial aid reasons. Of the 21 students eligible to return, 20 students are
 1353 registered and returning for Fall 2014. Based on the tutoring records, 27 of the 32
 1354 students had participated in tutoring. This is an 84.37% participation rate
 - 1355 • The Office of Student Activities had a total of 10 programs at Extended Sites totaling 561
 1356 participants
 - 1357 • The Parent's Club is up to 110 members. Parent's Day was held during Homecoming
 1358 with 15 parent's and family members attending
 - 1359 • There were four UACT 100 classes offered by Student Services and three UACT 100
 1360 classes offered by Student Support Services

1361
1362

- The Assistant Athletic Director communicated with Student Services on a monthly basis to assist in Athletic Status

1363 **Objective 2.6:** To increase the percentage of students using student services and increase the
1364 success rates of students.

1365

1366 **Progress**

1367

1368 Caylor School of Nursing (CSON)

- 1369 • This continues to be a problem for the CSON since the majority of CSON sites are
1370 extended sites. Student tutors for Nursing students are rarely available.

1371

1372 Duncan School of Law (LMU-DSOL)

1373 *Student Services*

- 1374 • Recycling services are being maintained with four large and twelve medium sized mixed
1375 recycle bins distributed throughout the law school. Recycling is emptied by our on-
1376 campus maintenance and placed in the large recycling bins outside regularly. Waste
1377 Management picks up all recycling on a bi-weekly basis, which appears to be the
1378 appropriate frequency

- 1379 • Shredding services are being maintained. There are times of the year when the shredding
1380 bins have needed to be emptied more than once per month, as scheduled, but those times
1381 have been so infrequent that leaving the contract at once per month continues to be the
1382 most fiscal choice.

- 1383 • Towing services are being provided by Sam's Automotive. Services are only provided
1384 upon initiation by the law school.

- 1385 • Kendall Investigations is the third party charged with providing security services for
1386 LMU-DSOL. This company provides one to two guards daily to keep our campus secure.
1387 During the week, security services are provided from 4:30 pm to 12:30 am. On the
1388 weekends, services cover from 10:00 am to 6:00 pm on Saturday and 12:00 pm to 12:00
1389 am on Sunday. On multiple occasions, we have requested that security hours be expanded
1390 or additional guards be provided to meet a specific need and those services were
1391 consistently provided as requested. We have expanded security coverage during the
1392 summer to duplicate the hours during the semester due to the bar exam study course
1393 being offered as well as the students who are studying for the exam on campus. The main
1394 campus is reviewing the needs of the Law School and considering expanding the security
1395 hours to the building hours.

- 1396 • The DSOL site has ninety-six lockers available for student use. Approximately half of the
1397 lockers are in use at this time. Lockers will be made available to alumni during the
1398 summer while they study for the bar exam.

- 1399 • The contract with Cherokee Mental Health Systems is being maintained to provide up to
1400 three live confidential behavioral health counseling sessions and 24-hour access to a
1401 hotline with trained mental health professionals who can assist with issues. We have had
1402 2 students take advantage of this service to date.

- 1403 • The Tennessee Lawyer's Assistance Program sends representatives to the law school
1404 annually to inform students of their various programs. Most recently, they came to
1405 address the new students at Orientation (August 2013) and will continue to speak to the
1406 students during orientation. Students have also been referred to TLAP during times of
1407 perceived crisis as noted by the Academic Integrity Committee and individual members
1408 of the Law School Administration and Faculty.

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- The Office of Student Services hosted a Fall Corn Hole Tournament and Picnic. This social event invited students, staff, faculty and any of their respective families to attend. Planned attendance at this event was 100 and actual attendance was approximately 80-100. LMU Alumni Services annually participates in this event and introduced students to LMU as an institution and alumni services in the future.
 - DSOL has fifteen formally recognized student organizations. Due to class size, student morale and limited faculty, no additional student organizations were created during the 2013-2014 academic year. There are multiple students who have proposed possible student organizations, including an intermural sports group, Young Republicans, and Christian Law Society.
 - The Law School hosted eight (8) professional series events during the 2013-2014 academic year. These events included one Federal Appellate judge, two TN Supreme Court Justices, one court of appeals judge, and two appellate dockets. Attendance at each event was tracked for students who matriculated in 2011 or later for mandatory attendance. At the end of the year, all students were in compliance with the Law School's policies on Professional Series Attendance.
 - All nine (9) December 2013 graduates earned the 30 requisite hours of pro bono service prior to graduation. All 37 of the May 2014 graduates earned the 30 requisite hours of pro bono hours prior to graduation. From the time of their eligibility until April 2014, the following cohorts earned a total of 5,174 hours of approved pro bono service. The breakdown is as follows: Class of 2014: 4,477 hours, Class of 2015: 397 hours; Class of 2016 0 hours. Of the total hours earned, nearly 86% of the hours (4443) were legal in nature. Although the graduation requirement only mandates 30 approved hours of service, the class of 2014 earned an average of 129 hours of service each.
 - The Law School graduated its second class of students with the main campus on December 14, 2013. There were nine (9) DSOL graduates incorporated into the main campus' commencement services in December. The Law School graduated its 3rd class on May 17, 2014 at LMU's Tex Turner Arena. There were 37 graduates included in the May 2014 commencement services. Founding Dean, Sydney Beckman served as the Macebearer and led the processional of the Platform Party. Rick Owens served as the Student Marshall and led the processional of Graduates. Judge Jane Branstetter Stranch from the United States Court of Appeals was the May 2014 graduation speaker. 35 of the 37 eligible graduates walked during the commencement ceremonies. Grades were verified and graduates were certified prior to graduation. Thus, students were presented with their diplomas during the commencement ceremony.
 - The May 2014 Graduation Program announced the following academic honors: one (1) student received Suma Cum Laude (3.75-4.0), one (1) student received Magna Cum Laude (3.5-3.74) and four (4) students received Cum Laude (3.25-3.49).
 - The May 2014 Graduation Program announced the following awards seven (7) students received the General Oliver O. Howard Pro Bono Award for achieving between 110-249 approved pro bono service hours. Six (6) students received the President Abraham Lincoln Pro Bono Award for achieving between 250+ approved pro bono service hours. No students received a Domestic Relations Concentration Certificate.
 - Five (5) students wore cords at graduation noting their participation on Law Review. Four (4) students wore cords noting their participation on the Moot Court Board. Two (2) students wore cords noting their participation on the Mock Trial Board.

1456 *Career Services*

- 1457 • Started meeting with students in August 2012. The general consensus was that students
1458 did not believe that they needed to be worried about looking for a job until they were in
1459 their final semester of law school, or until after they passed the bar.
- 1460 • Impressed upon students that they need to be looking and meeting with me beginning in
1461 the second semester of their first year. I met with 90% of the class that graduated in May
1462 2014.
- 1463 • I believe what has helped the most in getting people into my office is having a mandatory
1464 session for first year students and word of mouth. As students began to obtain jobs
1465 through contacts and interviews more students started coming to my office.
- 1466 • The average employment rate 9 months after graduation for an ABA accredited school in
1467 2013 was a little over 56%. We are exceeding that figure by a considerable amount.
- 1468 • Produced all data for ABA hearings regarding employment statistics. May 2013
1469 graduates have achieved a 76% employment status in jobs requiring a Juris Doctorate.
1470 99% of all reported graduates from the May 2013 class are in a full time professional job.
1471 The December 2013 graduates that have reported have thus far have procured a 100%
1472 employment status in professional full time jobs. 78% of that class has obtained
1473 employment requiring a law degree.

1474 *Training Sessions/Attorney Panels:*

- 1475 • **Job Search Skills** – Resume writing and cover Letter workshop
1476 Basic information on where to look for jobs, how to draft cover letters and resumes and
1477 the importance of applying for jobs early. This is held three times a semester.
- 1478 • **Solo Practitioners Panel**
1479 How to start a practice on your own, take court appointed cases and practical advice on
1480 being an attorney.
- 1481 • **Interview Skills Workshop**
1482 Discuss how to approach a legal interview, what to wear, what to say, how to answer
1483 certain questions.
- 1484 • **Hanging Your Own Shingle**
1485 Provides students with practical advice from a business standpoint of how to start a law
1486 practice. This particular panel dealt with marketing your firm.
- 1487 • **Cross Section Panel**
1488 Panelists that represent various areas of work for attorneys. Gives students an idea of
1489 multiple disciplines in which a law degree can be useful.

1490 *Other Accomplishments/Activities:*

- 1491 • The Held Law Firm conducted interviews with multiple students at the School via a
1492 resume drop procedure. The Held Law Firm hired one DSOL student for a clerkship.
- 1493 • Attended the NALP convention regarding trends and tactics for CSO offices.
- 1494 • Met with multiple students regarding the extern program and have helped them procure
1495 externs with local legal offices and DSOL's extern director Melanie Davies.
- 1496 • Supervised the 2014 Abe's Open Golf Tournament that occurred on April 25, 2014.
- 1497 • Multiple postings on TWEN regarding jobs and clerkships for students.

1498 *Professional Development Training Sessions Completed:*

- 1499 • Symplicity Webinars
- 1500 • Student Loan Repayment Webinars

1501

1502 *Other:*

- 1503 • **Alumni Newsletter**
- 1504 Producing a monthly alumni newsletter distributed via email to our DSOL alumni.
- 1505 • **Pro-Bono Spring Break**
- 1506 Worked with UT's law school and our students over spring break to facilitate pro-bono
- 1507 opportunities.
- 1508 • **Mentoring Program**
- 1509 Drafted and obtained approval from the TBA for DSOL's mentoring program. Held the
- 1510 first mentoring training at the law school in May.
- 1511

1512 School of Mathematics and Sciences

- 1513 • Continually work to create a sense of community among all students and faculty/staff
- 1514 • Provide students with more feedback opportunities regarding positive or negative
- 1515 experiences on campus
- 1516 • Allowed students to take more ownership regarding types of clubs or activities that they
- 1517 would like to see on campus
- 1518 • Continue to inform students about the types of student services that are offered to them
- 1519 by LMU as a whole
- 1520 • Continue to offer course evaluations for all classes and encourage detailed feedback from
- 1521 students
- 1522 • Continue to offer comprehensive surveys for programs such as the Master of Science
- 1523 degree program and the Post-Baccalaureate Medical Sciences Program (PMSP)
- 1524 • Critically evaluate responses from all surveys and strive to make needed changes
- 1525

1526 Student and Enrollment Services

- 1527 • Create a sense of community among students.
- 1528 ○ The Student Government Association wrote a total of 13 bills for the Fall
- 1529 2013/Spring 2014 year. Sixty (60) positions were available within SGA body; 40
- 1530 were in regular attendance. Six (6) new organizations joined during the year. SGA
- 1531 election debate implemented: 57 students in attendance.
- 1532 ○ Fall 2013 Community Service - 937 students participating with a total of 13,491
- 1533 hours
- 1534 ○ Spring 2014 Community Service - 390 students participating with a total of 5,687
- 1535 hours
- 1536 ■ Total of 19,178 Community Service Hours
- 1537 ○ Implemented eight activities for 336 commuter students (Commuter Appreciation
- 1538 Day, Activities at Extended Sites, etc.)
- 1539 ○ Established Community Engagement Consortium within region. Target remains at
- 1540 30 organizations, presently at six member organizations
- 1541 ○ Fall Service and Leadership Fair. 11 regional organizations (five no-shows) / five
- 1542 LMU organizations in attendance (Target: 20 non-LMU organizations / five LMU
- 1543 organizations. Fourteen (14) regional organizations in 2012)
- 1544 ○ 88 (down from 117) total disciplinary and intervention hearings for academic year
- 1545 with visitation, drugs and alcohol as main issues. Dean of Students Office dealt
- 1546 with an additional four hearings
- 1547 ■ Seventeen (17) (down from 38 for 2012-2013, and 39 for 2011-2012) total
- 1548 visitation violation hearings by Peer Court; 30 findings of "Responsible"

- 1549 (down from 42 for 2012-2013 and 63 for 2011-2012) for alcohol policy
 1550 violations
- 1551 ○ Continued the Organizational Fair
 - 1552 ○ Inter Greek council continued monthly meetings
 - 1553 ○ Fully implemented First Year Experience (FYE) program. Distributed student
 1554 copy of FYE transcript to all new student registrations, emailed regularly to all
 1555 freshmen, included transcript in day planner. Transcript included 29 total points.
 1556 209 of 209 freshmen accumulated at least some participation points. 15 students
 1557 withdrew during the academic year, leaving 194 students
 - 1558 ■ 84 students (43%) accumulated 15 or more points
 - 1559 ■ 35 students (18%) accumulate 20 or more points
 - 1560 ■ 60 students (30%) did not accumulate more than 10 points. \$1,000 scholarship
 1561 was given to one student
 - 1562 ■ Events:
 - 1563 ● Matriculation (179)
 - 1564 ● Student Success presentation (174)
 - 1565 ● SAILS pre-test (178)
 - 1566 ● Campus Safety / Green Dot presentation (127 freshmen)
 - 1567 ● Cohort assignment (8 cohorts)
 - 1568 ● Cohort mentors
 - 1569 ● Class community service project (84)
 - 1570 ● Ropes / Confidence Course (15)
 - 1571 ● SGA Team Writing of bills (117)
 - 1572 ● Convocation x2 (164/123)
 - 1573 ● Freshman Convocation x2 (178/96)
 - 1574 ● Campus organization membership (111)
 - 1575 ● SSI hours x 2 (Fall: 101/Spring: 47)
 - 1576 ● Leadership Fair attendance (40)
 - 1577 ● Activities x 4
 - 1578 ● Resume / Cover Letter (125)
 - 1579 ● Kuder Journey profiles (125)
 - 1580 ● Career Fair attendance (23)

1581
 1582 *Housing and Residential Life*

- 1583 ● Spring 2013-Fall 2013 – 565 of 707, or 80% (up 3% from previous year), eligible
 1584 residential students returned to campus housing in the Fall 2013 semester. There were a
 1585 total of 831 LMU residential students in the Fall 2013 semester.
- 1586 ● Fall 2013-Spring 2014 – 759 of 807, or 94% (up 2% from previous year), eligible
 1587 residential students returned to campus housing in the spring semester. There were 68
 1588 Kanto students and 13 Chinese medical students for a total of 840 residential students in
 1589 the Spring 2014 semester.
- 1590 ● Housing survey for satisfaction given for the Spring 2014 semester.

1591

The results for this year's survey were as follows:

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not Used
RLS is concerned about me	68%	29%	3%	0%
My residence hall is safe and secure	87%	12%	1%	0%
Visitation hours are reasonable	57%	24%	19%	0%
My residence hall is a community	83%	16%	1%	0%
Living conditions in the residence halls are comfortable	71%	24%	5%	0%
The current alcohol policy promotes a positive learning environment	63%	24%	10%	3%
Campus security personnel respond professionally when needed	64%	23%	9%	4%
Lighting on campus provides me safe routes to and from classes	64%	28%	4%	0%

Received a total of 445 completed Student Satisfaction surveys.

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1594

- Residence Life Staff assisted in 108 campus violations in 2012-2013 academic year

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1596

- Increase Student Activities and Intramural events

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- Student Activities totaled 7,082 student participants (non-unique participants) for the 2013-2014 academic year. This is a 13.7% increase from last year's participation total of 6,227

1598

1599

- Tracking activity by type:

1600

- 1601 ▪ Social: 72; Educational: 13; Hybrid: 13 (includes 10 site visits totaling
- 1602 561participants: Cedar Bluff, Blount 71, Physician’s Regional 105, Corbin 75)
- 1603 ○ 95 Participants in Intramural Basketball on 11 Teams. Increase of 3 teams from 2012-13
- 1604 ○ 1,088 student, faculty and staff signed in at Mary Mars Weight room
- 1605 ○ The Office of Student Services sponsored nine activities to enhance varsity athletics and
- 1606 13 activities to enhance campus dining services
- 1607 ○ An average of 4.3 Student Activities from organizations per month occurred between
- 1608 August and April
- 1609 • Provide student support services to extended sites
- 1610 ○ Student support staff is represented at the majority of extended site orientations
- 1611 ○ Counseling services are available to extended site students as are ADA services
- 1612 ○ The Executive Director of Financial Aid did rotations at several of the extended sites
- 1613 ○ Students Activities - extended site visits averaging once a month
- 1614 • Provide support to student organizations for leadership development
- 1615 ○ All 37 student organizations have advisors and a small budget to provide for leadership
- 1616 development
- 1617 ○ Many of the organizations attend local and state-wide conferences
- 1618 • Provide an active Career Services Office
- 1619 ○ Conducted one spring 2014 Career / Job Fair. Twenty regional businesses, LMU schools
- 1620 or departments served as vendors (down from 24). Conducted in Campus Center in the
- 1621 Cafeteria. Assisted students with resumes, cover letters, applications, interviewing skills,
- 1622 internship searches
- 1623 ○ Career information given in all three summer new student registrations for 2014
- 1624 ○ All New Student Survival Weekend (NSSW) participants in August 2013 received
- 1625 presentation information relating to Career Services during the Academic Presentation
- 1626 portion of the weekend
- 1627 ○ Held a “Choosing A Major” workshop for new incoming freshmen who had not decided
- 1628 on a major (11 attendees)
- 1629 ○ Assisted admissions in doing a career class for the “Railsplitter for a Day” program
- 1630 (10/12/13, 11/12/13, 3/17/2014)
- 1631 ○ Total of 482 contacts (individual and group presentations); up from 299 previous year
- 1632 ○ Offered three Career Services workshops for the First Year Experience program (19
- 1633 attendees)
- 1634 ○ Offered “How to Create an Effective CV” workshop for the MS students
- 1635 ○ Kuder Journey licensing renewed Fall 2014 (fifth year). 108 profiles established during
- 1636 academic year. Assisted walk-ins / appointments with assistance. Career / Job Fair
- 1637 advertised as opportunity for learning about field from expert advice
- 1638 ○ Updated and improved the exposure of the Career Services Facebook page. Up from 165
- 1639 “likes” to 219. Posted available jobs and job tips. Developed career placement handout
- 1640 for use in recruiting detailing the success of our programs
- 1641 ○ Hosted Wal-Mart for second year in a row for internship presentation (55 students in
- 1642 attendance).
- 1643 ○ Continued to track placement numbers of our graduates. For December 2013 graduates,
- 1644 81% response rate. Tracked employment by major. Overall, 87% of all undergraduate
- 1645 respondents either had a job in their field or were attending graduate school at six months
- 1646 from graduation. Graduate response rate for December 2013 was 27%. Overall 89% of
- 1647 graduate students had a job in their major field at six months from graduation

- 1648 ○ For May 2014 undergraduates, we had a 71% response rate. Tracked employment by
1649 major. Overall, 62% of all undergraduate respondents either had a job in their field or
1650 were attending graduate school at time of graduation. Graduate response rate for May
1651 2014 was 73%. Overall 63% of graduate students had a job in their major field at time of
1652 graduation
- 1653 ○ Attended the Tennessee Career Development Association annual convention and
1654 workshop
- 1655 ○ Have joined the Interstate Career Council of 18 area colleges who annually put on a
1656 career fair. This will allow our students much more access to companies and internship
1657 opportunities. Plan to participate in this in February of 2015
- 1658 ○ Have joined TACE (Tennessee Association of Colleges and Employers). Have meeting
1659 on June 19 to discuss the possibility of teaming with local colleges in the Knoxville area
1660 for a career fair that will also help cover our Cedar Bluff campus as well as the main
1661 campus

1662 *Honor's Program*

- 1663 ● The Housing Department continues to support the Honor's program by providing designated
1664 honor's housing and assisting with student activities

1665 *Counseling and ADA Offices*

- 1666 ● The Office saw a total of 115 students during the 2013-2014 school year. (76 students
1667 received services during 2012-2013) A total of 769 counseling sessions were scheduled with
1668 only 55 no shows/ cancellations. This equals a show rate of 92.8 %
- 1669 ● The Director of Counseling spoke to 127 incoming Freshmen about mental health awareness
1670 and substance abuse prevention during New Student Survival Weekend in August 2013
- 1671 ● The Director of Counseling spoke to 96 of our Freshmen class about substance abuse
1672 prevention/treatments at the 2nd Convocation 1st year experience in December 2013
- 1673 ● The Office of Counseling provided Alcohol/Drug Education Counseling for a total of six
1674 referred students who were in violation of the LMU substance abuse policy (down from 12
1675 last year). 5 of the 6 students referred were successfully treated on campus. The other
1676 student was removed from campus for other reasons
- 1677 ● The College Response Anonymous Online Mental Health Screening Program was also
1678 added to the university web page this year. The program allows students to anonymously
1679 screen themselves for a variety of common mental health and substance dependence
1680 disorders commonly found on college campuses. After screening is complete students are
1681 given contact information about how to schedule an appointment for services in the
1682 counseling office
- 1683 ● The Director of Counseling has been in contact with numerous mental health professionals
1684 in the surrounding areas in an attempt to develop an extensive referral system for our
1685 students, faculty, and staff who may need higher level of care
- 1686 ● The ADA compliance officer provided accommodations for all students requesting such
1687 services for Fall 2013 and Spring 2014. Follow-up meetings were held with all students
1688 requesting ADA services to ensure their needs were met
- 1689 ● The ADA Coordinator provided Coordination for 81 students with disabilities during the
1690 2013-2014 School year

1691 **Objective 2.7:** To provide appropriate student aid awards to eligible students.

1692

1693 **Progress**

1694 Caylor School of Nursing (CSON)

- 1695 • The CSON continues to apply for student scholarships with the help of other departments
- 1696 across campus and we have been successful securing several tuition awards for ASN and
- 1697 BSN students. Furthermore, the CSON has applied for and received HRSA traineeship
- 1698 awards over the past years to provide support for MSN students.

1699

1700 Financial Aid

- 1701 • Reassess the Institutional Financial Aid practices/philosophy
 - 1702 ○ The institutional financial aid policy is reviewed and revised annually to be
 - 1703 consistent with university goals and resources
 - 1704 ○ Financial aid has used the Noel Levitz model entirely for four years for financial
 - 1705 aid packaging of new and transfer students
 - 1706 ○ The undergraduate discount rate was 47 percent for 2013-14
 - 1707 ○ Diversity grant distribution was changed to offer more students the opportunity to
 - 1708 receive this grant
 - 1709 ○ For the 2014-15 academic year, policy change in treatment of outside scholarships
 - 1710 regarding need-based institutional financial aid. After 2014-15 school year begins,
 - 1711 evaluate to see if change in policy assisted in maintaining or decreasing the
 - 1712 discount rate
 - 1713 ○ For returning students who lost academic or state based aid and received LMU
 - 1714 need-based financial aid, LMU only restored half of the amount of lost funds with
 - 1715 institutional need based financial aid
 - 1716 ○ All of these changes have been done to reduce spending. As Cost of Attendance
 - 1717 continues to increase each year, institutional financial has increased. We are
 - 1718 continually monitoring spending, however, recruiting against a free education is
 - 1719 very difficult to provide students with an affordable financial aid package
- 1720 • Assess retention rates
 - 1721 ○ As a part of the Endowed Scholarships Committee, identified current students
 - 1722 who are performing at levels at which annual/endowed scholarships can be
 - 1723 awarded
 - 1724 ○ Encouraged new students to notify Executive Director of Financial Aid if
 - 1725 performing at above a 3.0 gpa while enrolled at LMU. Received over 40 contacts
 - 1726 from students throughout the year
- 1727 • Review the required steps for full tuition scholarship recipients to include one or more of
- 1728 the following: personal interview, essay, letters of support, and change in criteria
 - 1729 ○ In consultation with VP of Student and Enrollment Services along with the
 - 1730 Director of Admissions, full tuition scholarships were awarded based on date of
 - 1731 application received and completed. No interview and essay were required for the
 - 1732 2014-15 academic year
- 1733 • Utilize the Enrollment Revenue Management System to develop and assess multiple
- 1734 econometrics
 - 1735 ○ This is on-going and weekly reports are reviewed by Admissions, Financial aid
 - 1736 Enrollment Management
 - 1737 ○ We are in the second year of a three year contract with Noel Levitz

- 1738 • Seek ways to enhance service to students by creating a short survey indicating how
- 1739 financial aid can better serve students
- 1740 • This has not been done for the 2013-14 academic year
- 1741 • Improve interdepartmental communications
- 1742 ○ Cross training has occurred on various occasions to improve communication
- 1743 ○ Leadership team meetings address communication issues
- 1744 ○ Admission counselors are much more involved with depth sounding when award
- 1745 letters are being sent to families. All Admissions Counselors can view the awards
- 1746 from financial aid to better inform prospective students and families
- 1747 ○ Document imaging is in full swing and we have shredded documents each year
- 1748 following the annual A-133 audit. No new paper files are being created
- 1749 • Ongoing activities
- 1750 ○ Identify students' financial needs and meet the needs through a combination of
- 1751 grants, scholarships and self-help aid
- 1752 ○ Continue training work study students and supervisors
- 1753 ○ Continually re-evaluate funding level of the Lincoln Grant component of the
- 1754 Financial Aid budget
- 1755 ○ Monitor Federal and State funds annually. In 2015-16, Hope Scholarship recipients
- 1756 will lose \$500 for first two years of program and for last two years, students will see
- 1757 an increase of \$500. However, we will see less students receiving Hope Scholarship
- 1758 junior and senior years
- 1759 ○ Continue to identify and counsel all students who are Tennessee Lottery Scholarship
- 1760 recipients
- 1761 ○ Policies and Procedures document was finally accomplished (55 pages)
- 1762 ○ Successful TSAC Site Visit and Audit. Only one comment and very good feedback
- 1763 on office Policy and Procedures manual
- 1764 ○ Successful Recertification for six years with US Department of Education –
- 1765 completed in June
- 1766 ○ Created Consumer Information Taskforce which created single webpage for all
- 1767 Consumer Information requirements for LMU,
- 1768 http://www.lmunet.edu/consumer_information/
- 1769 ○ Working with Larry Thacker to add a Financial Literacy presentation as a part of the
- 1770 Convocation program for First Year students during the 2014-15 academic year

1771

1772 School of Mathematics and Sciences

- 1773 • Utilization of LMU's Financial Aid Office through the understanding that their
- 1774 counselors are assigned to students based upon program, name, etc.
- 1775 • Provided incoming or current students with basic tools they need in order to make the
- 1776 Financial Aid process less daunting (school code and counselor contact info)
- 1777 • Increased communication between recruitment parties and the Financial Aid
- 1778 Office/Counselors. Collaboration between the parties assists families in clearer
- 1779 conveyance of information and support
- 1780

1781 **Strategic Goal 3:**

1782 *Strengthen planning, budgeting and assessment*

1783
1784 **Objective 3.1:** To use the Institutional mission statement as the foundation for all planning,
1785 budgeting, and assessment processes.

1786
1787 **Progress**

1788 Finance

- 1789 • The Institutional Strategic plan was reviewed to reflect changes in academic
1790 programming and instructional site development, assessment results and budget
1791 considerations.
- 1792 • The mission, goals and objectives of the colleges, divisions, departments and units were
1793 determined to be aligned with the Institutional Mission Statement and Strategic Plan. As
1794 mission statements for new programs were developed, particular attention was devoted to
1795 ensuring their alignment with the Institutional mission.
- 1796 • Each educational program and administrative unit documented changes and
1797 improvements based on assessment results and completed Prior Year Improvement
1798 Forms to record progress during 2013-14.
- 1799 • Budgeting for all units and the Institution demonstrates alignment with the Institutional
1800 mission, goals, objectives and strategic priorities.
- 1801 • LMU's mission served as the basis for all planning, budgeting and assessment practices
1802 during the 2013-14 academic year. Institutional and unit planning, budgeting and
1803 assessment activities reflect alignment with the Institutional mission statement and the
1804 Institutional and strategic goals derived from and supportive of the Institutional mission.
- 1805 • Financial forecast was developed for all colleges, divisions, departments and units. These
1806 forecasts were reviewed on a quarterly basis to assess the University's financial
1807 performance to plan. Any necessary adjustments to plan were developed as a result.

1808
1809 Paul V. Hamilton Paul V. Hamilton School of Arts and Humanities

- 1810 • The School revised and, where needed, created major and program mission statements
1811 and program and curricular outcome objectives for all majors, the four departments and
1812 the Paul V. Hamilton School of Arts and Humanities. All are tied directly to the
1813 University mission statement and to the Paul V. Hamilton School of Arts and Humanities
1814 organization chart.

1815 **Objective 3.2:** Prepare a balanced fiscal year operating budget annually for Board of Trustee
1816 approval.

1817
1818 **Progress**

1819 Finance

- 1820 • The Budget Committee (President’s Cabinet), as a part of its ongoing review of
1821 institutional performance, evaluated all areas of the Institution to determine the optimal
1822 application of institutional funding. This evaluation, coupled with the Institutional
1823 strategic plan, informed the development of departmental pro formas, which were
1824 consolidated into an institutional pro forma. This document was then further refined into
1825 a balanced budget which was proposed to the Board of Trustees and adopted at a regular
1826 Board meeting. This process continues to improve coordination and planning, resulting in
1827 significant improvements to overall budget development.
- 1828 • Each budget officer prepared annual budget requests consistent with their approved pro
1829 forma and in keeping with individual unit plans and strategic priorities. These budget
1830 requests were submitted for consideration by divisional vice presidents.
- 1831 • Budget Committee members (Vice Presidents) reviewed all budget requests and
1832 departmental, divisional and institutional evaluation results as part of their decision
1833 making related to the allocation and reallocation of resources consistent with the strategic
1834 plan.
- 1835 • The Budget Committee considered institutional priorities, goals and objectives from the
1836 institutional strategic plan in the development of the new fiscal year budget.
- 1837 • The Budget Committee developed and proposed a balanced budget and cash flow
1838 projection for the President for further consideration by the Board of Trustees.
- 1839 • The President presented the balanced budget and cash flow projection to the Board of
1840 Trustees for approval.
- 1841 • Budget officers were made responsible for effective communication for their area during
1842 the budget process and ongoing review of revenues and expenses to ensure the financial
1843 results meet or exceed expectations.

1844

1845 **Objective 3.3:** To prepare a rolling five-year operating budget pro forma that reflects strategic
1846 institutional priorities, including both academic, administrative and capital initiatives.

1847

1848 **Progress**

1849 Finance

1850 • The Budget Committee evaluated the current five-year pro forma considering the
1851 University's recent financial history and trends.

1852 • Budgetary assumptions were developed using expense and revenue trend data, as well as
1853 available projections of future developments in the market.

1854 • Institutional research trend analysis was utilized to determine a realistic estimation of
1855 enrollment and expense needs for each program for the five year revenue projections and
1856 operating budget to reflect institutional priorities.

1857 • The President presented the five year operating budget to the Board of Trustees and
1858 received their approval.

1859

1860 Duncan School of Law

1861 • Prepared a five year pro forma budget approved by the Board in May 2014.

1862

1863 **Objective 3.4:** To provide budget reserves and provide for contingencies.

1864

1865 **Progress**

1866 Finance

1867 • The Budget Committee approved the inclusion of an expense line for Strategic
1868 Initiatives/Contingencies and Debt Service in the 2014-15 budget to cover new programs
1869 approved by the Board of Trustees as well as unplanned costs as approved by the
1870 President.

1871 • The Board of Trustee approved budget for 2014-15 includes an expense line for Strategic
1872 Initiatives/Contingencies to cover new programs approved by the Board of Trustees,
1873 unplanned costs as approved by the President and to provide incremental funding for any
1874 outstanding debt service obligations.

1875 • Forecasts for operating revenues and expenses, as well as cash flow, were developed for
1876 the University financials. A systematic forecasting process to include the individual
1877 departments has been implemented.

1878

1879 **Objective 3.5:** To enhance budget management.

1880

1881 **Progress**

1882 Finance

- 1883 • Budget process for the 2014-2015 budget cycle continued to include all fiscal managers.
- 1884 • Each fiscal manager completed a budget package for their area which included operating
- 1885 expenses, new hire expectations and capital requirements.
- 1886 • Reviews of these budgets were initially completed between the fiscal manager and their
- 1887 Budget Committee member (Cabinet/VP) followed by meetings with Finance.
- 1888 • Statistical data, where possible was utilized to verify the appropriate allocations of
- 1889 University resources.
- 1890 • The submitted balanced budget was reviewed and approved by the Finance Committee
- 1891 prior to submission to the Board of Trustees.
- 1892 • While enhancement of budget management was successful during 2013-14 as evidenced
- 1893 by a positive year-end, specific programs and processes will continue to be enhanced in
- 1894 the coming year to support this objective.
- 1895 • The School has improved protocols for use of funds in the areas of theater, music and the
- 1896 arts. Protocols now include pre-requests for approval channeled through the program and
- 1897 department before purchases are made.
- 1898

1899 Paul V. Hamilton Paul V. Hamilton School of Arts and Humanities

- 1900 • The School has improved protocols for use of funds in the areas of theater, music and the
- 1901 arts. Protocols now include pre-requests for approval channeled through the program and
- 1902 department before purchases are made.
- 1903

1904 **Objective 3.6:** To plan and budget for research appropriate to support Lincoln Memorial
1905 University as a Level VI institution.

1906

1907 **Progress**

1908 Finance

- 1909 • Funding was continued for the Research department as part of the University budget that
1910 was approved by the Board of Trustees.

1911

1912 Duncan School of Law

- 1913 • The 2013-14 budget for the Law School provided modest funding for the CLE and
1914 licensing fees for full-time faculty members. All faculty were given the opportunity to
1915 apply for these funds and, apparently, all were accommodated.

- 1916 • Professional development funding for full-time law faculty was included in the 2013-14
1917 Law School budget and faculty members were encourage to utilize their respective
1918 allocations. Most law faculty participated in some form of improvement and development
1919 programs during the year.

- 1920 • The Law School awarded scholarly research stipends for the 2014 summer

- 1921 • The Law School seeks to support and encourage faculty research and writing by
1922 providing a pool of qualified student research assistants. These students are under the
1923 supervision of the Information Services Librarian and are assigned to faculty who request
1924 assistance. The Information Services Librarian supervises the work of the students and
1925 also supervises the work of other student research assistants who have been selected by
1926 faculty members for assistance.

1927

1928 **Objective 3.7:** To make data-based decisions.

1929

1930 **Progress**

1931 Finance

- 1932 • Processes for making essential data available to decision makers continued to be
- 1933 improved during 2013-14. However, there is a need for further refinement in this area.
- 1934 • Vice Presidents evaluated progress on strategic goals based on assessment and provided
- 1935 progress reports indicating the level of achievement of those goals.
- 1936 • Revenues and expenses continue to be reported in detail to allow more granular visibility
- 1937 into our financial performance thereby increasing opportunity for more data based
- 1938 decisions by function.
- 1939 • Revenue budgets for 2014-15 were created in a way to allow for semester, program or
- 1940 extended site financial reporting.
- 1941 • Feasibility studies and pro formas were developed concerning major program initiation
- 1942 decisions (i.e. finalized College of Veterinary Medicine, updated Duncan School of
- 1943 Law/Institute for Collaborative Learning, proposed Doctor of Nurse Practitioner, and
- 1944 residential program for the J. Frank White Academy) that incorporated consideration of
- 1945 institutional capacity and market analysis.
- 1946 • Careful attention was given to fulfilling the requirements of the Southern Association of
- 1947 Colleges and Schools Commission on Colleges' Substantive Change requirements when
- 1948 initiating new programs or teaching sites.
- 1949 • All unit level Outcomes Assessment reports for 2013-14 indicate use of data in decision
- 1950 making.

1951

1952 Paul V. Hamilton Paul V. Hamilton School of Arts and Humanities

- 1953 • The School Date Team met throughout the year analyzing data from NSSE, Student
- 1954 Opinion Surveys, graduating student surveys and other evaluative tools. Actions were
- 1955 taken or protocols developed to respond to weaknesses as they became apparent.

1956

1957 Duncan School of Law

- 1958 • The Law School participates in the Law School Survey of Student Engagement.
- 1959 • The Law School requires faculty to use TurningPoint Questions in every class.
- 1960 • The Law School does a programmatic survey in the Fall and Spring.
- 1961 • The Law school administers course evaluations at the end of each course.
- 1962 • All programmatic data is shared with administration and faculty members in order allow
- 1963 data-based decision-making.

1964

1965 **Objective 3.8:** To document status of strategic goals in an annual progress report.

1966

1967 **Progress**

1968 Finance

- 1969 • Each revision of the Institutional Strategic Plan includes a progress report for each
- 1970 strategic goal from the previous edition.
- 1971 • The annual President's Report to the Board of Trustees (2012-13) included material
- 1972 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 learning sites

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

Progress

- 1980 • Weekly evaluation of custodial, grounds, maintenance, water plant workers to manage workload effectively (ongoing)
- 1981
- 1982 • Daily distribution and monitoring of work orders to ensure efficient use of time
- 1983 (ongoing)
- 1984 • Provided maintenance, grounds, and custodial support at Alcoa/Blount Site
- 1985 • Best Key System Upgraded (now on server)
- 1986 • Water Tank Cleaning and Inspection
- 1987 • Leak Detection and repairs (July 2014)
- 1988 • Water Plant Sanitary Survey 99%
- 1989 • Water Plant updated filing system
- 1990 • OSHA 10 hour training for Physical Plant and Properties
- 1991 • Remodels and Facilities Upgrades to Kresge, President's Home, Institutional Research
- 1992 • Sidewalk from Pope, Mitchell, Dishner to Campus Center
- 1993 • Additional campus lighting
- 1994 • Signage on facilities
- 1995 • Updated entry to Tex Turner Arena
- 1996 • Duke Hall door replacement
- 1997 • Duke Hall sound system/sooth
- 1998 • Assisted with installation of emergency siren
- 1999 • Creation of security communication room
- 2000 • Additional office space in post office
- 2001 • Women's basketball locker room
- 2002 • Renovated new athletic training location
- 2003 • Renovated the (previous) US Cellular facility
- 2004 • Painted Langley, Shelton, Glenstone House, DSOL rooms and Munson
- 2005 • Museum Kincaid Research Center
- 2006 • Cumberland Convention Center floor
- 2007 • Pope, Mitchell, Dishner (painted common areas)
- 2008 • University Inn Renovation on mail room and restroom area
- 2009 • University Medical Clinic renovation on reception area and all new locks
- 2010 • Mary Mars Ceiling replacement
- 2011 • DCOM Pavilion

Veterinary Medicine

- 2013 • The College of Veterinary Comparative Medicine (CVCM) changed its name to the College of Veterinary Medicine (CVM) (July 2013)
- 2014
- 2015
- 2016 • The Large Animal Teaching and Research Center (LATRC) changed its name to Veterinary Medical Teaching and Research Center (VMTRC) (March 2014)
- 2017
- 2018

2019 Paul V. Hamilton School of Arts and Humanities

- 2020 • School department chairs' meetings now include discussions regarding facility usage.
- 2021 The school is frequently asked for use of classrooms by the Academy, School clubs,
- 2022 University clubs, and administrative departments. In addition, as changes occur to
- 2023 buildings such as Bluebird, Cumberland Gap buildings, and Avery Hall, faculty are able
- 2024 to more appropriately prioritize use and needs. Information from these meetings is taken
- 2025 to the University Facilities Committee.

2026 Duncan School of Law

- 2027 • The law school has provided a dedicated office space for the Office of Advancement
- 2028 staff.
- 2029 • The law school has provided a dedicated office to LMU General Counsel.
- 2030 • The law school has provided a dedicated office to EdD Professors for their use.
- 2031 • The law school has provided a dedicated office for the Director of the Institute of
- 2032 Collaborative Leadership.

2033 **Objective 4.2:** Provide a healthy, safe, and secure environment.

2034

2035 **Progress**

- 2036 • Assess, plan for, and evaluate University safety and security operations in order to ensure
- 2037 compliance with regulatory agencies annually
- 2038 • Update and review of all emergency evacuation plans (ongoing)
- 2039 • Publicized emergency information in all areas (ongoing)
- 2040 • Upgrades to smoke and fire alarms at Mary Mars
- 2041 • Strengthened lines of communication with security at off campus sites (ongoing)
- 2042 • MSDS Online-Access through pathway-Maintenance, Grounds, Custodial and Water
- 2043 Plan trained on MSDS for new Globally Harmonized System of Classification and
- 2044 Labelling of Chemicals)
- 2045 • Key administrators attended the Oak Ridge Emergency Management Forum
- 2046 • Currently installing weather shelter signs in all buildings
- 2047 • Installed Emergency Siren and implemented policy
- 2048 • E2Campus campaign during move in day on campus and at beginning of semester at
- 2049 Knoxville location
- 2050 • Added armed security in facilities both on and off campus
- 2051 • Increased security coverage at off campus sites
- 2052 • Additional courtesy phones at Paul V. Hamilton Center for the Arts, Byram Hall, Grant
- 2053 Lee, Library, Liles, LP, Mary Mars Gymnasium, Munson Hall, University Inn Pool Area,
- 2054 West Hall
- 2055 • Emergency Call Boxes installed with signage: Harrogate City Park, Dishner, Mitchell,
- 2056 Pope, Langley, Shelton Halls, Hamilton Math and Science Bldg., UINN, Lee, Mars,
- 2057 Burchett, McClelland, and Norton Halls
- 2058 • Health and Safety Manual online through pathway
- 2059 • Installed and publicized emergency call devices for residential halls and City Park
- 2060 • Active Shooter/lockdown training provided to faculty and staff during conference
- 2061 • Reorganized the Print Shop to increase work flow efficiency
- 2062 • Reorganized Post Office to increase work flow efficiency
- 2063 • Added Office Manager for Campus Police and Security
- 2064 • Relocated Campus Police and Security Communication Center to a secure location with
- 2065 backup generator
- 2066 • Held Women's self-defense course
- 2067 • VPI system installed with new dispatch radio/6 new radios with frequencies
- 2068 • FCC license for Police/Security bandwidth
- 2069 • Promote use of ID while on campus
- 2070 • Implementing security officers for the Virginia Veterinary Site
- 2071 • Camera coverage for Cumberland Gap
- 2072 • Upgraded camera's at the Harrogate City Park
- 2073 • Install CO Detectors in residence halls with natural gas
- 2074 • Added organic garden and calendar of events to the LMU community page
- 2075

2076 Risk and Insurance

- 2077 • Received premium reduction benefit from United Educators Risk reduction library
- 2078 • Evaluated existing insurance coverages to ensure adequate coverage
- 2079 • Obtained new facility coverages following certificate of occupancies (ex. dormitory
- 2080 facilities)
- 2081 • Obtained new program coverages following approval (ex. DSOL professional liability,
- 2082 Counselors, and Veterinary School)
- 2083 • Worked closely with student services to ensure risk free programs on campus (ex.
- 2084 summer camps, Kanto, swimming pool)
- 2085 • Managed premiums and claims for property and liability coverages
- 2086 • Storm damage claim processing for physical plant
- 2087 • Process certificates of insurance for graduating students
- 2088 • Approve University drivers
- 2089 • Through United Educators offered risk training sessions in specific areas of campus (ex.
- 2090 Summer camps, events on campus, facility safety, international travel for students)
- 2091 • International travel for students exposure prevention procedures with DCOM
- 2092 • Worked closely with Physical Plant on facility issues that posed risk or created insurance
- 2093 exposure (ex. Broken sidewalks, hand rails, snow and ice)

2094 DeBusk College of Osteopathic Medicine (DCOM)

- 2095 • The clinic analyzed the need for lab and imaging services by reviewing outsourcing
- 2096 trends. The Harrogate clinic purchased lab and imaging service equipment this year and
- 2097 expanded lab offerings at the clinic for patients
- 2098 • The university medical clinic keeps patient data and indicates over 14,951 patient
- 2099 encounters for both the Harrogate and New Tazewell location this past year

2100
2101

2102 **Objective 4.3:** Enhance and sustain the Institution's Human Resources.

2103

2104 **Progress**

- 2105 • EMMA (automated payroll) put into place for hourly employees in Housekeeping,
- 2106 Maintenance, Grounds, Security, Sigmon Communications and both University Clinics
- 2107 • Continue to provide HR support at Knoxville locations (representative on site-one day a
- 2108 month)
- 2109 • Job Fair Participation
- 2110 • Recorded/videoed the benefits open enrollment process for mandatory employee
- 2111 meetings (easy access and review)
- 2112 • LMU Years of Service Awards
- 2113 • Administrative Professionals Day Luncheon (main and Cedar Bluff)
- 2114 • EEOC audited hiring practices
- 2115 • Implemented Colleague Assignment Contracts for Adjuncts in conjunction with
- 2116 Academic Affairs
- 2117 • Implemented Colleague Deferred Pay in conjunction with Finance Department

2118 Paul V. Hamilton School of Arts and Humanities

- 2119 • A mentoring program was established to include assignment of mentors, scheduled
- 2120 mentoring meetings each semester, workshops on academic matters, and discussions with
- 2121 LMU departments with information helpful to new faculty
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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.

Progress

- Procured and managed maintenance agreements for infrastructure hardware to assure reliability
- Procured annual software assurance for academic software
- Negotiated Microsoft Campus Agreement to include Microsoft Training Academy
- Renegotiated agreement with CDWG in conjunction with the TICUA agreement to eliminate shipping on all orders with CDWG year 2 estimated savings 83000.00
- Audio conferencing migrated to WebEx to reduce monthly cost and provide additional features

2138 **Objective 5.2:** Provide networking/computing infrastructure and implement technology
2139 solutions for faculty, staff and students.

2140

2141 **Progress**

- 2142 • Automated real-time user account creation from Colleague SQL to Active Directory
- 2143 • Migration of all student email accounts to Office365
- 2144 • Upgraded wireless lab to support additional wireless workstations
- 2145 • Maintained export file process for graduating student data to the iModules alumni
2146 community database
- 2147 • Updated DCOM supplemented online admission application
- 2148 • Updated DSOL online application
- 2149 • Maintained HR online application
- 2150 • Maintained more than 1300 reusable Informer reports for various departments across
2151 campus
- 2152 • Updated and maintained CBORD system to support ID cards and door access
- 2153 • Performed semester end/semester start maintenance of CBORD database for student meal
2154 plans
- 2155 • Updated Ellucian Recruiter
- 2156 • Added virtualized servers, currently manage 116 virtual servers, 24 blade servers and
2157 14traditional Windows servers
- 2158 • Upgraded enterprise level NetApp storage, currently provide 164 terabytes of storage
2159 with point in time snapshot data protection
- 2160 • Maintained PRTG Network Monitoring
- 2161 • Configured and implemented enterprise data protection backup utilizing UniTrendsFile-
2162 interface De-duplication System (FDS) solution on campus and DR Knoxville site
- 2163 • Redundant SonicWall Enterprise firewall solution upgraded and configured for high
2164 availability.
- 2165 • New Avaya VOIP phone system upgrade
 - 2166 ○ New Voicemail system AVST upgrade spl
 - 2167 ○ New fax server RightFax
 - 2168 ■ RightFax SIP integration
- 2169 • New security cameras installed or replaced
 - 2170 ○ LMU Park cameras
 - 2171 ○ Duke auditorium control room
 - 2172 ○ Student center cafeteria
 - 2173 ○ Cedar Bluff interior and exterior
 - 2174 ○ University Inn Pool
 - 2175 ○ Replaced all of Liles and West dorm analog cameras
- 2176 • New single mode fiber install
 - 2177 ○ Math and Science building
 - 2178 ○ Water Plant
 - 2179 ○ Mary Mars Gym
 - 2180 ○ Sigmon Communication Center
- 2181 • Emergency Phones
 - 2182 ○ Revised dialing plan to call 6911
 - 2183 ○ LMU Park restroom

- 2184 • Courtesy phones added
- 2185 ○ Byram
- 2186 ○ Munson
- 2187 ○ Grant Lee
- 2188 ○ LP Hall
- 2189 ○ Arena
- 2190 • JFWA access control
- 2191 • Off campus website hosting
- 2192 ○ www.lmunet.edu
- 2193 ○ Library.lmunet.edu
- 2194 ○ Law.lmunet.edu
- 2195 ○ Vetmed.lmunet.edu
- 2196 • Network closet update
- 2197 ○ Library 1st floor
- 2198 ○ Avery Hall 1st Floor
- 2199 ○ Avery Hall 2nd Floor
- 2200 ○ Museum
- 2201 ○ Tex Turner Arena 1st Floor North Side
- 2202 ○ Tex Turner Arena 1st Floor South Side
- 2203 ○ Business Education
- 2204 • Expanded Aruba Wireless solution to support
- 2205 ○ DB3
- 2206 ○ DB4
- 2207 ○ Pace House
- 2208 ○ JFWA
- 2209 ○ Avery Hall
- 2210 ○ University Inn
- 2211 • Streaming setup for Mary Mars Gymnasium
- 2212 • Rewire audio booth at Tex Turner and change streaming solution
- 2213 • IS Training Room Technology Build
- 2214 • IS Conference Room Technology
- 2215 • J. Frank White Academy remodel. Added classroom technology, conference room and
- 2216 lounge along w/all-call system
- 2217 • DAR Hall conference rooms – Crestron
- 2218 • Mary Mars Gymnasium sound system installation
- 2219 • Audio Vault repair/setup/training for Sigmon
- 2220 • Added new AVID editor for Sigmon Communications
- 2221 • Added extra technology to DCOM Sim Lab
- 2222 • Added display to MANS Microscopy Lab
- 2223 • Added Display for SEMS coloration at MANS
- 2224 • Reprogramming of MANS Anatomy Pods For display from all pods
- 2225 • Switched double stack projectors to single, reliable projector for MANS 100
- 2226 • Installed technology in New security office
- 2227 • Install and configure Ustream for Sigmon and various campus departments
- 2228 • Expanded existing Adobe Connect Pro hosted web/video conference service

- 2229 • Automated library export file to OCLC
- 2230 • Automated export file to e2Campus
- 2231 • Restricted SSN on Colleague screens to only those with a business need
- 2232 • Created export file to retirement vendor
- 2233 • Implemented door access - JFWA
- 2234 • Created custom process to copy Financial Aid rules
- 2235 • Created EdD Dissertation Portal in Pathway
- 2236 • Installed Web Procurement in WebAdvisor
- 2237 • Installed Retention Alert in WebAdvisor
- 2238 • Implement EMMA - time card solution for Maintenance and Security
- 2239 • Created custom forms and files to enable the storage of vehicle permit data
- 2240 • Upgraded Micros (cafeteria software) to version 5.1
- 2241 • Created subroutines to support assignment contracts for HR
- 2242 • Created single sign on web part for Blackboard in Pathway
- 2243 • Implemented DCOM supplemental application in Recruiter
- 2244 • Implemented Image Now in Human Resources
- 2245 • Implemented Image Now in University Advancement
- 2246 • Moved Papervision Transcript Images to Image Now
- 2247 • Implemented new helpdesk software package I support
- 2248 • Created custom process to gather data for the CDS financial aid summary
- 2249 • Created computed columns to support Degree Audit implementation
- 2250 • Created computed columns to support I Modules data export
- 2251 • Created custom process to find address records with issues
- 2252 • Upgraded Recruiter to version 2.6
- 2253 • Upgraded Portal to version 3.x (SharePoint 2010)
- 2254 • Rolled out Business Objects Web Intelligence Reporting
- 2255 • Completed Dashboards for Financial Aid and Human Resources
- 2256 • Implemented e-commerce in University Advancement
- 2257 • Completed Image Now I Script training
- 2258 • Completed Active Data Calendar training
- 2259 • Completed Colleague Rules Writing course
- 2260 • Completed Blackboard Administration Training
- 2261 • Automated Blackboard exports
- 2262 • Assignment Contracts implementation
- 2263 • Implementing workflow in Human Resources
- 2264 • Implementing workflow in Registrar's Office
- 2265 • MOX implementation
- 2266 • CBORD upgrade
- 2267 • Strengthened our Isidore backup process

- 2268 • SQL migration
- 2269 • Implemented Desktop backup software solution InSync
- 2270 • Degree Audit
- 2271 • Retention Alert
- 2272 • e-Advising
- 2273 • Financial Aid auto packaging
- 2274 • Financial Aid SAP processing automation
- 2275 • Student Self Service Views
- 2276 • Admissions Communications Management expansion
- 2277 • E-commerce in the Cashier's Office
- 2278 • Setup of IPEDS in HR
- 2279 • Security Review
- 2280 • Completed the SQL migration which included the following:
 - 2281 ○ Prepare hardware (11 new servers)
 - 2282 ○ Perform two test migrations
 - 2283 ○ Moving all data
 - 2284 ○ Moving all custom code
 - 2285 ○ Create Envision Processes to replace Unix processes
 - 2286 ○ E2campus
 - 2287 ○ OCLC
 - 2288 ○ Blackboard
 - 2289 ○ Livetext
 - 2290 ○ Redesigned all forms
 - 2291 ○ Migrated Informer to SQL
 - 2292 ○ Configured ecommerce, self-service, mobile and WebAdvisor
- 2293 • Upgraded the Gold software
- 2294 • Upgraded Recruiter to 3.0 (November 2013)
- 2295 • Implemented the new mobile solution (October/November 2013)
- 2296 • Created Vet School online application
- 2297 • Created an automated process for Athletics to notify instructors when athletes will be missing class
- 2298
- 2299 • Implemented Image Now in Finance
- 2300 • Implemented Image Now in DCOM Career Services
- 2301 • Attended Softdocs training

2302 **Objective 5.3:** Provide training and support for faculty, staff and students.

2303

2304 **Progress**

- 2305 • IS Helpdesk closed 14799 work order tickets
- 2306 • Provided training to new incoming DCOM students
- 2307 • Provided training to new incoming NA/FNP students
- 2308 • Provided training to new incoming PA students
- 2309 • Provided training to new incoming DSOL students
- 2310 • Trained additional administrative users in the use of the Informer reporting product
- 2311 • Trained security staff on Avigilon security camera software
- 2312 • Trained security staff on NCC fire alarm system
- 2313 • Trained Finance staff on Synoptix financial reporting software
- 2314 • Provided basic training/orientation on email, wireless access, network login and printing
- 2315 to support EdD students
- 2316 • Provided onsite tech support for sessions of nursing ERI online testing at Cedar Bluff and
- 2317 Harrogate campuses
- 2318 • Completed upgrades on all video conferencing appliances
- 2319 • Upgraded TMS to support automation of video conferences
- 2320 • Provided tech support for 103 two- or three-way internal video conferences
- 2321 • Provided tech support and scheduling for 46 external video conferences
- 2322 • Replaced 176 Desktop systems that were 3 years or older
- 2323 • Replaced 101 Laptop solutions that were 3 years or older
- 2324 • Re-designed LMU IS Helpdesk to provide more self-service options
- 2325 • Provided chat function to IS helpdesk for immediate service and Bomgar integration
- 2326 • Re-designed LMU automated attendant
- 2327 • Implemented new operator call script and procedure

2328 **Objective 5.4:** Maintain release management and support for information technology services.

2329

2330 **Progress**

- 2331 • Performed routine network monitoring of LMU's switched network for performance and
2332 high availability
- 2333 • Upgraded VMWare to version 5.5
- 2334 • Restricted SSN on Colleague screens to only those with a business need
- 2335 • Performed routine maintenance, firmware upgrades and monitoring of LMU servers for
2336 performance and availability
- 2337 • Performed routine maintenance, firmware upgrades and monitoring of LMU's hardware
2338 appliances to assure security, optimum performance and high availability
- 2339 • Performed routine maintenance, firmware upgrades on 64 Windows Servers
- 2340 • Maintained timely updates on over 2230 Windows workstations (faculty, staff and
2341 students)
- 2342 • Maintained and verified timely and valid backups of the Datatel systems on a daily basis
- 2343 • Maintained and verified timely and valid backups of email, mission critical SQL and
2344 Oracle databases
- 2345 • Implemented new disaster recovery solution with co-located systems

2346 **Objective 5.5:** Plan and implement necessary resources and services for radio/television stations.
2347

2348 **Progress**

- 2349 • Televised 70 LMU athletics events during 2013-14 academic year (Men's and Women's
2350 Soccer, Volleyball, Men's and Women's Basketball, SAC Softball Tournament)
- 2351 • Broadcast 65 men's and women's home and away basketball games over WLMU-FM
2352 during 2013-14 season
- 2353 • Expanded the LMU-TV Tri State News to 30 minutes. The program airs eight time a
2354 week on LMU-TV Channel 4 and Channel 20 (Media Stream/Vyve Cable)
- 2355 • Live streamed LMU Commencement ceremonies, includes undergrad, DCOM and
2356 DSOL. Also provided DVD for each event.
- 2357 • Provided audio and video services to DCOM for White Coat ceremonies (DO, PA and
2358 Nursing programs)
- 2359 • Provided audio services for area high school graduations—Claiborne, Cumberland Gap,
2360 Campbell County, Union County
- 2361 • Provide Audio Services to campus at large—speaking events, awards banquets,
2362 Homecoming events, performance
- 2363 • Expanded coverage of Homecoming activities to provide video record of campus events
- 2364 • Worked closely with the new Media Communications program and its director, Dr. Rick
2365 Vogel, making the Sigmon building available for classes and bringing student workers
2366 into the facility for real life practical experience
- 2367 • Provided video services for DCOM. This includes live web casts (TOMEK), recording
2368 class lectures, instructional video and DCOM student/charity activities
- 2369 • Produced promotional video for College of Veterinary Medicine.
- 2370 • Worked with the Vet Tech program producing a 'Pet Tips' segment for our weekly news
- 2371 • Televised the first Servolution Telethon live in September 2013. The Telethon raised
2372 over \$25,000 for Servolution Ministries
- 2373 • Recorded the Lincoln Symposium at the Abraham Lincoln Library and Museum (April
2374 2014)
- 2375 • Participated in the annual ROHO Shopping Spree at Middlesboro Wal-Mart (December
2376 2013)
- 2377 • Created new EAS (Emergency Alert System) logs and procedures for WCXZ-AM and
2378 WLMU-FM
- 2379 • Provide a radio and TV platform for area churches and organizations on both radio and
2380 TV stations. Program church services and religious content
- 2381 • Creating specialty music programs on WLMU-FM during weekday evenings
- 2382 • Upgraded equipment in WCXZ-AM and WLMU-FM, improving the quality of
2383 programming
- 2384 • Hired a new engineer to maintain transmitter equipment and sites
- 2385 • Instituted policies and procedures within Sigmon regarding scheduling, dress code and
2386 equipment usage and maintenance
- 2387 • Actively reached out to other University departments (Athletics, Academics, Student
2388 Services) to create a better working relationship with Sigmon
- 2389 • Conducted a Sigmon open house in September and a Customer/Advertiser Appreciation
2390 Day in May

2391 **Objective 5.6:** Provide appropriate support for research initiatives at the University.

2392

2393 **Progress**

2394

2395 • Supported Institutional Effectiveness in ABA electronic reporting needs for the Duncan
2396 School of Law

2397 • Provided an in-depth analysis of financial aid data for the Common Data Set

2398 • Upgraded Colleague system for all Federal regulatory releases

2399 • Updated Institutional Effectiveness website to contain most recent institutional, state and
2400 federal reports.

2401 • Provided enrollment and financial data from the Colleague system to Institutional
2402 Research, VP of EMSS, and Director of Financial Aid to support institutional, state and
2403 federal reporting requirements

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Strategic Goal 6:
Enhance Resources

Objective 6.1: Create an environment of practical, helpful collaboration across the main campus and all extended learning sites.

Progress

- Supported Wellness Program through Human Resources in cooperation with Athletic Training.
- Completed two Advisory Board meetings with Education and Nursing.
- Completed a list of fundraising needs across campus in addition to our approved capital projects.
- The Carter and Moyers School of Education continued an ongoing partnership with University Advancement to facilitate successful annual Constitution Series presentations.
- Continue using DCOM faculty on Women’s Health Issues in cooperation with the LMU Women of Service.
- Recommended Mobile App/Site which will aid in access in 2013-14.
- Law professors Melanie Reed, Matt Lyon and Akram Faizer participated in interviews with WBIR and WATE through the Pilot Case. Lyon and Faizer also did interviews on LGBT rights. History professor Michael Toomey provided historical overview of serpent handling for WBIR, and the story was picked up by USA Today on their website.
- Needs more attention.

2426 **Objective 6.2: Increase unrestricted donations through giving and alumni participation by**
2427 **building a broad base of annual support.**

2428
2429 **Progress**

- 2430 • Accomplished 100% compliance with CASE and NACUBO standards as verified by
2431 a successful audit
- 2432 • Completed call reports on a regular basis and reported these calls at the bi-weekly
2433 development officers meeting. President Dawson also has access to all call reports by
2434 gift officers.
- 2435 • Completed donor proposals
- 2436 • Informer Reports and bi-weekly development meeting reports on the Pathway team
2437 site
- 2438 • Completed ninth successful MVT fundraising test, and planned for 10th
2439 Advancement MVT test
- 2440 • Giving rates grew as 176 full-time faculty and staff gave back to LMU in 2013-14 as
2441 of June 19, 2014, a total of 29.43 percent
- 2442 • Increased active friends giving rate to 14.80% during 2013-14 as of June 19, up from
2443 14.31 percent in 2012-13
- 2444 • Giving records reflected 85.7% participation in annual giving from the President's
2445 Cabinet; 100% participation from UA staff; 80% participation from the Board of
2446 Trustees and 53.3% participation from the National Alumni Board
- 2447 • Increased undergraduate alumni giving rate to 4.90 percent for fiscal 2013-14 as of
2448 June 19, 2014, as a result of direct mail solicitations that target annual fund and
2449 scholarship giving, Lybunt and Sybunt mailings and phonathon solicitations
- 2450 • Increased Homecoming participation by fifty percent at alumni reunions with the
2451 addition of alumni trails event on quad, 5K Night Run and Karaoke Event with a total
2452 attendance of 150 alumni, students and friends; basketball reunion had an attendance
2453 of 150 alumni and friends; Diamond and Golden Grad events up 11 percent from
2454 2012-2013
- 2455 • Increased Family Day at Dollywood by 7% from 2012-2013. 547 alumni and friends
2456 attended
- 2457 • Increased number of graduates and their families who attended the breakfast held
2458 before Spring 2014 commencement to 350
- 2459 • Distributed 118,827 AlumniLinc Quick Fact emails through LMU Alumni
2460 Connection to alumni. A 24% increase from 2012-2013. AlumniLinc Quick Fact now
2461 serves as e-newsletter for alumni and is distributed monthly
- 2462 • Distributed 410,862 emails through the LMU Alumni Connection as of June 19,
2463 2014. A 4% increase from 2012-2013
- 2464 • Held events for alumni and students at LMU-DSOL, Cedar Bluff, Corbin, PMRC,
2465 Blount Memorial and Kingsport
- 2466 • Increased sponsorship/revenue for alumni golf tournament: total revenue for 2013
2467 tournament - \$11,709.50 (up 27% from 2012); participants for 2013 tournament – 115
2468 (up 18% from 2012)
- 2469 • Continued increase of donor with 64 alumni and friends making donations online
2470 using the LMU Alumni Connection

- 2471 • Increased membership in the Alumni Association: total members for 2013-14 – 642
- 2472 (up 39% from 2012-2013); lifetime members – 299, annual members-343
- 2473 • 1,108 online payments and gifts have been received during fiscal 2013-14 for a total
- 2474 of \$122,082.83, an increase of 138 percent from 2012-13
- 2475 • Created a calendar of stewardship and attendance at cultivation events to create and
- 2476 broaden DCOM's foundation for annual donor support
- 2477 • Created a calendar of annual solicitations for DCOM donors
- 2478 • Established LMU-DCOM Advisory Council with formal meeting structure/timeline
- 2479 and solicitation schedule
- 2480 • Attendance at Annual AOA Convention (New Orleans) with intent to recruit faculty,
- 2481 potential students, and create a tradition for LMU-DCOM alumni annual reception
- 2482 • DCOM alumni board, elections, by-laws, projects and activities
- 2483 • Subscribed to DonorSearch database

2484 **Objective 6.3: Increase endowment participation by 5% annually for student scholarships,**
2485 **faculty development, research, endowed chairs, continuing education, physical plant and**
2486 **athletics (3.10.1—Principles of Accreditation).**

2487

2488 **Progress**

- 2489 • Total endowment giving is \$520,169.33 as of June 19, 2014, an increase of 26.01%
2490 over 2012-13 year-to-date.
- 2491 • Five new endowed scholarship funds and eight new annual scholarship funds have
2492 been established during 2013-14 as of June 19.
- 2493 • Awarded \$540,000 in annual and endowed scholarship funds to 264 students in
2494 coordination with the LMU Student Awards Committee.
- 2495 • Maintained and updated annual and endowed scholarship documentation and criteria
2496 throughout the year.

2497 **Objective 6.4: Market and promote the University locally, regionally, nationally and**
2498 **internationally by use of all electronic and non-electronic media sources to support current**
2499 **recruitment, retention and fund raising goals cited in appropriate departmental strategic**
2500 **plans, and to increase pride in the University (Extended learning sites include: Cedar Bluff,**
2501 **Duncan School of Law, Mercy Medical Center St. Mary's, Blount County, Corbin,**
2502 **Middlesboro, Ducktown, Cleveland, Kingsport, Sevierville, Morristown and all**
2503 **partnerships) (1.1 and 4.6—Principles of Accreditation).**
2504

2505 **Progress**

- 2506 • Initiated brand review with focus group and brain board discussions on marketing
2507 LMU. Process will continue with independent outside agency conducting formal
2508 brand review.
- 2509 • PR/Marketing staff improved campus visibility by attending and increased number of
2510 events and taking photos. Over 110 Flickr albums created this year with over 11,150
2511 photos uploaded to LMU Flickr photo stream resulting in 27,327 album views.
- 2512 • Produced 166 press releases posted to LMU.net.edu. 1,969 YTD media placements
2513 worth \$436,690.83 in ad value.
- 2514 • Worked with Gary Burchett, Travis Moody, Jarryd Boster and Chris Campbell on
2515 advertising for JFWA. Ran year round cable TV campaign utilizing a Sigmon
2516 produced spot and billboard campaign to target LaFollette. Arranged new
2517 photography and image video on website highlighting new facility.
- 2518 • Facilitated media interviews for faculty with Knoxville TV stations on a broad range
2519 of topics including the Pilot case, civil liberties, legalization of marijuana, privacy
2520 and the use of drone, Supreme Court rulings, serpent handling and more. A WBIR
2521 story featuring Dr. Toomey on serpent handling was picked up on USA Today website
2522 garnering national attention.
- 2523 • Expanded branded campaigns in extended site markets for Health Science offerings,
2524 especially in Knoxville, Kingsport and Corbin.
- 2525 • Promoted University Medical Clinic to help drive patient traffic. Utilized LMU
2526 basketball sponsorship, directory ads and ad screens in public restaurants.
- 2527 • Produced high-quality annual report for DeBusk College of Osteopathic Medicine.
- 2528 • Offered a wide variety of training sessions to new students, faculty and staff on the
2529 importance of internal communication and Pathway's use. Offered advice and
2530 collaboration on ways to implement and streamline Pathway campus-wide.
- 2531 • Implemented the first University blogging community with analytics data. Increased
2532 Facebook users to over 5,000 and Twitter users to over 400.
- 2533 • Awarded two Kindle Fires to winners of the Flat Abe photo contest at Homecoming
2534 2013. Connected multiple alumni to the LinkedIn group.
- 2535 • Ensured new accounts followed the social media guidelines and policies to become
2536 official channels. Catalogued these accounts on the LMU website.
- 2537 • Completed a rack card for every major/program, including many graduate programs.
- 2538 • Completed a financial aid/affordability piece (in cooperation with the vice president
2539 for student enrollment services and the director of financial aid.)
- 2540 • Return of postage-paid envelopes included in each publication.
- 2541 • Evaluated the costs of UA publications and explored avenues for trimming costs
2542 while increasing numbers (i.e., bids from other printing companies). Did not cut out
2543 any publications or cut back on quantities this year. Stayed within budget.

- 2544 • Coordinated the layout of the Lincoln Herald with the Abraham Lincoln Library and
- 2545 Museum staff to reduce spending on outside vendors.
- 2546 • Website responsibilities moved to Department of Information Services in October
- 2547 2013.
- 2548 • Continued communication with extended campus sites to assist with their needs.

2549 **Objective 6.5: Continue aggressive fundraising to meet identified fundraising priorities:**
2550 **increased annual fund donor base; increased endowment fund; capital projects for facility**
2551 **construction, maintenance and improvement. (2.11.2, 3.10.5—Principles of Accreditation).**
2552

2553 **Progress**

- 2554 • Major Gifts and Grants (\$25,000 and above) for Fiscal 2013-14:
 - 2555 ○ 21 major outright gifts, for a total gift amount of \$4,851,693.90.
- 2556 • Total Giving as of June 19, 2014: \$5,970,930.38.
- 2557 • Gift Revenue vs. Expenses. Based on total gifts received as of June 19, University
2558 Advancement has exceeded its total 2012-13 fiscal operating budget by \$4,553,279.90.
- 2559 • Established 19% success rate in foundations proposals.
- 2560 • Submitted 47 Foundation proposals.
- 2561 • Produced two multi-discipline proposals.
- 2562 • Submitted one capital proposal.
- 2563 • Produced Pathway Team Site accessible to campus grant writers.
- 2564 • Maintained regular meeting schedule with ORGSP and DCOM for grant, reporting,
2565 stewardship and communication.
- 2566 • Procedures followed in accordance with ORGSP.
- 2567 • Developed good relationships with foundation program officers.

2568 **Objective 6.6: Continue to utilize the Ellucian Colleague Advancement system in the most**
2569 **efficient manner to provide support for the University by accurately recording gifts and**
2570 **maintaining gift records and computer information (2.11.1 and 3.10.2—Principles of**
2571 **Accreditation).**
2572

2573 **Progress**

- 2574 • Produced 330 mailing lists, gift reports, MVT reports, other lists produced between
2575 October 22, 2013 and June 19, 2014 in response to division and/or campus-wide requests
2576 for information.
- 2577 • Maintained Entrinsik Informer as our standard UA reporting tool, and worked with I.S. to
2578 re-build the Informer library during transition to the SQL environment in May 2014.
- 2579 • Maintained and expanded non-charitable fund designations in Colleague Advancement to
2580 facilitate the processing of online credit card non-gift payments.
- 2581 • Maintained 2013-14 LMU Student Awards Committee shared document library, and
2582 implemented InfoPath forms for awards recommendations.
- 2583 • Maintained and expanded shared codes between Financial Aid and Advancement
2584 scholarship fund designations.
- 2585 • Maintained and expanded MVT outcomes tracking in Colleague Advancement.
- 2586 • Grants database available to grant writers on Pathways Team Site.
- 2587 • Completed transition to Official Payments as the UA e-commerce service, adding the
2588 ability to process recurring donations via e-check/bank draft.
- 2589 • Fully implemented call report and donor proposal tracking in Colleague Advancement.
- 2590 • Initiated ImageNow document scanning as a platform for archiving and accessing
2591 documents.
- 2592 • Expanded information sharing in the LMU Student Awards Committee through the use of
2593 document collaboration and, our new LMU Pathway Portal team site.
- 2594 • Completed working with Financial Aid to support added links and coding between
2595 Datatel's fund codes and scholarship tools, enabling the expanded tracking of
2596 donor/student/fund relationships.
- 2597 • Expanded MVT outcomes tracking in Colleague Advancement for expanded reporting of
2598 MVT factor results.
- 2599 • Created Pathways Team Site for Grants database available to grant writers.

2600 **Objective 6.7: Participate in reaffirmation of accreditation activities and planning through**
2601 **representative membership on committees addressing compliance with specific components**
2602 **of the Principles of Accreditation: Foundations for Quality Enhancement (2.5—Principles**
2603 **of Accreditation).**
2604

2605 **Progress**

- 2606 • Lincoln Memorial University is in compliance with Comprehensive Standard 3.2.12. The
2607 University’s administrative structure, its Bylaws, and institutional policy all ensure
2608 compliance with the comprehensive structure. Lincoln Memorial University’s Gift
2609 Acceptance Committee comprised of the President, Vice President for University
2610 Advancement, and Vice President for Finance has responsibility for the approval of all
2611 fundraising initiatives, campaigns, and solicitations, as well as the policies and
2612 procedures that govern LMU’s fundraising efforts.
- 2613 • The Bylaws of the LMU Board of Trustees include the Charter of the Development
2614 Committee, including its purpose and responsibilities. The Vice President for University
2615 Advancement serves as a resource for the designated members of the Board of Trustees
2616 Development Committee and the Vice President for University Advancement reports
2617 directly to the President, as shown on the LMU Organizational Chart. As indicated by
2618 this reporting relationship, the President controls the institution’s fundraising activities
2619 and utilizes the expertise of appropriate professionals to advise her on matters related to
2620 fundraising.
- 2621 • The Division of University Advancement supports the development and implementation
2622 of the University’s Business Continuity Statement, as it relates to the Division of
2623 Advancement’s efforts to maintain business functionality in the event of a disaster.
- 2624 • The Division of University Advancement supports the development and implementation
2625 of the University’s Quality Enhancement Plan (when format is available) to assist
2626 University-wide efforts to meet requirements set forth by the Commission on Colleges of
2627 the Southern Association of Colleges and Schools.
- 2628 • The Division of University Advancement abides by the CASE’s (Council for the
2629 Advancement and Support of Education) Code of Ethics in Fundraising and we accept
2630 gifts based on the Board of Trustee approved Gift Acceptance Policy and Estate Planning
2631 Policy manuals.

2632 **Objective 6.8: Enhance legislative relationships.**

2633

2634 **Progress**

- 2635 • Weekly phone conferences occur with Director of Major Gifts and External Relations to
- 2636 keep abreast of updates in Washington, Nashville and with our local legislators.
- 2637 • Strengthened relationships with our elected representatives on the local, state, and the
- 2638 federal levels.
- 2639 • Aided in securing a \$20 million loan from the USDA. Completed 25+ legislative
- 2640 contacts.
- 2641

2642 **STRATEGIC GOAL 7:**

2643 *Assess and enhance university-wide research and scholarly activity*

2644

2645 **Objective 7.1: INTEGRATION:** To connect all development, improvement and
2646 implementation of university research initiatives to the university mission, planning, budgeting,
2647 assessment and evaluation processes.

2648

2649 **Progress**

- 2650 • University Research Committee (URC) Membership included each school or college
2651 dean or the appropriate dean's representative, the Director of the Abraham Lincoln
2652 Library and Museum, as well as the Executive Director of the ORGSP.
- 2653 • The URC met two times during the 2013-2014 academic year.
- 2654 • Continued to refine and update the routing and approval form for grant submissions that
2655 streamlined signature requirements while ensuring that deans and divisional vice
2656 presidents were informed of grant submissions in their areas.
- 2657 • Continued to encourage self-reporting of research and scholarly activity by reporting
2658 such activity in ORGSP newsletter.
- 2659 • ORGSP newsletter highlighting faculty research and scholarly activity continues to be
2660 electronically distributed monthly to faculty.
- 2661 • ORGSP coordinates with Office of Public Relations on publicizing grants.
- 2662 • Continued to work with University Advancement on developing donors for research and
2663 scholarly activity.

2664 **Objective 7.2: INFRASTRUCTURE:** Foster the development and management of the
2665 centralized research support services to optimize their utility, accessibility and their
2666 responsiveness to the campus and extended site research community.

2667
2668 **Progress**

- 2669 • Worked with auditors when appropriate to ensure all policies and required documentation
2670 are in place.
- 2671 • The Collaborative Institutional Training Initiative (CITI) continues to be available for
2672 faculty, staff and student training; since 2011 3195 faculty, staff and students have been
2673 trained.
- 2674 • The ORGSP has worked with faculty on six grants, which include undergraduate
2675 students.
- 2676 • The recently updated Cumberland Mountain Research Center (CMRC) building is
2677 operational and occupied by four faculties for scientific research with undergraduate
2678 student participation.
- 2679 • Continue to update the ORGSP website listing undergraduate research opportunities in all
2680 academic areas.
- 2681 • The recently built field station at Belize Foundation for Research in Environmental
2682 Education (BFREE) continues to be fully operational.
- 2683 • ORGSP continues to work with CMRC researchers on grants or contracts.
- 2684 • ORGSP continuously updates its website to provide the best faculty support possible.
- 2685 • ORGSP continues to provide a comprehensive list of grant opportunities listed on the
2686 ORGSP website and updated monthly.
- 2687 • Together, ORGSP, University Advancement and Office of Health Science Research
2688 continue to sort Grant opportunities according to faculty expertise and interest and
2689 notifies appropriate faculty of the opportunities.
- 2690 • Together, the ORGSP, University Advancement and Office of Health Science Research
2691 assisted in the preparation and submission of grant applications for a total of \$8.1 million
2692 requested during fiscal year 2013-2014.
- 2693 • Faculty continued work on 44 externally funded grants totaling \$3,248,104.
- 2694 • The ORGSP continues to work with the Chair of the Institutional Review Board (IRB)
2695 and the School of Education to refine the IRB application process for EdD students.
- 2696 • ORGSP provided an IRB workshop for EdD students.
- 2697 • ORGSP provided administrative support to the IRB, which reviewed 95 protocol
2698 submissions, and the IACUC, which reviewed 4 protocol submissions and 8 protocol
2699 renewals.
- 2700 • ORGSP staff/chairs/attending vet attended eight trainings during FY 2012-13 for research
2701 administration through NCURA as well as NIH, IRB and IACUC.
- 2702

2703 **Objective 7.3: FACULTY:** Ensure adequate on campus and extended learning site faculty to
2704 initiate, grow and sustain both undergraduate and graduate level research.
2705

2706 **Progress**

- 2707 • 83 Publications, 127 Presentations and 30 Abstracts by LMU Faculty as listed by Schools
2708 and Colleges are as follows:
 - 2709 ○ Arts and Humanities: 0 Publications, 4 Presentations
 - 2710 ○ Math and Sciences: 25 Publications, 13 Presentations and 5 Abstracts
 - 2711 ○ Business: 5 Publications and 9 Presentations
 - 2712 ○ Education: 9 Publications, 7 Presentations and 13 Abstracts
 - 2713 ○ Allied Health: 3 Publications and 7 Presentations
 - 2714 ○ VCM: 9 Publications, 28 Presentations and 2 Abstracts
 - 2715 ○ DO/PA: 9 Publications, 15 Presentations and 2 Abstracts
 - 2716 ○ CSON: 7 Publications, 7 Presentations and 4 Abstracts
 - 2717 ○ DSOL: 19 publications, 37 Presentations
- 2718 • Mini-Grants were awarded by the URC to twelve Faculty members in the total amount of
2719 \$29,394
- 2720 • ORGSP funded two Program Grants in the amount of \$5388.
2721

2722 **Objective 7.4: FACILITIES:** Identify the need for research facilities; foster their development
2723 and manage them to optimize their utility and accessibility to the university wide research
2724 community.

2725

2726 **Progress**

2727 • Dedicated research space was allocated to all faculty with research appointments. Three
2728 research faculty continue to share laboratory facilities in the CMRC.

2729 • A list of journals where faculty can publish their education research compiled by the
2730 Medical Librarian for the URC continues to be available on the ORGSP website.

2731 • The CMRC field station at BFREE continues operations to support research by LMU
2732 Faculty.

2733 • ORGSP conducted a grant writing seminar for LMU faculty.

2734

2735

2736 **Objective 7.5: EVALUATION:** To develop and implement an evaluation system that
2737 recognizes the importance of research to the mission of the University.
2738

2739 **Progress**

- 2740 • A spreadsheet containing all grant and contract submissions continues to be updated
2741 jointly by the Executive Director of the ORGSP, the Director of Foundations and the
2742 Director of Health Science Grants and Research and is stored on MySite.
- 2743 • A form to document faculty and staff research and scholarly activity continues to be
2744 available for use.
- 2745 • A database of faculty scholarly publications continues to be maintained by the ORGSP.
- 2746 • Faculty and staff receive a monthly newsletter from the ORGSP, which details research
2747 and scholarly activity at LMU.

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Section II

Strategic Plan: 2015-2020

2750

Strategic Goal 1:

2751

Assess and enhance academic quality

2752 **Strategic Goal 1:** *Assess and enhance academic quality.*\

2753

2754 **Objective 1.1:** Connect all development, improvement and implementation of curricula and
2755 programs to the University mission and planning, budgeting, and assessment processes.

2756

2757 **Strategies and Action Plans**

2758

- Define the minimum required elements of a feasibility study.

2759

- Proposals (including feasibility studies, adequacy of faculty, staffing plans, mission compatibility, budget pro forma and all budgetary implications) for accreditation substantive changes will go sequentially through the appropriate curriculum committee(s), program(s), department(s), college(s), school(s), division(s), and Academic Council. Subsequently, they will be forwarded to the appropriate vice president 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.

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- Proposed academic programs should receive review of financial pro forma and marketing plans prior to entering the academic approval process beyond the school/college level.

2767

2768

- Each program will demonstrate evidence of assessment results and outcomes used to improve/support curricula, programs, compliance with accreditation criteria, and the annual budget process.

2769

2770

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- Programs will use appropriate technology to document assessment results.

2772

- Documented assessment results will be distributed and used to guide program improvement on a continual basis.

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2775

Responsibility: Program Directors/Coordinators, Department Chairs, Deans, Office of Institutional Effectiveness, Assistant Vice President for Academic Affairs (AVPAA), Vice President for Academic Affairs (VPAA), and appropriate Vice President(s) (VPs).

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

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2783

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

2784

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Assessment: Annual review by Program Directors/Coordinators, Department Chairs, Deans, Office of Institutional Effectiveness, and appropriate Vice President, of budget proposals in light of departmental and program plans and needs identified by assessment activities and corresponding program outcomes.

2788

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2792

Use of Results: To create, maintain and document a connection among mission fulfillment, academic planning, and budgetary decision-making as these relate to continued assessment and enhancement of academic quality.

2793

2794

2795

2796 **Strategic Goal 1:** *Assess and enhance academic quality*

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2798 **Objective 1.2:** Create, revise and support academic programs at the undergraduate, post-
2799 baccalaureate, and graduate levels located at Harrogate and extended learning sites. All programs
2800 will be linked to program assessments and the University mission.

2801

2802 **Strategies and Action Plans**

- 2803 • Consider and implement innovative approaches to instructional delivery and student
2804 learning, including but not limited to online/blended courses and programs.
- 2805 • Continue the development and implementation of new academic programs including, but
2806 not limited to: (1) Continuing Medical Education (CME); (2) Graduate Medical
2807 Education (GME); (3) Doctor of Veterinary Medicine; (4) Web-enhanced Registered
2808 Nurse (RN) to Bachelor of Science in Nursing (BSN) program; (5) Associate and
2809 Bachelor degrees in Veterinary Health Science; (6) Bachelor of Arts in Political Science;
2810 (7) Master of Science with choice of non-thesis majors in Biomedical Professions or
2811 Anatomical Sciences or thesis major in Life Science Research; (8) Bachelor of Science in
2812 Special Education; (9) undergraduate secondary certification in teacher education in
2813 specific disciplines; (10) Master of Science in Criminal Justice; (11) Master of Science
2814 Life Science Teaching; (12) Medical Laboratory Science continuing education; ((15)
2815 MBA concentration in conflict management; (16) MEd concentration in Conflict
2816 Management; (17) Bachelor of Arts in Basic Business with a professional secondary
2817 education track; (18) reciprocal licensure pathways for teachers and leaders from
2818 Alabama; (19) Government Relations Advocacy certificate; (20) ALA-LMU English
2819 Language Institute; and (21) additional undergraduate and graduate programs.
- 2820 • Continue/begin investigation of new academic programs including, but not limited to: (1)
2821 Doctor of Nursing Practice (DNP); (2) Masters of Public Health (MPH); (3) Master of
2822 Science in Professional Health Education; (4) Bachelor of Science in Health Sciences; (5)
2823 Master of Science in Business Analytics; (6) Master of Science in Athletic Training; (7)
2824 Master of Public Administration; (8) Master of Arts in Psychology; (9) DO/MS; (10)
2825 Doctor of Osteopathic Medicine/Juris Doctor (DO/JD); (11) Doctor of Business
2826 Administration; (12) JD/MBA joint degree program; (13) online MBA; (14) podiatry;
2827 (15) JD/DVM joint degree program; (16) blended online/hands-on Veterinary Medical
2828 Technology; (17) DVM/MBA; (18) DVM/MS; (19) Bachelor of Science in
2829 Computational Science; (20) certificate program in mediation; (21) international
2830 programs and other collaborative efforts (English Language Institute); (22) concentration
2831 and certification in school mediation; (23) 2+2 Undergraduate Education program at
2832 regional community colleges; (24) School and Personal Counseling programs at the
2833 Chattanooga State Community College; (25) expand Medical Laboratory Science to
2834 Chattanooga and Knoxville extended learning sites; (26) School librarian endorsement;
2835 (27) Master of Occupational Therapy; and (28) additional undergraduate and graduate
2836 programs, including degree completion programs.
- 2837 • Explore opportunities to provide regional and international academic program offerings.
- 2838 • Continue to improve coordination between Harrogate and extended learning sites with
2839 emphasis on budget development, human resources, community, student support
2840 services, technology, learning resources, and comparability of courses/programs.

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- 2846
- 2847
- Continue to support Level V status, while pursuing implementation of Level VI requirements (anticipate moving to Level VI in August 2014).
 - Continue to explore, secure and utilize technology to enhance the instructional delivery process.
 - Provide relevant professional development opportunities for all faculty, including training for program promotion to enhance enrollment and retention.
 - Complete ABA process for obtaining provisional accreditation.

2848

2849 **Responsibility:** Instructional Technologist, Director of Online Learning, Program

2850 Directors/Coordinators, Department Chairs, Deans, AVPAA, VPAA and appropriate VPs.

2851

2852 **Time Frame:** Ongoing. Curricular changes and program creations should be completed by March

2853 1, with inclusion in the new catalogs and schedule of classes. Any changes with fiscal impact must

2854 be included in the budget planning process.

2855

2856 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted

2857 resources for program development, library and other learning resources and accreditation

2858 processes.

2859

2860 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,

2861 Office of Institutional Effectiveness and appropriate VPs, of budget proposals in light of

2862 departmental and program plans and needs identified by assessment activities and corresponding

2863 program outcomes.

2864

2865 **Use of Results:** To create, maintain, and document a connection among academic planning,

2866 budgeting, implementation and mission fulfillment.

2867 **Strategic Goal 1:** Assess and enhance academic quality.

2868

2869 **Objective 1.3:** Pursue international collaborations to enhance the diversity and quality of the
2870 University community and academic programs.

2871

2872 **Strategies and Action Plans**

2873

- Develop student exchange programs.

2874

- Develop faculty exchange programs.

2875

- Develop a visiting scholars program.

2876

- Recruit and enroll international students.

2877

- Continue to revitalize the English Language Institute (ELI).

2878

- Develop relationships with language institutes.

2879

- Build infrastructure to support collaborations and other initiatives.

2880

2881 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Director of
2882 International Programs, Assistant Director of International Programs, Coordinator of International
2883 Recruitment and Advising, AVPAA, VPAA.

2884

2885 **Time Frame:** Ongoing.

2886

2887 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
2888 resources for program development, library and other learning resources, accreditation processes
2889 and travel.

2890

2891 **Assessment:** Annual review by Director of International Programs, Assistant Director of
2892 International Programs, Coordinator of International Recruitment and Advising, AVPAA, and
2893 VPAA.

2894

2895 **Use of Results:** To enhance the diversity and quality of the University community and academic
2896 programs. Fortuitous

2897

2898 **Strategic Goal 1:** *Assess and enhance academic quality*

2899

2900 **Objective 1.4:** Ensure that all programs have clearly articulated academic expectations.

2901

2902 **Strategies and Action Plans**

2903

- Develop and enhance expectations for each program.

2904

- Publicize academic expectations via appropriate channels.

2905

- Collaborate with marketing and student recruitment to publicize academic expectations.

2906

2907 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, AVPAA, VPAA and
2908 appropriate VPs.

2909

2910 **Time Frame:** Ongoing. Curricular changes and program creations should be completed by March
2911 1, with inclusion in the new catalogs and schedule of classes. Any changes with fiscal impact must
2912 be included in the budget planning process.

2913

2914 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
2915 resources for program development, learning resources, and accreditation processes.

2916

2917 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,
2918 Office of Institutional Effectiveness, and appropriate VPs of budget proposals in light of
2919 departmental and program plans and needs identified by assessment activities and corresponding
2920 program outcomes.

2921

2922 **Use of Results:** To create, maintain and document a connection among academic planning,
2923 implementation and mission fulfillment.

2924

2925 **Strategic Goal 1:** *Assess and enhance academic quality.*

2926

2927 **Objective 1.5:** Evaluate faculty and professional academic staff compensation against
2928 benchmark salary levels of peer institutions with respect to faculty rank, appointment, academic
2929 discipline, experience, workload requirements and scholarly activity.

2930

2931 **Strategies and Action Plans**

- 2932
- Establish an ad hoc task force comprised of a broad representation of the
2933 University, appointed by the President, to examine faculty and professional
2934 academic staff salaries and develop a step-wise plan to address identified issues.
 - Continue development of a plan for faculty and professional academic staff compensation
2935 with a target salary scale as prioritized below:
2936
 - Adjust any institutional inequities of full-time faculty.
 - Develop a plan to bring full-time faculty salaries to upper quartile of benchmarks
2937 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.
 - Maintain lists of peer institutions at both Level V and Level VI for Lincoln Memorial
2943 University (LMU) disciplines (to be completed by Institutional Effectiveness).
 - Maintain benchmark data on compensation by level and discipline.
 - Investigate the feasibility of 10-12 month contracts for academic administrators.

2947

2948 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Vice President for
2949 Academic Affairs, AVPAA, Office of Institutional Effectiveness, appropriate VPs, Director of
2950 Human Resources, VP for Finance, and President.

2951

2952 **Time Frame:** Collection, evaluation and interpretation of data in 2014-2015 with planned
2953 implementation in stages by 2015-2016. Ongoing cycle of review occurs every five years or as
2954 needed.

2955

2956 **Resources Required:** Time commitment; data collection, analysis, and interpretation; funding
2957 for salary adjustments.

2958

2959 **Assessment:** An annual progress report within the strategic planning process.

2960

2961 **Use of Results:** Use data to chart improvement and suggest needed actions to promote and
2962 sustain improvement.

2963

2964 **Strategic Goal 1:** *Assess and enhance academic quality*

2965

2966 **Objective 1.6:** Strengthen University libraries and the Abraham Lincoln Library and Museum
2967 (ALLM) and their services at Harrogate and extended learning sites.

2968

2969 **Strategies and Action Plans**

2970

- Pursue grants and leverage resources to support and extend LMU collections at the Carnegie-Vincent Library, Reed Health Sciences Library, the Lincoln Memorial University-John J. Duncan, Jr. School of Law (LMU-DSOL) Library, Abraham Lincoln Library and Museum (ALLM), and other extended learning site library resource collections.

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Responsibility: Directors of the Carnegie Vincent Library, LMU-DSOL Library and the Abraham Lincoln Library and Museum (ALLM) and their staffs, Security Staff, Academic Deans, University Advancement staff, AVPAA, and VPAA.

2994

2995

Time Frame: Ongoing.

2996

2997

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

2998

2999

3000

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.

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3005

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

3006 **Strategic Goal 1:** *Assess and enhance academic quality*

3007

3008 **Objective 1.7:** Use a comprehensive faculty evaluation process, based on a clear understanding
3009 of both professional and institutional expectations, relative to teaching, research/scholarly
3010 activity and service.

3011

3012 **Strategies and Action Plans**

3013 • Use the current faculty evaluation process based on professional and institutional
3014 expectations and on key performance indicators, such as course, self and chair
3015 evaluations. Other indicators such as faculty credit hour production, research/scholarly
3016 activity, student advisement, committee participation, community service, and leadership
3017 involvement in their profession or discipline should be considered.

3018 • Review and assess the faculty evaluation process.

3019 • Strengthen electronic course and advising assessment processes for undergraduate
3020 programs.

3021

3022 **Responsibility:** Department Chairs, Program Directors, Deans, appropriate VPs, Office of
3023 Institutional Effectiveness and Director of Human Resources.

3024

3025 **Time Frame:** Ongoing.

3026

3027 **Resources Required:** Time commitment, data collection, analysis, interpretation.

3028

3029 **Assessment:** Periodic review of the faculty evaluation process.

3030

3031 **Use of Results:** To provide a comprehensive faculty evaluation process.

3032 **Strategic Goal 1:** *Assess and enhance academic quality*

3033

3034 **Objective 1.8:** Offer a quality college-preparatory educational program at the J. Frank White
3035 Academy (JFWA).

3036

3037 **Strategies and Action Plans**

- 3038 • Maintain a School Improvement Plan to monitor progress and provide data to promote
3039 and sustain improvement.
- 3040 • Meet or exceed benchmark senior scores on the ACT.
- 3041 • Maintain a systematic, cooperative approach to teaching writing in grades 5 through 12 to
3042 produce confident, open-minded writers who think critically, read considerably and
3043 negotiate differences considerately.
- 3044 • Improve full-time and adjunct faculty salaries to parity with elementary and secondary
3045 schools in the tristate area.
- 3046 • Pursue a domestic and an international residential school Program.
- 3047 • Expand collaboration between the JFWA and the KANTO program and other World
3048 School member schools.
- 3049 • Continue to integrate information literacy into the academy curriculum.
- 3050 • Increase the collaboration with the University, particularly the School of Education and
3051 the library.
- 3052 • Enhance use of online learning and blended instruction.
- 3053 • Pursue more systematic data collection to determine college completion rates/career
3054 information and other pertinent data for graduates.
- 3055 • Explore additional options for expanding fine arts and language curriculum options.
- 3056 • Maintain accreditation through AdvancED.
- 3057 • Collaborate with University Advancement to establish an alumni organization, and
3058 increase alumni involvement.
- 3059 • Maintain an active JFWA advisory board that includes a broad-based constituency.
- 3060 • Investigate the feasibility of additional grade levels.
- 3061 • Collaborate with the Office of International Programs regarding English Language
3062 Instruction (ELI).

3063

3064 **Responsibility:** Assistant Principal and Principal of JFWA, Dean of the School of Education,
3065 Assistant Director and Director of International Programs, Director of World School, Office of
3066 Institutional Effectiveness, Information Literacy Librarians and VPAA.

3067

3068 **Time Frame:** Annual reports of progress. The School Improvement Plan will be reviewed and
3069 revised as appropriate on an annual basis.

3070

3071 **Resources Required:** Time commitment; data collection; analysis and interpretation;
3072 technology; adequate funding from both institutional and JFWA budgets.

3073

3074 **Assessment:** Annual School Improvement Plan results submitted to the Southern Association of
3075 Colleges and Schools (SACS)/AdvancED; standardized testing results; college placement
3076 completion data; long-term career achievement data; and annual progress reports.

3077 **Use of Results:** Use data to chart improvement and suggest needed actions to promote and
3078 sustain improvement.
3079

3080 **Strategic Goal 1:** *Assess and enhance academic quality*

3081

3082 **Objective 1.9:** Emphasize information literacy skills across the curriculum.

3083

3084 **Strategies and Action Plans**

3085 • Continue to integrate information literacy as a focus for improving student learning.

3086 • Use the Sequential Enhancement of Writing Skills (SEWS) rubric to assess the
3087 development of information literacy skills in specifically identified courses within each
3088 undergraduate academic program offering.

3089 • Provide professional development opportunities for faculty in the use of instructional
3090 strategies that promote the development of information literacy skills.

3091 • Promote integrated teaching opportunities for academic faculty and information literacy
3092 librarians.

3093 • Provide appropriate instruction on information literacy skills at the graduate and
3094 postgraduate program levels.

3095 • Provide information literacy instruction in identified courses at JFWA.

3096 • Utilize the virtual Center for Teaching and Learning Excellence (CTLE) in support of
3097 information literacy.

3098 • Use a diversified assessment approach to gauge student learning in information literacy.

3099 • Provide support services for students.

3100

3101 **Responsibility:** Academic Deans; Principal of JFWA; Academic Faculty and Instructional
3102 Librarians; Information Literacy Librarians; Instructional Technologist; Director of Online
3103 Learning; Office of Institutional Effectiveness; VPAA; SEWS Rubric Committee and Director of
3104 the Library.

3105

3106 **Time Frame:** Ongoing.

3107

3108 **Resources Required:** financial support for information literacy initiatives; funds for faculty and
3109 staff development.

3110

3111 **Assessment:** indirect and direct assessments; SEWS rubric.

3112

3113 **Use of Results:** Use assessment data to monitor information literacy integration across the
3114 academic programs.

3115

3116 **Strategic Goal 1:** *Assess and enhance academic quality*

3117

3118 **Objective 1.10:** Provide appropriate academic support services

3119

3120 **Strategies and Action Plans**

- 3121 • Create an online tutoring calendar to allow students to schedule appointments
- 3122 electronically (2014-2015)
- 3123 • Use a centralized email to facilitate faculty, staff, and student communication regarding
- 3124 information about tutoring center (2014-2015)
- 3125 • Offer graduate/professional school preparation regarding standardized tests and
- 3126 admission processes (2015-2016)
- 3127 • Evaluate the tutoring needs of the extended learning sites and develop a plan to more
- 3128 fully meet the needs (2014-2015)
- 3129 • Develop and maintain a comprehensive website for academic support services to include
- 3130 the mission, purpose, academic intervention/probation, Cornerstone, tutoring, federally
- 3131 funded Student Support Services (SSS) program, staff directory, and additional resources
- 3132 (2014-2015)
- 3133 • Explore the opportunity to offer in-person and/or online student success workshops
- 3134 regarding academic exploration, reading and writing strategies, personal management,
- 3135 online learning, etc. (2014-2015)
- 3136 • Explore the option of offering testing services to students and the community to include
- 3137 PRAXIS, LSAT, CLEP, DANTES, Residual ACT, etc. (2014-2015)
- 3138 • Explore offering workshops for graduating seniors every Spring semester to provide tools
- 3139 for a transition into life after college such as personal financial management, etc. (Spring
- 3140 2015)
- 3141 • Investigate organized discipline specific study groups and test reviews (2014-2015)
- 3142 • Grow and expand the Cornerstone program and its services
- 3143 • Monitor the effectiveness of the Honors program
- 3144 • Promote and assess the delivery of approved ADA services at all teaching sites
- 3145 • Provide appropriate counseling and career services
- 3146 • Assess annually the effectiveness of academic support services and SSS offered through
- 3147 the Tagge Center for Academic Support
- 3148

3149 **Responsibility:** Director of Academic Support; Director of Counseling; Director of Career

3150 Services; Director of Student Support Services; Assistant Vice President for Academic Affairs

3151 (AVPAA).

3152

3153 **Time Frame:** 2014-2016 (see individual bullets for more specific time frames)

3154

3155 **Resources Required:** Budgets for Academic Support, Counseling, Career Services,

3156 Cornerstone, Student Support Services, and AVPAA.

3157

3158 **Assessment:** Outcomes Assessment Reports for Academic Support, Counseling, Career

3159 Services, Student Support Services, and AVPAA.

3160

3161 **Use of Results:** To improve academic support services.

3162

3163

Strategic Goal 2:

3164

Recruit and retain students so that enrollment,

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integrity and the mission of Lincoln Memorial

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University will be maintained to produce

3167

knowledgeable and productive citizens of

3168

society

3169 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3170 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3171 *and productive citizens of society*
3172

3173 **Objective 2.1:** Maximize student recruitment by development of a global comprehensive
3174 recruitment plan.
3175

3176 **Strategies and Action Plans**

- 3177 • Reinstated a system-wide recruitment council.
 - 3178 • Quarterly Meetings with Representatives from
 - 3179 Undergraduate/Graduate/Professional programs.
 - 3180 • Undergraduate Admission, Graduate Education, Nursing, Business,
 - 3181 DCOM, DSOL, CVM, and JFWA.
 - 3182 • Council will collaborate with LMU offices such as Advancement,
 - 3183 Marketing, Alumni, etc.
- 3184 • Evaluate system-wide potential for maximum enrollment.
 - 3185 • Facility needs.(Classroom audit by department)
 - 3186 • Availability of courses and classrooms at optimal times for undergraduate
 - 3187 student requirements.
 - 3188 • Faculty resources.
 - 3189 • Staff resources.
 - 3190 • Budgetary needs.
 - 3191 • Direct cost to revenue (operational expense).
- 3192 • Create a Recruitment Plan for Harrogate undergraduate programs.
 - 3193 • Increase regional outreach.
 - 3194 • Enhance interaction via website and social media delivery.
 - 3195 • Earlier and enhanced outreach within the local community.
 - 3196 • Continue to utilize Multivariable Testing (MVT) results.
 - 3197 • Continue to enhance honors students recruitment program.
 - 3198 • Become a more non-traditional student friendly University by offering
 - 3199 evening courses for part-time students.
 - 3200 • Continue recruitment efforts for pre-professional students.
- 3201 • Increase attendance to on-campus recruitment and yield events by prospective
- 3202 students, faculty, and staff.
- 3203 • Create and implement a Recruitment Plan for all programs for extended learning
- 3204 sites.
 - 3205 • Create infrastructure, budget, and list of individual's responsibilities.
 - 3206 • Integrate/create marketing plan for individual sites.
 - 3207 • Investigate expansion of General Education courses at extended learning
 - 3208 sites.
 - 3209 • Budget for and assign recruiting coordinator(s) for extended learning sites, which
 - 3210 supports multiple programs.
- 3211 • Create a Recruitment Plan for graduate programs.
 - 3212 • Investigate a position of Coordinator of Graduate Enrollment.
 - 3213 • Efforts to include faculty and alumni as well as a more definitive
 - 3214 infrastructure.

- 3215 • Increase participation in graduate fairs, programs, etc.
- 3216 • Recruitment Council will share information, best practices, etc.
- 3217 • Promote professional programs.
- 3218 • Continue to increase outreach.
- 3219 • Collaborate with Advancement to enhance marketing plan.
- 3220 • Promote the J. Frank White Academy.
- 3221 • Create bridge programs with undergraduate, graduate, and professional programs.
- 3222 • Update the annual recruitment plan and share with Recruitment Council for
- 3223 undergraduate, graduate and professional students.
- 3224 • Continue to promote the affordability of attending the University through multiple media
- 3225 such as letters, e-mails, etc.
- 3226 • Continue to work with academic programs, deans and department chairs to develop
- 3227 information packets to assist with recruiting high-achieving, potential students to attend
- 3228 LMU.
- 3229 • Work with University Advancement staff and software to identify and develop Alumni
- 3230 Recruitment Teams by regions, states, etc.
- 3231 • Continue to utilize market research to identify new opportunities for undergraduate
- 3232 programs.
- 3233 • Continue to utilize name searches to identify students that would be good fits for
- 3234 undergraduate/graduate and professional academic programs.
- 3235 • Expand the number of high school students taking dual credits and the courses offered.
- 3236 • Continue to pursue the enrollment of homeschoolers to take University classes.
- 3237 • Publicize the pre-professional programs to recruit high caliber students.
- 3238 • Advertise with local and regional media outlets.
- 3239 • Send out timely news releases.
- 3240 • Publicize all of the University's academic programs.
- 3241 • Use the internet for advertisements and news.
- 3242 • Link the LMU website to major search engines.
- 3243 • Maintain direct mail to target markets.
- 3244 • Increase email and e-counseling to applicants and qualified prospects.
- 3245 • Conduct routine meetings among the Director of Admissions and academic deans and
- 3246 chairs to engage LMU faculty in the recruitment process (department letters to potential
- 3247 students, department telephone calls, automated emails, etc.).
- 3248 • Host preview days for prospective students and parents. Hold recruitment and yield
- 3249 events for undergraduate students to include preview days and discovery days. Host Free
- 3250 Application for Federal Student Aid (FAFSA) nights, basic financial aid and application
- 3251 sessions on campus, at external sites and at local high schools.
- 3252 • Identify and contact school counselors, teachers and principals who are graduates of
- 3253 LMU in Knoxville, Chattanooga, Kingsport and other sites in Georgia, Kentucky and
- 3254 Virginia to assist with the recruitment of students. Host counselor lunches in regional
- 3255 areas in conjunction with regional yield receptions.
- 3256 • Expand recruitment efforts into more populated areas.
- 3257 • Review national, regional and local data to assist in the identification of new markets.
- 3258 • Conduct student surveys to determine the effectiveness of marketing and recruitment
- 3259 efforts.

- 3260 • Concentrate admissions efforts to recruit Tennessee students who are eligible for the
- 3261 lottery scholarship.
- 3262 • Reallocate resources to attract a larger percentage of academically talented students by
- 3263 targeting specific schools. Identify magnet schools in Tennessee and contiguous states.
- 3264 Partner with local high schools to conduct “College Days” at local high schools and
- 3265 middle schools during the evening hours that might include:
- 3266 • How to apply for financial aid.
- 3267 • Preparing for college.
- 3268 • Student athlete presentation.
- 3269 • Goal Setting.
- 3270 • Produce a brochure, “Preparing for College” for attendees with “Compliments of LMU”
- 3271 stamped on the cover.
- 3272 • Continue opportunities with the leadership of the Eastern Band of the Cherokees and
- 3273 explore opportunities with other Native American nations to encourage students to take
- 3274 courses at LMU
- 3275

3276 **Responsibility:** Vice President for Student and Enrollment Services, Director of Admissions and
 3277 Admissions staff, Department Chairs, Faculty, Director of Public Relations and Marketing,
 3278 Director of Publications, Webmaster, and Recruitment Council.

3279
 3280 **Time Frame: Annually.**

3281
 3282 **Resources Required:** To be determined.

3283
 3284 **Assessment:** Compare enrollment patterns through trend analysis for undergraduate,
 3285 graduate and professional students each semester; minutes from recruitment council
 3286 meetings, copies of advertisements and news releases; review survey results.

3287
 3288 **Use of Results:** Consistently improve recruitment efforts for all academic programs at
 3289 LMU.

3290

3291 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3292 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3293 *and productive citizens of society*

3294
3295 **Objective 2.2:** Meet benchmark goals as established by recruitment plans for individual
3296 populations.

3297
3298 **Strategies and Action Plans**

- 3299 • Overall Undergraduate Enrollment by 2017 – 2000 students (FTE).
- 3300 • 2013 – 475, 300 First Time, Full Time Freshmen; 175 Transfer Students.
- 3301 • 2014 – 500.
- 3302 • 2015 – 550.
- 3303 • 2016 – 600.
- 3304 • 2017 – 600.
- 3305 • Based on further development of Health Sciences, Education (NCATE), new
3306 Athletic Programs (Men’s and Women’s Track and Field), increased international
3307 students and expanded recruitment territories.
- 3308 • Projected Undergraduate Residential Population is 625 students for Fall 2014.
3309 Goal is to increase undergraduate residential students to 800 by 2017.
- 3310 • Target overall enrollment of 5,500 students by 2017. Graduate and Professional
3311 students will increase by 900 students.
- 3312 • Continue to promote merit scholarships to students and high school counselors
- 3313 • Continue to update the academic major web pages.
- 3314 • Continue to target recruitment of high school students with high ACT scores in math,
3315 science and high grade point averages (GPA’s).
- 3316 • Conduct follow-up with non-completed registrations.
- 3317 • Maintain two marketing committees (Board Committee and University Committee).
- 3318 • Continue to evaluate current markets for direct mailings and make additions and/or
3319 corrections as needed.
- 3320 • Follow guidelines for ensuring distribution of accurate information.
- 3321 • Follow established timelines for the production of recruitment materials for new
3322 freshmen and transfer students.
- 3323 • Design recruitment materials that are attractive to potential students.
- 3324 • Review latest research on why students choose a college and incorporate information into
3325 materials.
- 3326 • Maintain and update a comprehensive website for the University and link to major search
3327 engines.
- 3328 • Increase diversity of students for undergraduate programs.
- 3329 • Maintain recruitment outside the primary 120-mile radius recruitment area.
- 3330 • Focus academic scholarship money on new students, academically gifted students and
3331 residential students.
- 3332 • Coordinate the recruiting efforts of athletic coaches with the admissions and financial aid
3333 offices.
- 3334 • Continue to develop a plan to recruit from the two-year schools with formalized
3335 articulation agreements.

3336 **Responsibility:** The Vice President for Student Services and Enrollment Management,
3337 Director of Admissions, Director of Publications, Webmaster, Director of Marketing and
3338 Public Relations, Athletics staff, Deans, Academic Chairs, Recruitment Council, and
3339 Director of Financial Aid.

3340
3341 **Time Frame:** Fall 2013-2018.

3342
3343 **Resources Required:** To be determined.

3344
3345 **Assessment:** Track through minutes of marketing committee, Recruitment Council
3346 meetings, publications and statistics, housing reports, weekly admissions reports, and
3347 athletic prospects.

3348 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
3349 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
3350 *citizens of society*

3351
3352 **Objective 2.3:** Achieve and maintain appropriate enrollment levels in the graduate and
3353 professional programs to meet program capacity goals.

3354
3355 **Strategies and Action Plans**

- 3356 • Complete brochures and other promotions for graduate and professional programs
- 3357 Determine brochures that need to be developed and brochures that need to be updated and
- 3358 develop a production schedule.
- 3359 • Schedule quarterly meetings with representatives from
- 3360 undergraduate/graduate/professional programs (Graduate Education, Nursing, Business,
- 3361 DCOM, DSOL, and CVM).
- 3362 • Purchase testing names for graduate recruitment.
- 3363 • Attract future medical, veterinary, and law students who are committed to serving the
- 3364 Appalachian area.
- 3365 • Increase the diversity of the faculty, staff and student body. Create new position of
- 3366 Diversity Officer for the university by 2015.
- 3367 • Promote graduate programs and implement seamless transition from undergraduate to
- 3368 graduate programs.
- 3369 • Explore the potential of admitting new undergraduate students to graduate and
- 3370 professional programs as they enter as freshmen, provided they meet certain criteria.
- 3371 • Develop and implement annual recruitment Collaborate with marketing to advertise Use
- 3372 the internet for advertising and news, and optimize the LMU website for major search
- 3373 engines
- 3374 • Develop industry partnerships to explore tuition reimbursement programs.
- 3375 • Increase community awareness of graduate/professional programs through professional
- 3376 organizations, school districts, community involvement and open houses.

3377
3378 **Responsibility:** Deans of schools housing graduate/professional programs Recruitment
3379 Council, Director of Public Relations, and Director of Publications, and Webmaster.

3380
3381 **Time Frame:** Each semester.

3382
3383 **Resources Required:** To be determined.

3384
3385 **Assessment:** Compare enrollment reports from each semester; copies of advertisements,
3386 and news releases.

3387

3388 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
3389 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
3390 *citizens of society*

3391
3392 **Objective 2.4:** Achieve and maintain appropriate enrollment levels at the J. Frank White
3393 Academy (JFWA) to meet program capacity goals.

3394
3395 **Strategies and Action Plans**

- 3396 • Prepare for residential students.
 - 3397 • Prepare suitable facility for residential students.
 - 3398 • Identify and hire Residence Life Staff.
 - 3399 • Assess food services.
 - 3400 • Prepare for insurance and medical needs.
 - 3401 • Coordinate student visas with appropriate personnel.
 - 3402 • Prepare for transportation.
- 3403 • Integrate JFWA residential and day-school students with campus life initiatives
- 3404 • Maintain a maximum 15:1 student-teacher ratio.
- 3405 • Increase enrollment of day-school students to 115 by 2014, and set residential goals as
- 3406 information becomes available.
- 3407 • Maintain a balanced and diverse student body.
- 3408 • Continue to assess and revise the Marketing and Recruitment plan to reflect new
- 3409 initiatives.
- 3410 • Work with University Advancement to enhance scholarship opportunities for students.
- 3411 • Maintain a part-time program for homeschooled students.
- 3412 • Explore the addition of middle school athletic participation for Academy students in
- 3413 grades 5-7.
- 3414 • Investigate an exchange program with international institutions (e.g. boy's school in
- 3415 South Africa and a girl's school in the United Kingdom).

3416
3417 **Responsibilities:** Director of JFWA Admissions, JFWA Principal, JFWA Guidance
3418 Counselor, JFWA Athletic Director, Recruitment Council, Dean of Administration,
3419 Director of Student Life, and Director of Residential Life.

3420
3421 **Time Frame:** 2013-2018.

3422
3423 **Resources Required:** To be determined.

3424
3425 **Assessment:** Enrollment statistics.

3426
3427

3428 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3429 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3430 *and productive citizens of society*

3431
3432 **Objective 2.5:** Improve the persistence and progression rates for students in
3433 undergraduate, graduate, and pre-professional programs.

3434
3435 **Strategies and Action Plans**

- 3436 • Continue to collect, interpret and present and data outcomes to academic
3437 programs and Cabinet.
- 3438 • Continue to utilize student survey results in addressing student satisfaction and
3439 engagement as coordinated by Institutional Research. Supplement survey needs
3440 with office of Institutional Research.
- 3441 • Utilize institutional benchmarks with regard to persistence and progression rates
3442 to create a student retention and progression plan.
- 3443 • Explore the opportunity for advising workshops and academic advising manual for
3444 faculty.
- 3445 • Continue to evaluate orientation and registration programs.
- 3446 • Continue and evaluate the fifth-year program for student athletes to encourage degree
3447 completion.
- 3448 • Continue to develop and offer academic support programs.
- 3449 • Continue to explore faculty involvement with the UACT 100 Strategies for College
3450 Success course.
- 3451 • Explore the opportunity to discuss retention initiatives and faculty engagement at Faculty
3452 Senate.
- 3453 • Maintain and promote the early warning system through Ellucian.
- 3454 • Continue to expand and improve student services at the extended learning sites.
- 3455 • Continue to explore opportunities for expanded tutoring and study skills at main
3456 campus and extended learning sites.
- 3457 • Continue to explore living-learning communities i.e. major, wellness, etc.
- 3458 • Utilize the data from the Parent’s club to improve services. Continue to assess and track
3459 retention figures by semester and fall to fall.
- 3460 • Continue to teach UACT 100 Strategies for College Success by Student Support Services
3461 and the Office of Student Services, and maintain assessment information documenting
3462 the success of those programs.
- 3463 • Continue to enhance and develop more peer support programs
- 3464 • Continue to identify “at-risk” students while promoting participation in Student Services
3465 and Student Support Services (SSS).
- 3466 • Continue to identify and assist students with undecided majors through Student Services,
3467 Student Support Services (SSS) and Career Services.
- 3468 • Continue to require “At risk” (semester GPA under 2.5) student athletes to meet with an
3469 Athletic representative for advice and guidance regarding available resources.
- 3470 • Continue to ensure that coaches notify student services for changes in athletic status
3471 (dropping courses, withdrawals, disciplinary dismissal).
- 3472 • Continue the (FYE) first year experience.

- 3473 • Explore the opportunity for a sophomore year experience.
- 3474 • Continue and evaluate expansion and success of the Cornerstone program and its
- 3475 students.
- 3476 • Provide and evaluate services to ALA students.
- 3477 • Coordinate with International programming to continue an orientation program for
- 3478 international students at the beginning of the fall semester to include, but not limited to:
- 3479
 - Safety and security issues.
 - 3480 • Assimilation into the LMU and Appalachian cultures.
 - 3481 • Working visas.
 - 3482 • LMU Study and Support strategies.
 - 3483 • Sharing diversity.
- 3484

3485 **Responsibility:** Student Services Personnel, Deans, Directors, Student Success
3486 Committee, Director of International Programs.

3487
3488 **Time Frame:** By 2016.

3489
3490 **Resources Required:** Student Services, Student Support Services, Financial Aid,
3491 Academic Affairs, Advancement, and Athletics.

3492
3493 **Assessment:** Evaluation of the research, identification of personnel, training manual,
3494 students' evaluations and comparison study of retention rates.

3495
3496 **Use of Results:** Improved retention, graduation rates, and enhanced culture.

3497 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3498 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3499 *and productive citizens of society*

3500

3501 **Objective 2.6: To improve student success by increasing student use of available**
3502 **services.**

3503

3504 **Strategies and Action Plans**

- 3505 • Increase opportunities for cooperation between undergraduate and graduate
- 3506 communities.
- 3507 • Continue to provide and enhance the elements of the collegiate life experience for
- 3508 students.
- 3509 • Provide consistent and appropriate student services to all learning sites.
- 3510 • Provide support to all student organizations for leadership development.
- 3511 • Support and provide opportunities for all students to participate in service
- 3512 learning and community service activities.
- 3513 • Continue to explore and establish the Student Alumni Association.
- 3514 • Continue to enhance intramural sports and recreation opportunities.
- 3515 • Evaluate the effectiveness of the national leadership organization (Omicron Delta
- 3516 Kappa).
- 3517 • Provide an active career services program and maintain a career software program for use
- 3518 by all students.
- 3519 • Continue to maintain, develop and evaluate honors residence hall to support students in
- 3520 the Honors Program.
- 3521 • Continue to inform students of the services provided by the University.
- 3522 • Provide and evaluate a diverse and interesting student activities program.
- 3523 • Evaluate the Student Activities Board. Continue to offer and evaluate a comprehensive
- 3524 student orientation and registration program for new students.
- 3525 • Provide information and accommodations for students with documented disabilities
- 3526 through the Americans with Disabilities Act (ADA) coordinator.
- 3527 • Provide counseling and mental health awareness to students through the Counseling
- 3528 Services department.
- 3529 • Continue to survey the LMU student body for recommendations concerning activities and
- 3530 programs.
- 3531 • Enhance and evaluate residential housing programs.
- 3532 • Promote knowledge and usage of the Tagge Center for Academic support and other
- 3533 Academic support services
- 3534 • Evaluate and revise the First-Year Experience (FYE) for incoming freshmen.
- 3535 • Student Support Services will improve student success by requiring Cornerstone students
- 3536 and encouraging other incoming new students to enroll in the course UACT 100
- 3537 “Strategies for College Success.”
- 3538

3539 **Responsibility:** Student Services, Academic Affairs, Advancement, and Deans of
3540 Undergraduate, Graduate, and Professional Studies.

3541

3542 **Time Frame:** Annually.

3543

3544 **Resources Required:** Adequate funding supporting Career Planning, applicable budgets,
3545 Student Advocacy, Student Activities, and Student Support Services. Additionally,
3546 undergraduate, graduate and professional programs within Student Services.

3547

3548 **Assessment:** Collect statistics on the number of students served by each department and
3549 Student Satisfaction survey results.

3550

3551 **Use of Results:** Use assessment data to enhance the percentage of students using student
3552 services and increase the success rates of students.

3553 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3554 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3555 *and productive citizens of society*

3556
3557 **Objective 2.7:** To provide appropriate student aid awards to eligible students.
3558

3559 **Strategies and Action Plans**

- 3560 • Reassess the Institutional Financial Aid practices/philosophy.
- 3561 • Assess retention rates.
- 3562 • Review the required steps for full tuition scholarship recipients to include one or
- 3563 more of the following: personal interview, essay, letters of support, and change in
- 3564 criteria.
- 3565 • Utilize the Enrollment Revenue Management System to develop and assess multiple
- 3566 econometrics.
- 3567 • Seek ways to enhance service to students by creating a short survey indicating how
- 3568 financial aid can serve them better. Refine packaging automation for all student
- 3569 populations.
- 3570 • Improve interdepartmental communications.
- 3571 • Develop industry partnerships to explore tuition reimbursement programs.
- 3572 • Identify and meet the students' financial needs through a combination of grants,
- 3573 scholarships and self-help aid.
- 3574 • Train work-study students and supervisors.
- 3575 • Re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.
- 3576 • Annually monitor federal and state financial aid funds while continuously considering
- 3577 possible decreases in these funds over the next several years.
- 3578 • Seek ways to increase endowed institutional scholarship and loan programs, and work
- 3579 programs by collaborating with Advancement Staff.
- 3580 • Refine information in electronic award letters for all student populations. Identify and
- 3581 counsel all students who are Tennessee Lottery Scholarship recipients.
- 3582 • Identify and award students whose academic potential had been previously unidentified.
- 3583 • Create financial literacy programs for students.
- 3584 • Refine document imaging processes.

3585
3586 **Responsibility:** VP for Student and Enrollment Services, Executive Director of Financial
3587 Aid, Admissions staff, Student Services staff, Awards Committee, Vice President for
3588 Advancement, and Financial Aid staff.

3589
3590 **Time Frame:** Each semester.

3591
3592 **Resources Required:** Included in the institutional Financial Aid budget each year. Need
3593 \$116,000.00 over a three-year period plus travel costs for the Enrollment and Revenue
3594 Management System (ERMS) product from Noel-Levitz.

3595
3596 **Assessment:** Examine financial aid statistics and audits.

3597 **Use of Results:** Improved enrollment, retention and student satisfaction.

3598

Strategic Goal 3:

3599

*Strengthen planning, budgeting and
assessment*

3600

3601 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3602

3603 **Objective 3.1:** To use the institutional mission statement as the foundation for all planning,
3604 budgeting, and assessment processes.

3605

3606 **Strategies and Action Plans**

3607

- Coordinate annual review of the institutional mission statement (with specific consideration of the current and projected character and composition of the institution) by the Institutional Effectiveness Committee (IEC) and submit recommendations to the President and Cabinet for consideration by the Board of Trustees. The IEC will solicit input and comments from the broader LMU community as a part of the mission review process.

3608

3609

3610

3611

3612

3613

- Review the University Strategic Plan on an annual basis and revise as appropriate to reflect any changes in the University Mission Statement.

3614

3615

- Align the mission, goals and objectives of the colleges, divisions, departments, and units with the University Mission and Strategic Plan.

3616

3617

- Align the budget with the University Mission, Values, Goals, Objectives and Strategic Plan.

3618

3619

- Assess expected outcomes across the University, college, school and departmental levels.

3620

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

3621

3622

Responsibility: IEC, the Cabinet, the President and the Board of Trustees.

3623

3624

Time Frame: Continuous.

3625

3626

Resources Required: Time.

3627

3628

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

3629

3630

minutes.

3631

3632

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

3633

3634 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3635

3636 **Objective 3.2:** Prepare a balanced fiscal year operating and cash flow budget annually for Board
3637 of Trustees' approval.

3638

3639 **Strategies and Action Plans**

- 3640 • Evaluate the Institution's financial performance, identifying strengths, weaknesses,
3641 opportunities and threats (to be accomplished by the President's Cabinet).
- 3642 • Prepare budget requests consistent with individual unit plans and strategic priorities.
- 3643 • Review budget requests, institutional priorities, the five-year pro forma, and institutional
3644 evaluation results specific to each department and/or program to make informed
3645 decisions related to the allocation and reallocation of resources consistent with the
3646 strategic plan.
- 3647 • Conduct annual budget discussions during which the Vice Presidents and their respective
3648 budget officers present proposals and provide supporting documentation to ensure that all
3649 estimates are reasonable.
- 3650 • Present the balanced budget to the Board of Trustees for approval.
- 3651 • Review the financial performance for deviations from projected revenues and expenses
3652 and make spending adjustments accordingly.
- 3653 • Assure that timely communication and feedback to appropriate persons regarding budget
3654 matters will occur throughout the fiscal year.

3655

3656 **Responsibility:** The Vice President for Finance, President, Vice Presidents and Budget Officers.

3657

3658 **Time Frame:** Annually.

3659

3660 **Resources Required:** Adequate data and time.

3661

3662 **Assessment:** Balanced fiscal year operating and cash flow budget.

3663

3664 **Use of Results:** Ensure proper and adequate funding of expenditures necessary to meet the
3665 strategic goals of the Institution for use and preparation of future budgets, forecasts, and five
3666 year pro formas, which sustains financial stability, complies with debt service requirements, and
3667 supports growth.

3668

3669 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3670

3671 **Objective 3.3:** To prepare a rolling five year operating pro forma and cash flow that reflects
3672 strategic institutional priorities, including academic, operational and capital initiatives.

3673

3674 **Strategies and Action Plans**

- 3675 • Evaluate the current five-year operating pro forma and cash flow using recent financial
3676 and economic trends.
- 3677 • Develop budgetary assumptions using expense and revenue trend data and specific
3678 environmental considerations.
- 3679 • Use institutional research for trend analysis, unit strategic plans, and outcomes
3680 assessment results to assess and update the rolling five year operating pro forma and cash
3681 flow to reflect institutional priorities.
- 3682 • Present the five-year operating pro forma and cash flow to the Board of Trustees each
3683 spring for approval.
- 3684 • Review the financial performance for deviations from budgeted revenues and expenses
3685 and make future forecast adjustments accordingly.
- 3686 • Assure that timely communication and feedback to appropriate persons regarding budget
3687 matters will occur throughout the fiscal year.

3688

3689 **Responsibility:** Budget Officers, Office of Institutional Effectiveness, and the President's
3690 Cabinet-

3691

3692 **Time Frame:** Annually

3693

3694 **Resources Required:** Adequate data and time.

3695

3696 **Assessment:** The President's Cabinet will review to ensure the alignment of the five-year
3697 operating and cash flow pro forma with institutional priorities as documented by the committee
3698 minutes.

3699

3700 **Use of Results:** To plan effectively and aid in preparing annual operating and cash flow budgets.

3701 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3702

3703 **Objective 3.4:** To provide budget for debt service, strategic initiatives and contingencies.

3704

3705 **Strategies and Action Plans**

3706 • President and Vice President for Finance will ensure, as part of the budget development,
3707 line items for debt service, strategic initiatives and contingencies.

3708 • The President and Vice President for Finance will establish parameters for the allocation
3709 of budgeted funds in support of debt services, strategic initiatives and contingencies of
3710 the University.

3711 • The President and Vice President for Finance may designate a portion of remaining cash
3712 balances at year-end as restricted for future debt service requirements.

3713 • The Vice President for Finance will utilize a forecasting process to provide a foundation
3714 for decision-making.

3715

3716 **Responsibility:** The President and Vice President for Finance

3717

3718 **Time Frame:** Continuous.

3719

3720 **Resources Required:** Adequate data and time.

3721

3722 **Assessment:** The Board of Trustees will approve an annual budget that assures the ability of the
3723 Institution to meet unexpected financial events, plan for debt service requirements and allow for
3724 financial funding of strategic initiatives.

3725

3726 **Use of Results:** To assure institutional financial flexibility, compliance with debt service
3727 requirements, and support strategic growth.

3728 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3729

3730 **Objective 3.5:** To enhance budget management.

3731

3732 **Strategies and Action Plans**

3733 • Include evaluation of budget management performance as a regular component of each
3734 budget officer's annual evaluation.

3735 • Facilitate comprehensive communication of financial performance between Finance,
3736 budget officers and department members through periodic forecast process.

3737 • Review, and where appropriate, revise expenditure approval process.

3738 • Review the financial performance for deviations from projected revenues and expenses
3739 and make spending adjustments accordingly.

3740

3741 **Responsibility:** President's Cabinet, and Budget Officers.

3742

3743 **Time Frame:** Continuous.

3744

3745 **Resources Required:** Adequate data and time.

3746

3747 **Assessment:** The President's Cabinet will review budget management performance across the
3748 Institution.

3749

3750 **Use of Results:** To more effectively manage institutional financial operations.

3751 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3752

3753 **Objective 3.6:** To plan and budget for resources appropriate to support Lincoln Memorial
3754 University as a Level VI institution.

3755

3756 **Strategies and Action Plans**

3757 • Coordinate with the Vice President for Research, through the Committee on Scholarly
3758 Activities (COSA), to develop budgeting projections in support of research and scholarly
3759 activity.

3760 • Coordinate with the administrative personnel to develop budgeting projections in support
3761 of infrastructure needs.

3762 • Coordinate with enrollment management personnel to develop budgeting projections in
3763 support of student services' needs.

3764 • Provide support in seeking funding from external sources.

3765 • Monitor compliance and manage expenditures of grant-funded programs.

3766 • Review levels of research activity and align budgeting to provide adequate support,
3767 including intramural, and start-up funding.

3768

3769 **Responsibility:** Vice President for Research, Office of Research, Grants and Sponsored
3770 Programs, Vice President for Finance, Director of Foundations, Director of Health Sciences
3771 Research and Grants, and President.

3772

3773 **Time Frame:** Continuous.

3774

3775 **Resources Required:** Relevant, time specific data and stated time frames.

3776

3777 **Assessment:**

3778 • Documented outcomes of scholarly activities and growth of research funding.

3779 • Documented infrastructure support requirements through project plans.

3780

3781 **Use of Results:** To plan effectively and aid in preparing five-year operating pro forma and cash
3782 flow and annual operating budget for research efforts for level VI requirements.

3783 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3784

3785 **Objective 3.7:** **To utilize data to make informed decisions.**

3786

3787 **Strategies and Action Plans**

3788

- Collect and analyze appropriate data from internal and external 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 consistency of data provided in support of the decision-making process.
- Provide assistance to faculty and staff in interpretation and use of data.
- The Vice President for Finance will utilize a forecasting process to provide a foundation for decision-making.

3789

3790

3791

3792

3793

3794

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3796

3797 **Responsibility:** Office of Institutional Effectiveness, Finance, and the Cabinet.

3798

3799 **Time Frame:** Continuous.

3800

3801 **Resources Required:** Appropriate staff and tools to timely accumulate and evaluate relevant data.

3802

3803

3804 **Assessment:** The Cabinet will utilize findings discovered through the analysis of data to support informed decision-making.

3805

3806

3807 **Use of Results:** Improve and inform the planning, budgeting and assessment processes.

3808 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

3809

3810 **Objective 3.8:** To document status of strategic goals in an annual progress report.

3811

3812 **Strategies and Action Plans**

3813

- Evaluate progress of strategic goals based on University assessment.

3814

- Produce an annual progress report prior to the fall meeting of the Board of Trustees.

3815

- Post the revised Strategic Plan, with progress reports, for access to the LMU community, and its accrediting bodies.

3816

3817

3818 **Responsibility:** The President and Vice President for Academic Affairs.

3819

3820 **Time Frame:** Annually.

3821

3822 **Resources Required:** Timely submissions.

3823

3824 **Assessment:** Annual strategic planning progress report.

3825

3826 **Use of Results:** To inform constituents of the Institution's status and contribute to the Strategic
3827 Planning process

3828

Strategic Goal 4:

3829

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

3830

3831

3832 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
3833 *resources on campus and at extended learning sites*

3834
3835 **Objective 4.1:** Provide for the development and use of the physical resources of the
3836 Institution.

3837
3838 **Strategies and Action Plans**

3839 Develop a facilities master plan and update annually in order to assess, plan for, and evaluate
3840 facilities and grounds at the Harrogate and extended learning sites in order to respond to
3841 fluctuations in student demographics; support faculty/staff research and scholarly activities;
3842 and support for community program needs by providing excellent physical maintenance,
3843 housing, furniture and technology infrastructure, including:

3844 **Existing Facilities**

- 3845 • Review office and classroom space annually on main campus and throughout the
3846 extended learning sites.
- 3847 • Improved Student Center to include wellness and recreational activities.
- 3848 • Remodel Abraham Lincoln Library and Museum to install new roof and relocate
3849 HVAC rooftop components.
- 3850 • Completion of two additional residential halls.
- 3851 • Remodel of rental property adjacent to campus
- 3852 • Expansion of Athletic Training resources to property adjacent to campus
- 3853 • Remodel of University Inn pool
- 3854 • Remodel of Liles and West
- 3855 • Remodel of cafeteria
- 3856 • Complete the roofing project for Carnegie-Vincent library
- 3857 • Complete relocation of Tagge Center for academic support

3858 **New Facilities**

- 3859 • Continue pursuing funding through Advancement for Democrat Hollow upgrades.
- 3860 • Track and field facilities.
- 3861 • Lacrosse facilities
- 3862 • Indoor baseball/softball facility
- 3863 • Communication, Instruction and Technology (CIT) facility.
- 3864 • New maintenance building.
- 3865 • Construct on-campus Veterinary Medicine facility adding labs, lecture halls and
3866 office space.
- 3867 • Construct Virginia Large Animal Veterinary Medicine facility adding labs, lecture
3868 halls and office space.
- 3869 • Additional water storage to support irrigation and fire sprinkler systems.
 - 3870 ○ Half million gallon tank.
- 3871 • Investigate catch basin to collect and store raw water for irrigation and grounds
3872 upkeep.
- 3873 • Construction of facility for conservation biology teaching and research to replace old
3874 pottery shop and CMRC building.
- 3875 • Remodel of Mary Annan Natatorium

- 3876 • Complete the upgrading of Cumberland Gap buildings
- 3877 • Development of a social sciences lab
- 3878 • Creation of a designated counseling center
- 3879 • New water plant facility with office space.

3880 **Campus Enhancements**

- 3881 • Campus lighting enhancements will be ongoing and more efficient.
- 3882 • Campus sidewalks and crosswalks.
- 3883 • Continue to monitor utilities to enhance fiscal responsibility
- 3884 • Evaluate and identify potential problems with ADA facilities compliance.
- 3885 • Implemented and continue upgrades to Schenk facility to support Vet Tech program
- 3886 and Vet Med program.
- 3887 • Continuing to reorganize Campus Center to become a “campus center”.
- 3888 • Support a campus master plan.

3889
3890 **Responsibility:** Director of Properties and Physical Plant, VP for Administration, Director of
3891 Safety and Facilities Management, Director of Infrastructure Management, the President,
3892 President’s Cabinet, and Properties Committee of the Board of Trustees.

3893
3894 **Time Frame:** Annually and as needed.

3895
3896 **Resources:** Physical plant budget, plant fund.

3897
3898 **Assessment:** Minutes of President’s Cabinet and Properties Committee; minutes from the
3899 Facilities Management Group; Physical Plant Operations Group and other project plan
3900 documentation.

3901
3902 **Use of Results:** Improve, maintain, preserve and protect the physical resources of the
3903 Institution.

3904

3905 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
3906 *resources on campus and at extended learning sites*

3907
3908 **Objective 4.2:** Provide a healthy, safe, and secure environment.
3909

3910 **Strategies and Action Plans**

- 3911 • Assess, plan for, and evaluate University safety and security operations in order to ensure
3912 compliance with regulatory agencies annually.
- 3913 • Seek funding from outside sources to ensure additional health and safety opportunities
3914 and resources.
- 3915 • Communicate the Institution’s Health and Safety Manual including the University Crisis
3916 Plan.
- 3917 • Coordinate with human resources, student services, housing, etc., to promote appropriate
3918 departments and outside agencies to provide community health and well-being resources
3919 to ensure compliance.
- 3920 • Conduct an annual assessment of physical plant and facilities, focusing on safety and
3921 health issues (posted evacuation plans, lighting, traffic signs, alarm systems, call boxes,
3922 and camera systems, security and access control).
- 3923 • Support training opportunities for health and safety issues including hazmat training.
- 3924 • Coordinate and implement handling of hazardous materials and biological waste in
3925 compliance with applicable local, state and federal regulations.
- 3926 • Implement access control in all new facilities on campus.
- 3927 • Develop a plan for access control across in existing campus sites.
- 3928 • Continue to expand the security call phone system and utilization of campus siren.
- 3929 • Enhance participation in Emergency Alert System.
- 3930 • Enhance current fire drill procedures for administrative buildings.
- 3931 • Designation of shelter in place for each facility.
- 3932 • Mock Emergency Drill conducted on a scheduled basis.
- 3933 • Assist with educating students about campus, personal and situational safety.
- 3934 • Ongoing enhancement of safety and maintenance support at extended learning sites.
- 3935 • Increasing security team to accommodate demands at the Virginia Large Animal
3936 Veterinary Facilities.
- 3937 • Increased training of police officers on Campus Save initiative and sexual assault
3938 investigation.
- 3939 • Posting of evacuation routes on all floors of all buildings

3940
3941 **Responsibility:** IT Representative for Infrastructure, Director of Properties and Physical Plant,
3942 VP for Administration, Director of Safety and Facilities Management, Director of Infrastructure
3943 Management, President’s Cabinet, Chief of LMU Campus Police and Security, Security
3944 Supervisor, Risk and Insurance Manager, and Chair of the Institutional, Biological, and
3945 Chemistry Safety Committee.

3946
3947 **Time Frame:** Annual or as needed.
3948

3949 **Resources Required:** Physical plant and/or departmental budget(s)

3950 **Assessment:** Evaluate regulatory agency reports, safety and security reports and plans
3951
3952 **Use of Results:** Enhance safety and security on campus and at extended learning sites

3953 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
3954 *campus and at extended learning sites*

3955
3956 **Objective 4.3:** Enhance and sustain the Institution's Human Resources (HR).
3957

3958 **Strategies and Action Plans**

- 3959 • Enhance employee orientation process.
- 3960 • Maintain the HR information site on LMU's internal portal.
- 3961 • Continue to provide and further enhance in-house training and development programs for
3962 employees.
- 3963 • Evaluate and enhance University benefits annually.
- 3964 • Ensure compliance with local, state and federal agencies.
- 3965 • Review and solicit input from Faculty and Staff Senates for existing Faculty/Staff Policy
3966 based on current laws and upcoming legislation.
- 3967 • Support the financial audit process.
- 3968 • Participate in job fairs to present LMU as a career opportunity.
- 3969 • Enhance the Human Resources physical presence at extended learning sites.
- 3970 • Research and address current healthcare reforms annually.
- 3971 • Further streamline payroll process (EMMA) while adhering to payroll legislation.
- 3972 • Maintain digital backup employee file system to aid in retention documentation (Image
3973 Now).
- 3974 • Recognize employee service and promotions through celebrations.
- 3975 • Support and encourage the development of wellness program options.
- 3976 • Implementing human resources technology (as budget permits) to reduce manual
3977 processes.

3978
3979 **Responsibility:** HR and VP for Administration

3980
3981 **Time Frame:** Ongoing.

3982
3983 **Resources Required:** Division budgeting for faculty/staff development; human resources
3984 department budget.

3985
3986 **Assessment:** Budget reports (faculty/staff development); faculty/staff evaluations; orientation
3987 evaluation form.

3988
3989 **Use of Results:** For the improvement of services and support of the University's mission

3990

Strategic Goal 5:

3991

*Ensure effective and efficient use of
technology*

3992

3993 **Strategic Goal 5:** *Ensure effective and efficient use of technology*

3994

3995 **Objective 5.1:** Plan and budget for appropriate technological resources, including staff,
3996 software, and hardware.

3997

3998 **Strategies and Action Plans**

3999

- Actively participate in budgeting process of new and proposed initiatives.

4000

- Identify and prioritize department and program technology requests for existing programs.

4001

4002

- Identify cost effective solutions to meet technological needs.

4003

- Identify budget resources for upgrades, maintenance, support and training.

4004

- Develop university purchasing, life-cycle management, and maintenance schedule.

4005

- Assess technology initiatives to determine adequate resources.

4006

- Support instruction, research and scholarly activity.

4007

- Include opportunities to provide service to the community.

4008

Identify, plan and support resource needs (including both physical and personnel needs)
4009 for online and hybrid course and program offerings

4010

4011

Responsibility: Information Services (IS) staff, Information Technology Committee, and
4012 President's Cabinet.

4013

4014

Time Frame: Continuous.

4015

4016

Resources Required: Included in Information Services budget.

4017

4018

Assessment: Annual survey of faculty, staff, and students and technology; and an annual
4019 itemized review of technology expenditures.

4020

4021

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

4022 **Strategic Goal 5:** *Ensure effective and efficient use of technology*

4023

4024 **Objective 5.2:** Provide and maintain technology infrastructure.

4025

4026 **Strategies and Action Plans**

4027

- Review and assess all network closets.

4028

- Maintain appropriate computer resources for faculty, staff and students.

4029

- Review, assess and modify online services for faculty, staff and students.

4030

- Review, assess and modify software, website and database functionality for University use.

4031

4032

- Review, assess and provide additional classroom technology needs.

4033

- Continue planned implementation of secure electronic document imaging solution.

4034

- Maintain appropriate wireless network and wireless network security.

4035

- Perform network security audit annually.

4036

- Review, assess and analyze network monitoring reports.

4037

- Identify additional or new technology needs in new and existing buildings.

4038

- Review, assess and modify Disaster Recovery Plan for Information Services.

4039

- Maintain appropriate support for security services

4040

- Run fiber optic cable to new and existing facilities to expand Sigmon Communications Center broadcasting infrastructure

4041

4042

- Partner with vendors to identify and improve bandwidth and performance on applications hosted off-site

4043

4044

4045 **Responsibility:** IS

4046

4047 **Time Frame:** Continuous.

4048

4049 **Resources Required:** Basic resources included in Information Services budget; additional resources requested through budget process and grants. Compliance with national standards and regulatory guidelines.

4050

4051

4052 **Assessment:** EDUCAUSE or national benchmarks, Network monitoring reports, Helpdesk logs and resolutions, Standard Operating Procedures, Information Technology Infrastructure Library (ITIL) standards, International Society for Technology in Education (ISTE) recommendations and COBIT.

4053

4054

4055

4056

4057

4058

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

4059 **Strategic Goal 5:** *Ensure effective and efficient use of technology*

4060

4061 **Objective 5.3:** Provide training opportunities for faculty, staff, students and technology support
4062 staff.

4063

4064 **Strategies and Action Plans**

4065 • Create an annual training schedule in collaboration between IS and Center for Teaching
4066 and Learning Excellence (CTLE).

4067 • Train new employees on basic productivity tools.

4068 • Train and cross-train technology support staff.

4069 • Support online learning initiatives.

4070 • Provide new and emerging technology training opportunities.

4071 • Support CTLE with the development of instructional resources that use technology.

4072 • Coordinate training opportunities with vendors

4073

4074 **Responsibility:** IS, CTLE, Academic Affairs and Office of Institutional Research and
4075 Accreditation.

4076

4077 **Time Frame:** Continuous.

4078

4079 **Resources Required:** Basic resources included in Information Services budget and Academic
4080 Affairs budget.

4081

4082 **Assessment:** Training assessment survey, User training satisfaction survey, Faculty training
4083 request survey and Annual Software utilization assessment.

4084

4085 **Use of Results:** To determine user satisfaction levels as measured by continuous survey and
4086 identify training needs of faculty, staff, and students; to identify problems which additional user
4087 training could improve user satisfaction.

4088

4089

4090 **Strategic Goal 5:** *Ensure effective and efficient use of technology*

4091

4092 **Objective 5.4:** Provide user support for technology services.

4093

4094 **Strategies and Action Plans**

- 4095 • Review, assess, and modify Information Services Helpdesk support.
- 4096 • Continue campus-wide campaign to communicate help desk support procedures.
- 4097 • Review and analyze Helpdesk service and support logs.
- 4098 • Create and analyze Helpdesk FAQ and online support documentation.
- 4099 • Encourage the use of campus portal (Pathway).
- 4100 • Analyze trends for user support frequency and staff appropriately.
- 4101 • Review, assess and modify Information Services Policies and Procedures as needed.
- 4102 • Review, assess, and modify the student and employee handbooks for technology policy changes.
- 4103
- 4104 • Provide more user-friendly guest access to LMU wireless.
- 4105

4105

4106 **Responsibility:** IS and President's Cabinet.

4107

4108 **Time Frame:** Continuous.

4109

4110 **Resources Required:** Basic resources included in Information Services budget.

4111

4112 **Assessment:** Helpdesk work order survey results, routine review and analysis of Helpdesk work orders and resolutions.

4113

4114

4115 **Use of Results:** To ensure user support for technology for faculty, staff and students

4116 **Strategic Goal 5:** *Ensure effective and efficient use of technology*

4117

4118 **Objective 5.5:** Plan and implement necessary resources and services for radio/television stations.

4119

4120 **Strategies and Action Plans**

4121

- 4122 • Continue investigating potential new communication center.
- 4123 • Provide additional staff training to minimize air down time.
- 4124 • Continue implementation of safety plan to including access control, video surveillance
- 4125 and fire and smoke detection.
- 4126 • Establish additional advertising accounts and programming opportunities.
- 4127 • Support campus-wide events, public relations and marketing and community events.
- 4128 • Maintain Federal Communications Commission (FCC) and other regulatory guidelines.
- 4129 • Maintain required memberships and licensing.
- 4130 • Explore opportunities in internet broadcasting for television.
- 4131 • Support a communication plan to advertise services to the LMU community.
- 4132 • Initiate more student involvement with productions.
- 4133 • Continue building a collaboration between academics, administrative departments and
- 4134 Sigmon.
- 4135 • Support needed upgrades to Sigmon Communications Center broadcasting infrastructure

4136

4137

4138 **Responsibility:** Sigmon Communications, VP of Administration and Deans of Schools.

4139

4140 **Time Frame:** Continuous.

4141

4142 **Resources Required:** Sigmon Communications budget and revenue from advertising and

4143 sponsorship.

4144

4145 **Assessment:** Annual review of memberships. Annual review and analysis of program offerings.

4146

4146 Review of logs and regulatory requirement updates. Assess and survey listener-viewer base.

4147

4147 Annual assessment of air downtime.

4148

4149 **Use of Results:** To enhance the student learning experience, provide services to the University

4150

4150 and community, maintain up-to-date technology for TV and radio, and maintain quality services.

4151

4152 **Strategic Goal 5:** *Ensure effective and efficient use of technology*

4153

4154 **Objective 5.6:** Provide appropriate support for research initiatives at the University.

4155

4156 **Strategies and Action Plans**

- 4157 • Maintain continuous communication with the academic community to identify faculty
- 4158 needs regarding the technological infrastructure necessary to support research and
- 4159 scholarly activity.
- 4160 • Review and assess electronic research administration capabilities to support pre-award
- 4161 and post-award grant activities.
- 4162 • Participate in the planning, development and support of research facilities.
- 4163 • Evaluate adequacy of technology support staff to support research and scholarly activity.
- 4164 • Ensure compliance with federal and state regulations regarding management of
- 4165 information and data generated and used during research and scholarly activity.
- 4166 • Create sufficient budget and staffing to adequately support research/scholarly activity and
- 4167 future information technology needs.
- 4168 • Identify, support and maintain technology-related research tools and applications.
- 4169

4170 **Responsibility:** IS and the ORGSP.

4171

4172 **Time Frame:** Continuous.

4173

4174 **Resources Required:** Information Services budget and revenue from grants and sponsored

4175 programs.

4176

4177 **Assessment:** Approved grant requirements and regulatory assessment; purchase orders that

4178 support grant requests; user satisfaction surveys.

4179

4180 **Use of Results:** Identify additional needs to support research initiatives.

4181

4182 **Strategic Goal 5:** *Ensure effective and efficient use of technology*

4183

4184 **Objective 5.7:** Develop and maintain a high quality external website.

4185

4186 **Strategies and Action Plans:**

4187

- Hire an additional web designer or hire an outside firm to redesign website.
- Develop a dynamic/responsive website to allow viewing on all electronic devices
- Centralize web page maintenance.
- Facilitate consistent design and brand use across all LMU web pages through an effective content management system.
- Investigate software options to enhance University website, including e-Commerce (beyond what is currently available through iModules/alumni community)
- Initiate a process for approval to allow updated directories

4188

4189

4190

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4192

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4196

4197

Responsibility: IS, University Advancement, department heads

4198

4199

Time Frame: Continuous

4200

4201

Resources: IS budget, personnel

4202

4203

Assessment: web analytics

4204

4205

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

4206

4207

4208

Strategic Goal 6:
Enhance resources

4209

4210 **Strategic Goal 6:** *Enhance resources*

4211

4212 **Objective 6.1:** Create an environment of practical, helpful collaboration across the main campus
4213 and all extended learning sites.

4214

4215 **Strategies and Action Plans**

4216

- Develop listings of internal experts.

4217

- Create a University community that is goal driven, balanced, and looks to the need of each individual.

4218

4219

- Host designated open social and informational events at main campus and extended learning sites in order to foster a sense of faculty/staff community, share new program initiatives and provide collaborative and social opportunities.

4220

4221

4222

- Utilize cross-departmental experts to create fundraising opportunities.

4223

- Pathway team sites to offer brown-bag lunches for collaboration and program updates.

4224

- Create internal methods for departmental notification of relevant events.

4225

- Create dedicated section on main LMU website to promote new initiatives.

4226

- Opportunities for local high school teachers to meet faculty/staff and coordinate with faculty to provide opportunities for guest lectures.

4227

4228

- Utilize the University Club as a forum for informal exchange of information and ideas.

4229

4230

Responsibility: Vice President for University Advancement, Assistant Vice President for University Advancement, Prospect Research, I.S., Vice President for Student Services and Enrollment Management, President's Cabinet, Academic Deans, Program Directors, Department Chairs and Athletics.

4231

4232

4233

4234

Time Frame: Ongoing

4235

4236

4237

Resources Required: University Advancement Entertainment and Other budget lines (if funds are necessary)

4238

4239

4240

Assessment:

4241

- Surveys to assess interest, participation and awareness.

4242

- Attendance at brown-bag forums and events.

4243

4244

Use of Results: Revise future activities based on results of assessment.

4245 **Strategic Goal 6:** *Enhance resources.*

4246

4247 **Objective 6.2:** Increase unrestricted donations through giving and alumni participation by
4248 building a broad base of annual support.

4249

4250 **Strategies and Action Plans**

4251 • Maintain best advancement practices with the University Advancement division and
4252 adhere to established fundraising code of ethics by Council for Advancement and Support
4253 Education (CASE) and National Association of College and University Business Officers
4254 (NACUBO).

4255 • Identify and cultivate donors who have the potential to give unrestricted gifts annually.

4256 • Emphasize the concepts of Values – Education – Service as it applies to giving.

4257 • Support efforts to enhance University-wide research. (3.3.1, 3.3.5, 3.7.3, 3.8.1—
4258 Principles of Accreditation).

4259 • Solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund
4260 (Goal of 100% participation).

4261 • Request all members of the President’s Cabinet to participate in the Annual Fund (Goal
4262 of 100% participation).

4263 • Encourage University Advancement staff to continue to contribute to the Annual Fund
4264 (Goal of 100% participation).

4265 • Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of
4266 100% participation).

4267 • Increase current faculty/staff giving (Goal of 50% participation overall goal for FY 2014-
4268 15) and 100% participation for schools/departments and extended learning sites.

4269 • Reach out to all academic programs and departments, and re-emphasize the fact that all
4270 payroll deductions can be designated (Donor Bill of Rights)

4271 • Collaborate with deans and departmental chairs to encourage intercampus fundraising
4272 opportunities.

4273 • Continue to monitor fundraising strategies for the Annual Fund. The Annual Fund allows
4274 LMU to place resources where they are most immediately needed or where opportunities
4275 are greatest. Strategies for meeting the Annual Fund goal include:

4276 • Maintain the Recognition Societies.

4277 • Target group designations for direct mailings for the Annual Fund such as class years,
4278 special interests and majors and will be closely monitored for success rate and all
4279 letters will be signed by the President.

4280 • Continue to target LYBUNT and SYBUNT donors.

4281 • Publish Annual Fund appeals publications such as *CampusLinc*, *Alumnus*, the *Blue*
4282 *and Gray*, and other publications as needed, and will include self-mailer formats
4283 where appropriate and direct mail appeals.

4284 • Increase efforts to solicit potential donors. Target special interest groups, honorary degree
4285 recipients, recipients of institutional awards, corporations, professional organizations and
4286 parents. The University president will continue to call on the top 1% of targeted donors.

4287 • Improve donor recognition system to include enhanced Recognition Societies through use
4288 of annual events, publications, and personal meetings.

- 4289 • Travel within targeted territories for systematic cultivation and solicitation. Through
- 4290 utilization of prospect research, focus on potential major gift level donors such as World
- 4291 War II era groups.
- 4292 • Educate alumni for the increased need for scholarship funding for veterans and
- 4293 dependents.
- 4294 • Explore ways to recognize our alumni veterans at special events.
- 4295 • Involve students in philanthropy from the time of enrollment through legacy programs.
- 4296 • Educate the University's community on importance of speaking with consistent message.
- 4297 Create enhanced revenue streams and synergy through education on philanthropy. Stress
- 4298 the importance of working through the University's president, major gift officers and
- 4299 deans to culminate the giving process.
- 4300 • Evaluate future composition of advisory boards with vice president for academic affairs.
- 4301 Encourage advisory board giving.
- 4302 • Target mailings to new graduates to obtain correct e-mail and physical address.
- 4303 • Target inaugural classes of new program initiatives to facilitate transition from current
- 4304 students to University alumni with emphasis on giving.
- 4305 • Explore new affinity programs.
- 4306 • Train Human Resources personnel on payroll deduction procedures.
- 4307 • Disseminate trustee letters to target groups.
- 4308 • Solicit Last Year but Unfortunately Not This Year (LYBUNTS) (donors who gave last
- 4309 year but not this year) and Some Year but Unfortunately Not This Year (SYBUNTS)
- 4310 (donors who gave some year but not this year) by state according to divided territory.
- 4311 • Collaborate with Abraham Lincoln Library and Museum (ALLM) staff to develop a list
- 4312 of contacts for annual support to include the Lincoln Letters, former donors to the
- 4313 Museum, and the Museum visitors list. Names will be compiled into a master solicitation
- 4314 list.
- 4315 • Continue to collaborate with the J. Frank White Academy (JFWA) principal to maintain a
- 4316 list of contacts for annual support to include parents and relatives and graduates of the
- 4317 Academy.
- 4318 • Develop a list of contacts with the Athletics staff for annual support to include graduates
- 4319 who participated in athletics.
- 4320 • Partner with athletics on annual golf tournament, auction, and other fundraising events.
- 4321 • Continue to develop the role of volunteers in the overall fundraising program.
- 4322 • Work with staff senate and faculty senate to address giving options.
- 4323 • Establish personal visit goals for athletics, the Abraham Lincoln Library and Museum
- 4324 (ALLM), and JFWA in cooperation with their supervisors.
- 4325 • Utilize prospect research to build information about alumni, friends, and potential
- 4326 prospects.
- 4327 • Support initiatives to demonstrate adequate resources for accreditation standards.
- 4328 • Pursue private foundation dollars to fund University projects.
- 4329 • Educate all campus constituencies as to the importance of annual giving.
- 4330 • Continue to evaluate phonathon program.
- 4331 • Maintain a calendar of stewardship and cultivation events to help create and broaden the
- 4332 DeBusk College of Osteopathic Medicine's (LMU-DCOM) foundation for annual donor
- 4333 support.

- 4334 • Maintain calendar of annual solicitations for LMU-DCOM donors including White Coat
- 4335 Solicitation, End of Year Appeal, LYBUNT and Commencement.
- 4336 • Continue Thank-You call program for the Board of Trustees with 20 board members
- 4337 signing commitment cards.
- 4338 • Maintain Thank-You Call process for dean of LMU-DCOM to help steward gifts of
- 4339 \$1,000 or more and develop major gift prospects from preceptor pool.
- 4340 • Maintain presence at the Annual American Osteopathic Association (AOA) Convention
- 4341 with intent to recruit faculty, potential students, and continue LMU-DCOM alumni
- 4342 annual reception.
- 4343 • Maintain all undergraduate and graduate Alumni Boards and giving programs as needed.
- 4344 • Maintain and expand online alumni sub communities as needed.
- 4345 • Maintain RotationsLINC e-newsletter to medical students on clinical rotations.
- 4346 • Expand the use of iModules Alumni Community as an online registration tool.
- 4347 • Expand alumni chapter membership and events, and investigate new locations for
- 4348 chapters.
- 4349 • Expand alumni travel program.
- 4350 • Implement Multi Variable Testing (MVT) factors for during 2014-15.
- 4351 • Coordinate LMU Student Awards Day program utilizing annual scholarships.
- 4352 • Initiate fundraising activities to support research and scholarly activity.
- 4353 • Explore opportunities to contribute to LMU at corporate point-of-purchase.
- 4354

4355 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
 4356 and Board of Trustees in cooperation with designated faculty and staff (3.2.12—Principles of
 4357 Accreditation).

4358
 4359 **Time Frame:** Ongoing.

4360
 4361 **Resources Required:** University Advancement/Alumni Services Travel, Postage, Printing,
 4362 Publications and Honors and Awards budget lines; similar budget lines within the DCOM budget
 4363 are also required

4364
 4365 **Assessment:** (Benchmark with Council for Aid to Education (CAE) report on peer institutions to
 4366 be added when report is in)

4367 Review call reports at weekly staff meetings.

- 4368 • Track on-line giving.
- 4369 • Review and compare on-line weekly giving reports with direct mail and phone-a-thons.
- 4370 • Review LYBUNT and SYBUNT reports monthly.
- 4371 • Compile and review call reports from the Academy, the ALLM, Athletics personnel,
- 4372 LMU-DCOM, and the Carnegie-Vincent Library.
- 4373

4374 **Use of Results:** To support current operating expenses.

4375

4376 **Strategic Goal 6:** *Enhance resources*

4377

4378 **Objective 6.3:** Increase endowment participation by 5% annually for student scholarships,
4379 faculty development, research, endowed chairs, continuing education, physical plant, Museum, J.
4380 Frank White Academy and athletics (3.10.1—Principles of Accreditation).

4381

4382 **Strategies and Action Plans**

4383 • Support efforts to enhance University-wide research 3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles
4384 of Accreditation).

4385 • Research, identify, and cultivate potential donors who have the capacity to endow chairs
4386 at a minimum of \$1,000,000, endow professorships at a minimum of \$500,000, endow
4387 scholarships at a minimum of \$25,000 and endow faculty development funds at a
4388 minimum of \$25,000. Review endowed chairs to determine which ones are currently
4389 fully funded.

4390 • Emphasize the concepts of Values – Education – Service as it applies to giving.

4391 • Target special interest groups, honorary degree recipients, and recipients of institutional
4392 awards.

4393 • Recognize donors who contribute to endowment funds. Explore a unified system of
4394 donor recognition that provides enhanced visibility.

4395 • Continue to monitor fundraising strategies for the Endowment.

4396 • Recruit and retain quality faculty and students by establishing endowed chairs,
4397 providing financial aid, and ensuring through endowed scholarships, and ensures that
4398 facilities are adequately maintained.

4399 • Cultivate and solicit the World War II era group for increased gifts through estate
4400 plans by the fundraising arm of the University Advancement staff.

4401 • Re-evaluate fundraisers' respective calls lists, including the president's call list.

4402 • Increase number of grant proposals for grants to endowment projects.

4403 • Increase the number of the Circle of Friends for Endowment gift club.

4404 • Review prospects with the Development Committee of the Board of Trustees, the
4405 president of the University (3.2.12 – Principles of Accreditation), the chairman of the
4406 Board, and the chairman of the Executive Committee.

4407 • Feature donors who have already made estate plans in the *Alumnus* magazine.

4408 • Feature long-term donors in publications and on the website.

4409 • Collect and scan documentation for planned giving.

4410 • Utilize national prospect research services.

4411 • Expand solicitation of foundations, professional organizations, corporations, and
4412 government agencies that support endowment endeavors.

4413 • Pursue private foundations.

4414 • Establish endowment levels required for maintenance of each facility on campus with
4415 coordination with the vice president for Finance.

4416 • Support additional scholarship funding for Honors Scholars.

4417 • Educate University community on importance of speaking with consistent message.

4418 • Continue to coordinate LMU Student Awards and Recognition program and recognize
4419 endowed scholarship donors.

4420 • Initiate fundraising activities to support research and scholarly activity.

4421
4422 **Responsibility:** Vice President for University Advancement, President, President's Cabinet, UA,
4423 Student Awards Committee, and Board of Trustees in cooperation with designated faculty and
4424 staff.

4425
4426 **Time Frame:** Ongoing.

4427
4428 **Resources required:** University Advancement Travel, Postage, Printing, Publications and
4429 Honors and Awards budget lines; similar budget lines within the DCOM budget are also required

4430
4431 **Assessment:** Review and compare call reports of major gift officers. Compare five-year
4432 endowment giving trends. Evaluate return on investment for donor calls, direct mail, special
4433 events and other initiatives. Evaluate actual endowment acquired for facility upkeep versus goal
4434 amounts. Evaluate the use of endowed scholarship dollars to offset need for institutional student
4435 aid.

4436
4437 **Use of Results:**

- 4438
- 4439 • To increase endowed scholarships to enable students to attend LMU as cited in our
mission statement.
 - 4440 • To increase communication to and involvement with the Board of Trustees and alumni
4441 through the class agents program, friends of the University, and foundations and
4442 corporations and other granting agencies.
 - 4443 • To demonstrate that best practices in fund raising are addressed and maintained, to ensure
4444 that calls are made on a timely basis, and to ensure that budget relief for academic areas,
4445 as well as capital projects, is provided.
- 4446

4447 **Strategic Goal 6: Enhance resources**

4448

4449 **Objective 6.4:** Market and promote the University locally, regionally, nationally and
4450 internationally by use of all electronic and non-electronic media sources to support current
4451 recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans,
4452 and to increase pride in the University (Extended learning sites include: Cedar Bluff, Duncan
4453 School of Law, Physicians Regional Medical Center, Blount, Corbin, Middlesboro, Chattanooga,
4454 Kingsport, Sevierville, Morristown, and all partnerships) (1.1 and 4.6—Principles of
4455 Accreditation).

4456

4457 **Strategies and Action Plans**

- 4458 • Support efforts to promote University-wide research and scholarly activities (3.3.1, 3.3.5,
4459 3.7.3, 3.8.1—Principles of Accreditation).
- 4460 • Support the University’s Information Literacy through internal promotion and marketing.
- 4461 • Emphasize the concepts of Values – Education – Service as it applies to giving.
- 4462 • Update marketing plan to ensure effective promotion of the University’s programs by
4463 sending out timely news releases and by utilizing the World Wide Web, social media and
4464 all other media resources.
- 4465 • Prepare for institutional branding review and rebranding initiatives with Panas, Linzy &
4466 Partners from Chicago, along with The Hanover Group to reflect Level 6 status. All
4467 initiatives for 2014-15 are subject to consultant recommendations.
- 4468 • Utilize social media sites including Facebook, Twitter and YouTube to market and brand
4469 the University.
- 4470 • Market the University to alumni through the Alumni Online Community.
- 4471 • Educate University community on importance of speaking with consistent message.
- 4472 • Identify human interest stories throughout the University to pitch to national media, with
4473 the goal of five or more per year. Work with University departments to cultivate projects
4474 of national interest.
- 4475 • Convene meetings each semester with marketing committee to explore additional
4476 marketing strategies for all areas.
- 4477 • Meet individually with each dean once per year and develop specific marketing plans for
4478 each school. Conduct periodic dean’s meetings with all deans in one room with
4479 marketing leadership.
- 4480 • Attend the Board of Trustees Marketing Committee meetings to identify emerging
4481 programs in need of marketing, and to assist in developing long-range plans.
- 4482 • Partner with Sigmon Communications to produce video segments/news releases to be
4483 loaded on the LMU website and YouTube for individual departments, schools, and
4484 faculty.
- 4485 • Develop high quality promotional materials including posters for specific programs for
4486 wide distribution, including community colleges, career centers, and employers.
- 4487 • Communicate regularly with extended learning sites to ensure that their needs with regard
4488 to printed material.
- 4489 • Distribute the *Blue and Gray* newsletter, the *Alumnus* magazine, *CommunityLinc*,
4490 *AlumniLinc*, *AlumniLinc Quick Fact*, *Bridge Builder Heritage Society Newsletter*,
4491 *CampusLinc* and *Raising the Bar*.

- 4492 • Promote international studies programs including the Kanto Program, World School,
- 4493 parents, and international residents from the community.
- 4494 • Take advantage of marketing benefits of consortium agreements.
- 4495 • Promote Student Service Initiative Program.
- 4496 • Expand internal experts listing.
- 4497 • Reinforce use of the University style manual and maintain a consistent identity in all
- 4498 marketing initiatives as defined in the manual available on the LMU Pathway and the
- 4499 website.
- 4500 • Cooperate with the Risk and Insurance Manager in trade marketing the University word
- 4501 marks and logos, and rolling out these word marks and logos internally and externally.
- 4502 • Publish donor recognition notices in appropriate media.
- 4503 • Distribute planned giving materials by web, newsletter and other media.
- 4504 • Plan and coordinate community service initiatives including Rural Area Medical center
- 4505 (RAM) in 2015 to help promote the University's mission of service to humanity.
- 4506 • Cultivate and promote a culture of service among faculty staff and students through
- 4507 participation in external charitable events, and devise a tracking system.
- 4508 • Market the free services available to the community, including the Harrogate park,
- 4509 walking trails, organic garden, and others.
- 4510 • Continue to promote LMU through collaboration with LMU-TV and Sigmon
- 4511 Communications Center.
- 4512 • Support initiative to demonstrate adequate resources for accreditation standards.
- 4513 • Promote the College of Veterinary Medicine inaugural class, white coat ceremony and
- 4514 program launch.
- 4515 • Develop and execute marketing plan to grow patient base at University Medical Clinic.
- 4516 • Promote the Honors Scholars program through web, social media, and all print media.
- 4517 • Promote and facilitate increased use of LMU Pathway Portal.
- 4518 • Integrate JFWA marketing in TV spots and on-campus, and on public-access local
- 4519 channels.
- 4520 • Investigate creation of a JFWA alumni directory.
- 4521 • Continue to produce comprehensive marketing strategies for all LMU programs and
- 4522 events.
- 4523 • Continue to implement overarching strategy with distinct talking points for CVM
- 4524 recruitment of faculty, students and clinical sites.
- 4525 • Broaden the use of testimonials (parents, students within specific majors, faculty, staff,
- 4526 alumni) using social media in conjunction with the Merit Pages system to recognize
- 4527 student achievement.
- 4528 • Develop internal marketing plan to educate students on the Merit Page program and how
- 4529 LMU will utilize Merit Badges to promote student achievements.
- 4530 • Collaborate on marketing proposal for JFWA residential program.
- 4531 • Maintain and update recruiting materials for all programs as needed.
- 4532 • Continue to facilitate classroom visits with faculty, inviting alumni, local teachers and
- 4533 business leaders to speak about career opportunities and finding success in their field.

- 4534
- Ensure that communication flows from departments to staff that develop recruitment materials, marketing, and social media so that incoming students and change majors are informed about what careers are available, and what employment opportunities exist within academic programs.
- 4535
4536
4537
4538

4539 **Responsibility:** Senior Director of Marketing and Public Relations, the Director of Marketing and Public Relations for Health Sciences, Director of Publications, Director of Alumni Services, Web Developer, Director of Social Networking, and the Sports Information Director in cooperation with the Marketing Committee and designated faculty and staff.

4540
4541
4542
4543

4544 **Time Frame:** Annually with a quarterly review of the Marketing Committee.

4545

4546 **Resources Required:** University Advancement/Marketing Public Relations Travel, Postage, Printing, Publications, Advertising and Photographic Services budget lines; similar budget lines within the DCOM and undergraduate admissions budgets are also required

4547
4548
4549

4550 **Assessment:**

- Continue market research with respect to marketing for admissions at undergraduate and graduate level.
 - Use VOCUS data.
 - Use data from The Hanover Group.
- 4551
4552
4553
4554
4555

4556 **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.
 - Utilize data to demonstrate connection between marketing efforts, recruitment and retention, and gift income.
 - Improve marketing efforts at extended learning sites with respect to new and existing programs.
- 4557
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4567

4568 **Strategic Goal 6:** *Enhance resources*

4569

4570 **Objective 6.5:** Continue aggressive fundraising to meet identified fundraising priorities,
4571 including increased annual fund donor base; increased endowment fund; capital projects for
4572 facility construction, maintenance and improvement; flexibility to meet unforeseen needs,
4573 utilizing MVT in all areas to track outcomes and maximize return on investment (ROI). (2.11.2,
4574 3.10.5—Principles of Accreditation).

4575

4576 **Strategies and Action Plans**

- 4577 • Identify, cultivate and solicit donors to provide revenue for identified initiatives.
- 4578 • Campus Capital Improvements: Lincoln Memorial University has the opportunity to
- 4579 complete a number of significant improvements to its Harrogate and extended learning
- 4580 sites. These projects directly benefit students and faculty as they enjoy the diverse
- 4581 educational opportunities of LMU. Construct new residence hall
- 4582 • Build student center
- 4583 • Continue accreditation/upgrades at LMU-DSOL
- 4584 • Build LMU-CVM facilities
- 4585 • Improvements at the Abraham Lincoln Library and Museum
- 4586 • Improvements at the Carnegie Vincent Library
- 4587 • Build Scot Shields Hitting/Pitching Complex
- 4588 • Continue upgrades at Duke Hall of Citizenship
- 4589 • Continue upgrades at LMU-DCOM
- 4590 • Continue renovation of facilities in Cumberland Gap
- 4591 • Renovate Grant-Lee Hall
- 4592 • Democrat Hollow Renovation Project
- 4593 • Construct Burchett Communications and Technology Center
- 4594 • Improve Athletics Facilities
- 4595 • Remodel rental property adjacent to campus
- 4596 • Expansion of Athletic Training resources adjacent to campus
- 4597 • Remodel of University Inn pool
- 4598 • Remodel of Liles and West
- 4599 • Remodel of cafeteria
- 4600 • Relocation of Tagge Center
- 4601 • Track and field facilities
- 4602 • Lacrosse facilities
- 4603 • New Maintenance building
- 4604 • Construct on-campus Veterinary Medicine facility (adding labs, lecture halls and office
- 4605 space)
- 4606 • Additional water storage tank to support irrigation and fire sprinkler systems
- 4607 • Construction of facility for conservation biology teaching and research, to replace pottery
- 4608 shop and CMRC building
- 4609 • Remodel of Mary Annan Natatorium
- 4610 • Development of social science lab
- 4611 • Creation of designated counseling center
- 4612 • New water plant facility

- 4613 • Enhance campus lighting
- 4614 • Enhance campus sidewalks
- 4615 • Upgrade Schenk Center to support Veterinary Technology and Veterinary Medicine
- 4616 program
- 4617 • Increase endowment funds
- 4618 • Increase Annual Fund
- 4619

4620 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
4621 and Board of Trustees in cooperation with designated Faculty and Staff.

4622
4623 **Time Frame:** Review progress monthly and on June 30.

4624
4625 **Resources Required:** University Advancement Travel, Printing, Postage and Entertainment
4626 budget lines

4627
4628 **Assessment:** Review monthly giving reports. Review monthly report of interface with Finance.
4629 Review budget pro forma annually to ensure adequate resources for the division.

4630
4631 **Use of results:**

- 4632 • Plan effectively as we target our fund raising territory and major donors.
- 4633 • Document ROI of fund raising travel plan for major donors.
- 4634 • Review fund raising priorities and ensure that priorities align with academic and non-
- 4635 academic division planning.
- 4636 • Utilize fund raising data to chart our progress on approved projects.
- 4637 • Review Campus Master Plan as needed to make the connection between fund raising and
- 4638 capital projects.
- 4639 • Demonstrate that best practices in fund raising are addressed and maintained, to ensure
- 4640 that calls are made on a timely basis, and to ensure that budget relief for academic areas,
- 4641 as well as capital projects, are provided.
- 4642

4643 **Strategic Goal 6:** *Enhance resources*

4644

4645 **Objective 6.6:** Continue to utilize the Ellucian system in the most efficient manner to provide
4646 support for the University by accurately recording gifts and maintaining gift records and alumni
4647 and demographic information (2.11.1 and 3.10.2—Principles of Accreditation).

4648

4649 **Strategies and Action Plans**

4650 • Code all alumni by major, parents of current students and alumni, and add other codes as
4651 needed.

4652 • Provide ongoing training for all members of University Advancement staff of all Ellucian
4653 and Informer tools and processes as needed.

4654 • Expand tracking of foundations and other organizations.

4655 • Expand planned giving tracking in conjunction with ImageNow scanning project.

4656 • Enhance reporting and data analysis by: (1) reviewing information needs of University
4657 Advancement staff on a regular basis; (2) implementing existing Ellucian tools and
4658 developing standing reports and queries available for Division use as needed; and (3)
4659 developing new strategies to maximize the system’s benefit for University Advancement.

4660 • Complete Ellucian consultant project to implement top Advancement priorities with
4661 endowment communication, Dashboard, scholarship award procedures, and other areas.

4662 • Incorporate new methods of tracking meaningful points of alumni and donor contact,
4663 including call reports, visits, mailings and phone/email contacts.

4664 • Expand use of Informer reporting tool.

4665 • Continue to respond to fundraising and campus needs through the dissemination of
4666 alumni and donor data.

4667

4668 **Responsibility:** Vice President for University Advancement, Assistant Vice President for
4669 University Advancement and staff in cooperation with Finance and Information Services (IS).

4670

4671 **Time Frame:** Ongoing.

4672

4673 **Resources Required:** Costs covered under Information Services budget.

4674

4675 **Assessment:** Assess the degree to which we can successfully respond to the needs of UA and
4676 other campus areas.

4677

4678 **Use of results:** Continued enhancement of Advancement data services using the Ellucian
4679 software enables the continued improvement and analysis of return-on-investment for all forms
4680 of interaction with alumni, friends and donors.

4681

4682 **Strategic Goal 6:** *Enhance resources*

4683

4684 **Objective 6.7:** Continue to support the accreditation processes of the University.

4685

4686 **Strategies and Action Plans**

4687 • Participate in accreditation activities and planning through representative membership on
4688 committees addressing compliance with specific components of the *Principles of*
4689 *Accreditation: Foundations for Quality Enhancement* (2.5—Principles of Accreditation).

4690 • Monitor changes in the University’s academic program and make adjustments in staffing
4691 that promote the success of new and continuing programs in meeting the expectations of
4692 program and institutional accreditation associations.

4693 • Study the organizational structure of advancement divisions of other Southern
4694 Association of Colleges and Schools Commission on Colleges (SACSCOC) Level VI
4695 accredited institutions and the effectiveness of their development efforts for
4696 benchmarking and planning purposes.

4697 • Review and update fundraising policies and procedures, where appropriate, to reflect best
4698 practices in all areas of operation and its expanded role in grant development to support
4699 LMU’s impending Level VI status with development of additional doctoral level
4700 programs.

4701 • Support increased funding for faculty research and scholarly activities.

4702 • Participate in accreditation activities and planning through representative membership on
4703 committees addressing compliance with specific components of the *Principles of*
4704 *Accreditation: Foundations for Quality Enhancement*.

4705 • Review program accreditation as it relates to student scholarship support.

4706

4707 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
4708 and Board of Trustees in cooperation with designated faculty and staff.

4709

4710 **Time Frame:** Ongoing.

4711

4712 **Resources Required:** Budgeted under the Institutional Research and Accreditation budget.

4713

4714 **Assessment:** Track the ways in which UA provides assistance, and evaluate the impact of that
4715 assistance.

4716

4717 **Use of results:** Appropriate facilitation of accreditation process

4718

4719 **Strategic Goal 6:** *Enhance resources*

4720

4721 **Objective 6.8:** Enhance legislative relationships.

4722

4723 **Strategies and Action Plans**

- 4724 • Identify opportunities to meet regularly with federal, state and local officials and their
- 4725 staff.
- 4726 • Act as primary resource for local and regional data as requested by external legislators.
- 4727 • Monitor state and federal policy capable of impacting University functions and programs.
- 4728 • Emphasize the concepts of Values – Education – Service as it applies to giving.
- 4729 • Monitor TICUA alerts and distribute where appropriate across campus.
- 4730 • Continue to offer externships to federal, state and local legal officials through LMU-
- 4731 DSOL.
- 4732 • Continue providing legal education to judicial organizations upon their request.
- 4733 • Investigate federal, state and local funding opportunities for the College of Veterinary
- 4734 Medicine facility.
- 4735

4736 **Responsibility:** Vice President of University Advancement, Director of Major Gifts in
4737 cooperation with the President and Board of Trustees, LMU-DSOL, and Center for Collaborative
4738 Leadership

4739

4740 **Time Frame:** Ongoing.

4741

4742 **Resources Required:** University Advancement Travel budget line.

4743

4744 **Assessment:** Impact of legislation in relation to LMU's funding priorities; dollars received;
4745 evaluate number of externs utilized.

4746

4747 **Use of results:** Dollars received; implementation of funded programs, facilities and other capital
4748 projects; and other impact on the University budget

4749

Strategic Goal 7:

4750

Assess and enhance University-wide

4751

research and scholarly activity

4752 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4753

4754 **Objective 7.1:** INTEGRATION: To connect all development, improvement and implementation
4755 of University research and scholarly activity initiatives to the University mission, planning,
4756 budgeting, academic programs, assessment and evaluation processes.

4757

4758 **Strategies and Action Plans**

4759

- Continue to examine membership of Committee on Scholarly Activities (COSA) to ensure adequate representation of academic colleges/schools and entities.

4760

- Clearly define and disseminate differences between faculty development and mini-grants support for scholarly activity.

4761

- Work with the Deans through the COSA to develop processes and support for student

4762

- scholarly activities.
- Review, evaluate and revise policies and procedures pertaining to research and scholarly activities.

4763

- Develop efficient self-reporting methods ensuring the Office of Research, Grants and

4764

- Sponsored Programs (ORGSP) receives notice of research and scholarly activity in a timely manner.

4765

- Review, evaluate and refine methods of disseminating research and scholarly activity both internally and externally including coordination with the Office of Public Relations (e.g., Scholar of the month).

4766

- Facilitate the integration of research and scholarly activities throughout the university-

4767

- wide curricula.
- Foster the development of multi-institutional local, state, national and international partnerships.

4768

4769

4770 **Responsibility:** Vice President of Research, Assistant Vice President for Health Sciences

4771 Research, Deans of Schools/Colleges, Executive Director of the ORGSP, Director of Marketing

4772

4773 and Public Relations, Director of Foundations, and COSA.

4774

4775 **Time Frame:** Initial and ongoing.

4776

4777 **Resources Required:** Time commitment, data collection, analysis, and interpretation

4778

4779 (\$ amount to be determined annually).

4780

4781 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

4782

4783 **Use of Results:** For the continued development and support of the research portion of the
4784 University's overall mission.

4785

4786

4787

4788

4789

4790

4791

4792 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4793

4794 **Objective 7.2:** INFRASTRUCTURE: Foster the development and management of the
4795 centralized research and scholarly activity support services to optimize their utility, accessibility
4796 and their responsiveness to the campus and extended learning sites research community.
4797

4798

Strategies and Action Plans

4799

- Review the electronic grant budget and tracking system to ensure it is efficient and effective (e.g., Explore Open Source, Oracle and Sunguard).

4800

- Develop and assess procedures to ensure same day purchasing and delivery of supplies and rapid purchasing and delivery of equipment from grant accounts.

4801

- Develop procedures to ensure rapid direct on campus delivery of supplies and equipment to the purchaser, to ensure biological and chemical safety and grant accountability.

4802

- Ensure ORGSP staff and committee chairs (IRB, IBC, IACUC and AV) actively participate in professional development activities to ensure LMU's compliance with federal and state law pertaining to research and grants.

4803

- Review biological, chemical and radiation safety policies and procedures.

4804

- Review and update fiscal management procedures and policies relative to external funding.

4805

- Foster the management of internal grant programs for the support of undergraduate/graduate students' research projects and scholarly activity.

4806

- Assist faculty, staff and students in obtaining external financial support for their scholarly activities including research, training, publications and presentations.

4807

- Evaluate process and procedures for communicating grant opportunities to faculty, staff and students.

4808

- Expand information support services (e.g. electronic resources, software licenses, library and accessibility) to facilitate research and scholarly activity.

4809

- Develop individual school budgets for research and scholarly activities.

4810

- Develop institutional support for attracting and hosting scholarly conferences.

4811

- Maintain and negotiate the cost and purchase where applicable of service contracts for core equipment in the Math and Science research laboratories.

4812

- Continue the university scholarly activities seminar program.

4813

- Ensure potential researchers complete Collaborative Institutional Training Initiative (CITI) training.

4814

- Support The Dr. Robert L. Kincaid Endowed Research Center Oversight Committee activities.

4815

- Continue to fund a writer-in-residence program.

4816

Responsibility: Vice President for Research, Assistant Vice President of Health Sciences

4817

Research, Office of Finance, Dean of Administration, Risk and Insurance, Director of Library,

4818

Executive Director of the ORGSP, Post-Award Grants Manager, IS, Chair of Institutional

4819

Biological and Chemical Safety Committee, and Committee on Scholarly Activities (COSA).

4820

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

4821

4837 **Resources Required:** Time commitment, data collection, analysis, and interpretation (\$ amount
4838 to be determined).

4839
4840 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

4841
4842 **Use of Results:** For the continued development and support of the research and scholarly
4843 activities portion of the University's overall mission.

4844

4845 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4846

4847 **Objective 7.3:** FACULTY/STUDENTS: Ensure adequate on- campus and extended learning site
4848 faculty to initiate, grow and sustain both undergraduate and graduate level research and scholarly
4849 activities.

4850

4851 **Strategies and Action Plans**

4852 • Office of Research and Sponsored Programs advocates identified and prioritized needs
4853 for research and scholarly activities.

4854 • Establish guidelines for levels of startup funds for new faculty tailored to research and
4855 scholarly activity expectations of the new faculty member(s).

4856 • Review and refine incentive structures for research and scholarly activity.

4857 • Scholarly funding for travel and publications.

4858 • Individual membership in scholarly associations, societies and councils.

4859 • Sabbatical leave policy and funding.

4860 • Rank advancement standards and incentive compensation increments.

4861 • Reassignment of time in order to achieve a 9 hour undergraduate semester
4862 instructional work load and 6 hour scholarly activity/service work load.

4863 • Expected incremental scholarly output increase.

4864 • Scholarship Support Services.

4865 • Develop new programs that foster interdisciplinary, multidisciplinary and inter-
4866 professional research and scholarly activities.

4867 • Implement a salary savings policy pertaining to grants and contracts.

4868 • Implement a university intellectual properties policy.

4869 • Develop an institutional conflict of interest policy regarding research.

4870 • Develop and support national and international programs that foster student scholarly
4871 activities including academic honor societies.

4872

4873 **Responsibility:** Vice President for Research, Assistant Vice President of Health Sciences
4874 Research, Vice President of Academic Affairs, Vice President for Finance, Deans of
4875 Colleges/Schools, and Committee on Scholarly Activities (COSA).

4876

4877 **Time Frame:** Initial and ongoing.

4878

4879 **Resources Required:** \$ to be determined, Information Resources.

4880

4881 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

4882

4883 **Use of Results:** For the continued development and support of the research portion of the
4884 University's overall mission.

4885

4886 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4887

4888 **Objective 7.4:** FACILITIES: Identify the need for facilities that foster the development of
4889 research and scholarly activity and manage them to optimize their utility and accessibility to the
4890 University-wide community.

4891

4892 **Strategies and Action Plans**

- 4893 • Identify short-term and long-term facility needs ensuring future competitiveness of
4894 research and scholarly activities.
 - 4895 ○ Identify and develop research space for the Social Sciences and conservation
4896 biology.
- 4897 • Identify information technology, library and support services to facilitate research and
4898 scholarly activities.
- 4899 • Ensure that all facilities comply with laboratory health, safety and environmental
4900 protection regulations.
- 4901 • Support Space Allocation Committee policies and procedures for space allocation of
4902 dedicated laboratory research facilities.
- 4903 • Review library resources for campus and extended learning sites to ensure graduate,
4904 undergraduate and faculty research and scholarly activity needs are adequate.
- 4905 • Ensure ADA and USDA compliance of research facilities including the Abraham Lincoln
4906 Library and Museum.

4907

4908

4909 **Responsibility:** Vice President for Research, Assistant Vice President of Health Sciences
4910 Research, Vice President for Academic Affairs, Vice President for Finance, Director of Abraham
4911 Lincoln Library and Museum, Chief Information Officer, Chairs of IACUC, IBC and IRB, and
4912 Director of the Library.

4913

4914 **Time Frame:** Initial and ongoing.

4915

4916 **Resources Required:** \$ to be determined, Information Technology, Technology Support for on-
4917 campus and extended learning site activity, Carnegie-Vincent Library and Abraham Lincoln
4918 Library and Museum resources.

4919

4920 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

4921

4922 **Use of Results:** For the continued development and support of the research and scholarly
4923 activities of the University's overall mission.

4924

4925 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

4926

4927 **Objective 7.5:** EVALUATION: To develop and implement an evaluation system that recognizes
4928 the importance of research and scholarly activity to the mission of the University.

4929

4930 **Strategies and Action Plans**

4931 • Encourage the deans to establish guidelines and expectations concerning research and
4932 scholarly activities.

4933 • Continue to ensure research and scholarly activities criteria are a component of the
4934 annual faculty evaluation.

4935 • Review procedures to record and report research and scholarly activity, including
4936 submissions, awards, outcomes presentations and publications.

4937 • Assess the broader impact of research on student learning, curricular development and
4938 the community at large.

4939

4940 **Responsibility:** Vice President of Research, Assistant Vice President of Health Sciences
4941 Research, Vice President of Academic Affairs, Deans of Schools/Colleges, Chairs of
4942 departments/program directors.

4943

4944 **Time Frame:** Initial and ongoing.

4945

4946 **Resources Required:** \$ to be determined.

4947

4948 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

4949

4950 **Use of Results:** For the continued development and support of the research portion of the
4951 University's overall mission.