

1 **Section I**
2 **Strategic Plan Overview and Introduction**
3 **2016- 2021**



VALUES • EDUCATION • SERVICE

4 **I. Planning Process**

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6 The planning process at Lincoln Memorial University incorporates:

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- 8 1. commitment from the President and Board of Trustees;
- 9 2. broad-based participation at all institutional levels;
- 10 3. an integrated planning, budgeting and assessment schedule;
- 11 4. compliance with Southern Association of Colleges and Schools Commission on
- 12 Colleges (SACSCOC) requirements;
- 13 5. identified institutional priorities; and
- 14 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 provide 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. The University President and the Board of Trustees affirmed these
24 Strategic Goals. Unit and division planning and budgeting have been aligned with appropriate
25 assessment and analysis of outcomes. Unit and division activities are planned to accomplish the
26 Institution’s Strategic Goals. Projected budget allocations to support the planned activities are
27 detailed in the Five-Year Budget Pro forma, (2016-2021). Progress toward the achievement of
28 the Strategic Goals is measured via established benchmarks and monitored by institutional
29 effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an
30 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 University activities, programs and operations through concerted efforts to continuously increase 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.
91
- 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.
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- 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.
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105 **III. Values**

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107 **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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112 **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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119 **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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126 **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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131 **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

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

152 **IV. Vision Statement**

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

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158 **V. Strategic Goals***

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

166

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

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

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

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

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

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180 **Strategic Goal 6:** Enhance resources

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

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184 **Approved by Board of Trustees*

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186 **VI. Benchmarks for Regional Distinction**

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

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- 190
- Review/Revise Institutional Mission Statement as appropriate
 - Maintain Expanded Statement of Institutional Purpose articulating linkages between
 - 192 Institutional Mission Statement and all institutional units emphasizing shared values
 - 193 • Revise Institutional Strategic Plan annually
 - 194 • Conduct annual University financial audit
 - 195 • Balance annual fiscal year operating budget
 - 196 • Produce five-year operating budget pro forma
 - 197 • Secure necessary funding levels for institutional strategic initiatives and priorities
 - 198 • Produce Annual Performance Report

199

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

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- 204
- Conduct annual comparative analysis of Public Relations activities
 - 205 • Conduct Preview Day/College Day evaluations
 - 206 • Utilize potential student market analysis/trends/demographic measures and research to
 - 207 direct enrollment and retention efforts
 - 208 • Increase residential enrollment
 - 209 • Increase commuter enrollment at the main campus
 - 210 • Increase enrollment at extended learning sites
 - 211 • Improve student academic and racial/ethnic profiles
 - 212 • Track enrollment patterns and trend analyses for academy, undergraduate and graduate
 - 213 students
 - 214 • Improve retention and graduation rate statistics for all categories of students
 - 215 • Survey results measuring students' use of, satisfaction with and success resulting from
 - 216 student support services
 - 217 • Improve financial aid participation rates, award profiles and satisfaction with services

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

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

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237 **Strategic Goal 4: Ensure the adequacy and efficient use of physical and human resources**

238 **on campus and at extended learning sites**

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- 240 • Update and improve the Facilities Master Plan as appropriate
- 241
- 242 • Conduct Facilities Assessments (specific to building/site physical and learning
- 243 environments)
- 244 • Monitor compliance with Comprehensive Safety and Security Guidelines and Plans
- 245 • Maintain Occupational Safety and Health Administration (OSHA), Americans with
- 246 Disabilities Act (ADA) and other regulatory compliance assessments
- 247 • Enhance Human Resources and provide and encourage Staff Development
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249 **Strategic Goal 5: Ensure effective and efficient use of technology**

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

- 254 • Assess effectiveness of technology training for faculty, staff and students
- 255 • Improve Technology for both Academic and Administrative Operations

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257 **Strategic Goal 6: Enhance resources**

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

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

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- 271 • Monitor and evaluate research activities
- 272 • Improve research capacity and infrastructure to support research
- 273 • Improve support for faculty research efforts
- 274 • Improve facilities for research

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Progress Report on 2015- 2020 Strategic Plan

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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

Southern Association of Colleges and Schools Commission on Colleges (SACSCOC):

- Fifth-Year Interim Compliance Report submitted on March 15, 2015
- Cedar Bluff and Chattanooga Extended Learning Site Reports submitted on April 15, 2015
- Site Visit conducted May 27 – 29 (Cedar Bluff and Chattanooga)
- Associate of Science and Associate of Arts degrees were approved and are available to incoming students beginning Fall 2015

Quality Enhancement Plan (QEP):

- Quality Enhancement Plan Impact Report submitted as part of Fifth-Year Interim Compliance report to SACSCOC on March 15, 2015
- Provisional results show the QEP has been successful at increasing information literacy skills of students as they progress through the curriculum

Community College Relations and Veteran Services

- Received recertification from the Student and Exchange Visitor Program (SEVP) in October 2014

Allied Health Sciences

Veterinary Medical Technology Program (VMTP):

- VMTP administrators submitted a biennial report to the American Veterinary Medical Association (AVMA) Committee on Veterinary Technician Education and Activities (CVTEA) on September 1, 2014
- VMTP administrators submitted a Substantive Change Report to the AVMA CVTEA in September 2014 reflecting Dr. Evans' role as Interim Program Director
- The VMTP will have a AVMA CVTEA accreditation site visit March 30-April 1, 2016

Athletic Training:

- Commission on Accreditation of Athletic Training Education (CAATE) site visit occurred January 27 – 30, 2015
- Rejoinder submitted May 26, 2015

Medical Laboratory Science (MLS) Program:

- Achieved 10 consecutive years (13 consecutive classes) of 100%, first-attempt pass rate on American Society for Clinical Pathology Board of Certification Exam

318 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

- 319 • The LMU Theater program presented Shakespeare's *A Midsummer Night's Dream* in
320 Fall 2014 and the musical, *You're a Good man Charlie Brown* in Spring 2015
- 321 • Introductory Chinese and Japanese language courses are scheduled for the Fall 2015
322 semester, adding a wider variety of choices for students seeking to fulfill their language
323 requirement
- 324 • Faculty and staff members who are interested in learning a foreign language may also
325 take advantage of these new course offerings.
- 326 • Social Work program administrators compiled Outcomes Assessment information using
327 the Council on Social Work Education (CSWE) format and posted the information to the
328 Social Work program website per CSWE requirements, thus completing the CSWE
329 accreditation cycle
- 330 • As a result of curriculum changes and an evaluation of program marketability, the
331 Broadcast Communications program will be recognized as the Media Communications
332 program henceforth. The new acronym is MCOM.
 - 333 ○ An evaluation by the Academic Council of Current Student's Needs and student
334 assessment forums held in Spring 2013 and Spring 2014 led to changes in technology
335 and communications within the program
- 336 • History Program administrators finalized a transformation of the Museum Studies track
337 to Public History, incorporating a Museum Studies internship
- 338 • Pre-professional coursework has been expanded to incorporate a UACT course focused
339 on pre-law
- 340 • AHSS administrators submitted the Master of Public Administration (MPA) prospectus
341 to SACSCOC in January 2015 and received approval in June 2015 for a Fall 2015
342 commencement. The MPA will be offered at the Duncan School of Law facility. The
343 MPA will have three concentrations (majors):
 - 344 ○ Public Administration (General)
 - 345 ○ Conflict Management/Dispute Resolution
 - 346 ○ Government Relations and Advocacy

347 School of Mathematics and Sciences

- 348 • Outcomes Assessment and Program Review of the Environmental Science program
349 indicated that the academic program needed to be completely revised and/or discontinued
350 for lack of student numbers and relevance to the career requirements. Continuance did
351 not make academic or financial sense. A committee of the Biology Department, which
352 included the ENVS Program Director, reviewed the issues and student learning outcomes
353 needed for relevance, then recommended to the entire Biology Department that the
354 ENVS be merged with the Wildlife and Fisheries Biology program as a new
355 Conservation Biology program. Department administrators recommended discontinuance
356 of the ENVS major and worked to create a new Conservation Biology major with two
357 tracks. One track focused on graduate school preparation and/or consulting and the other
358 on wildlife management. The School of Mathematics and Sciences voted to discontinue
359 the ENVS major and Academic Council approved this action. In the 2015-2016 academic
360 year a complete proposal outlining the student learning outcomes and revised curriculum
361 will be brought forth for approval and implementation. The current ENVS students will
362 complete the program through a teach-out as no courses have been discontinued, but the
363 major is no longer available to new students.

364 School of Business

- 365 • Received SACSCOC approval to create LMU's first completely online program, the
- 366 Lincoln MBA (starts Summer 2015)
- 367 • Biennial Report due to Accrediting Council on Business Schools and Programs (ACBSP)
- 368 in September 2015

369 Carter and Moyers School of Education (CMSE)

- 370 • Preparing for new accreditation standards after National Council for Accreditation of
- 371 Teacher Education (NCATE) transition to Council for the Accreditation of Educator
- 372 Preparation (CAEP)
 - 373 ○ Year of record for CAEP will be 2016
 - 374 ○ New emphasis on clinical experience and school partnerships
- 375 • J. Frank White Academy (JFWA)
- 376 ○ Began preparations for reaccreditation in 2017

377 Duncan School of Law (DSOL)

- 378 • Obtained provisional accreditation from the American Bar Association (ABA) on
- 379 December 6, 2014, with the opportunity to apply for full approval within three-to-five
- 380 years
- 381 • The first ABA DSOL site evaluation visit under provisional approval will occur in the
- 382 2016-17 academic year
- 383 • DSOL is approved by the Tennessee Board of Law Examiners (TBLE) through May 31,
- 384 2018
- 385 • The Provost/VPAA, the VP for Finance, the University President, and the Board of
- 386 Trustees developed and/or approved a five-year pro forma detailing the anticipated hiring
- 387 needs and budgetary allotments for DSOL
- 388 • The position of Associate Dean for Student Learning and Assessment was created to
- 389 emphasize the importance of assessment of the program, its accreditation goals, and the
- 390 curriculum
- 391 • Student performance is regularly assessed through diagnostic exams, mid-term and final
- 392 exams, and professional licensure exams (MPRE and Bar Examinations)
- 393 • Course-level assessment is performed in every course and is submitted by each faculty
- 394 member to the Associate Dean for Student Learning and Assessment for consideration of
- 395 the programmatic assessment

396 Caylor School of Nursing (CSON)

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- ASN NCLEX-RN pass rate was 91% for calendar year 2014. Year-to-date for December 2014 graduates was 100%. The majority of ASN students graduate in May 2015 which will contribute to this percentage
 - BSN NCLEX-RN pass rate for 2014 was 92%. Year-to-date for December 2014 graduates had two failures for a pass rate of 96% for 2015. There is a small cohort graduating in May 2015 that will contribute to this percentage.
 - Certification rates for the MSN program are all above the national level:
 - The Nurse Anesthesia (NA) concentration pass rate for 2014 was 100%. Year-to-date for 2015 is 87%. For the last two years, LMU Nurse Anesthesia had the highest certification rate of NA schools in TN and was above the national average.
 - The Family Nurse Practitioner (FNP) overall pass rate for 2014 was 97%. The year-to-date pass rate for 2015 is approximately 98%.
 - The Family Psych Mental Health program (FPMHNP) will not be evaluated for certification until Summer 2015 due to curriculum changes.
 - The CSON received two HRSA awards for the 2014-2015 academic year. The Advanced Education Nursing Traineeship (AENT) grant was funded for \$324,000 each year for July 2014-June 2016 (total \$648,000), and the Nurse Anesthesia Traineeship (NAT) grant was funded for \$25,830 for 2014-15.
 - ASN students attended both state and national Student Nurses Association (SNA) meetings this year. BSN students plan to attend the state meeting in Murfreesboro in Fall 2015.
 - The CSON budget increased and was appropriate to support the record high CSON program enrollments and further program development
 - CSON submitted a substantive change report to the Accreditation Commission for Education in Nursing (ACEN) for the RN-BSN online in January 2015; program administrators are planning for site visit
 - SACSCOC approved the Doctor of Nursing Practice (DNP) online degree program to begin in May 2015 and the RN-BSN online in August 2015

425 DeBusk College of Osteopathic Medicine (DCOM)

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- Second class size increase progress report was reviewed by Commission on Osteopathic College Accreditation (COCA) on January 15, 2015; all standards met
 - Submitted COCA mid-cycle DO Program report on February 16, 2015
 - Received seven years of continuing accreditation for the Physician Assistant (PA) Program on March 23, 2015 after Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA) site visit on October 23-24, 2014
 - Doctor of Medical Science (DMS) program prospectus was submitted to SACSCOC on April 7, 2015

434 College of Veterinary Medicine (CVM)

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- Submitted a biannual report to the American Veterinary Medical Association (AVMA) Council on Education (COE) in January 2015
 - A biannual report and a comprehensive self-study will be submitted to the COE in July 2015 and October 2015, respectively
 - An AVMA COE site visit will be conducted December 13-17, 2015

441 **Objective 1.2:** *Create, revise and support academic programs at the undergraduate, post*
442 *baccalaureate, and graduate levels located at Harrogate and extended learning sites. All*
443 *programs will be linked to program assessments and the University mission.*
444

445 **Progress:**

446
447 Academic Affairs

448 *Center for Teaching and Learning (CTLE):*

- 449 • Facilitated launch of online DNP program in Summer 2015 and RN-BSN in Fall 2015
- 450 • Consulted with DCOM for the launch of the Doctor of Medical Science (DMS) program
- 451 in the upcoming academic year
- 452 • Completed 117 online course evaluations to assess the quality of online courses
- 453 • Met with 27 instructors for online course development and to review online course
- 454 materials
- 455 • Facilitated development and delivery of 52 online courses
- 456 • Established the use of Respondus Lockdown browser for secure online assessments,
- 457 Blackboard Collaborate for synchronous online communication in online and blended
- 458 courses, Camtasia for delivery of online lectures, and iSpring for interactive
- 459 lecture/assessments in DCOM
- 460 • Completed 218 one-on-one faculty trainings/consultations related to instructional
- 461 technology
- 462 • Delivered 53 group sessions on instructional technology, Blackboard, digital literacy,
- 463 teaching methods for online and hybrid courses, disruptive/threatening students,
- 464 academic advising, ADA compliance, plagiarism, incorporating library resources into
- 465 course curriculum, innovative instructional methods, and Google Glass with more than
- 466 160 individual attendees (many faculty/staff attended multiple sessions); sessions taught
- 467 by Director of Online Learning, Instructional Technologist, Faculty, Staff, and Librarians
- 468 • Finalizing Instructional Continuity in Case of Campus Closure procedures

469 *Institutional Effectiveness:*

- 470 • Initiated state authorization agreements to allow for the offering of online courses within
- 471 the state of Kentucky
- 472 • Maintained licensure to offer face-to-face classes within Kentucky
- 473 • Determined that no approval was necessary for LMU's offering of online programs
- 474 within Kansas and Michigan
- 475 • Completed documentation necessary for LMU to join NC-SARA through the
- 476 University's TICUA membership
- 477 • Administered course evaluations and Student, Staff, and Faculty Surveys; distributed
- 478 results and provided analysis upon request
- 479 • Received and reviewed academic and administrative Outcome Assessment Reports to
- 480 assist with SACSCOC standard 3.3.1 compliance

481 *International Programs:*

- 482 • International Programs enrolled its first student in the English Language Institute (ELI) in
- 483 Fall 2014 [Strategic Goal 2.1]
- 484 • The American Language Academy (ALA) opened its LMU campus in March 2015 and
- 485 welcomed two students [Strategic Goal 2.1]

486 *Extended Learning Sites:*

- 487 • Coordinated with Student Affairs to provide student services at extended learning sites
- 488 (financial aid, career counseling, tutoring, etc.)
- 489 • Coordinated student activities at extended learning sites
- 490 • Provided outreach to communities through open houses, attendance at Chambers of
- 491 Commerce events and other locally sponsored events

492 *Office of Counseling:*

- 493 • University counselors spoke to 270 incoming freshmen about access to mental health
- 494 counseling and substance abuse awareness at Student Survival Weekend in August 2014
- 495 • University counselors presented the Student Health 101 program to the Dean of Students;
- 496 the program was purchased after evaluation by the Dean of Students
- 497 • The College Response Online Substance Abuse Screening program was used successfully
- 498 throughout the school year to give students an anonymous way of screening themselves
- 499 for substance abuse disorders
- 500 • All students referred to counseling by the Office of the Dean of Students were treated
- 501 successfully for their on-campus issues (A total of three/down from six last year)
- 502 • The Office of Counseling gave Substance Abuse Education/Prevention lectures in several
- 503 UACT classes in 2014-15
- 504 • The Office of Counseling worked in conjunction with the Director of Student Life and
- 505 the University Police to conduct two interactive impaired driving experiences to educate
- 506 students on the dangers of impaired driving
- 507 • Attended the Blount County Coalition Against Prescription Drug Abuse in September
- 508 2014
- 509 • Utilized a poster campaign to increase awareness of the dangers of substance abuse
- 510 • A second Mental Health Counselor was hired in summer 2014
- 511 • Presented seminars on suicide prevention, ADA compliance, and disruptive students for
- 512 two days at the faculty staff conference in August 2014
- 513 • Spoke to inaugural CVM students and staff about the importance of life balance and the
- 514 high rates of suicide among veterinarians
- 515 • Trained all Resident Life staff in QPR(Question, Persuade and Refer) suicide prevention
- 516 training
- 517 • Spoke to three master's degree-level counseling classes at the Cedar Bluff extended
- 518 learning site about counseling suicidal clients
- 519 • Set up a booth in the Harrogate campus cafeteria on World Suicide Awareness Day
- 520 • Trained two special education class (19 students) on QPR
- 521 • Spoke to various undergraduate classes about the availability of counseling services
- 522 • Attended Eating Disorder Roundtables through Focus Treatment Centers and developed
- 523 an inpatient referral resource for LMU students who suffer from eating disorders
- 524 • Worked to train DCOM faculty to recognize and address threatening behavior from
- 525 students
- 526 • Currently providing mental health counseling services to over 200 individuals in the
- 527 LMU Community
- 528 • Spoke at an Athletics department meeting to educate coaches and athletic training staff
- 529 on the grief process and identification of athletes and peers who exhibit healthy and
- 530 unhealthy grief response

- 531 • Worked to present a sexual assault/domestic violence prevention workshop to all LMU
- 532 athletes and Greek Life members
- 533 • Held various domestic violence and sexual assault awareness events on campus during
- 534 October 2014
- 535 • Worked after hours mental health emergencies for students over the course of the 2014-
- 536 2015 school year
- 537 • The Director of Counseling continued to serve as a mental health consultant on LMU's
- 538 Threat Assessment Team
- 539 • Held monthly office hours at Cedar Bluff to increase availability of counseling services
- 540 to students at LMU extended learning sites
- 541 • Spoke to 40 students/faculty during the Iron Abe event about wellness and the power of
- 542 rational thought and radical acceptance
- 543 • Attended a three-day training event at Tennessee State University on ending domestic
- 544 violence/sexual assault (Jan 26-28, 2015)
- 545 • Presented at Wellness Fair
- 546 • Spoke to a Health Occupations class at Cumberland Gap High School about CERT
- 547 training and disaster psychology
- 548 • Spoke to three Middlesboro High School students about sexual assault prevention
- 549 • Provided a two hour lecture to 2nd-year DCOM students on psychotherapy/counseling
- 550 techniques they will likely encounter during their clinical psych rotations
- 551 • Gave a presentation on "letting go" to the parents of incoming freshmen during New
- 552 Student Registrations
- 553 • Attended the Tennessee Licensed Professional Clinical Counselors Association annual
- 554 conference in Nashville TN; obtained CEU's (continuing education unit) in Clinical
- 555 Supervision of Counselors and the unlocking of the Emotional Brain
- 556 • Obtained 15 hours of CEU's in Trauma Processing and Counseling Ethics
- 557 • No ACA or NBSW Ethics violations occurred during the 2014-2015 academic year
- 558 *Office of Americans with Disabilities Act:*
- 559 • Provided ADA coordination for over 75 LMU students in Fall 2014 and 56 in Spring
- 560 2015; offered ADA office hours at the Cedar Bluff extended learning site one day per
- 561 month (and during emergency situations) during Fall 2014
- 562 • Initiated the use of the Kurzweil 3000 system to help students with vision impairment and
- 563 learning disabilities
- 564 • ADA responsibilities were transferred to Dr. Dan Graves at the beginning of Spring 2015
- 565 • The ADA Coordinator monitored compliance issues at LMU and reported them to the
- 566 appropriate individuals; the Coordinator also interviewed students with ADA concerns
- 567 and addressed those concerns accordingly
- 568 • The ADA Coordinator met with all students who requested services via face-to-face
- 569 interviews, phone, or email, and reviewed their supporting documentation
- 570 ○ If the documentation supported the request, accommodations were granted

571 *Community College Relations and Veteran Services*

- 572 • Processed 75 veterans for enrollment to the University
- 573 • Processed 68 international students for enrollment to the University

574 *Faculty Development Fund*

- 575 • Total amount awarded: \$35,878
- 576 • Number of faculty members who received funding: 46
 - 577 ○ Includes all Schools (6) except those Schools/Colleges (3) with separate faculty
 - 578 development funding: DCOM, DSOL, and CVM

579 *Appalachian College Association (ACA)*

- 580 • Thirteen faculty/staff members presented at the 2014 ACA Annual Summit (Theme: *To*
- 581 *Connect, To Collaborate, To Learn*)
- 582 • Three students presented at the 2014 ACA Annual Summit
- 583 • Three students received Colonel Lee B. Ledford Scholarships for Summer 2015 research
- 584 projects
- 585 • Five faculty members attended the ACA Teaching and Learning Institute (June 2015)
- 586 • Two faculty members served as instructors at the ACA Teaching and Learning Institute
- 587 (June 2015)

588 School of Allied Health Sciences

589 *Athletic Training:*

- 590 • Continued implementation of major revision of academic programs that aligns and
- 591 adheres to the Commission on Accreditation of Athletic Training Education (caATE) 5th
- 592 edition competency matrix
- 593 • Continued implementation of University-wide faculty and staff Wellness Program
- 594 • Commission on Accreditation of Athletic Training Education (caATE) re-accreditation
- 595 site visit was held January 27-30, 2015. Rejoinder supplying additional documentation to
- 596 meet the Standards was submitted May 26, 2015.

597 *Medical Laboratory Science (MLS):*

- 598 • The MLS Program expanded into the Kingsport Center for Higher Education Building
- 599 (KCHE) in Kingsport, Tennessee. In the Spring 2012 semester, the fourth cohort of junior
- 600 students was admitted to the program. The junior and senior enrollment at the Kingsport
- 601 site mirrors the junior and senior enrollment at the Harrogate site with 20 students at each
- 602 site.
- 603 • 36 students were in clinical rotations in the Spring 2015 semester
- 604 • The LMU MLS Continuing Education Program was initiated in April 2014 with scientific
- 605 offerings in Kingsport, Knoxville, and New Tazewell, Tennessee. Dr. Engle sought for
- 606 and achieved Professional Acknowledgement for Continuing Education (PACE)
- 607 accreditation for these scientific sessions. The LMU MLS department is now a properly
- 608 approved PACE provider of continuing education. There were 70 face-to-face
- 609 participants.
- 610 • Further expansion and development of both the Harrogate and Kingsport sites through the
- 611 addition of new clinical affiliates is in progress
- 612 • Further expansion and development of the MLS Program is being planned for extended
- 613 learning site programs in Corbin, KY, and Knoxville and Chattanooga, TN
- 614 • The MLS Program received the maximum of seven years of accreditation on April 30,
- 615 2012 by the National Accreditation Agency for Clinical Laboratory Science (NAACLS).

- 616 No areas of non-compliance or marginal compliance on the NAACLS Accreditation
 617 Standards were noted during the accreditation process.
- 618 • All of the graduates of the Spring 2015 LMU Medical Laboratory Science Program
 619 passed their national certification exam on their first attempt. This is the 14th consecutive
 620 class that has achieved this success.
 - 621 • Assessing the possibility of a Master of Science in Clinical Laboratory Science program
 622 *Veterinary Health Science and Technology:*
 - 623 • Veterinary Medical Technology: Continued implementation of major revision of the AS
 624 program (alignment and adherence with AVMA-CVTEA revision of testing domains for
 625 board certification exam)
 - 626 • Continued implementation of major revision of BS program with all students being
 627 licensed veterinary medical technicians
 - 628 • Studying feasibility of a hybrid VMT AS degree that could utilize University extended
 629 learning sites (Kingsport and Knoxville). The anticipated start date is Fall 2017.
 - 630 • Veterinary Health Science (AS and BS degrees) programs were implemented in Fall 2014
 - 631 ○ 20 new students accepted into VHS program in the Fall 2015 semester
 - 632 ○ First graduate (AS degree) in Spring 2015
 - 633 • The LMU Veterinary Medical Technology program was awarded continued accreditation
 634 by AVMA-CVTEA in 2012
 - 635 ○ The next site visit/accreditation is planned for March 30-April 1, 2016
 - 636 • The biennial report was submitted September 2014
 - 637 • VTNE results: July/August 2014: 44.4% (4/9); November/December 2014: 0% (0/4);
 638 March/April 2015: 78% (7/9)

639 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

- 640 • The Arts In The Gap (AITG) Advisory Council was instituted Fall 2014. It includes
 641 LMU faculty and staff members, community residents, national and state park
 642 representatives, and a variety of local and regional artists. The Council will meet annually
 643 and be involved in AITG programming via e-mail.
- 644 • The School of Arts and Humanities changed its name to the Paul V. Hamilton School of
 645 Arts, Humanities, and Social Sciences (AHSS) in Fall 2014.
- 646 • The Arts In The Gap program is in its third year. Groups such as the Cumberland
 647 Mountain Music Show perform on a regular monthly basis in the LMU convention center
 648 in Cumberland Gap, TN. In addition, there are many workshops, performances,
 649 presentations and classes available, which are discussed and explained on the AITG
 650 website.
- 651 • AITG representatives serve on the Claiborne County Board of Tourism, the White
 652 Lightning Trail Festival Committee, and the Claiborne County Chamber of Commerce
- 653 • A new AHSS committee, the Arts Committee, was formed this year including members
 654 of the performing, theatrical, applied, and visual arts. The purpose of the committee is to
 655 enable and support all of the arts at LMU, bringing all segments of the arts together to
 656 discuss goals and objectives.

657 *Language and Literature*

- 658 • The English program is working on a revision of its General Education classes; these will
 659 be offered for the first time in Fall 2016

- 660 • Introduction to Chinese and Japanese courses scheduled for the fall semester, adding a
661 wider variety of choices for fulfilling the language requirement

662 *Philosophy/Religion*

- 663 • Developed a proposal for the degree offerings of the Philosophy and Religion Program
664 for presentation to the School faculty early in the Fall 2015 semester
- 665 • LMU is applying for a grant from the Lilly Foundation's Theology Institutes for High
666 School Youth. This is a program dedicated to helping young people deepen their faiths by
667 thinking theologically about their lives as well as the challenges faced by our global
668 community.

669 *Social Sciences*

- 670 • The Master of Science in Criminal Justice program (MSCJ) began offering courses Fall
671 2014. Approval was received from SACSCOC in August 2014.
- 672 • The Master of Public Administration degree was approved by SACSCOC. Classes are
673 scheduled to begin Fall 2015.

674 *Social Work*

- 675 • The Social Work program is collaborating with the School of Education (EdD program),
676 the TN Department of Human Services, and the US Department of Agriculture in
677 developing a "Hunger Solutions" section for a Rural Innovations Center
- 678 • Celebrated the 40th anniversary of social work at LMU in April, 2015, in conjunction
679 with the program's Advisory Council meeting

680 School of Mathematics and Sciences

- 681 • The Master of Science program, with majors in Biomedical Professions, Anatomical
682 Science, Life Science Research, and Life Science Teaching, continued with its second
683 cohort. Some minor academic program modifications were made to streamline billing and
684 record keeping. Enrollment increased to an entering class of 103 students in Fall 2014.
685 One thesis was completed and the student continued into a PhD program. Another student
686 began a thesis in the research major. Challenges exist in marketing for the Life Science
687 Teaching program. The tuition rate for the teaching and research majors was adjusted to
688 make these two major programs more accessible. A collaboration with the CVM was
689 started to bring pre-vet students into a graduate bridge program modeled after the pre-
690 medical model of the Biomedical Professions major. Five students matriculated in Fall
691 2014. A larger cohort is anticipated in Fall 2015.
- 692 • The DO/MS program was put on hold pending SACS 5th year reaffirmation process
693 completion. A similar DVM/MS program will be investigated after the CVM is more
694 established and the MS pre-vet bridge major has more students.
- 695 • Computational Science will be pursued once the first full-time faculty member may be
696 hired. That person will serve as the Program Director and will set the student learning
697 outcomes and initial curriculum.

698 School of Business

- 699 • Faculty conducted intensive review of both undergraduate and graduate programs during
700 2014-2015 with the goal of making programs more relevant to constituents

- 701 • New concentrations approved by Academic Council for undergraduate programs (for Fall
- 702 2015)
- 703 ○ Small Business Management and Entrepreneurship
- 704 ○ Finance
- 705 • New Programs
- 706 ○ Executive MBA (Summer 2015)
- 707 ○ Online MBA (Summer 2015)
- 708 • New Programs under Development
- 709 ○ Doctor of Business Administration DBA
- 710 ○ Master of Science in Business Analytics
- 711 ○ Sports Management Program (undergraduate, graduate and doctoral)
- 712 ○ Healthcare Administration Program (undergraduate, graduate and doctoral)
- 713 ○ Degree Completion Program (undergraduate)
- 714 ○ Associate of Business Administration

715 Carter and Moyers School of Education (CMSE)

- 716 • The EdD program has designed and adopted an electronic portal and template to
- 717 strengthen the quality of all dissertations, and expand the market for the program
- 718 • The Undergraduate Education Department continues to improve the recently state-
- 719 approved Special Education Licensure program
- 720 • The Counseling and Guidance Department continues with full Council for the
- 721 Accreditation of Counseling and Related Educational Programs accreditation approval
- 722 • The School of Education continues with full National Council for the Accreditation of
- 723 Teacher Education accreditation approval
- 724 • The School of Education is taking critical steps to comply with all new CAEP Council
- 725 for the Accreditation of Educator Preparation (CAEP) accreditation standards
- 726 • The School of Education continues to explore the development of a reciprocal licensure
- 727 pathway for teacher and school leadership candidates from Alabama
- 728 • The School of Education continues its partnership with Chattanooga State Community
- 729 College to provide graduate education programs on their main campus in Chattanooga,
- 730 TN
- 731 • The School of Education continues the implementation of significant partnerships and
- 732 collaboration with the Clinch Powell Education Cooperative and the Tennessee
- 733 Department of Education CORE Centers of Regional Excellence (CORE) office in
- 734 Knoxville, TN for support of the School's clinical placements, field experiences,
- 735 candidates and faculty
- 736 • The School of Education continues its partnership with Tennessee State University for
- 737 the development of joint funding, clinical placement, and diversity programs
- 738 • The School of Education has revised teacher licensure programs to address Tennessee
- 739 Department of Education Report Card concerns
- 740 • The Undergraduate Education Department has enhanced its teacher licensure program
- 741 with the establishment of secondary content methods courses
- 742 • The Undergraduate Education Department has enhanced its literacy and ESL components
- 743 within the K-6 initial licensure program

- 744 • The Graduate Education Department has strengthened its advanced program clinical
745 experiences
- 746 • The School of Education and its leadership were recognized by AACTE American
747 Association of Colleges of Teacher Education (AACTE), CAEP, the National Forum on
748 Rural Education, and the National Rural Education Association for their exemplary
749 support of rural education through the School's active collaboration with rural schools in
750 Tennessee
- 751 • The Undergraduate Education Department added the English Language Learners (ELL)
752 concentration for licensure candidates
- 753 • The Undergraduate Education Department experienced a 54% enrollment increase and a
754 significant expansion of the School's secondary education program
- 755 • Examining the feasibility of pursuing two new programs:
 - 756 ○ Exploring the option of offering School of Education graduate and undergraduate
757 programs at the Chattanooga State Community College Kimball Site in Kimball, TN
 - 758 ○ Exploring the option of a 2+2 undergraduate licensure program in collaboration with
759 Chattanooga State Community College

760 School of Mathematics and Sciences

761 *Department of Biology:*

- 762 • Launched re-designed Pre-med track which provides targeted experiences to students and
763 takes into consideration the new MCAT test format
- 764 • Acquired a Fast Protein Liquid Chromatograph (FPLC) in association with DCOM and
765 the Office of Research, Grants, and Sponsored Programs (ORGSP) which will support
766 research and student learning outcomes
- 767 • *New Programs under Development*
 - 768 ○ Examining the feasibility of establishing a Conservation Biology (BS) major with two
769 tracks:
 - 770 • Resource Management, which would meet the Wildlife Society's criteria for
771 certification as an Associate Wildlife Biologist; and
 - 772 • Research Track, which would serve students who intend to enter a graduate
773 program
 - 774 ○ An academic and research exchange program is being developed between LMU's
775 Department of Biology and the University of Costa Rica's Department of Biosystems
776 Engineering

777 *Department of Mathematics*

- 778 ○ Curriculum revisions to the Mathematics major were approved in Spring 2014 and have
779 been implemented, resulting in two tracks: traditional/graduate school preparatory and
780 secondary education preparatory
- 781 ○ Pass rate of 100% on the PRAXIS II (Mathematics Content Knowledge) exam by
782 Secondary Teacher Licensure Candidates
- 783 ○ All graduates from May 2014 and December 2014 are either enrolled in a graduate
784 program or employed

785 Duncan School of Law (DSOL)

- 786 • In response to the ABA's modification to Standard 303 related to experiential learning, in
787 Spring 2015 the faculty adopted a new policy that requires students to obtain six credit

- 788 hours of skills courses. These courses can be selected by the students from a listing of
 789 course offerings that include skills electives, clinical courses and externships.
- 790 • A modification of the administrative structure was made to emphasize experiential
 791 learning by appointing a Director of Experiential Learning. The Director will oversee
 792 implementation of the policies adopted in compliance with Standard 303.
 - 793 • In Spring 2015, the faculty adopted modifications to the curriculum that increased credit
 794 hours in the Professional Responsibility course and decreased hours in the Commercial
 795 Transactions course.
 - 796 • Two experiential learning courses – Juvenile Law: Clinical Experience and Domestic
 797 Violence Law: Clinical Experience – have been or are being implemented as innovative
 798 approaches to instructional delivery and student learning. These courses offer students an
 799 opportunity to experience actual client interaction and representation under the tutelage
 800 of an experienced and licensed attorney and faculty member.
 - 801 • Governmental Relations Advocacy Courses are being offered to DSOL students as
 802 elective course offerings
 - 803 • Elective course offerings within the JD program, where appropriate, are being offered to
 804 Conflict Management students, thereby allowing additional enrollment for both
 805 programs, decreasing the use of faculty resources and increasing student diversity
 - 806 • A certificate program in mediation has been developed at the DSOL facilities and will be
 807 offered in 2015-2016
 - 808 • Coordination of Human Resources services has been improved, with representatives from
 809 the HR department offering monthly DSOL campus visits
 - 810 • All faculty members have a faculty development stipend to allow them to obtain
 811 meaningful professional development on an annual basis
 - 812 • ABA provisional approval was received in December 2014

813 Caylor School of Nursing (CSON)

- 814 • The CSON launched the RN-BSN option in August 2014 at the Corbin, KY, extended
 815 learning site
- 816 • Approval was granted by SACS to commence the Doctor of Nursing Practice (DNP) in
 817 May 2015 and the RN-BSN online program in August 2015
- 818 • The CSON submitted a substantive change report to ACEN for the RN-BSN online in
 819 January 2015; a site visit is forthcoming
- 820 • Candidacy forms have been submitted to ACEN to begin the accreditation process for the
 821 DNP program, and the CSON is on target for this accreditation
- 822 • The Tennessee Board of Nursing accepted notification that the DNP program and RN-
 823 BSN online program will commence in 2015
- 824 • New programs:
 - 825 ○ The Doctor of Nursing Practice (DNP) online program will begin in May 2015
 - 826 ○ The RN-BSN online program will begin August 2015

827 DeBusk College of Osteopathic Medicine (DCOM)

- 828 • Matriculated 243 students Fall 2014
 - 829 ○ 107 from the southern Appalachian region
 - 830 ○ 87 from the tristate area (TN=65; KY=14; VA=8)
 - 831 ○ 4,335 applicants (15.29% increase from previous year) – 523 interviews

- 832 • 146 students are scheduled to graduate May 2015
- 833 • New program under development
- 834 ○ The Doctor of Medical Science (DMS) prospectus was submitted to SACSCOC for
- 835 substantive change on April 7, 2015
- 836 • Physician Assistant (PA) Program
- 837 ○ The PA program will matriculate 96 students (and five returning students) on May 11,
- 838 2015 (Class of 2017)
- 839 ○ Class of 2017 mean overall GPA: 3.48 and mean science GPA: 3.37
- 840 ○ Approximately 85% of matriculates are from the southern Appalachian region
- 841 ○ The PA class of 2014 has 100% job placement in locations from Alaska, Arizona,
- 842 New York and Florida
- 843 ○ PANCE (PA National Credentialing Exam) overall pass rate for the class of 2014 is
- 844 100%
- 845 • ALUMNI DATA - As of Fall 2014, DCOM Alumni Tracking Analysis found:
- 846 ○ 96% (538/558) were located based on licensure information
- 847 ○ 45% (243/538) practice in an underserved area
- 848 ○ 10% (55/538) practice in a rural area
- 849 ○ 71% (384/538) practice a primary care specialty
- 850 ○ 24% (128/538) practice in Appalachia
- 851 ○ 76% (408/538) licensure address matches their residency location
- 852 • 78% (174/222) of PA graduates were located based on licensure information
- 853 ○ 46% (80/174) of PA graduates practice in an underserved area
- 854 ○ 25% (43/174) of PA graduates practice in a rural area
- 855 ○ 47% (82/174) of PA graduates practice in Appalachia

856 College of Veterinary Medicine (CVM)

- 857 • Ninety-six students matriculated into the inaugural CVM Class (August 2014). In Fall
- 858 2014, one student withdrew due to medical reasons and three students were lost due to
- 859 academic issues. Several students will remediate in Fall 2015. CVM gained two transfer
- 860 students. Spring 2015 enrollment is 94. The four CVM students who completed their
- 861 undergraduate work at LMU are in good academic standing.
- 862 • More than 100 clinical practice sites have signed CVM contracts
- 863 • 636 total applicants through the Veterinary Medical Colleges Application Service
- 864 (VMCAS) and direct applications for the second CVM class; CVM will enroll 110
- 865 students in the Fall 2015
- 866 • Small Animal Clinical Skills Building plans were finalized and construction is projected
- 867 to be completed in August 2015
- 868 • New programs under development
- 869 • MS Biomedical Professions (Pre-Veterinary Medicine option) enrolled five students in
- 870 Fall 2014; three of these students have been accepted into the CVM for Fall 2015
- 871 • CVM is working with the School of Business to complete plans for the dual degree
- 872 DVM-MBA
- 873 • A summer research program for three-to-four CVM students has been formalized with
- 874 the University of Kentucky Gluck Equine Research Center
- 875 • Cooperative agreements between The University of Kentucky College of Agriculture,
- 876 Food and the Environment, Department of Veterinary Science (Gluck Equine Research

- 877 Center) and Veterinary Diagnostic Laboratory, and Lincoln Memorial University CVM
878 were established in March 2014 and continue to be implemented
- 879 • Association of American Veterinary Medical Colleges (AAVMC) Member since July
880 2013
 - 881 • 636 total qualified applicants through the Veterinary Medical Colleges Application
882 Service (VMCAS) and direct applications to the CVM for the second CVM class. CVM
883 will enroll 100 students in Fall 2015
 - 884 • CVM received provisional accreditation status notification in October 2014 from the
885 American Veterinary Medical Association Council on Education
 - 886 • Submitted biannual reports to the American Veterinary Medical Association Council on
887 Education (COE) in July 2014 and January 2015. CVM received COE response letters to
888 both reports in December 2014 and April 2015, respectively.
 - 889 • CVM will submit a July 2015 biannual report and an October 2015 comprehensive self-
890 study document to the COE
 - 891 • The American Veterinary Medical Association Council on Education will conduct a site
892 visit December 13-17, 2015

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

895

896 **Progress:**

897

898 Academic Affairs

899 *International Programs*

- 900 • LMU-Chukyo University (Japan) Student Exchange Program
 - 901 ○ Three American students will attend Chukyo University Fall 2015 and two Chukyo
 - 902 students plan to attend LMU for Fall 2015
- 903 • Working through process for J1 visa approval needed for exchange programs
- 904 • China Teach Abroad Program (with Gannan Medical University in Ganzhou, China):
 - 905 Two LMU graduates (May, 2015) to teach at GMU College during the 2015-2016
 - 906 academic year
- 907 • LMU celebrated the 36th anniversary of its partnership with Kanto International High
908 School in Tokyo, Japan and hosted a record number 70 students to its Spring 2015
909 program
 - 910 ○ Highlights: “Charlie” Tsuji, student > teacher; second generation participant
- 911 • LMU was approved as an affiliate member of the Consortium for Global Education
912 (CGE)
- 913 • LMU is applying to become a member of *Study Tennessee*, a state consortium for
914 recruiting international students

915

916 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

- 917 • A faculty member presented a paper, “Improbable Frequency: The Rhetoric of Irish
918 Neutrality,” at the American Conference for Irish Studies, **Dublin**, Summer 2014
- 919 • A faculty member presented two poster sessions at the 2014 International Society of
920 Music Education Biennial Conference in **Porto Alegre, Brazil** (A Transcription and
921 Analysis of Three Solos by Gerry Mulligan and Teaching Improvisation)
- 922 • A sophomore History major received the Appalachian College Association 2015 Colonel
923 Lee B. Ledford Scholarship to participate in the American Institute for Roman Culture’s
924 Summer Archaeological Field School in **Rome, Italy**
- 925 • A faculty member was awarded an institutional grant to research the archives at the Society
926 of Friends Library in **London**
- 927 • A faculty member was invited as guest lecturer to Ramkhamhaeng University in
928 **Bangkok, Thailand** (Summer 2015)
- 929 • A student from **China** entered the MSCJ program in January; another is enrolling in the
930 MSCJ program for the Fall 2015

931 School of Mathematics and Sciences

- 932 • An agreement with the University of Costa Rica (UCR) for faculty research exchange is
- 933 nearly complete and some activities will commence in the 2015-2016 academic year
- 934 • An agreement with the UCR for student exchange in the form of a course taught by
- 935 faculty members of both universities and portions at LMU and in Costa Rica is in the
- 936 planning stages. These activities are anticipated in the 2016-2017 academic year.
- 937 • Dr. Carlos Rojas, of UCR, has visited twice and presented two lectures at LMU during
- 938 2014-2015. Dr. Catherine Benson will visit the University of Costa Rica and provide a
- 939 scholarly presentation.
- 940 • An undergraduate biology student will conduct research in Costa Rica with Dr. Rojas
- 941 during Summer 2015

942 Caylor School of Nursing (CSON)

- 943 • ASN and RN-BSN students participated in a mission trip to Haiti during the University's
- 944 spring break

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

946

947 **Progress**

948

949 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

950 • All major programs in AHSS completed Outcomes Assessments Reports acceptable for
951 the recent SACSCOC fifth-year review

952 • Six AHSS programs are using the ETS major field achievement test for feedback on
953 learning outcomes; the History program will use an outcomes test in 2015-2016

954 School of Mathematics and Sciences

955 • The General Education Committee completed review of all courses approved for General
956 Education core credit. This included examination of and feedback on articulation of
957 student learning outcomes for each course, resulting in significantly improved
958 articulation of student learning outcomes (as published in the syllabi) in about twelve
959 courses.

960 Carter and Moyers School of Education (CMSE)

961 • The 2014-15 Dr. Fred Bedelle, Jr. Lecture Series continued to offer professional
962 development opportunities to School of Education faculty, school partners and
963 stakeholders, and Lincoln Memorial University (via live broadcast channel). Presenters
964 included: Dr. Stevie Chepko, Vice President of CAEP and Dr. Candace McQueen,
965 Commissioner of Education for the State of Tennessee.

966 Duncan School of Law (DSOL)

967 • DSOL curricular requirements are published on the DSOL website and in the School
968 catalog

969 • The Associate Dean for Enrollment Services attends DSOL faculty meetings on a regular
970 basis to remain apprised of all academic expectations for incoming students

971 • DSOL administration holds bi-monthly meetings to ensure that all departments
972 participate and are knowledgeable regarding academic expectations

973 Caylor School of Nursing (CSON)

974 • All CSON academic policies and program expectations are reviewed and published
975 annually in appropriate catalogs and handbooks

976 **Objective 1.5:** *Evaluate faculty and professional staff compensation against benchmark salary*
977 *levels of peer institutions with respect to faculty rank, appointment, academic discipline,*
978 *experience, workload requirements and scholarly activity.*
979

980 **Progress:**

981

982 Academic Affairs

- 983 • The University revised the timeframe for faculty and professional staff salary increases
984 from July to January. Salary increases were provided in January 2015.

985 Caylor School of Nursing (CSON)

- 986 • CSON faculty and staff salaries are comparable to regional institutions

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

989
990 **Progress:**

991
992 Academic Affairs

993 *Carnegie-Vincent Library (CVL):*

- 994 • Obtained a grant from the Tennessee State Library and Archives to assist in the
995 preservation of Archives and Special Collection materials
- 996 • Obtained a grant for professional development from the Appalachian College Association
997 to assist with cost of a librarian attending the Medical Library Association national
998 conference
- 999 • Obtained an Innovation and Enrichment Development Opportunities Grant from the
1000 Appalachian College Association to assist with funding a project to acquire mobile
1001 devices and provide training workshops on using these for accessing library resources
- 1002 • Extended Learning Sites Librarian conducted an assessment of the Extended Learning
1003 Sites Library Services comparing our services to the Association of College and Research
1004 Libraries' Standards for Distance Learning Library Services. All key areas are being met.
- 1005 • Learning resource needs for the Extended Learning Sites were examined in the process of
1006 preparing for the SACSCOC visit to Cedar Bluff and Chattanooga State. Certain services
1007 and resources are also provided by Chattanooga State Library.
- 1008 • Library services and resources information was provided to all preparers of documents
1009 for accreditation purposes including Education, Nursing, and the Master's in Public
1010 Administration
- 1011 • Meetings were held with CVM faculty and administrators to discuss library resources and
1012 services and make selections of library resources. An Interlibrary Loan Reciprocal
1013 agreement was arranged with the University of Kentucky to help support the Veterinary
1014 Medicine program.
- 1015 • CVL continued to acquire appropriate library and learning resources in support of the
1016 programs. Plans are underway to acquire two new databases, JSTOR Arts and Sciences
1017 XI and JSTOR Life Sciences.
- 1018 • During Fall 2014 and Spring 2015, Carnegie-Vincent librarians taught 161 information
1019 literacy sessions for 2237 students. See Objective 1.9 for assessment and other details.
- 1020 • Implemented a chat service in Fall 2014 that provides library services in response to
1021 student communication and learning preferences.
- 1022 • Librarians continued to create tutorials using Camtasia and other software
- 1023 • Catalog record cleanup activities continued due to vendor error in the migration to the
1024 WorldShare Management System. Identified and removed some e-resource records with
1025 non-functioning links that had been loaded in error by the vendor.
- 1026 • Created an internal website to house documents, procedures, and tools for library staff
1027 members

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- Created a tracking tool that allows staff members to easily record a problem with online access to journals, the troubleshooting utilized, and the broken URL for problem records. This feeds into a spreadsheet that allows the electronic resources librarian to be able to access the issues at a glance as well as share common issues and solutions with the rest of the staff.
 - Electronic resources are integrated through the use of the library website and use of the WorldShare Management System. CVL continues to refine the LibGuides website (SpringShare) and continues to report errors in the WorldShare Management System (OCLC). Librarians monitor appropriate discussion lists from SpringShare and OCLC in order to stay abreast of developments in those products.
 - Created a system to advertise and make eBooks available from the shelf at the Cedar Bluff extended learning site library. Librarians created QR codes for each book that lead users to the eBook directly on their device (phone, tablet, email, etc.)
 - The Medical and Health Sciences Librarians re-designed the Reed Health Sciences Library LibGuides homepage. Web traffic increased by over 19% this year. Changes addressed included increased utilization of images, decreasing text, navigation to advanced searching catalog screens, and hand-picked resources for health science-related departments. Re-design principles focused on creating a simple and consistent homepage that would provide users with quick access to information in an easy to scan format.
 - The LibGuides software on which the Library’s website is built was recently upgraded. CVL staff members are in the process of transferring data over to the new site and designing an improved landing page and more organized website. This upgrade will increase the patron’s ability to access documents, books, eBooks, etc.
 - Through the use of the Interlibrary Loan online request system, the Library borrowed 1920 items from other libraries for our students and faculty, and loaned 632 items from our collection to other libraries. Provided document delivery of 348 items from the collection to our students and faculty who needed assistance obtaining them due to distance or other factors. Implemented a new Books and Article Delivery request form to streamline the document delivery request process.
 - The Library’s Outreach Team focused its efforts on promotion via social media platforms. The OT streamlined the process to allow for same-day turnaround on requests to promote specific events or activities (such as surveys or training sessions). Implemented a monthly schedule for database promotion that allows quick and easy selection of a database for wider promotion.
 - Provided 14 library information sessions to faculty; served 227 participants
 - During Fall 2014 and Spring 2015, CVL librarians taught 161 information literacy sessions for 2,237 students
 - The Medical Librarian and Health Sciences Librarian collaborated on research and presented at two conferences with two DCOM faculty members; the collaboration was on a continuing medical education (CME) initiative concerning “patient care, population

- 1068 health outcomes, and use of professional, peer-reviewed literature, and Evidence-Based
 1069 Medicine”
- 1070 • CVL is currently surveying students, faculty, and staff members using LibQUAL+, a
 1071 nationally recognized library service quality survey
 - 1072 • Assessment activities:
 - 1073 ○ CVL compares staffing and resource data with peers as new data becomes available
 1074 from the Federal Government’s Academic Libraries database. Since FY14 data is not
 1075 yet available and since LMU’s peer group has not changed, CVL did not do a new
 1076 comparison this year.
 - 1077 ○ See objective 1.9 for assessment activities of information literacy.
 - 1078 ○ Students, faculty, and staff members were surveyed in Spring 2015 with LibQUAL+.
 1079 Results indicated that the users were pleased with library service, but were not as
 1080 pleased with the collection and with the facility.
 - 1081 ○ Extended Learning Sites Librarians conducted an assessment of the Extended
 1082 Learning Sites Library Services, comparing our services to the Association of College
 1083 and Research Libraries’ Standards for Distance Learning Library Services. All key
 1084 areas are being met.

1085 *Abraham Lincoln Library and Museum:*

- 1086 • Exhibition improvements to long-term and temporary exhibits which encourage repeat
 1087 visitation and introduction of new themes
 - 1088 ○ Installed special exhibit “Clouds and Darkness Surround Us” through DreamWorks
 1089 Studios. Opened February 12, 2015.
 - 1090 ○ “Strong Women—Man’s World” temporary exhibit installed Fall 2014
 - 1091 ○ Installed a temporary exhibit featuring 150 years of commemorative history titled
 1092 “Death and Memory: Abraham Lincoln in American Culture” Fall 2014
 - 1093 ○ Staff and students rebuilt a display on African-American military involvement during
 1094 the Civil War
- 1095 • Dr. Robert L. Kincaid Endowed Research Center
 - 1096 ○ Managed the remodeling of the Dr. Robert L. Kincaid Endowed Research Center
 - 1097 ○ Initiated student researcher program
 - 1098 ○ Hosted 2nd Kincaid speaker at the “War in the Mountains” symposium April 18, 2015
- 1099 • Research results
 - 1100 ○ Museum staff answered over 250 research requests
- 1101 • Educational outreach of Museum staff
 - 1102 ○ Staff members spoke at seven major public programs and academic conferences
 - 1103 ○ 2,008 students and adults were reached through off-site programs (July 2014 – March
 1104 2015)
 - 1105 ○ Museum staff participated in Clinch Powell District Teacher In-Service Day at LMU
 1106 to promote the ALLM’s History-in-a-Box program (September 2014)
- 1107 • New marketing and public exposure of the Museum
 - 1108 ○ 10,277 guests visited the ALLM (July 2014 – May 2015)

- 1109 ○ Charlottesville and Bristol, VA, newspapers featured the ALLM as a travel
- 1110 destination through the Travel Writers; ALLM was featured in the PBS show
- 1111 *Tennessee Crossroads* and in two major Virginia newspapers through national travel
- 1112 writers
- 1113 ○ Online museum store opened November of 2014
- 1114 ○ Television commercial shoot for Fox 45 Day Trip Program that aired for the Dayton
- 1115 and Cincinnati region in Ohio
- 1116 ○ Designed two billboards which were placed in Middlesboro, KY, and along I-75 near
- 1117 Rocky Top, TN
- 1118 ○ ALLM staff made appearances on three local radio shows and one local television
- 1119 show
- 1120 ○ 2015 War in the Mountains and Kincaid lecture filmed by SIGMON and posted to
- 1121 YouTube and the Kincaid Research Center web page
- 1122 ○ ALLM has participated in the Blue Star Museum program through the American
- 1123 Alliance of Museum and National Endowment for the Arts since 2010
- 1124 ○ ALLM's Springfield tea set and article featured in exhibit catalog, *The Lincoln – A*
- 1125 *Primer*; published by the Indiana State Museum, 2015
- 1126 ● Museum grant activities
- 1127 ○ Received a Museum Assessment Program grant for a public assessment evaluation
- 1128 ○ Acquired a national traveling exhibit titled “Lincoln the Constitution and the Civil
- 1129 War” through the National Park Service

1130

1131 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

- 1132 ● The Carnegie Vincent library was consulted when the master's degree in Criminal Justice
- 1133 and the master's degree in Public Administration were developed, particularly regarding
- 1134 relevant journals
- 1135 ● CVL consulted with AHSS for suggestions on culling the stacks and contracting for
- 1136 applicable journal indices

1137 Duncan School of Law (DSOL)

- 1138 • The Law Library has catalogued more than 9,764 print, DVD, and audio materials and
1139 added these holdings to the CVL WorldCat Catalog
- 1140 • The Law Library has over 1,585,540 titles available to faculty members and students
1141 through Aquabrowser
- 1142 • The Law Library provides keyword searchable eJournals to faculty members and students
1143 through the 360 federated search platform, Aquabrowser
- 1144 • The Law Librarians taught research courses in support of DSOL curriculum
- 1145 • The Law Librarians also taught outside of DSOL. Gordon Russell taught two sections of
1146 MBA 515 in Summer 2014, MBA 540 and MBA 515 in Fall 2014, and MLS 405 for the
1147 Business School in Spring 2014; Dr. Russell will teach MBA 515 on the Harrogate
1148 campus Summer 2015. Ann Long taught Introduction to Legal Research at the University
1149 of Tennessee, School of Information Sciences in Summer 2014.
- 1150 • Gordon Russell's The ABA Section on Legal Education Revisions of the Law Library
1151 Standards: What Does It All Mean, 116(3) Law Lib. J. 329 (2014) and "Library Director
1152 as Change Agent", were published in PERSPECTIVES OF ACADEMIC LAW
1153 LIBRARY DIRECTORS (Michelle Wu ed., 2015)
- 1154 • Law Librarians represented DSOL at numerous conferences. Gordon Russell gave a
1155 poster presentation titled Change Winds: The New ABA Library Standards: American
1156 Association of Law Libraries, 2014 Annual Meeting, July 15, 2014 and a presentation to
1157 the Society of American Law School Directors on the Revised ABA Library Standards
1158 and Library Assessment, Washington D.C., January 4, 2015. Katherine Marsh served on
1159 the SEAALL Annual Meeting program committee, which selects content for the regional
1160 meeting. Ann Long presented "Finding the Way with eBooks; How They Are Used by
1161 Legal Scholars and How We Can Increase Their Accessibility" at the annual
1162 Southeastern Association of Law Libraries meeting
- 1163 • The Law Library provided research, editing, and citation-checking support to its faculty
1164 members via librarians and student research assistants
- 1165 • The Law Library provided 68 hours of reference coverage in person and through virtual
1166 reference during the fall and spring semesters
- 1167 • The Law Library has developed 59 LibGuides that support all 1000 and 2000 level
1168 courses by providing a topical resource of related print and electronic materials available
1169 in the library's collection, including links to West's Study Aids eBook collection
- 1170 • The Law Library contracted with West to provide students with access to all of West's
1171 Study Aids in a digital format. 100% of law students have accessed these materials every
1172 year since August 2011.
- 1173 • The Law Library built a legal video collection with over 200 DVDs available for faculty
1174 and students. Faculty members incorporate video clips from legal films to illustrate class
1175 topics.
- 1176 • The Law Library provides on-campus access to WestlawNext and Lexis Advance to our
1177 graduates through Patron Access subscriptions. The Law Library provides remote access
1178 to Fastcase, Loislaw, and HeinOnline Law Journals to our graduates.
- 1179 • In a continued effort to ensure superior services, a Deputy Law Library Director was
1180 added to the library staff. The Deputy Director will assist in planning and assessment of
1181 library and collection needs.

1182 Caylor School of Nursing (CSON)

- 1183 • CSON students continue to utilize CVL services, including the Lon and Elizabeth Parr
- 1184 Reed Medical and Allied Health Library

1185 **Objective 1.7:** *Use a comprehensive faculty evaluation process, based on a clear understanding*
1186 *of both professional and institutional expectations, relative to teaching, research/scholarly*
1187 *activity and service.*

1188

1189 **Progress:**

1190

1191 Academic Affairs

- 1192 • The faculty evaluation process is ongoing. All schools follow University guidelines for
1193 the faculty evaluation process. The University recognizes the need to continue to review
1194 the faculty and professional staff evaluation process.

1195 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

- 1196 • This year, AHSS began establishing the use of measurable goals in the faculty evaluation
1197 process. Each area of the evaluation process will include at least one measureable goal.

1198 Duncan School of Law (DSOL)

- 1199 • DSOL faculty members were evaluated in Spring 2015 through the evaluation process
1200 outlined in the DSOL faculty handbook. All members were analyzed relative to teaching,
1201 research/scholarly activities, and service and recommendations for continued
1202 employment. All compensation increases were consistent with the findings of the
1203 evaluations.

1204 Caylor School of Nursing (CSON)

- 1205 • The CSON follows University guidelines for the faculty evaluation process.

1206 **Objective 1.8:** *Offer a quality college-preparatory educational program at the J. Frank White*
1207 *Academy (JFWA).*

1208
1209 **Progress:**

1210
1211 Carter and Moyers School of Education (CMSE)

1212 *J. Frank White Academy:*

- 1213 • School improvement plan was revised to reflect current goals and initiatives for the 2015-
1214 2016 academic year
- 1215 • JFWA exceeded state and national ACT scores in all areas. All benchmarks were
1216 exceeded with the exception of Science.
- 1217 • On-demand writing prompts are being implemented in all JFWA courses to increase
1218 writing in all content areas while promoting critical thinking skills by using writing as a
1219 formative assessment
- 1220 • Multiple Kanto students with English proficiency were integrated into the JFWA student
1221 population during their visit to LMU's campus. The remainder of the KANTO students
1222 spent one day embedded with JFWA students in various classes and groupings. Three
1223 JFWA students will travel to Busto Arsizio, Italy to participate in World School 2015.
- 1224 • The VP of Finance and JFWA Principal are currently developing a revised budget pro
1225 forma for the Proposed JFWA Residential Component
- 1226 • JFWA maintains an Information Literacy Initiative to ensure goals are being met during
1227 daily instructional activities
- 1228 • Information Literacy is embedded throughout the JFWA curriculum
- 1229 • JFWA Professional Learning Communities (PLCs) are required to meet with University
1230 librarians periodically throughout the school year to identify resources
- 1231 • Implemented Plus Portals software to enhance JFWA's blended instruction capabilities
- 1232 • In collaboration with the Confucius Institute at the University of Tennessee, Knoxville,
1233 plans are being developed to acquire a full-time Mandarin Chinese teacher from China
1234 for the 2016-2017 academic year
- 1235 • Accreditation through AdvancEd is in good standing
- 1236 • JFWA hosted its 25th Anniversary Celebration in collaboration with University
1237 Advancement. Many successful alumni events were held during this celebration, and the
1238 Jay Majumdar Scholarship Fund was created.
- 1239 • JFWA Advisory Boards meet periodically and represent a broad base of JFWA stake
1240 holders
- 1241 • JFWA administrators is currently developing a pro forma for a Montessori lower school
1242 component in collaboration with Finance Office
- 1243 • JFWA administrators are collaborating with the Office of International Programs to
1244 develop camps for Chinese students interested in enrolling at JFWA

1245 **Objective 1.9:** Integrate information literacy skills across the curriculum.

1246

1247 **Progress:**

1248

1249 Academic Affairs

1250 *Carnegie-Vincent Library (CVL):*

1251 • LMU's commitment to Information Literacy can be seen in the recently completed
1252 Quality Enhancement Plan (QEP) which focused on Information Literacy. The success of
1253 the QEP can be seen in the continued integration of Information Literacy into the
1254 curriculum.

1255 • The Information Literacy program continues to support the goals and learning outcomes
1256 which originated with the QEP. The goals include student learning, curriculum
1257 integration, program assessment, and collaboration. The learning outcomes include
1258 students being able to: accurately recognize an information need, efficiently access the
1259 needed information, critically evaluate the information, effectively use the information,
1260 and understand the economic, legal, and social uses of information.

1261 • The QEP impact report was completed and submitted to SACS in March 2015. Response
1262 from SACSCOC is pending. The report shows the QEP has had a positive impact on
1263 student learning of Information Literacy.

1264 • Librarians continue to collaborate with instructional faculty in SEWS courses to meet the
1265 Information Literacy requirements of the SEWS paper

1266 • The former QEP Director (now Information Literacy Librarian) will continue to share
1267 SEWS rubric and other assessment results with academic deans and department chairs

1268 *Center for Teaching and Learning Excellence (CTLE):*

- 1269 • Utilize the Virtual Center for Teaching and Learning Excellence (CTLE) in support of
1270 Information Literacy
- 1271 ○ Incorporated areas for Information Literacy, QEP, and Student Award Papers within
1272 CTLE training materials and website
 - 1273 ○ Facilitated joint training sessions during Faculty and Staff Conference Week related
1274 to Information Literacy, plagiarism detection, and Turnitin software
 - 1275 ○ Compiled CTLE digital repository of reference materials for copyright and plagiarism
1276 for faculty members and students

1277 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

- 1278 • Information Literacy is supported in all composition classes, which includes classroom
1279 visits by library and QEP staff

1280 School of Mathematics and Sciences

- 1281 • With all School of Mathematics and Sciences Biology, Chemistry, and Wildlife and
1282 Fisheries Biology students taking Junior and Senior Science Seminar, Information
1283 Literacy librarians helped orient and support these students in writing required proposals
1284 and final research project reports

- 1285 • In the Master of Science program, Information Literacy librarians provided orientation
1286 and support for using the library resources and developing better competencies for use of
1287 the primary scientific literature. This applies across all courses in the MS program.

1288 Carter and Moyers School of Education (CMSE)

1289 *J. Frank White Academy:*

- 1290 • JFWA maintains an Information Literacy initiative to ensure goals are being met during
1291 daily instructional activities
- 1292 • Information Literacy is embedded throughout the JFWA curriculum
- 1293 • JFWA requires students to take a one-quarter term Information Literacy class in middle
1294 school, as well as one in high school
- 1295 • JFWA continues to embed information literacy throughout the curriculum. Additionally,
1296 JFWA has quarter term courses in information literacy and has developed an initiative to
1297 ensure information literacy continue to be met.
- 1298 • A library resource guide was created specifically for JFWA students and faculty
1299 members. The guide includes links to library resources and Tennessee Electronic Library
1300 (TEL) resources specific to high school students, as well as Information Literacy and
1301 faculty resources.
- 1302 • Librarians continue to collaborate with JFWA faculty to share information about library
1303 resources and embed information literacy throughout the curriculum

1304 Caylor School of Nursing (CSON)

- 1305 • Implementation of the QEP continues in both the ASN and BSN programs
- 1306 • Graduate students in the MSN program are required to complete a research course that
1307 integrates Information Literacy skills

1308 **Objective 1.10:** Provide appropriate academic support services

1309

1310 **Progress:**

1311

1312 Academic Affairs

1313 *The Office of Academic Support:*

1314 • The Office of Academic Support (OAS) is developing a centralized email for the tutoring
1315 center and creating an electronic tutoring calendar during Summer 2015. Both will be
1316 implemented for the 2015-2016 academic year, and training for each will be provided to
1317 the tutors during tutor training at the beginning of Fall 2015.

1318 • The Office of Academic Support is working with other academic leaders on campus to
1319 develop graduate and pre-professional preparation services. More development and
1320 formalization of the services will take place in 2015-2016.

1321 • OAS administrators are trying to secure more budget dollars to offer additional tutoring
1322 services to extended learning sites. Some extended learning site tutors have been hired for
1323 2015-2016.

1324 • The development of a comprehensive website for academic support services is an
1325 ongoing project that will hopefully be implemented in 2015-2016

1326 • In-person student success workshops were offered during 2014-2015; OAS
1327 administrators hope to implement additional workshops covering a wider variety of
1328 topics in 2015-2016

1329 • Weather interruptions during Spring 2015 forced OAS administrators to postpone
1330 workshops for graduating seniors. These workshops will hopefully take place during
1331 2015-2016.

1332 • Tutors held 44 test reviews for specific majors/disciplines. Additional test reviews are
1333 expected for 2015-2016.

1334 • The Cornerstone program continues to grow and expand to serve additional students. The
1335 goal is to continue to help students succeed academically and remain at LMU.

1336 *Cornerstone Program:*

1337 • The Office of Academic Support and the Cornerstone Program led efforts to provide
1338 academic services and support to students University-wide. New initiatives such as three-
1339 week assessment and Concerned Conferences were launched during the academic year.
1340 The Cornerstone Program continues to see success with student retention and academic
1341 performance. Thus far, only four students have not registered for Fall 2015.

1342 • Cornerstone students are retained at a higher rate than other students. Cornerstone
1343 retention is at approximately 80%, which will improve the University's graduation rate.
1344 Cornerstone program administrators established a goal of 60 new Cornerstone students
1345 for Fall 2015. Cornerstone students generate significant revenue.

1346 • Cornerstone Program administrators plan to implement a new Bridge Program in Fall
1347 2015, designed for prospective associate degree-seeking students with a slightly lower
1348 academic profile than that of Cornerstone students. Strategically, the Bridge Program also
1349 puts the University in line when four-year schools demand that the TN governor offer the
1350 same funding that currently goes to community colleges. If the University already has the
1351 program structure, the funding will boost our revenue.

- 1352 • Data is collected annually to assess the effectiveness of the academic support services.
1353 Services are adjusted/enhanced based on the data.

1354 School of Mathematics and Sciences

- 1355 • The SCI 394 course was offered for MCAT preparation of undergraduate and post-
1356 baccalaureate medical science students which include Kaplan instruction, vocabulary
1357 development, and medically-related social science instruction.
- 1358 • The University Honors Scholars Program was monitored as the Honors Council met
1359 regularly and the Director implemented better record keeping and approval processes.
1360 The program graduated five students in May 2015. Each was assessed in their academic
1361 program and all had secured graduate program entry following LMU graduation. A
1362 Program Director is needed for this program.

1363 Duncan School of Law (DSOL)

- 1364 • DSOL requires all students to participate in a semester-long Academic Success course.
1365 The course is free of charge. Subsequent courses are mandatory for at-risk students and
1366 elective for higher performing students.
- 1367 • Students receive academic advising by full-time faculty members.
- 1368 • Diagnostic examinations are given to students in each of the first-year courses as well as
1369 other subjects tested on the Multi-state Bar Examination and the Multi-state Professional
1370 Responsibility Exam. Results from these exams are provided to the students in a
1371 comprehensive report so that they might tailor their final exam preparation in their areas
1372 of weakness. Faculty members also use these results to determine gaps in the instruction
1373 provided.

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STRATEGIC GOAL II

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

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

Progress:

Admissions (undergraduate)

- The Enrollment Management Coordination Committee meets regularly and includes representatives from Advancement, Marketing and Alumni Services
- Increased regional outreach through name purchases and recruitment in Florida, Alabama and Ohio
- Expanded nationwide outreach through Cappex partnership
- Utilized MVT to revise and refine the communication flow to prospective freshmen
- Evaluated and revised the Honors Program selection procedure
- Implemented an LMU virtual tour on the University website
- Implemented Clearinghouse review of annual recruitment pool to determine which school, if any, students attend after failing to matriculate at LMU
- Participated in NACAC College Fairs in Ohio, Tennessee, Kentucky and Florida
- Evaluated and updated travel territories to enhance focus on out-of-state students
- Improved Preview Day programming based on participant feedback received on prior event evaluation forms
- Adjusted the financial aid model for incoming freshmen to account for changes to Tennessee state funding and the Tennessee Promise program
- Increased attendance – more events were added to allow more opportunities for participation. Number of participating faculty and staff members increased
- University affordability addressed in emails, letters, presentations, and brochures
- Hosted multiple Financial Aid/FAFSA completion events at the Harrogate main campus and Cedar Bluff extended learning site; provided on-site FAFSA support at high schools in Tennessee, Kentucky, and Alabama
- LMU participated in the College Fair held by the Eastern Band of Cherokee Indians, and also hosted a campus visit

Duncan School of Law (DSOL)

- DSOL facilities have been evaluated for potential for maximum enrollment. When consistent with the adequate delivery of the program of legal education, classrooms, offices, and meeting spaces are being utilized by other LMU programs.
- DSOL Admissions staff increased e-mail outreach to potential applicants through the use of the list of LSAT examinees provided by the Law School Admission Council. DSOL previously had limited access to this list due to the lack of provisional ABA approval.
- Targeted Facebook and LMU website advertisements were posted by the DSOL Admissions staff or in coordination with the University Advancement staff.
- A part-time social media staff member was hired to assist DSOL with marketing its program of legal education.

1419 School of Mathematics and Sciences

- 1420 • The Master of Science program fully implemented an online application and provided
1421 support to graduate Business, Criminal Justice, and Education to use this system. The
1422 Recruiter software was updated to the most current version by IS to make this possible.
- 1423 • The Master of Science program began a Facebook group to disseminate program
1424 information.
- 1425 • Deans and other academic leaders often discussed the feasibility of offering more
1426 extensive General Education courses at extended learning sites. At this time the limiting
1427 factor is low enrollment in these courses.
- 1428 • The Master of Science program and undergraduate Mathematics and Sciences programs
1429 were marketed at numerous college fairs and national meetings, including the National
1430 Association of Advisors for the Health Professions and the Southern Association of
1431 Advisors for the Health Professions.
- 1432 • The Second Annual LMU STEM Academy was conducted for rising seniors from the
1433 Clinch-Powell Educational Cooperative Districts June 2-4, 2015. This introduced thirteen
1434 students to five faculty members and lab facilities in the Hamilton Math and Science
1435 Building.

1436 College of Veterinary Medicine (CVM)

- 1437 • CVM is aggressively recruiting prospective DVM students in a relatively competitive
1438 space
- 1439 • CVM is the 30th US accredited Veterinary School; however, the applicant pool has been
1440 flat for several years
- 1441 • Currently, the applicant-to-seat ratio is approximately 1.6:1 with high quality applicants
1442 continuing to seek seats
- 1443 • The majority of US veterinary schools are state-supported land grant institutions whose
1444 legislatures subsidize in-state student tuition, resulting in average veterinary school
1445 tuition of \$22,448
- 1446 • Non-resident and private school tuition averages \$46,352/year
- 1447 • Approximately 60% of the 3,000 US seats offered each year are in-state seats, leaving
1448 approximately 1,400 or 45% of each year's students to seek out-of-state or private
1449 veterinary school admission
- 1450 • The CVM target demographic is the top half of the 1,400 US applicants who do not
1451 receive in-state subsidized seats
- 1452 • Roughly 1,000 US students obtain seats annually in accredited foreign veterinary schools,
1453 over half of which are in the Caribbean
- 1454 • CVM stresses the hands-on nature of the CVM curriculum, the family feel of LMU and
1455 the campus community, and the relative value in comparison to out-of-state and other
1456 private school tuitions
- 1457 • The Clinical Relations and Outreach team has lead recruiting efforts to date
- 1458 • Printed collateral has been developed
- 1459 • The LMU-CVM website contains extensive recruitment information
- 1460 • Regional schools with strong pre-veterinary programs, as well as the largest national pre-
1461 vet programs, have been targeted for visits, presentations, and relationship building with
1462 CVM advisors and club leaders

- 1463 • Focus in the Appalachian region has yielded over 25% of the two initial classes
- 1464 originating from our regional target area
- 1465 • During this recruiting season, CVM recruiters presented at 35 schools, hosted five visits,
- 1466 and conducted three Skype presentations
- 1467 ○ CVM representatives conducted additional local, state, and executive board VMA
- 1468 presentations, set up state CE conference tables, and made over 400 local practice
- 1469 contacts
- 1470 • This year's completed applicants numbered 636
- 1471 • 100 students were selected for the CVM class of 2019
- 1472 • The class of 2019 maintained an average GPA of 3.4 (CVM c/o 2018 GPA 3.26); the
- 1473 national average is 3.56
- 1474 • A part-time recruiter will be hired in Spring 2016 oversee the majority of CVM recruiting
- 1475 efforts
- 1476 • Additional plans include updating the CVM website to include current CVM student
- 1477 testimonials and additional interactive collateral
- 1478 • CVM's first affiliate agreement with Daemen College was initiated Spring 2015 and
- 1479 promises to deliver additional NE qualified applicants
- 1480 • CVM suffers a strategic disadvantage vs. legacy schools in scholarship offerings.
- 1481 Significant efforts have resulted in some scholarship offerings to date, but much more
- 1482 effort will be required to be competitive with established CVMs.
- 1483 • A "hub" for clinical affiliate rotations is under construction in the NE, which will also be
- 1484 attractive to NE applicants where few veterinary colleges exist. This will complement
- 1485 hubs already developed in Knoxville, Nashville, Lexington and Louisville.
- 1486 • A MS degree program assists qualified graduate applicants in gaining admission to CVM
- 1487 • Opportunities to leverage recruiting efforts between other Allied Health programs will be
- 1488 explored with the addition of a part-time recruiter in Spring 2016
- 1489 • An aggressive goal of 1,000 CVM applicants in the 2016 recruiting cycle has been set
- 1490 • With Council on Education approval, 100 seats are filled for the upcoming class

1491 International Programs

- 1492 • International Programs enrolled its first student in the English Language Institute in Fall
- 1493 2014
- 1494 • The American Language Academy opened its LMU campus in March 2015 and welcomed
- 1495 two students
- 1496 • Two international students were recruited
- 1497 • Two international students attended Summer 2014 English Immersion Program

1498 **Objective 2.2:** *Meet benchmark goals as established by recruitment plans for individual*
1499 *populations.*

1500

1501 **Progress:**

1502

1503 Admissions (undergraduate)

- 1504 • Final Fall 2014 applications were up 10.9%, acceptances were up 8.9%, and deposits were
- 1505 up 4.6% (all new undergraduates at all locations) over all final Fall 2013 numbers
- 1506 • Fall 2014 new undergraduate students: 426 (goal was 425); Total Fall 2014 new
- 1507 undergraduate students: 704 (goal was 766)
- 1508 • Fall 2014 housing occupancy at 97.44% (goal was 100%); met budgeted housing revenue
- 1509 target established by Finance (goal was to meet budgeted housing revenue)

1510 Duncan School of Law (DSOL)

- 1511 • DSOL met its incoming student enrollment projections for Fall 2014 and has already
- 1512 exceeded its Fall 2015 enrollment projections based upon the number of acceptances
- 1513 received to date
- 1514 • Thirty-six (36) students accepted offers of admission, of which six are minority students
- 1515 (17%)
- 1516 • Twenty-five (25) additional students accepted offers to the Admission Through
- 1517 Performance Program for possible consideration for admission to LMU in the Fall 2015
- 1518 semester
- 1519 • Recruitment efforts throughout the Southeast Region were increased, and articulation
- 1520 agreements were signed with ten colleges and universities whereby eligible applicants from
- 1521 those schools receive tuition discounts at DSOL
- 1522 • New marketing brochures were produced and disseminated at Open House events, college
- 1523 outreach meetings, career fairs and applicant meetings
- 1524 • Recruitment of minority applicants and matriculated minority students increased through
- 1525 relationships with organizations such as CLEO, the National Black Pre-Law Conference,
- 1526 the National Hispanic Pre-Law Conference, and the National HBCU Pre-Law Summit
- 1527 • Targeted marketing related to the achievement of ABA provisional approval was
- 1528 conducted, and additional marketing efforts will continue through Summer 2015 and the
- 1529 2015-2016 academic year

1530 School of Mathematics & Sciences

- 1531 • Updated School of Mathematics and Sciences web pages
- 1532 • Developed current student focus pages on the main website as a means of proactive
- 1533 outreach to potential students
- 1534 • Collaborated with local community agencies to offer more outreach from LMU to local
- 1535 high school students
- 1536 • Increased diversity in programs offered through the Master of Science degree program
- 1537 (addition of Life Science Teaching track)
- 1538 • Revised the Post-Baccalaureate Medical Sciences Program (PMSP)

1539 Carter and Moyer Schools of Education (CMSE)

- 1540 • Collaborated with the Office of Admissions and Student Financial aid
- 1541 ○ Attended relevant on- and off-campus recruitment events and distributed School of
- 1542 Education materials
- 1543 ○ Updated admissions counselors with the latest School of Education offerings,
- 1544 program brochures and admissions requirements
- 1545 ○ Advised Office of Admissions staff regarding areas of high need within public
- 1546 education and financial aid incentives unique to those entering the field of education
- 1547 ○ Identified and communicated with faculty members who counsel undergraduates who
- 1548 have not declared a major
- 1549 ○ Disseminated information in regard to the expected shortfall of available K-12
- 1550 teachers as noted in the National Condition of Future Educators 2014 report
- 1551 • Collaborated with the Department Chair of Undergraduate Education, Director of Special
- 1552 Education and School of Education faculty members, Advisory Council and school
- 1553 contacts to garner students for Special Education, ELL licensure and non-licensure tracks
- 1554 ○ Identified public schools with ‘buddy’ programs between average and special needs
- 1555 students to secure opportunities for School of Education representatives to share
- 1556 program information
- 1557 ○ Attended area Special Olympics and Autism/Special Needs awareness groups with
- 1558 program recruitment materials
- 1559 ○ Developed a strategy to reach Special Education teachers at large with materials for
- 1560 possible dissemination to inclined students or siblings of students with special needs
- 1561 ○ Identified high schools with vibrant language clubs and presented program materials
- 1562 to students in-person or through staff sponsors
- 1563 ○ Communicated the occurrence of college/high school events occurring for current and
- 1564 future recruitment cycles

1565 College of Veterinary Medicine (CVM)

- 1566 • Redesigned the CVM website to enhance the digital presence and focus on recruitment
- 1567 • Continued to recruit a high number of applicants and students from the Appalachian
- 1568 region
- 1569 • Targeted regional schools with strong pre-veterinary programs, as well as the largest
- 1570 national pre-vet programs, for visits, presentations, and relationship building with
- 1571 advisors and club leaders
- 1572 • Focus in the Appalachian region yielded over 25% of the initial two classes coming from
- 1573 our regional target area

1574 **Objective 2.3:** *Achieve and maintain appropriate enrollment levels in the graduate and*
1575 *professional programs to meet program capacity goals.*

1576
1577 **Progress:**

1578
1579 Carter and Moyers School of Education (CMSE)

- 1580 • CMSE shifted its primary focus to active recruitment, partnership, and outreach goals and
1581 efforts in East Tennessee
- 1582 • Communicated effectively with School of Education office staff, the Director of Candidate
1583 Recruitment, the Director of Educational Assessment Resources, and LMU Information
1584 Services to create a uniform system for handling applicants
 - 1585 ○ Maintained a shared database of prospective students, applicants and enrollees
 - 1586 ○ Determined best practices for processing inquiries
 - 1587 ○ Provided the Dean, Associate Dean and program directors with up-to-date program
1588 enrollment numbers by program, site, and major via SharePoint database
 - 1589 ○ Utilized the Ellucian Recruiter software to capture prospective student contact
1590 information, collect applications, and provide accurate information regarding program
1591 offerings
 - 1592 ○ Held quarterly meetings for training and software updates
 - 1593 ○ Distributed program updates, applications, and event invitations via email to area
1594 superintendents, teachers, alumni, prospective and current students, faculty, and School
1595 leadership for perusal or forwarding to colleagues
- 1596 • Developed friendships between current students and the Director of Candidate
1597 Recruitment to encourage students to continue degree work in the CMSE
 - 1598 ○ Worked with faculty to determine the best times at which to present School of
1599 Education materials in class meetings
 - 1600 ○ Invited current students to participate in informational meetings, informal gatherings,
1601 recruitment fairs and any other events at which the CMSE was present with program
1602 information
 - 1603 ○ Provided faculty members with brochures, application information and contact
1604 information to be made available to students
 - 1605 ○ Encouraged faculty members to share with the Director of Candidate Recruitment the
1606 names of specific students who showcase strong potential, inclination, or ability to
1607 move into another CMSE graduate program
 - 1608 ○ Developed social media platforms through which graduates can maintain contact with
1609 one another, and with the CMSE Recruiter
- 1610 • Created a robust CMSE presence at area schools
 - 1611 ○ Distributed program materials, branded “appreciation” gifts, applications and
1612 invitations to School of Education sponsored events
 - 1613 ○ Conducted program presentation overviews at district-wide events, administrator
1614 meetings, and relevant gatherings of school leaders and teachers
 - 1615 ○ Collaborated with the Coordinator of School Partnerships to identify and support
1616 rural school initiatives
 - 1617 ○ Spoke with current students and administrators who could identify valuable county-
1618 and school-level meetings at which a recruiting presence would be beneficial to the
1619 CMSE

- 1620 • Developed interstate and intrastate partnerships to help recruit potential graduate students
- 1621 through a variety of channels, and for each program and location, identified institutions
- 1622 and professional organizations that already have potential candidates
- 1623 ○ Public School/County District Partnerships
 - 1624 • Collaborated with the Coordinator of School Partnerships through weekly phone
 - 1625 meetings and frequent electronic interaction
 - 1626 • Met monthly at the LMU-Cedar Bluff extended learning site with the Coordinator
 - 1627 of School Partnerships
 - 1628 • Conducted quarterly LEA visits with the Coordinator of School Partnerships in the
 - 1629 southeast Tennessee region, covering areas from Hamilton County to Rutherford
 - 1630 County
 - 1631 • Sought partnerships to host weekend campus locations at two Motlow State satellite
 - 1632 locations
 - 1633 • Sought opportunities to create new partnerships with six to ten counties west of
 - 1634 Chattanooga
 - 1635 • Developed relationships with individual and institutional allies in Virginia,
 - 1636 Kentucky, North Carolina, South Carolina, Georgia, and Alabama
 - 1637 • Provided ongoing support of six-county Clinch-Powell Education Cooperative with
 - 1638 meeting attendance and assistance with professional development opportunities for
 - 1639 teachers
 - 1640 • Offered support to the Tennessee Valley Learning Network in the Chattanooga, TN
 - 1641 area
 - 1642 • Increased promotion of 25% EdD tuition discount for Claiborne County teachers at
 - 1643 district-wide meeting
 - 1644 ○ Institutions of Higher Education
 - 1645 • Visited Tusculum College to aid transition of their graduate students into LMU's
 - 1646 EdD Program
 - 1647 • Sought opportunities to distribute or present School of Education program
 - 1648 information to community college faculty and staff within the LMU service area
 - 1649 • Utilized weekly calendar updates from the Kingsport Center for Higher Education
 - 1650 to discover presentation and recruitment opportunities
 - 1651 ○ State Agencies, Professional Education Organizations and Businesses
 - 1652 • Offered ongoing professional development opportunities with the Tennessee
 - 1653 Department of Education CORE office at the Cedar Bluff extended learning site
 - 1654 and Harrogate main campus
 - 1655 • Met with the Coordinator of School Partnerships and TNREA to establish a
 - 1656 monthly newsletter containing the latest updates from national, state, and local
 - 1657 education issues
 - 1658 • Participated in the National Association of Graduate Admission Professionals
 - 1659 Summer 2016 conference
 - 1660 • Attended the Tennessee Organization of School Superintendents and Department
 - 1661 of Education LEADership Conference to strengthen relationships with school
 - 1662 administrators
 - 1663 • Attended meetings of the southwest Virginia Reader's Conference, Smokey
 - 1664 Mountain Reading Council, Association of Middle-Level Educators, Southern

- 1665 District of the Society of Health and Physical Educators, and the Tennessee
 1666 Conference for the Social Studies and similar agencies
- 1667 • Polled faculty for additional professional organizations at which potential EdD
 1668 candidates may be found
 - 1669 • Discussed the variety and affordability of CMSE EdD programs at institutions,
 1670 businesses, business schools and other professional gatherings
 - 1671 • Maintained contact with LMU's Graduate Financial Aid Officer about financial aid
 1672 opportunities specific to graduate studies and the teaching profession. Utilized brochures
 1673 and a working knowledge of the Teacher Loan Forgiveness program. Created a financial
 1674 aid brochure for diverse undergraduate and graduate candidates.
 - 1675 • Worked closely with the Dean of Community College Partnerships to learn about state
 1676 community college initiatives and potential impact or opportunities for the School of
 1677 Education
 - 1678 • Sought companies that provide a tuition benefit to employees, especially those who would
 1679 most value the EdD in Executive Leadership program; monitored the changing financial
 1680 landscape at the district level as local educational agencies consider adjustments to pay
 1681 scale and incentives for higher degrees
 - 1682 • Coordinated with the Assistant Director of Institutional Research to create a survey for
 1683 faculty on the topic of Graduate Student Retention
 - 1684 • Reached out to students who have left the CMSE before degree completion so that they
 1685 may be re-enrolled

1686 School of Mathematics and Sciences

- 1687 • The MS Recruitment and Student Services Coordinator was involved in the Middlesboro,
 1688 KY, Kiwanis chapter for the express purpose of promoting LMU undergraduate Math
 1689 and Science awareness.
- 1690 • The MS Recruitment and Student Services Coordinator participated in the National
 1691 Association of Graduate Admissions Professionals
- 1692 • The Dean of the School of Mathematics and Sciences regularly provides STEM updates
 1693 to the Clinch-Powell Educational Cooperative directors

1694 College of Veterinary Medicine (CVM)

- 1695 • 96 students matriculated into the first CVM class (August 2014)
- 1696 • 100 students will matriculate into the second CVM class (August 2015)
- 1697 • More than 100 clinical practice sites signed CVM contracts
- 1698 • The Master of Science Biomedical Professions (Pre-Veterinary Medicine option) enrolled
 1699 five students in the Fall 2014 semester. Three of these students have been accepted to the
 1700 CVM for the Fall 2015 semester.
- 1701 • Nine CVM faculty members visited the University of Kentucky Gluck Equine Research
 1702 Center and the Veterinary Diagnostic Laboratory in March in order to make plans for
 1703 clinical rotations and research (faculty and student) projects (March 2015)
- 1704 • A summer research program for three to four CVM students was formalized with the
 1705 University of Kentucky Gluck Equine Research Center
- 1706 • Scheduled quarterly meetings with representatives from
 1707 undergraduate/graduate/professional programs (Graduate Education, Nursing, Business,
 1708 DCOM, DSOL, and CVM)

- 1709 • Attracted future medical, veterinary, and law students who are committed to serving the
1710 Appalachian area

1711 DeBusk College of Osteopathic Medicine (DCOM)

- 1712 • DCOM received over 5,000 applications for the Class of 2019; interviewed 521
1713 applicants
- 1714 • DCOM will matriculate 243 new students for the DCOM Class of 2019; the class is still
1715 fluid but so far there are **60** from **TN**, **19** from **KY** and **8** from **VA**.
- 1716 • DCOM graduated 150 students
- 1717 • 100% of the Graduating Class of 2015 were placed in residency programs:
- 1718 ○ 60.69% placed in osteopathic residencies
- 1719 ○ 36.55% placed in allopathic residencies
- 1720 ○ 2.76% placed in military residencies
- 1721 ○ 80% in a primary care track
- 1722 ○ 25% in Appalachian region
- 1723 ○ 7% placed in programs in TN
- 1724 • DCOM participated in monthly Enrollment Management Meetings
- 1725 • DCOM will continue to work closely with LMU MS Students in Biomedical Sciences
1726 and Anatomical Sciences. This cycle is still fluid but DCOM will accept over 90% of the
1727 MS students who interview.
- 1728 • During recruitment trips, DCOM also takes material for other graduate programs
1729 including PA, MS, Nursing and Vet
- 1730 • DCOM students participated in Community Service or “Touch” hours for around 10,000
1731 hours
- 1732 ○ 71 students contributed over 50 service hours each
- 1733 ○ 25 students contributed over 100 service hours each
- 1734 ○ One DCOM student contributed 375 hours of service
- 1735 • 100% of the DCOM Clubs participated in a community outreach or service project
- 1736 • DCOM participated in the following high school events
- 1737 ○ GearUP Tennessee
- 1738 • DCOM and PA students spoke to this group of local high school students about
1739 their journey to medical school and offered helpful tips for the high school
1740 students for their own journey. These were students who achieved exceptional
1741 levels in science testing.
- 1742 ○ J. Frank White Academy tour of DCOM facilities
- 1743 ○ Summer Scrubs Camp (two sessions)
- 1744 ○ LMU College Fair for local high school students
- 1745 ○ Three-day camp for exceptional science students. Toured DCOM, the Hamilton
1746 Mathematics and Sciences Building, and participated in other activities on campus.
- 1747 • The PA program matriculated 96 new students and five returning students for the Class of
1748 2017

1749 **Objective 2.4:** *Achieve and maintain appropriate enrollment levels at the J. Frank White Academy*
1750 *(JFWA) to meet program capacity goals.*

1751

1752 **Progress:**

1753

1754 • Budget pro forma for proposed residential and lower school components are currently in
1755 development

1756 • Fall 2014 enrollment for JFWA reached 118 students. Spring 2015 Enrollment dropped
1757 to 114.

1758 • JFWA administration collaborated with LMU Marketing to maintain and execute the
1759 JFWA Marketing and Recruitment Plan

1760 • Maintained part-time homeschool program

1761 • The JFWA middle school basketball program will start Fall 2015

1762 • World School International Forum initiated development of a study abroad exchange
1763 program. JFWA was invited to participate in development and participation.

1764 (Participation will be contingent upon the proposed JFWA residential component and
1765 availability of space.)

1766 **Objective 2.5:** *Improve the persistence and progression rates for students in undergraduate,*
1767 *graduate, and pre-professional programs.*

1768
1769 **Progress:**

1770
1771 Paul V. Hamilton School of Arts, Humanities and Social Science (AHSS)

- 1772
- The School of AHSS engaged students in academic and quasi-academic programs and events in a wide variety of ways which improved persistence and academic success rates. Some examples from this past year include:
 - 1773 ○ Hosting Social Work practitioners for panel discussions for junior students
 - 1774 ○ Hosting “Diversity Day” speaker
 - 1775 ○ Inviting speakers on community assessment and organizational development for seniors
 - 1776 ○ Supporting an Art student who received the best SEWS paper award
 - 1777 ○ Re-establishment of the LMU Players theatrical group
 - 1778 ○ Encouraging Criminal Justice students to attend the national ACJ conference
 - 1779 ○ Implementing a faculty mentoring program to improve awareness of advising opportunities for curricular and student service’s needs

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1784 School of Mathematics and Sciences

- 1785
- An advising workshop was provided to all faculty during Fall 2014 Faculty Conference Week. The Dean of Math and Science provided an advising workshop session for new faculty (and returning) who served as academic advisors. The materials provided constitute about 15 pages of help for advisors.
 - There were two faculty-taught sections of UACT 100 in Fall 2014. Six or more faculty will teach UACT 100 sections in Fall 2015. This course is now required of all new freshman with less than 15 credits of college course work excluding AP and dual-enrollment courses taught at the high schools.

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1793 Carter and Moyer School of Education (CMSE)

- 1794
- Retained freshman and sophomore undergraduate education students within the School of Education
 - 1795 ○ The School of Education Recruiter conducted monthly cafeteria visits and provided School materials
 - 1796 ○ Encouraged students to follow and interact with CMSE Facebook and Twitter pages
 - 1797 ○ Invited students to a yearly, informal gathering with the Dean and/or Associate Dean and Department Chair, Program Director

1800
1801 College of Veterinary Medicine (CVM)

- 1802
- Faculty maintained open office hours and were readily available in person or through email
 - CVM established an Advising program in which all students were assigned a faculty advisor that they met with on a regular basis
 - Developed and implemented regular student workshops that covered topics such as resume writing
 - Regularly held “Dean’s Hour” where the CVM Administration met with the students to provide updates and answer questions in an open forum

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1811 Student and Enrollment Services

- 1812 • Persistence Rates
- 1813 ○ First-time, full-time Freshmen Fall 2014 to Spring 2015 persistence rate: **89%**
- 1814 • First-time, full-time Freshmen Fall 2013 to Spring 2014 persistence rate: 87%
- 1815 • First-time, full-time Freshmen Fall 2012 to Spring 2013 persistence rate: 85%
- 1816 ○ New transfer students Fall 2014 to Spring 2015 persistence rate: **88%**
- 1817 • New transfer students Fall 2013 to Spring 2014 persistence rate: 79%
- 1818 • New transfer students Fall 2012 to Spring 2013 persistence rate: 67%
- 1819 • Retention Rates
- 1820 ○ First-time, full-time freshman Fall 2013 to Fall 2014 retention rate: **67%**
- 1821 • First-time, full-time freshman Fall 2012 to Fall 2013 retention rate: 72%
- 1822 • First-time, full-time freshman Fall 2011 to Fall 2012 retention rate: 66%
- 1823 ○ Fall 2013 to Fall 2014 overall undergraduate retention rate: **78%**
- 1824 • Fall 2012 to Fall 2013 overall undergraduate retention rate: 75%
- 1825 • Fall 2012 to Fall 2013 overall undergraduate retention rate: 76%
- 1826 • Graduation Rates
- 1827 ○ Graduation rate for the 2007 cohort: 53% (IPEDS DATA)
- 1828 • Six year graduation rate for the 2005 cohort: 49% (IPEDS Data)
- 1829 ○ Graduation rate for the 2006 cohort: 49% (IPEDS DATA)
- 1830 • Six year graduation rate for the 2004 cohort: 32% (IPEDS Data)
- 1831 • Advising meetings were held for faculty before every New Student Registration to enhance
- 1832 the experience for incoming freshmen
- 1833 • The New Student Registration program was updated for Fall 2015 (based on completed
- 1834 evaluations from Fall 2014 NSR program) to enhance the experience for incoming
- 1835 freshmen, transfer students and parents/family of new students

1836 Academic Support

- 1837 • Continued to develop and offer academic support programs. A new pilot program, the
- 1838 Bridge program, was designed to provide additional support to students who do not meet
- 1839 the admission standards of the Cornerstone program and are considered at-risk. These
- 1840 students will only be allowed to declare an academic program in an associate of science
- 1841 or associate of arts degree track. These students will then bridge into a bachelor degree
- 1842 program at LMU.
- 1843 • The Office of Academic Support maintained and promoted the early warning system.
- 1844 • Requested additional funds for the purpose of providing additional tutoring services to
- 1845 extended learning sites. Some tutors for extended learning sites were hired for the 2015-
- 1846 2016 academic year.

1847 Duncan School of Law (DSOL)

- 1848 • DSOL provided academic advising manuals to all faculty members
- 1849 • DSOL provided annual faculty advisement training during faculty training events
- 1850 • Course evaluations were performed in every course
- 1851 • DSOL participated in an annual engagement and satisfaction survey (LSSEE)
- 1852 • DSOL appointed an ad hoc committee to study rising attrition. The committee consists of
- 1853 representatives of the DSOL administration and faculty as well as LMU administration.
- 1854 Final recommendations for improving attrition rates will be completed by August 2015.

- 1855 • Modifications to the DSOL administrative structure were made, combining the position
1856 of Career Services, Alumni Relations, and Student Services, thereby allowing continuity
1857 of student services from matriculation through post-graduation.
- 1858 • Returning students are being offered increased tuition discounts when their academic
1859 performance warrants the same
- 1860 • Presidential discretionary funds are being sought and provided when students experience
1861 extraordinary and unexpected financial hardships that jeopardize continued enrollment

1862 International Programs

- 1863 • Tutored six international students

1864 **Objective 2.6:** *To increase the percentage of students using student services and increase the*
1865 *success rates of students.*

1866
1867 **Progress:**

1868
1869 Duncan School of Law (DSOL)

- 1870 • DSOL administrators increased collaboration with undergraduate and other graduate and
- 1871 professional programs by guest lecturing or teaching in Criminal Justice, Business and
- 1872 Political Science courses
- 1873 • When available, DSOL faculty members assisted in the Pre-Law, Political Science and
- 1874 Criminal Justice programs by teaching independent study courses for undergraduate
- 1875 students
- 1876 • Career Services were utilized significantly by DSOL students and graduates, resulting in a
- 1877 95.5% full-time employment rate for May 2014 graduates (69.2% JD Required or
- 1878 Advantage; 27% Professional; 4.4% academic)
- 1879 • As part of its Professionalism Series, Student Services hosted a series of legal leaders from
- 1880 the Knoxville community and beyond who provided insight into various aspects of the
- 1881 legal profession and the demands and responsibilities associated with the duties of an
- 1882 attorney
- 1883 • Student Services promoted and provided many pro bono opportunities and led the School's
- 1884 Access to Justice Initiative with the Tennessee Bar Association
- 1885 • Student Services held several campus events for students including a fall and spring picnic,
- 1886 and advised the Student Bar Association in all activities, including the annual Barristers'
- 1887 Ball

1888 College of Veterinary Medicine (CVM)

- 1889 • Nine student clubs and organizations were established during the CVM's first year
- 1890 • Conducted periodic student surveys to give students the opportunity to provide feedback
- 1891 on services offered
- 1892 • Conducted end of course surveys for Fall 2014 and Spring 2015
- 1893 • Collaborated with the LMU main campus and DCOM Student Services to provide an array
- 1894 of student services and student activities

1895 Student and Enrollment Services

- 1896 • Fall 2014 community service - 1,101 students participating with a total of 15,291 hours
- 1897 ○ Fall 2013 community service - 937 students participating with a total of 13,491 hours
- 1898 • Continued the Organizational Fair
- 1899 • Inter Greek Council continued monthly meetings
- 1900 • Fully implemented First Year Experience (FYE) program
- 1901 • Campus Life
- 1902 ○ Student Services opened 3,620 square foot Wellness Center equipped with 14 cardio
- 1903 machines, 11 circuit weight machines, 7,545 pounds of dumbbells, 320 pounds bumper
- 1904 weights, and 1,070 pounds of free weights. The Wellness Center also has a variety of
- 1905 personal training equipment, including: a TRX system, athletic strengthening station
- 1906 and medicine balls, and a kickboxing and speed bag station. January 1,926 visitors,

- 1907 February 2,175 visitors and March 2,911 visitors. The Wellness Center is open 24 hours
 1908 a day, 7 days a week (closed for two hours a week for cleaning).
 1909 ○ Held Third Annual Iron Abe Day. Participants completed a five-month challenge
 1910 focusing on increasing their exercise, improving eating habits and building awareness
 1911 of health lifestyle habits. Participants completed the challenge with an all-day High
 1912 Adventure activity.
 1913 ○ Updated the Mary Mars weight room by removing outdated/unsafe equipment and
 1914 adding lifting equipment for a complete free weight system. Removing the unneeded
 1915 equipment provided space for future aerobics classes.
- 1916 ● Student Activities
 - 1917 ○ Increased collaboration with the Offices of Wellness, Counseling, Multicultural
 1918 Services, and DCOM Activities to advertise and execute a wide offering of activities
 1919 to the entire campus community.
 - 1920 ○ Established free, weekly yoga classes with a local instructor.
 - 1921 ○ 6,920 students participated in campus activities.
 - 1922 ● Residence Life and Housing
 - 1923 ○ Residence Life Staff focused on campus programming with themes of creativity, DIY
 1924 events, and campus community education. Some highlights included "Get to Know:
 1925 Pathway, Webadvisor, and Black Board", "Monthly Craft Night", and impromptu
 1926 Snow Day tournaments and activities
 - 1927 ○ Refined and practiced fire emergency procedures to improve evacuation times and staff
 1928 training. Addressed issues and educated residents.
 - 1929 ○ Housing Satisfaction Survey given for the Fall 2014 semester

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not Used
RLS is concerned about me	70.1%	25.0%	2.1%	1.8%
My residence hall is safe and secure	88.6%	11.4%	0%	0%
Visitation hours are reasonable	41.8%	29.3%	26.5%	2%
Living conditions in the residence halls are comfortable	72.5%	22.1%	4.3%	0.4%
The current alcohol policy promotes a positive learning environment	84.7%	14.4%	0.8%	0%
Campus security personnel respond professionally when needed	80.3%	14.5%	1.7%	3.4%
Lighting on campus provides me safe routes to and from classes	83.8%	14.4%	1.8%	0%

1930 Received a total of 300 completed Student Satisfaction surveys

- 1931 ● Established a Multicultural Student Services office and hired a coordinator
 - 1932 ○ “Celebrate Diversity” ice cream social attended by more than 50 students
 - 1933 ○ Spoke to 8th grade Middlesboro Middle School students on career day about OMSS
 1934 and diversity
 - 1935 ○ Committee formed to implement Safe Zone, a support group for LGBT students
- 1936 ● Provided student support services to extended learning sites
 - 1937 ○ Student support staff was represented at extended learning site orientations

- 1938 ○ Counseling and ADA services were available to extended site students
- 1939 ○ Financial Aid staff provided on-site coverage at extended learning sites
- 1940 ○ Students Activities visited extending learning sites once per month
- 1941 ● Provided support to student organizations for leadership development
- 1942 ○ All student organizations have advisors and a small budget to provide for leadership development
- 1943 ○ Many of the organizations attended local and state-wide conferences
- 1944 ○ Many of the organizations attended local and state-wide conferences
- 1945 ● Provided an active Career Services Office
- 1946 ○ Attended May 2014 Tennessee Career Development Conference (5/31/14)
- 1947 ○ Provided career information for three New Student Registrations (7/11/14, 7/25/14, 8/15/14)
- 1948 ○ Provided career information for New Student Survival Weekend (8/16/14)
- 1949 ○ Held a “How to Choose a Major” workshop for undecided undergraduates (8/17/14)
- 1950 ○ Gave Career Services lectures in five UACT 100 classes
- 1951 ○ Led three separate resume/cover letter workshops specifically for nursing students (8/29/14 at Cedar Bluff; 1/19/15; and 3/19/15)
- 1952 ○ Visited Cumberland Gap High School and addressed the topic of “How to be Successful in College”
- 1953 ○ Gave a presentation dealing with resume and cover letter creation to ENACTUS, LMU’s student led business club (11/12/14)
- 1954 ○ Continued to use Career Fairs as a way to connect our students and alumni to potential employers and graduate programs
- 1955 ○ Continued to use Career Fairs as a way to connect our students and alumni to potential employers and graduate programs
- 1956 ● Held a Graduate School Fair on Harrogate campus advertising LMU programs and other schools (10/6/14)
- 1957 ● Hosted first ever “Internship Fair” on campus where opportunities for internships at Wal-Mart, DeRoyal, Data Analytics, and Enterprise were presented
- 1958 ● Promoted the UT Education major career fair to our students seeking employment in the education field (3/11/15)
- 1959 ● Held the annual LMU Spring Career Fair in the student center with 22 companies in attendance
- 1960 ● Became a founding board member of the Knoxville Area Career Fair Consortium (KACFC) with 11 other local universities to conduct the first Knoxville Area Career Fair on 4/9/15 which had 59 companies in attendance
- 1961 ● Became a board member of the Interstate Career Fair, held on the ETSU campus, which had 65 companies in attendance
- 1962 ○ Met individually with students and alumni for career advice and job search help (51 individual contacts)
- 1963 ○ Utilized a new career software called “Focus 2” for our students to explore personality types, paths to majors and careers. The first year saw 112 users.
- 1964 ○ Continued to promote immediate job openings to specific student groups such as all business majors graduating in the past six months, etc.
- 1965 ○ Worked with faculty groups to improve knowledge of available jobs to current students
- 1966 ○ Continued to track placement numbers of LMU graduates. For May 2014 undergraduates, the knowledge rate at six months was 81%. Employment was tracked by major. Overall, 78% of the undergraduates had a job relating to their major or were accepted to graduate school six months from time of graduation.
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- 1985 ○ For May 2014 graduate programs, at six months the CSO had a knowledge rate of
- 1986 78%. Employment was tracked by major. Overall, 66% of LMU graduate school
- 1987 graduates had jobs relating to their major or had continued in graduate school six
- 1988 months from graduation.
- 1989 ○ Six month figures for the December 2014 graduation are being finalized. Data
- 1990 compilation for May 2015 graduates is in its initial stages.
- 1991 ● These figures are significant as the national average for securing a job at time of
- 1992 graduation for the class of 2014 was 30.1% (National Association of Colleges and
- 1993 Employers, 2014 survey). The employment rate alone for LMU 2014
- 1994 undergraduates was 58%.
- 1995 ● Honor's Program
- 1996 ○ The Housing Department continues to support the Honor's program by providing
- 1997 designated Honor's housing
- 1998 ● Office of Counseling
- 1999 ○ The Office of Counseling actively promoted/provided drug and alcohol education and
- 2000 counseling for LMU students
- 2001 ● University counselors spoke to 270 incoming freshmen about access to mental
- 2002 health counseling and substance abuse awareness at New Student Survival
- 2003 Weekend in August 2014
- 2004 ● University counselors introduced the Dean of Students to the Student Health 101
- 2005 program; the program was purchased after evaluation by the Dean of Students
- 2006 ● The College Response Online Substance Abuse Screening program was
- 2007 successfully used throughout the school year to give students an anonymous way
- 2008 of screening themselves for substance abuse disorders
- 2009 ● All students referred to counseling by the Office of the Dean of Students were
- 2010 treated successfully for their on-campus issues
- 2011 ● The Office of Counseling gave Substance Abuse Education/Prevention lectures in
- 2012 several UACT classes in 2014-2015
- 2013 ● The Office of Counseling worked in conjunction with the Director of Student Life
- 2014 and the University Police to hold two interactive impaired driving experiences to
- 2015 educate students on the dangers of impaired driving
- 2016 ● Attended The Blount County Coalition Against Prescription Drug Abuse in
- 2017 September 2014
- 2018 ● Utilized a poster campaign to increase awareness of the dangers of substance abuse
- 2019 ○ The Office of Counseling will strive to improve mental health awareness and decrease
- 2020 the stigma associated with seeking counseling. The office will also seek to increase
- 2021 the availability of mental health counseling services on both main and extended
- 2022 campuses.
- 2023 ● A second Mental Health Counselor was hired in Summer 2014
- 2024 ● Presented seminars on suicide prevention, ADA compliance, and disruptive
- 2025 students for two days at the faculty staff conference in August 2014
- 2026 ● Spoke to inaugural CVM students and staff about the importance of life balance
- 2027 and the high rates of suicide among veterinarians
- 2028 ● Trained all Residence Life staff in QPR (Question, Persuade and Refer suicide
- 2029 prevention training

- 2030 • Spoke to three master's degree-level counseling classes at the Cedar Bluff extended
- 2031 learning site about counseling suicidal clients
- 2032 • Set up a booth in the Harrogate campus cafeteria on World Suicide Awareness Day
- 2033 • Trained two special education classes (19 students) on QPR
- 2034 • Spoke to various undergraduate classes about the availability of counseling services
- 2035 • Attended Eating Disorder Roundtables through Focus Treatment Centers and
- 2036 developed an inpatient referral resource for LMU students who suffer from eating
- 2037 disorders
- 2038 • Worked to train DCOM faculty on coping with threatening students
- 2039 • Currently providing mental health counseling services to over 200 individuals in
- 2040 the LMU community
- 2041 • Spoke at an Athletics Department meeting to educate coaches and athletic training
- 2042 staff on the grief process and identification of athletes and peers who exhibit healthy
- 2043 and unhealthy grief response
- 2044 • Worked to present a sexual assault/domestic violence prevention workshop to all
- 2045 LMU athletes and Greek Life members
- 2046 • Held various domestic violence and sexual assault awareness events on campus
- 2047 during October 2014
- 2048 • Worked after hours mental health emergencies for students over the course of the
- 2049 2014-2015 school year
- 2050 • Continued to serve as a mental health consultant on LMU's Threat Assessment
- 2051 Team
- 2052 • Held monthly office hours at the Cedar Bluff extended learning site to increase
- 2053 availability of counseling services to students at our extended learning sites
- 2054 • Spoke to 40 students/faculty during the Iron Abe event about wellness and the
- 2055 power of rational thought and radical acceptance
- 2056 • Attended a three day training event at Tennessee State University on ending
- 2057 domestic violence/sexual assault Jan 26th-28th
- 2058 • Presented at Wellness Fair
- 2059 • Spoke to a Health Occupations class at Cumberland Gap High School about CERT
- 2060 training and disaster psychology
- 2061 • Spoke to three Middlesboro High School students about sexual assault prevention
- 2062 • Provided a two hour lecture to 2nd year DCOM students on
- 2063 Psychotherapy/Counseling techniques they will likely encounter during their
- 2064 clinical psych rotations
- 2065 • Gave a presentation on "letting go" to the parents of incoming freshmen during
- 2066 New Student Registration program
- 2067 ○ The Office of Counseling will ensure compliance with the Tennessee laws governing
- 2068 the practice of mental health counseling as well as compliance with the American
- 2069 Counseling Associations Code of Ethics
- 2070 • Attended the Tennessee Licensed Professional Clinical Counselors Association
- 2071 annual conference in Nashville TN. Obtained CEU's (continuing education unit) in
- 2072 Clinical Supervision of Counselors and the unlocking of the Emotional Brain.
- 2073 • Obtained 15 hours of CEU's in Trauma Processing and Counseling Ethics
- 2074 • No ACA or NBSW Ethics violations occurred during the 2014-2015 academic year

- 2075 • Office of Americans with Disabilities Act (ADA)
- 2076 ○ The Office of ADA will promote ADA compliance on the LMU main campus and at
- 2077 all extended learning sites
- 2078 • Provided ADA coordination for over 75 LMU students in Fall 2014 and 56 in
- 2079 Spring 2015
- 2080 • Offered ADA office hours at the Cedar Bluff extended learning site one day per
- 2081 month (and during emergency situations) during Fall 2014
- 2082 • Initiated the use of the Kurzweil 3000 system to help students with vision
- 2083 impairment and learning disabilities
- 2084 • ADA responsibilities were transferred to Dr. Dan Graves at the beginning of Spring
- 2085 2015
- 2086 ○ Encouraged ADA compliance in all LMU facilities
- 2087 • The ADA Coordinator monitored compliance issues at LMU and reported them to
- 2088 the appropriate individuals. The Coordinator also interviewed students with ADA
- 2089 concerns and addressed those concerns accordingly.
- 2090 ○ Guaranteed that all students with documented disabilities receive appropriate
- 2091 classroom and testing accommodations
- 2092 ○ The ADA Coordinator met with all students who requested services via face-to-face
- 2093 interviews, phone, or email and reviewed their supporting documentation. If the
- 2094 documentation supported the request, accommodations were granted.

2095 Academic Support

- 2096 • The Cornerstone program continued to grow and expand each year with new students.
- 2097 The success of the program also continues to be assessed each year.
- 2098 • Tutors for the Tagge Center of Academic Support spoke at all UACT 100 courses and were
- 2099 encouraged to speak in the courses of their major to promote the Tagge Center and its
- 2100 services. Tutors were also given business cards to hand out to students to encourage
- 2101 tutoring.

2102 **Objective 2.7:** *To provide appropriate student aid awards to eligible students.*

2103

2104 **Progress:**

2105

2106 College of Veterinary Medicine (CVM)

2107 • Utilization of a joint DCOM/CVM Financial Aid Office

2108 • CVM Admissions Office and the Financial Aid Office worked together closely to ensure
2109 that student needs are met

2110 • Awarded 12 scholarships to first year CVM students

2111 Financial Aid

2112 • Reassessed the undergraduate Institutional Financial Aid practices/philosophy

2113 ○ The institutional financial aid policy is reviewed and revised annually to maintain
2114 consistency with university goals and resources

2115 ○ Financial aid used the Noel Levitz model exclusively for five years for financial aid
2116 packaging of new and transfer students on main campus

2117 ○ Diversity grant distribution was changed to offer more students the opportunity to
2118 receive this grant

2119 ○ For the 2015-2016 academic year, the aid matrix has been adjusted to compensate for
2120 the decrease in Tennessee lottery money for freshmen and sophomores; the academic
2121 scholarship award matrix increased for new incoming students

2122 ○ For returning students who lost academic or state-based aid and received LMU need-
2123 based financial aid, LMU only restored half of the amount of lost funds with
2124 institutional need-based financial aid

2125 ○ Institutional financial aid increased along with annual cost of attendance. The Finance
2126 Office and Office of Financial Aid monitor spending continuously, though it is very
2127 difficult to provide students with an affordable financial aid package when recruiting
2128 against a free education.

2129 • Assessed retention rates

2130 ○ The Endowed Scholarships Committee identified current students who performed at
2131 levels at which annual/endowed scholarships can be awarded

2132 ○ Encouraged new students to notify the Executive Director of Financial Aid if
2133 performing at above a 3.0 GPA while enrolled at LMU

2134 • Reviewed the required steps for full tuition scholarship recipients to include one or more
2135 of the following: personal interview, essay, letters of support, and change in criteria

2136 ○ In consultation with the Vice President of Student and Enrollment Services and the
2137 Director of Admissions, full tuition scholarships were awarded based on date of
2138 application received and completed. No interview or essay were required for the 2014-
2139 2015 academic year.

2140 • Utilized the Enrollment Revenue Management System to develop and assess multiple
2141 econometrics

2142 ○ This is on-going and weekly reports are reviewed by Admissions, Financial aid
2143 Enrollment Management

2144 ○ Currently in the third year of a three year contract with Noel Levitz

2145 • Improved interdepartmental communications

2146 ○ Cross training occurred on various occasions to improve communication

2147 ○ Leadership team meetings addressed communication issues

- 2148 ○ Admission counselors were much more involved with depth sounding when award
2149 letters were sent to families. All Admissions Counselors can view the awards from
2150 Financial Aid to better inform prospective students and families.
2151 ○ Document imaging is underway and the Office of Financial Aid shreds documents each
2152 year following the annual A-133 audit. No new paper files are being created.
- 2153 ● On-going activities
 - 2154 ○ Identified students' financial needs and met those needs through a combination of
2155 grants, scholarships and self-help aid
 - 2156 ○ Continued training work study students and supervisors
 - 2157 ○ Re-evaluated the funding level of the Lincoln Grant component of the Financial Aid
2158 budget
 - 2159 ○ Monitor Federal and State funds annually. In 2015-16, Hope Scholarship recipients will
2160 lose \$500 for the first two years of study and for last two years, students will see an
2161 increase of \$500. However, LMU will see fewer students receive Hope Scholarship
2162 award money during their junior and senior years; the scholarship model was adjusted
2163 to compensate for the \$500 difference.
 - 2164 ○ Continued to identify and counsel all students who are Tennessee Lottery Scholarship
2165 recipients
 - 2166 ○ Created Consumer Information Taskforce which created single webpage for all
2167 Consumer Information requirements for LMU,
2168 http://www.lmunet.edu/consumer_information/

STRATEGIC GOAL III

Strengthen planning, budgeting and assessment.

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

Progress:

Finance

- The Institutional Strategic plan was reviewed to reflect changes in academic programming and instructional site development, assessment results and budget considerations.
- The mission, goals and objectives of the colleges, divisions, departments and units were determined to be aligned with the Institutional Mission Statement and Strategic Plan. As mission statements for new programs were developed, particular attention was devoted to ensuring their alignment with the Institutional mission.
- Each educational program and administrative unit documented changes and improvements based on assessment results and completed Prior Year Improvement Forms to record progress during 2014-15.
- Budgeting for all units and the Institution demonstrates alignment with the Institutional mission, goals, objectives, and strategic priorities.
- LMU's mission served as the basis for all planning, budgeting and assessment practices during the 2014-15 academic year. Institutional and unit planning, budgeting and assessment activities reflect alignment with the Institutional mission statement and the Institutional and strategic goals derived from and supportive of the Institutional mission.
- A financial forecast was developed for all colleges, divisions, departments and units. These forecasts were reviewed on a quarterly basis to assess the University's financial performance to plan. Any necessary adjustments to plan were developed as a result.

2197 Paul V. Hamilton School of Arts and Humanities (AHSS)

- The Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS) created and in some cases revised department and program mission statements, and program and curricular outcome objectives for all major programs, all four departments and the AHSS. All are tied directly to the University mission statement and to the Paul V. Hamilton School of Arts, Humanities, and Social Sciences organization chart.

2203 **Objective 3.2:** *Prepare a balanced fiscal year operating budget annually for Board of Trustee*
2204 *approval.*

2205

2206 **Progress:**

2207

2208 Finance

- 2209
- 2210 • The Budget Committee (President’s Cabinet), as part of its ongoing review of
2211 institutional performance, evaluated all areas of the Institution to determine the optimal
2212 application of institutional funding. This evaluation, coupled with the Institutional
2213 strategic plan, informed the development of departmental pro formas, which were
2214 consolidated into an institutional pro forma. This document was then further refined into
2215 a balanced budget which was proposed to the Board of Trustees and adopted at a regular
2216 Board meeting. This process continues to improve coordination and planning, resulting in
2217 significant improvements to overall budget development.
 - 2218 • Each budget officer prepared annual budget requests consistent with their approved pro
2219 forma and in keeping with individual unit plans and strategic priorities. These budget
2220 requests were submitted for consideration by divisional vice presidents.
 - 2221 • Budget Committee members (Vice Presidents) reviewed all budget requests and
2222 departmental, divisional and institutional evaluation results as part of their decision
2223 making related to the allocation and reallocation of resources consistent with the strategic
2224 plan.
 - 2225 • The Budget Committee considered institutional priorities, goals and objectives from the
2226 institutional strategic plan in the development of the new fiscal year budget.
 - 2227 • The Budget Committee developed and proposed a balanced budget and cash flow
2228 projection for the President for further consideration by the Board of Trustees.
 - 2229 • The President presented the balanced budget and cash flow projection to the Board of
2230 Trustees for approval.
 - 2231 • Budget officers were made responsible for effective communication for their area during
2232 the budget process and ongoing review of revenues and expenses to ensure the financial
2233 results meet or exceed expectations.

2233 **Objective 3.3:** *To prepare a rolling five-year operating budget pro forma that reflects strategic*
2234 *institutional priorities, including both academic, administrative and capital initiatives.*

2235

2236 **Progress:**

2237

2238 Finance

- 2239 • The Budget Committee evaluated the current five-year pro forma considering the
2240 University's recent financial history and trends.
- 2241 • Budgetary assumptions were developed using expense and revenue trend data, as well as
2242 available projections of future developments in the market.
- 2243 • Institutional research trend analysis was utilized to determine a realistic estimation of
2244 enrollment and expense needs for each program for the five year revenue projections and
2245 operating budget to reflect institutional priorities.
- 2246 • The President presented the five year operating budget to the Board of Trustees and
2247 received their approval.

2248 Duncan School of Law (DSOL)

- 2249 • DSOL continued to use the five-year pro forma developed and approved in 2014 as a
2250 baseline for budgeting.
- 2251 • DSOL administration sought and obtained the input of various DSOL budget managers
2252 prior to working with the Vice President for Finance to develop a proposed budget for FY
2253 2016.
- 2254 • Requests were premised upon the missions of LMU and DSOL and were reasonably
2255 consistent with the five-year pro forma under which DSOL is operating.

2256 **Objective 3.4:** *To provide budget reserves and provide for contingencies.*

2257

2258 **Progress:**

2259

2260 Finance

- 2261 • The Board of Trustees approved budget for 2015-16 includes an expense line for
- 2262 Strategic Initiatives/Contingencies to cover new programs approved by the Board of
- 2263 Trustees, unplanned costs as approved by the President and to provide incremental
- 2264 funding for any outstanding debt service obligations.
- 2265 • Forecasts for operating revenues and expenses, as well as cash flow, were developed for
- 2266 the University financials. A systematic forecasting process to include the individual
- 2267 departments has been implemented.
- 2268 • Include in the program budget pro forma adequate funding for marketing new programs.

2269 **Objective 3.5:** *To enhance budget management.*

2270

2271 **Progress:**

2272

2273 Finance

2274 • Budget process for the 2015-2016 budget cycle continued to include all fiscal managers.

2275 • Each fiscal manager completed a budget package for their area which included operating
2276 expenses, new hire expectations and capital requirements.

2277 • Reviews of these budgets were initially completed between the fiscal manager and their
2278 Budget Committee member (Cabinet/VP) followed by meetings with Finance.

2279 • Statistical data, where possible was utilized to verify the appropriate allocations of
2280 University resources.

2281 • The submitted balanced budget was reviewed and approved by the Finance Committee
2282 prior to submission to the Board of Trustees.

2283 • While enhancement of budget management was successful during 2014-15 as evidenced
2284 by a positive year-end, specific programs and processes will continue to be enhanced in
2285 the coming year to support this objective.

2286 Paul V. Hamilton School of Arts and Humanities (AHSS)

2287 • AHSS has improved protocols for use of funds in the areas of theater, music and the arts.
2288 Protocols now include pre-requests for approval channeled through the program and
2289 department before purchases are made.

2290 **Objective 3.6:** *To plan and budget for research appropriate to support Lincoln Memorial*
2291 *University as a Level VI institution.*

2292

2293 **Progress:**

2294

2295 Finance

2296 • Funding was continued for the Research department as part of the University budget that
2297 was approved by the Board of Trustees.

2298 • Increased funding for research was approved in the 2015-2016 budget in several areas of
2299 Academic Affairs.

2300 **Objective 3.7:** *To make data-based decisions.*

2301

2302 **Progress:**

2303

2304 Finance

- 2305 • Processes for making essential data available to decision makers continued to be
- 2306 improved during 2014-15. However, there is a need for further refinement in this area.
- 2307 • Vice Presidents evaluated progress on strategic goals based on assessment and provided
- 2308 progress reports indicating the level of achievement of those goals.
- 2309 • Revenues and expenses continue to be reported in detail to allow more granular visibility
- 2310 into our financial performance thereby increasing opportunity for more data based
- 2311 decisions by function.
- 2312 • Revenue budgets for 2015-16 were created in a way to allow for semester, program or
- 2313 extended site financial reporting.
- 2314 • Feasibility studies and pro formas were developed concerning major program initiation
- 2315 decisions (i.e. finalized College of Veterinary Medicine, updated Duncan School of
- 2316 Law/Institute for Collaborative Learning, Doctor of Nurse Practitioner, Masters of Public
- 2317 Administration, and proposed Doctor of Medical Science) that incorporated consideration
- 2318 of institutional capacity and market analysis.
- 2319 • Careful attention was given to fulfilling the requirements of the SACSCOC Substantive
- 2320 Change requirements when initiating new programs or teaching sites.
- 2321 • All unit level Outcomes Assessment reports for 2014-15 indicate use of data in decision
- 2322 making.

2323 Paul V. Hamilton School of Arts and Humanities (AHSS)

- 2324 • AHSS Data Team was formed last year. The Data Team met throughout the year
- 2325 analyzing data from NSSE, Student Opinion Surveys, graduating student surveys and
- 2326 other evaluative tools. Actions were taken or policies were developed in response to
- 2327 suggested program and student needs.

2328 **Objective 3.8:** *To document status of strategic goals in an annual progress report.*

2329

2330 **Progress:**

2331

2332 Finance

2333 • Each revision of the Institutional Strategic Plan includes a progress report for each
2334 strategic goal from the previous edition.

2335 • The annual President's Report to the Board of Trustees (2013-14) included material
2336 related to fulfillment of institutional strategic goals.

STRATEGIC GOAL IV

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:

- Evaluated custodial, grounds, maintenance, and water plant employees on a weekly basis to ensure efficient workload management
- Distributed and monitored work orders on a daily basis to ensure efficient use of time; addressed 4598 work orders for 2014-15
- Provided maintenance, grounds, and custodial support at the Alcoa/Blount Site
- Conducted a ten hour OSHA training session for Physical Plant and Properties employees
- Remodeled and upgraded the Yorkshire President's home
- Installed additional campus lighting
- Installed additional signage on campus facilities
- Upgraded the Duke Hall sound system
- Updated the Kincaid Research Center
- Updated the Cumberland Gap Convention Center
- Conducted a GIS survey in Cumberland Gap
- Constructed an additional classroom in the Cumberland Gap Art facility
- Remodeled a portion of Grant Lee Hall for use as the Counselors Office
- Constructed compost storage at the Organic Garden Center
- New stain and new metal roofs on all pavilions at the city park
- Renovated the swing set area and purchased mulch for the city park
- Constructed a new equipment storage area at the Hennon baseball field
- Renovated three rooms in the Kresge Hall basement for use as office spaces
- Constructed a riser for officials and media use at the lacrosse field
- New flooring, paint, and fireplace in the Lincoln dining room
- Ceiling replacement in Mary Mars gymnasium
- Remodel of restrooms in the pool area of the Mary Mars gymnasium
- Constructed an enclosed scoreboard area in Mary Mars gymnasium
- Relocated the Campus Post Office to the campus center
- Constructed the LMU Distribution Center
- Created a green area between the campus center and Liles Hall
- Painted the facility interior in the Sigmon Communications center
- Updated facilities to be ADA compliant where feasible
- DVTC facility development
- Produce and manage water treatment facility - 150,000 gallons + (daily average)
- Water backflow devices were tested throughout campus: Twenty-seven domestic water lines, twelve double-check devices on fire sprinkler lines and three double-check detector assembly devices on fire sprinkler lines
- Water Plan upgrades: replaced gauges and seals, actuator valves, and pump
- Water Plant Sanitation Survey: 99%
- Repaired a leak in the water tank

- 2382 • Second Plant Operator Grade II Water Treatment License
- 2383 Interior Design and Special Events
- 2384 • Planning, development and opening of new dormitory – Peters Hall
- 2385 • Planning, development and decorating for opening of new CVM facility
- 2386 • Planning and decorating the CVM Lodge
- 2387 • Decorated for HR Awards and Luncheon
- 2388 • Decorated President’s Home for new Faculty and Staff Reception
- 2389 • PA White Coat Ceremony, PA graduation decorations
- 2390 • Vet Med – White Coat
- 2391 • Decorated for Congressman’s Breakfast, Lunch and Dinner
- 2392 • Decorated for Dr. Carter seminar
- 2393 • Planning, development and decorating of Kincaid Research Room
- 2394 • Designed and arranged approximately 35 floral arrangements for Fall 2015 and
- 2395 Homecoming events
- 2396 • Planning of campus decorations for Homecoming and Fall 2015
- 2397 • Decorated for all Homecoming Events – approx. 20 events
- 2398 • Decorated Donor Recognition Reception
- 2399 • Decorated President’s home kitchenette
- 2400 • Updated President’s Home formal dining room w/new dining room table
- 2401 • Updated President’s office restroom
- 2402 • Developed and decorated new offices in the Library and Tagge Center
- 2403 • Updated University club w/new umbrellas
- 2404 • Installed blinds at front entrance to MNS
- 2405 • Planning and development of updates to Alcoa Off Campus Site
- 2406 • Planning and selection of wallpaper for Sigmon Communications
- 2407 • Planning of Campus and President’s home decorations for Christmas
- 2408 • Decorated outdoor planters (6) with magnolia and berries
- 2409 • Decorated Chapel for Christmas
- 2410 • Decorated Teacher Education Banquet
- 2411 • Decorated for Christmas Reception at President’s Home
- 2412 • Decorated for Graduation
- 2413 • Updated and decorated Lincoln dining room
- 2414 • Planning and installation of blinds and drapes at Cumberland Gap Convention Center
- 2415 • Framing of Mr. Watson portrait for DSOL
- 2416 • Planning and coordinating colors, flooring, fabrics and decoration for New Tazewell
- 2417 Medical Clinic
- 2418 • Planning and coordinating colors, flooring, fabrics and decoration for small animal clinic
- 2419 in VA.
- 2420 • Updated University apartments with new sheets and comforter (one apartment)

- 2421 • Ordered 15 ferns for graduation
- 2422 • Planted ten outdoor containers with flowers – on campus and cabin
- 2423 • Maintaining 15 ferns – watering and fertilizing for events and homecoming
- 2424 • Decorated for Advancement Awards Banquet
- 2425 • Decorated Dr. Carter Seminar Luncheon
- 2426 • Decorated First Nighters – 12 tables
- 2427 • Decorated Civil War Symposium – Presidents Home
- 2428 • Decorated Tobacco Free Luncheon – Convention Center – 10 tables
- 2429 • Decorated Student Awards Night – 40 tables
- 2430 • Decorated Administrative Brunch – 14 tables
- 2431 • Decorated MOU signing at CVM in VA

2432 Furniture Procurement and Design

- 2433 • Furnished the new CVM facilities at the Ewing, VA, site. This included furniture for the
- 2434 classrooms, labs, conference room, and student lounge areas and faculty/staff offices
- 2435 • There were also two large study rooms furnished on the Harrogate campus
- 2436 • Two new residence halls were furnished: the recently renovated West Dorm, and the new
- 2437 Peters Hall
- 2438 • Placed new chairs in the classroom at the Corbin, KY, extended learning site
- 2439 • Placed a desk for security at the Blount extended learning site along with new furniture
- 2440 for the administrative assistant at that site
- 2441 • Furnished a 2nd floor classroom in Avery Hall
- 2442 • Furnished the newly renovated area of the Library which includes 13 offices, a
- 2443 receptionist area and the new Tagge Center for Academic Excellence. New signage was
- 2444 also installed in this area.
- 2445 • A new anchor desk and stools were placed in the Sigmon Communications center
- 2446 • Placed furniture in three offices and the lobby of the Parkway Athletic Training Facility
- 2447 • Placed six new benches in the Math and Science building to provide more student seating
- 2448 • Three offices were furnished and set up for counselors in newly renovated offices in
- 2449 Grant Lee Hall
- 2450 • Relocated the Admissions Department at DSOL to another area in the building
- 2451 • New furniture was placed in two offices in the School of Business
- 2452 • Set up five new offices in the President’s former residence which will now be the
- 2453 President’s office
- 2454 • Organized the move of the President’s furniture from the house on campus to the
- 2455 Yorkshire house and assisted with the placement
- 2456 • Planned and carried out removal and replacement of old and/or damaged furniture from
- 2457 across campus

- 2458 Duncan School of Law (DSOL)
- 2459 • DSOL administration has inspected office and classroom space and coordinated with the
- 2460 Provost/VPAA to ensure efficient use of unused physical resources for the benefit of
- 2461 other programs
- 2462 School of Mathematics and Sciences
- 2463 • The Conservation Biology building received lab benches and other cabinet installations
- 2464 with electricity to the benches. It still needs the floor sealant, guttering, external paint,
- 2465 signage and foundation back filling.
- 2466 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)
- 2467 • AHSS invited the safety and security staff to visit the faculty in Avery Hall at the
- 2468 beginning of the school year. They discussed campus emergencies, campus catastrophes,
- 2469 and student needs during emergency situations.
- 2470 College of Veterinary Medicine (CVM)
- 2471 • DVTC-Survey and GIS (completed)
- 2472 • Small Animal Clinical Skills Building plans finalized and construction projected to be
- 2473 completed in August 2015
- 2474 • CVM institutes the Center for Animal Health in Appalachia (CAHA) at the DeBusk
- 2475 Veterinary Teaching Center. CAHA will host an annual conference on animal and public
- 2476 health issues in Appalachia each October starting in 2015

2477 **Objective 4.2:** *Provide a healthy, safe, and secure environment.*

2478

2479 **Progress:**

- 2480 • Assessed, prepared, and evaluated University safety and security operations to ensure
- 2481 compliance with annual regulatory agencies
- 2482 • Updated and reviewed all emergency evacuation plans (ongoing)
- 2483 • Publicized emergency information in all areas (ongoing)
- 2484 • Strengthened lines of communication with security at off campus sites. Increased off
- 2485 campus site visits by Campus Police and Security.
- 2486 • Fire Drills performed at off campus sites
- 2487 • Additional safety precautions developed for off campus sites including: access control at
- 2488 Cedar Bluff class room space entry, limited public access through one main entry, and
- 2489 enforced student identification policy
- 2490 • MSDS Online-Access through pathway-Maintenance, Grounds, Custodial, and Water
- 2491 Plan trained on MSDS for new Globally Harmonized System of Classification and
- 2492 Labelling of Chemicals)
- 2493 • OSHA training for Virginia Site on safe handling and chemical exposure
- 2494 • Conducted annual assessment of physical plant and facilities, focusing on safety and
- 2495 health issues (posted evacuation plans, lighting, traffic signs, alarm systems, call boxes,
- 2496 camera systems, security and access control)
- 2497 • Coordinated and implemented handling of hazardous material and biological waste in
- 2498 compliance with local, state, and federal regulations
- 2499 • HRP Environmental Audit completed/corrective actions taken
- 2500 • State inspection of underground storage tank
- 2501 • Participated in Travelers Insurance building inspections
- 2502 • Emergency Siren test and training update
- 2503 • Installed IP Informers (emergency alarms/panic buttons across campus and extended
- 2504 learning sites)
- 2505 • Conducted test of IP Informers on campus as well as DSOL, Cedar Bluff, Alcoa, DVTC
- 2506 • Created and distributed faculty/staff emergency procedures reference guide
- 2507 • E2Campus campaign during move in day on campus and at beginning of semester at
- 2508 Knoxville location (ongoing)
- 2509 • Added armed security in facilities both on and off campus
- 2510 • Health and Safety Manual online through pathway
- 2511 • Participated in Local Emergency Planning Committee tabletop Ebola scenario with area
- 2512 emergency responders
- 2513 • Hosted Fire Safety Training (multi-counties)
- 2514 • Two officers certified as instructors from R.A.D. (Rape Aggression Defense Systems)
- 2515 • Certified and hired 4 armed security officers at DVTC
- 2516 • Signed Mutual Aid Agreement with Lee County Sheriff's Office
- 2517 • Received \$5000 grant from Governors Highway Safety Office for roadway safety

2518 Risk and Insurance

- 2519 • Managed P and C coverage for 60+ structures and professional liability for programs
- 2520 • Evaluated existing insurance coverages to ensure adequate coverage
- 2521 • Obtained new facility coverages following certificate of occupancies (ex. Virginia site
- 2522 and Tazewell site)
- 2523 • Obtained new program coverages following approval (ex. DSOL professional liability,
- 2524 Counselors, and Veterinary School)
- 2525 • Worked closely with Student Services to ensure risk free programs on campus (ex.
- 2526 summer camps, Kanto, swimming pool)
- 2527 • Storm damage claim processing for physical plant
- 2528 • Processed certificates of insurance for graduating students
- 2529 • Approved University drivers
- 2530 • Through United Educators offered risk training sessions in specific areas of campus (ex.
- 2531 Summer camps, events on campus, facility safety, international travel for students)
- 2532 • Worked closely with Physical Plant on facility issues that posed risk or created insurance
- 2533 exposure (ex. Broken sidewalks, hand rails, snow and ice)
- 2534 • Worked closely with CVM to provide rabies inoculations to veterinary technicians

2535 Duncan School of Law (DSOL)

- 2536 • DSOL administrators met with the Chief of LMU Campus Police and Security and other
- 2537 members of the Safety and Facilities Management department to ensure that the school
- 2538 has a plan of response to safety risks and fire
- 2539 • DSOL administrators and members of the Safety and Facilities Management department
- 2540 modified access points into the building to ensure efficient enforcement of the
- 2541 student/staff identification policies
- 2542 • DSOL five year internal obstruction inspection/check valves/gauges, electric fire pump
- 2543 flow test, standpipe test, annual trip test and general inspection

2544 **Objective 4.3:** *Enhance and sustain the Institution's Human Resources.*

2545

2546 **Progress:**

2547

2548 Human Resources

- 2549 • EMMA (automated payroll) implemented for all full-time hourly employees
- 2550 • Provided HR support at Knoxville locations (representative on site-one day a month)
- 2551 • Job Fair participation
- 2552 • Recorded/videoed the benefits open enrollment process for mandatory employee meetings
- 2553 (easy access and review)
- 2554 • LMU Years of Service Awards and Administrative Professionals Day Luncheon conducted
- 2555 by Human Resources (on and off campus)
- 2556 • EEOC audited hiring and discharge practices
- 2557 • TIAA-Cref representative for individual counseling sessions for LMU employees on
- 2558 campus
- 2559 • Held Kick-Off Luncheon for the Tobacco-Free Workplace Initiative.
- 2560 • Participated in Wellness Fair
- 2561 • Implemented Affordable Care Act reporting through Colleague
- 2562 • Initiated applicant tracking and employee evaluations through PeopleAdmin
- 2563 • Evaluated Colleague Position Management in conjunction with Finance Department
- 2564 • Upgraded Employee Background Checks program
- 2565 • Instituted Time Clocking Policy and Procedures
- 2566 • Offered University wide training on “Maximizing Your Energy” presented by Leading
- 2567 Edge
- 2568 • Contracted SageView as a fiduciary partner with the retirement plan
- 2569 • Contracted Millennium as consultants for participants in the retirement plan

2570 Paul V. Hamilton School of Arts, Humanities, and Social Sciences (AHSS)

- 2571 • AHSS established a faculty mentoring program to include assignment of mentors,
- 2572 scheduled mentoring meetings each semester, workshops on academic matters such as
- 2573 advising and registration, and discussions with LMU departments with information
- 2574 helpful to new faculty

2575 **STRATEGIC GOAL V**

2576 *Ensure effective and efficient use of technology.*

2577

2578 **Objective 5.1:** *Plan and budget for appropriate technological resources, including staff,*

2579 *software and hardware.*

2580

2581 **Progress:**

2582

2583 Information Services

- 2584 • Procured and managed maintenance agreements for infrastructure hardware to assure
- 2585 reliability
- 2586 • Procured annual software assurance for academic software
- 2587 • Negotiated Microsoft Campus Agreement to include Microsoft Training Academy
- 2588 • Re-Negotiated agreement with CDWG in conjunction with the TICUA agreement to
- 2589 eliminate shipping on all orders with CDWG
- 2590 • Audio conferencing migrated to WebEx to reduce monthly cost and provide additional
- 2591 features
- 2592 • Negotiated employee discount with Verizon Wireless
- 2593 • Negotiated employee discount with Microsoft
- 2594 • Negotiated Student discount with Microsoft

2595 **Objective 5.2:** *Provide and maintain technology infrastructure.*

2596

2597 **Progress:**

2598

2599 Information Services

- 2600 • Automated real-time user account creation from Colleague SQL to Active Directory
- 2601 • Automated real-time access control from Colleague to CS Gold
- 2602 • Upgraded wireless lab to support additional wireless workstations
- 2603 • Expanded export file process for graduating student data to the iModules alumni
- 2604 community database
- 2605 • Updated DCOM supplemented online admission application
- 2606 • Updated DSOL online application
- 2607 • Updated VetMed online application
- 2608 • Updated Graduate Education online application
- 2609 • Maintained HR online application
- 2610 • Upgraded Informer to latest revision to support Mobile reporting
- 2611 • Upgraded and migrated more than 1300 reusable Informer reports for various
- 2612 departments across campus
- 2613 • Updated and maintained CBORD system to support ID cards and door access
- 2614 • Performed semester end/semester start maintenance of CBORD database for student meal
- 2615 plans
- 2616 • Updated Ellucian Recruiter
- 2617 • Added virtualized servers, currently manage 166 virtual servers, 24 blade servers and 21
- 2618 traditional Windows servers
- 2619 • Upgraded enterprise level NetApp storage, currently provide 264 terabytes of storage
- 2620 with point in time snapshot data protection
- 2621 • Upgraded PRTG Network Monitoring with push notifications
- 2622 • Configured and implemented enterprise data protection backup utilizing UniTrendsFile-
- 2623 interface De-duplication System (FDS) solution on campus and DR Knoxville site
- 2624 • Redundant SonicWall Enterprise firewall solution upgraded and configured for high
- 2625 availability
- 2626 • Avaya VOIP phone system upgrade
- 2627 ○ New Voicemail system AVST upgrade sp3
- 2628 • New security cameras installed or replaced
- 2629 ○ LMU Park cameras
- 2630 ○ Duke Auditorium control room
- 2631 ○ Student Center cafeteria
- 2632 ○ Virginia CVM facility
- 2633 ○ Cedar Bluff interior and exterior
- 2634 ○ Replaced all Liles and West analog cameras
- 2635 • New single mode fiber install
- 2636 ○ Shipping and receiving
- 2637 ○ Grant Lee
- 2638 ○ Mary Mars gymnasium
- 2639 ○ Sigmon Communication Center
- 2640 ○ Woodshop

- 2641 • Access Control
- 2642 ○ Virginia farm
- 2643 ○ Cedar Bluff
- 2644 ○ Duke Hall IT
- 2645 ○ Security and Police office
- 2646 ○ Workout Facility
- 2647 ○ Art facility
- 2648 ○ Migrated from Mag stripe to PROX card
- 2649 • Network closet update
- 2650 ○ Grant Lee 2nd Floor
- 2651 ○ Avery Hall 1st Floor
- 2652 ○ Avery Hall 2nd Floor
- 2653 ○ Tex Turner Arena 1st Floor North Side
- 2654 ○ Tex Turner Arena 1st Floor South Side
- 2655 ○ Virginia CVM facility
- 2656 • Expanded Aruba Wireless solution to support
- 2657 ○ Virginia VetMed facility
- 2658 ○ DCOM 101
- 2659 ○ DCOM 102
- 2660 ○ DCOM 401
- 2661 ○ DCOM 402
- 2662 ○ Tex Turner Arena
- 2663 ○ Pace House
- 2664 ○ JFWA
- 2665 ○ Avery Hall
- 2666 ○ University Inn
- 2667 ○ Golf Field house
- 2668 • Audio Vault repair/setup/training for Sigmon
- 2669 • Added new AVID editor for Sigmon Communications
- 2670 • Added extra four terabytes of storage for DCOM Sim Lab
- 2671 • Added displays and sound to workout facility
- 2672 • Reprogramming of MANS Anatomy Pods For display from all pods
- 2673 • Expanded Ustream for Sigmon and various campus department
- 2674 • Expanded existing Adobe Connect Pro hosted web/video conference service
- 2675 • Automated library export file to OCLC
- 2676 • Automated export file to e2Campus
- 2677 • Created export file to retirement vendor
- 2678 • Created custom process to copy financial aid rules
- 2679 • Installed Web Procurement in WebAdvisor
- 2680 • Installed Retention Alert in WebAdvisor
- 2681 • Expanded EMMA - time card solution for Maintenance and Security
- 2682 • Created custom forms and files to enable the storage of vehicle permit data
- 2683 • Upgraded Micros (cafeteria software) to version 7.1

- 2684 • Moved Papervision Transcript Images to Image Now
- 2685 • Implemented new helpdesk software package I support
- 2686 • Created custom process to gather data for the CDS financial aid summary
- 2687 • Created computed columns to support Degree Audit implementation
- 2688 • Created computed columns to support I Modules data export
- 2689 • Created custom process to find address records with issues
- 2690 • Upgraded Portal to latest version
- 2691 • Completed Image Now I Script training
- 2692 • Completed Active Data Calendar training
- 2693 • Completed Colleague Rules Writing course
- 2694 • Completed Blackboard Administration Training
- 2695 • Automated Blackboard custom exports
- 2696 • MOX upgrade
- 2697 • CBORD upgrade
- 2698 • Strengthened and tested our Colleague backup process
- 2699 • Expanded Desktop backup software solution InSync
- 2700 • e-Advising
- 2701 • Student Self Service Views
- 2702 • Admissions Communications Management expansion
- 2703 • E-commerce in the Cashier's Office
- 2704 • IT System Security Review
- 2705 • Upgraded Recruiter to 3.7
- 2706 • Implemented the new mobile solution with push notification
- 2707 • Created an automated process for Athletics to notify instructors when athletes will be missing class
- 2708 • Implemented Image Now in DCOM Career Services
- 2710 • Attended Softdocs training

2711 **Objective 5.3:** *Provide training opportunities for faculty, staff, students and technology support*
2712 *staff.*

2713

2714 **Progress:**

2715

2716 Information Services

- 2717 • IS Helpdesk closed 22695 work order tickets
- 2718 • Provided training to new incoming DCOM students
- 2719 • Provided training to new incoming CVM Students
- 2720 • Provided training to new incoming NA/FNP students
- 2721 • Provided training to new incoming PA students
- 2722 • Provided training to new incoming DSOL students
- 2723 • Trained additional administrative users in the use of the Informer reporting product
- 2724 • Trained security staff on Avigilon security camera software
- 2725 • Trained security staff on NCC fire alarm system
- 2726 • Trained and tested Siren Notification System
- 2727 • Trained Finance staff on Synoptix financial reporting software
- 2728 • Trained new employees on WebAdvisor
- 2729 • Provided basic training/orientation on email, wireless access, network login, and printing
2730 to support EdD students
- 2731 • Provided onsite tech support for sessions of nursing ERI online testing at Cedar Bluff and
2732 Harrogate campuses
- 2733 • Completed upgrades on all video conferencing appliances
- 2734 • Upgraded TMS to support automation of video conferences
- 2735 • Provided tech support for 163, 2-3 way internal video conferences
- 2736 • Provided tech support and scheduling for 106 external video conferences
- 2737 • Replaced 201 Desktop systems that were three years or older
- 2738 • Replaced 116 Laptop solutions that were three years or older
- 2739 • Re-designed LMU IS Helpdesk to provide more self-service options
- 2740 • Provided chat function to IS helpdesk for immediate service and Bomgar integration
- 2741 • Re-designed LMU automated attendant
- 2742 • Re-designed University Medical Clinic automated attendant
- 2743 • Implemented new operator call script and procedure

2744 **Objective 5.4:** *Provide user support for technology services.*

2745

2746 **Progress:**

2747

2748 Information Services

2749 • Performed routine network monitoring of LMU's switched network for performance and
2750 high availability

2751 • Upgraded VMWare to version 6.0

2752 • Restricted SSN on Colleague screens to only those with a business need

2753 • Performed routine maintenance, firmware upgrades and monitoring of LMU servers for
2754 performance and availability

2755 • Performed routine maintenance, firmware upgrades and monitoring of LMU's hardware
2756 appliances to assure security, optimum performance and high availability

2757 • Performed routine maintenance, firmware upgrades on 103 Windows Servers

2758 • Procure adequate instructional technology (e.g., laptops) for adjunct faculty

2759 • Maintained timely updates on over 2500 Windows workstations (faculty, staff and
2760 students)

2761 • Maintained and verified timely and valid backups of the Colleague systems on a daily
2762 basis

2763 • Maintained and verified timely and valid backups of email, mission critical SQL and
2764 Oracle databases

2765 • Implemented new disaster recovery solution with co-located systems

2766 • Upgraded Media Site

2767 **Objective 5.5:** *Plan and implement necessary resources and services for radio/television*
2768 *stations.*

2769 **Progress:**

2770 Information Services

- 2771 • Televised over 80 live LMU athletic events during the 2014-15 academic year. These
2772 included men's & women's soccer, volleyball, men's & women's basketball via local
2773 cable channel 20 and worldwide via our stream.
- 2774 • Televised the NCAA Regional Basketball Tournament locally on channel 20 and
2775 streamed live to all participating member schools. LMU had over 4,000 views during the
2776 tournament.
- 2777 • Provided radio broadcast of over 65 men's & women's basketball games (home and
2778 away) over WLMU-FM during the 2014-15 season
- 2779 • Provided live radio broadcast of the SAC Basketball Tournament from Greenville, SC
2780 and the NCAA Regional Basketball Tournament
- 2781 • Live streamed the entire SAC Women's Softball Tournament, which was hosted by LMU
2782 in 2014
- 2783 • Produced weekly basketball coaches' show on WLMU-FM
- 2784 • Sigmon has created the LMU Sports Network, which is home for all LMU athletics
2785 broadcasts and local high school football radio and television programming (Cumberland
2786 Gap High School and Claiborne County High School)
- 2787 • Rebranded LMU's "Channel 20" as LMU Community TV
- 2788 • Expanded the coverage area of LMU Community TV through an agreement with Sunset
2789 Media, bringing our programming into Lee, Scott, and Wise counties in Virginia, and
2790 Hancock County in Tennessee
- 2791 • Expanded Sigmon Communication's weekly news coverage, adding special segments
2792 including a weekly entertainment report, tips on elder care and tips for pet care
- 2793 • Produced live broadcast of Philanthropy Day Telethon which was streamed live from the
2794 Tex Turner Room in the arena
- 2795 • Televised and broadcast the second Servolution Telethon.
- 2796 • Live streamed LMU Commencement, DCOM Commencement, PA Graduation and
2797 various White Coat and Pinning ceremonies
- 2798 • Provided audio and video services for local high school graduations held at Tex Turner
2799 Arena (Claiborne County, Cumberland Gap, Union County & Campbell County)
- 2800 • Provided audio services to the LMU campus at large for speaking events, awards
2801 banquets, Homecoming, theatrical and music performances and lectures
- 2802 • Produced in-house public service announcements dealing with domestic abuse (ABE's
2803 Team) and graduation safety (drinking & driving)
- 2804 • Live streamed lectures to regional hospitals for TOMEK (DCOM)
- 2805 • Continued to work closely with the Media Communications Program, providing facilities
2806 and support for its instructional programs
- 2807 • Integrated students into the Sigmon work force, allowing students to work for credit in
2808 the Practicum Program, Work Study, and on a paid part-time basis; employed 22 students
2809 from across campus and various programs during the 2014-15 academic year

- 2810 • Produced promotional recruitment video for admissions, to be used for international
- 2811 recruitment (China)
- 2812 • Produced campus tour video showcasing the Medical Library for DCOM
- 2813 • Produced a new commercial for the Abraham Lincoln Museum & Library
- 2814 • Produced promotional video for CVM recruitment
- 2815 • Produced a 60 minute Christmas concert that featured the LMU Concert Choir and Brass
- 2816 Ensemble
- 2817 • Worked with Veterinary Tech program (Professor Bonnie Price/Dr. Vina Faulkner) to
- 2818 produce a series of Pet Tips segments used on our weekly news. Vet Tech students wrote
- 2819 copy and acted in the spots.
- 2820 • Recorded the annual Lincoln Symposium at the Abraham Lincoln Museum & Library
- 2821 (April 2015)
- 2822 • Participated in the annual ROHO Shopping Spree
- 2823 • Continued with equipment and infrastructure upgrades, adding new high definition
- 2824 cameras, updated audio editing software, updated video editing software new equipment
- 2825 to improve remote broadcasts
- 2826 • Created new radio programs, including new morning show on WLMU-FM and nightly
- 2827 specialty music programs on WLMU-FM. Also created a new community affairs
- 2828 program on WLMU-FM that spotlights local charitable and nonprofit organizations.
- 2829 • Continue to provide a radio and television platform for local church programming on
- 2830 LMU Community TV, Channel 4, WCXZ-AM and WLMU-FM
- 2831 • Upgraded the radio music and automation systems for WCXZ-AM and WLMU-FM
- 2832 • Hired a new Program Director for both radio stations
- 2833 • LMU Community TV is in over 4,000 households in Claiborne County on Vyve
- 2834 Broadband Cable
- 2835 • Continue to increase the social media profile for LMU Community TV, WCXZ-AM and
- 2836 WLMU-FM
 - 2837 ○ Facebook ‘likes’ for LMU Community TV page increased by 31% from January 2014
 - 2838 through May 2015. Total reach for each post is over 5,000 people.
 - 2839 ○ Facebook ‘likes’ for the WLMU-FM page increased over 100% from August 2014
 - 2840 through May 2015. Total reach for each post is over 200 people.
 - 2841 ○ Facebook ‘likes’ for the WCXZ-AM page increased over 32% from July 2014
 - 2842 through May 2015. Total reach for each post is over 200 people.

2843 **Objective 5.6:** *Provide appropriate support for research initiatives at the University.*

2844

2845 **Progress:**

2846

2847 Information Services

- 2848 • Supported Institutional Effectiveness in ABA electronic reporting needs for the Duncan
- 2849 School of Law
- 2850 • Provided an in-depth analysis of financial aid data for the Common Data Set
- 2851 • Upgraded Colleague system for all Federal regulatory releases
- 2852 • Updated Institutional Effectiveness website to contain most recent institutional, state, and
- 2853 federal reports.
- 2854 • Provided enrollment and financial data from the Colleague system to Institutional
- 2855 Research, VP of EMSS, and Director of Financial Aid to support institutional, state, and
- 2856 federal reporting requirements

2857 **Objective 5.7:** *Develop and maintain a high quality external website.*

2858

2859 **Progress:**

2860

2861 Information Services

2862

- Off campus website hosting

2863

- www.lmunet.edu

2864

- <http://Library.lmunet.edu>

2865

- <http://Law.lmunet.edu>

2866

- <http://Vetmed.lmunet.edu>

2867

- Museum online store

2868

- Website redesign

2869

- Contract vendor selected

2870

- Home page templates submitted

2871

- Co-located all websites for high availability

STRATEGIC GOAL VI

Enhance resources.

2872
2873
2874

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

2877

Progress:

2878

2879

University Advancement

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2881

- Continuous collaboration with all campus groups and extended learning sites
- Continued partnership between LMU Women of Service and Pearls of Grace in Knoxville, TN, to encourage high school girls from distressed homes to make education a priority, and to assist in recruiting
- Continued fundraising projects with Women of Service to raise dollars for scholarships
- Partnered with Knoxville-based Remote Area Medical to offer health services to the underserved in our region
- Continued partnership with Relay for Life
- Launched *#RandomActsofAbe* to utilize the Abe mascot in displays of random acts of kindness throughout the main campus and extended learning sites

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Duncan School of Law (DSOL)

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- DSOL faculty collaborated with other programs to provide guest lectures, independent study advisement, curricular assistance and teaching with the Business, Pre-law, Political Science and Criminal Justice programs
- DSOL benefitted from fundraising efforts and event assistance provided by the University Advancement staff
- DSOL coordinated the marketing efforts of its admissions and part-time social media staff with the University's Public Relations staff
- DSOL faculty and staff utilized Pathway on a regular basis to stay apprised of relevant events
- DSOL sought to improve its relationship with the Office of Administration by, among things, conforming its calendar to the University's calendar, obtaining guidance regarding its procedures regarding use of the law school facility by outside organizations, and seeking assistance with coordinating office reorganization

2905 **Objective 6.2:** *Increase unrestricted donations through giving and alumni participation by*
2906 *building a broad base of annual support.*

2907

2908 **Progress:**

2909

2910 University Advancement

- 2911 • Increased cumulative giving totals by 254% over previous year
- 2912 • Increased Lincoln Fund by 7% (Lincoln fund is unrestricted dollars that are designated to
2913 a particular program)
- 2914 • Received gifts from 179 full-time faculty and staff (27.75 percent) in 2014-15 (as of May
2915 24, 2015)
- 2916 • Increased active friends giving rate to 17.04% during 2014-15 as of May 24, up from
2917 14.72% percent year-to-date in 2013-14
- 2918 • Completed 11th successful MVT fundraising test, and planned for 12th Advancement
2919 MVT test
- 2920 • Increased undergraduate alumni giving rate to 4.73 percent for fiscal 2014-15 as of May
2921 24, 2015 (up from 4.62 percent as of May 24, 2014), as a result of direct mail
2922 solicitations that target annual fund and scholarship giving, Lybunt and Sybunt mailings
2923 and phonathon solicitations
- 2924 • Received 23 “L” Club gifts for 2014-2015
- 2925 • Hosted “L” Club receptions during six home basketball games
- 2926 • Hosted a reception for LMU team parents and fans at the SAC men’s basketball
2927 tournament
- 2928 • Assisted the baseball coach with obtaining seat sponsors at Lamar Hennon Field
- 2929 • Served 55 paying guests at “Steak Night” during the home opening basketball game to
2930 support Athletics Excellence Fund
- 2931 • Identified, cultivated and solicited major gift prospects from LMU and medical program
2932 graduates, DCOM parents and other constituents
- 2933 • Identified medical programs giving priorities such as the simulation lab, research lab and
2934 students scholarship needs, and educated prospective donors and other constituents to
2935 these needs
- 2936 • Worked with Information Services to maintain DCOM donor recognition screens in the
2937 first floor lobby of DCOM
- 2938 • Established contacts and solicited DCOM faculty, staff and adjunct faculty prospects
- 2939 • Organized an annual Golden Scalpel golf tournament to support student scholarships for
2940 DCOM, raising \$9,143 in net proceeds for the Ray Stowers Endowed Scholarship
- 2941 • Assisted student groups with fundraisers such as Doggie Dash, Light the Night 5k and
2942 others that support programs within Health Sciences
- 2943 • Increased Alumni Association membership: In 2009 there were a total of 209 dues paying
2944 members, and there are currently 1,036 members, an increase of 395%
- 2945 • Held alumni/student events at Cedar Bluff, DSOL, CVM, DCOM, Arts in the Gap,
2946 Kingsport and Corbin

- 2947 • Increased total revenue of in-kind gifts' totals for 2014 Alumni Association Golf
- 2948 Tournament by 23% over the previous year's total, raising \$14,449
- 2949 • Hosted 350 graduates and their families at the 2014 winter breakfast which is an increase
- 2950 of 45%; The first event in Spring 2013 had 240 participants
- 2951 • Hosted a graduation reception for the Spring 2015 commencement with over 1,000
- 2952 graduates and their families participating in the event
- 2953 • Registered 233 alumni officially for Homecoming in 2014, up 10% from 2013
- 2954 • Increased 50 year reunion class project by 77% (number of donors and 5% by amount
- 2955 given
- 2956 • Implemented an alumni oversight committee consisting of alumni directors from DCOM
- 2957 and DSOL
- 2958 • Hosted 661 alumni, staff, faculty and friends of LMU at LMU Family Day at Dollywood
- 2959 • Hosted 224 alumni, staff, faculty and friends of LMU at LMU Night at the Smokies
- 2960 • Hosted ten alumni for the LMU Travel Program
- 2961 • Completed iModules training
- 2962 • Viewed CASE Webinar: Creating a Career Services Program in Alumni Relations
- 2963 • Viewed Crescendo Webinar: Faculty and Staff Giving
- 2964 • Hosted 52 alumni and friends at Cincinnati Reds game
- 2965 • Monitored annual fund increases until report
- 2966 • Developed new "update my information" form via dcomalumni.LMUnet.edu for DO and
- 2967 PA alumni
- 2968 • Established plans for financial and professional growth of the DCOM Alumni
- 2969 Association
- 2970 • Established plans for 3rd and 4th year osteopathic medical student outreach through
- 2971 mentorship program
- 2972 • Established plan for annual tracking of DO and PA alumni data; first analysis performed
- 2973 Fall 2014
- 2974 • Increased alumni-related content in DCOM 2015 Annual Report
- 2975 • Sponsored events at DO and PA professional meetings, including:
- 2976 ○ AOA OMED
- 2977 ○ Tennessee Osteopathic Medical Association
- 2978 ○ Tennessee Academy of Physician Assistants
- 2979 ○ AACOM
- 2980 ○ American Academy of Osteopathy
- 2981 ○ American College of Osteopathic Family Physicians

2982 **Objective 6.3:** *Increase endowment participation by 5% annually for student scholarships,*
2983 *faculty development, research, endowed chairs, continuing education, physical plant and*
2984 *athletics (3.10.1—Principles of Accreditation).*

2985

2986 **Progress:**

2987

2988 University Advancement

- 2989 • Increased total endowment giving as of May 24, 2015, to \$635,959.33, an increase of
- 2990 22.3 percent over 2013-14 year-to-date
- 2991 • Established five new endowed scholarship funds and 13 new annual scholarship funds
- 2992 during 2014-15 (as of May 24)
- 2993 • Presented 247 annual and endowed scholarships to a total of 300 students from 16 states
- 2994 and six foreign countries, in coordination with the LMU Student Awards Committee

2995 **Objective 6.4:** *Market and promote the University locally, regionally, nationally and*
2996 *internationally by use of all electronic and non-electronic media sources to support current*
2997 *recruitment, retention and fund raising goals cited in appropriate departmental strategic plans,*
2998 *and to increase pride in the University (Extended learning sites include: Cedar Bluff, Duncan*
2999 *School of Law, Mercy Medical Center St. Mary's, Blount County, Kingsport, Sevierville,*
3000 *Morristown, TN; Ewing, VA; Corbin, KY, and Middlesboro, KY,) (1.1 and 4.6—Principles of*
3001 *Accreditation).*

3002

3003 **Progress:**

3004

3005 Marketing and Public Relations

3006

- 2015 Tennessee College Public Relations Association (TCPRA) Awards

3007

- TV spot won gold with “Lincoln’s Legacy”

3008

- 3D billboard won gold with “Hats Off”

3009

- Flat Abe social media campaign won bronze

3010

- Flat Abe jump drive won silver for specialty item

3011

- Designed new billboards in the Knoxville DMA to promote nursing programs

3012

- Placed radio sponsorship of Nurses Night Out event in Johnson City to promote

3013

Kingsport location. Included radio spots on WTFM and WVEK, a radio remote at the

3014

Kingsport Nursing infosession, banner and booth at the event with additional on-air

3015

mentions

3016

- Conducted a digital marketing campaign throughout the year to draw traffic to the

3017

Nursing, PA and DCOM web page on the website

3018

- Launched DNP program recruitment with comprehensive marketing campaign

3019

- Distributed press releases on 40th Anniversary of Nursing program, Nursing infosessions

3020

and new Doctor of Nursing Practice Program

3021

- Conducted a digital marketing campaign throughout the year to draw traffic to the

3022

DCOM website and PA webpage

3023

- Produced and distributed DCOM Annual Report, designing and writing the publication in

3024

house instead of out sourcing to a printer

3025

- Created a Match Day Campaign to promote students going into residency and the

3026

hospitals we partner with

3027

- Collaborated with JAOPro to produce a new 30 second branding spot for the University,

3028

emphasizing our association with Abraham Lincoln. The spot ran on various TV

3029

broadcasts including NFL and College Football games, during Rivalry Thursday

3030

broadcasts and on news broadcasts in Knoxville. It earned American Advertising Awards

3031

Bronze recognition and Tennessee College Publications Association Awards Gold

3032

recognition.

3033

- Incorporated one of the seminal shots from the Lincoln Legacy spot into a billboard

3034

campaign, taking the stovepipe hat among graduate caps and using it to brand LMU. A 3-

3035

D stovepipe hat prop was used on the static billboard to draw attention. The billboard was

3036

displayed in Knoxville starting in Knoxville and has moved once. It earned American

3037

Advertising Awards Silver recognition and Tennessee College Publications Association

- 3038 Awards Gold recognition. The design was also submitted as a nominee for the
 3039 international OBIE Awards for outdoor advertising.
- 3040 • Facilitated interviews with Knoxville media utilizing Duncan School of Law faculty
 3041 members as legal experts
 - 3042 • Coordinated a strategic marketing and public relations campaign announcing provisional
 3043 ABA accreditation for the Duncan School of Law
 - 3044 • Distributed press release on number of scholarships available through CVM
 - 3045 • Coordinated the development of a University virtual tour with YouVisit
 - 3046 • Facilitated the planning for the 2015 Remote Area Medical Health Expedition at LMU
 3047 which provided \$298,103 worth of free medical, dental and vision care to 474 people
 - 3048 • Developed a variety of new video content for the LMU YouTube channel, but not
 3049 department-specific
 - 3050 • Provided training and support to student bloggers
 - 3051 • Verified the benefit of blogging with SEO; pre-vet blogger is on first page of related
 3052 Google searches
 - 3053 • Provided consultation, training, development and management for individuals who will
 3054 be running official social media channels
 - 3055 • Updated the social media directory to reflect each new channel
 - 3056 • Deactivated unused social media accounts
 - 3057 • Provided training and development for all Pathway team sites and information sites
 - 3058 • Encouraged users to utilize Pathway; worked with users to develop new team and
 3059 information sites
 - 3060 • Continued to grow the alumni population on social media accounts
 - 3061 • Worked with the alumni director to strengthen alumni campaigns with social media
 3062 supplements
 - 3063 • Successfully implemented social media schedule for alumni accounts
 - 3064 • Increased Flat Abe following and use; awarded two GoPro cameras to contestants
 - 3065 • Implemented social media as a main focus of the Homecoming 2014 activities with a
 3066 photo booth, QR code photo walking tour, and an event hashtag
 - 3067 • Worked with student groups to develop concepts for technology displays during alumni
 3068 night
 - 3069 • Assisted in development and implementation of #RandomActsofAbe and #DCOMmatch
 3070 campaigns
 - 3071 • Updated golf tournament brochures for the Alumni Association and the Athletic
 3072 Department
 - 3073 • Updated the Alumni Association (call for membership) brochure
 - 3074 • Developed a brochure for the schools of Arts and Humanities, Business, Education,
 3075 Nursing, Allied Health Sciences and Mathematics and Sciences
 - 3076 • Updated the financial aid/affordability brochure and the undergraduate viewbook for
 3077 reprint
 - 3078 • Created pocket folders for the Financial Aid Department and Admissions Department to
 3079 use when sending out communication to prospective/accepted students

- 3080 • Assisted with the development of a recruitment brochure for Chinese students, and
- 3081 applications for admission for international students
- 3082 • Developed a brochure for parents, *Parenting From A Distance*
- 3083 • Coordinated a professional three-day photo shoot to update the image library (in
- 3084 cooperation with the director of marketing and PR for health sciences)

3085 **Objective 6.5:** *Continue aggressive fundraising to meet identified fundraising priorities:*
3086 *increased annual fund donor base; increased endowment fund; capital projects for facility*
3087 *construction, maintenance and improvement. (2.11.2, 3.10.5—Principles of Accreditation).*
3088

3089 **Progress:**

3090

3091 University Advancement

- 3092 • Collaborated with the Finance Office and the Board of Trustees on approved capital
3093 projects
- 3094 • Major Gifts and Grants (\$25,000 and above) for Fiscal 2014-15:
 - 3095 ○ Received 27 major outright gifts for a total gift amount of \$6,041,384.93
 - 3096 ○ Recorded total giving, as of May 24, 2015, of \$7,118,900.70
- 3097 • Achieved 50% success rate for proposals
- 3098 • Submitted 27 Foundations proposals
- 3099 • Maintained clear communications with ORGSP and DCOM for grant reporting,
3100 stewardship and communication
- 3101 • Followed procedures in accordance with ORGSP
- 3102 • Developed connections across campus to facilitate projects that are successful and
3103 externally funded

3104 **Objective 6.6:** *Continue to utilize the Ellucian Colleague Advancement system in the most*
3105 *efficient manner to provide support for the University by accurately recording gifts and*
3106 *maintaining gift records and computer information (2.11.1 and 3.10.2—Principles of*
3107 *Accreditation).*

3108

3109 **Progress:**

3110

3111 University Advancement

- 3112 • Continued to maintain Entrinsik Informer as the standard UA reporting tool, and worked
3113 with IS to re-build the Informer library as a follow-up to the SQL environment transition
- 3114 • Maintained and expanded non-charitable fund designations in Colleague Advancement to
3115 facilitate the processing of online credit card non-gift payments
- 3116 • Maintained 2014-15 LMU Student Awards Committee shared document library, and
3117 implemented InfoPath forms for awards recommendations
- 3118 • Maintained and expanded shared codes between Financial Aid and Advancement
3119 scholarship fund designations
- 3120 • Continued the use of Square readers at special events to facilitate the receipt of credit
3121 card gifts
- 3122 • Maintained and expanded MVT outcomes tracking in Colleague Advancement
- 3123 • Continued to utilize call report and donor proposal tracking in Colleague Advancement
- 3124 • Continued ImageNow document scanning as a platform for archiving and accessing
3125 documents
- 3126 • Initiated preparations for adoption of Michelangelo Software service as a graphical
3127 reporting and mapping tool for University Advancement

3128 **Objective 6.7:** *Participate in reaffirmation of accreditation activities and planning through*
3129 *representative membership on committees addressing compliance with specific components of*
3130 *the Principles of Accreditation: Foundations for Quality Enhancement (2.5—Principles of*
3131 *Accreditation).*

3132

3133 **Progress:**

3134

3135 University Advancement

3136 • Lincoln Memorial University is in compliance with Comprehensive Standard 3.2.12. The
3137 University’s administrative structure, its Bylaws, and institutional policy all ensure
3138 compliance with the comprehensive structure. Lincoln Memorial University’s Gift
3139 Acceptance Committee comprised of the President, Vice President for University
3140 Advancement, and Vice President for Finance has responsibility for the approval of all
3141 fundraising initiatives, campaigns, and solicitations, as well as the policies and
3142 procedures that govern LMU’s fundraising efforts.

3143 • The Bylaws of the LMU Board of Trustees include the Charter of the Development
3144 Committee, including its purpose and responsibilities. The Vice President for University
3145 Advancement serves as a resource for the designated members of the Board of Trustees
3146 Development Committee and the Vice President for University Advancement reports
3147 directly to the President, as shown on the LMU Organizational Chart. As indicated by
3148 this reporting relationship, the President controls the institution’s fundraising activities
3149 and utilizes the expertise of appropriate professionals to advise her on matters related to
3150 fundraising.

3151 • The Division of University Advancement supports the development and implementation
3152 of the processes, as it relates to the Division of Advancement’s efforts to maintain
3153 business functionality in the event of a disaster.

3154 • The Division of University Advancement abides by the CASE’s (Council for the
3155 Advancement and Support of Education) Code of Ethics in Fundraising and we accept
3156 gifts based on the Board of Trustee approved Gift Acceptance Policy and Estate Planning
3157 Policy manuals.

3158 **Objective 6.8:** *Enhance legislative relationships.*

3159

3160 **Progress:**

3161

3162 University Advancement

3163 • The Director of Major Gifts and External Relations maintained regular contact with local,
3164 state, and national legislators.

3165 • Strengthened relationships with our elected representatives on the local, state, and the
3166 federal levels

3167 • Monitored the federal grant process on all LMU projects

3168 Duncan School of Law (DSOL)

3169 • Governmental Relations Advocacy (GRA) Courses were offered to DSOL students as
3170 elective course offerings

3171 • GRA students had opportunities to meet and intern with members of the legislature

3172 • Faculty members produced scholarship related to the implementation of new legislation
3173 or modifications to existing law

3174 • Local and state legislators were routinely invited to DSOL to speak in the

3175 Professionalism Series and attend symposia, presentations and social events

3176 • Faculty members provided education and training for members of the judiciary and local
3177 bar associations

3178 • Students were placed in judicial, legislative and political internship and externships

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STRATEGIC GOAL VII

Assess and enhance university-wide research and scholarly activity.

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

Progress:

Office of Research, Grants, and Sponsored Programs (ORGSP)

- URC Membership included each school or college Dean or the appropriate Dean's representative, the Director of the Abraham Lincoln Library and Museum, as well as the Executive Director of the ORGSP
- Continued to refine and update the routing and approval form for grant submissions that streamlined signature requirements while ensuring that deans and divisional VPs were informed of grant submissions in their areas
- Continued to encourage self-reporting of research and scholarly activity by reporting such activity in ORGSP newsletter
- ORGSP newsletter highlighting faculty research and scholarly activity is electronically distributed monthly to faculty through Pathway and the ORGSP website
- ORGSP coordinates with Office of Public Relations on publicizing grants

3200 **Objective 7.2: INFRASTRUCTURE** - Foster the development and management of the
3201 centralized research support services to optimize their utility, accessibility and their
3202 responsiveness to the campus and extended site research community.
3203

3204 **Progress:**
3205

3206 Office of Research, Grants, and Sponsored Programs (ORGSP)

- 3207 • Worked with auditors when appropriate to ensure all policies and required documentation
3208 are in place to ensure compliance and the responsible conduct of research
- 3209 • The Collaborative Institutional Training Initiative (CITI) was implemented in January
3210 2011 and so far 3,352 faculty, staff and students have been trained
- 3211 • The ORGSP worked with faculty on several grants, which include research conduct by
3212 undergraduate students
- 3213 • ORGSP worked with CMRC researchers on grants or contracts
- 3214 • ORGSP continuously updated its website to provide the best faculty support possible for
3215 research, grants and sponsored program activities
- 3216 • ORGSP provided a comprehensive list of grant opportunities listed on the ORGSP
3217 website and updated monthly
- 3218 • Together, ORGSP, Director of Foundations, and the Director of Health Sciences
3219 Research continued to notify appropriate faculty of the opportunities
- 3220 • Together, ORGSP, Director of Foundations, and the Director of Health Sciences
3221 Research assisted in the preparation and submission of 52 grant applications totaling
3222 \$10.6 million requested dollars in fiscal year 2011-2012
- 3223 • The total awarded dollars for LMU in externally funded grant support is currently \$4.0
3224 million
- 3225 • The ORGSP worked closely with the Chair of the IRB as a support and processing
3226 mechanism
- 3227 • In FY 2014-2015, 55 IRB applications were submitted and reviewed by the LMU IRB
- 3228 • ORGSP staff attended two NCURA research administration training seminars during FY
3229 2011-2012. ORGSP also staff attended six webinars.
- 3230 • The ORGSP completed the NSF Survey for Research and Development at Colleges and
3231 Universities for 2014-2015 in April 2015

3232 **Objective 7.3: FACULTY** - *Ensure adequate on campus and extended site faculty to initiate,*
3233 *grow and sustain both undergraduate and graduate level research.*

3234 **Progress:**

3235 Office of Research, Grants, and Sponsored Programs (ORGSP)

- 3236 • 60 Publications and 119 Presentations by LMU Faculty as listed by Schools and Colleges
3237 are as follows:
- 3238 • Math and Sciences: three Publications and ten Presentations
 - 3239 • Arts and Humanities: 32 Publications and 56 Presentations
 - 3240 • Allied Health: 0 Publications and 7 Presentations
 - 3241 • DCOM: two Publications and 23 Presentations
 - 3242 • CSON: 7 Publications and 7 Presentations
 - 3243 • DSOL: 16 Publications and 16 Presentations
 - 3244 • Mini-Grants were awarded by the URC to six Faculty members in the total amount of
3245 \$22,710

3246 **Objective 7.4: FACILITIES** - *Identify the need for research facilities; foster their development*
3247 *and manage them to optimize their utility and accessibility to the university wide research*
3248 *community.*

3249

3250 **Progress:**

3251

3252 Office of Research, Grants, and Sponsored Programs (ORGSP)

- 3253 • A list of journals where faculty can publish their education research compiled by the
3254 Medical Librarian for the URC is available on the ORGSP website
- 3255 • Approximately 4700 sq. ft. of dedicated research space in the Math and Science building
3256 is currently being utilized by faculty in the schools of CVM, Math and Science, and
3257 DCOM
- 3258 • The CMRC building is operational and occupied by three faculty members for scientific
3259 research with undergraduate student participation
- 3260 • The field station at BFREE is fully operational with LMU faculty and students
3261 conducting workshops and research

3262 **Objective 7.5: EVALUATION** - *To develop and implement an evaluation system that recognizes*
3263 *the importance of research to the mission of the University.*

3264

3265 **Progress:**

3266

3267 Office of Research, Grants, and Sponsored Programs (ORGSP)

- 3268 • A database containing all grant and contract submissions was updated jointly by the
- 3269 Executive Director of the ORGSP, the Director of Foundations and the Director of Health
- 3270 Science Grants and Research DCOM and was stored on Pathway
- 3271 • Drafted a form for use by faculty and staff to document research and scholarly activity
- 3272 • A database of faculty scholarly publications continues to be maintained by the ORGSP
- 3273 • Faculty and staff receive a monthly newsletter from the ORGSP which details research
- 3274 and scholarly activity at LMU

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Section II

Strategic Plan: 2016-2021

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Strategic Goal 1:

3278

Assess and enhance academic quality

3279 **Strategic Goal 1:** *Assess and enhance academic quality.*

3280 **Objective 1.1:** Connect all development, improvement and implementation of curricula and
3281 programs to the University mission and planning, budgeting, and assessment processes.

3282

3283 **Strategies and Action Plans:**

- 3284 • Define the minimum required elements of a feasibility study.
- 3285 • Proposals (including feasibility studies, adequacy of faculty, staffing plans, mission
3286 compatibility, budget pro forma and all budgetary implications) for accreditation
3287 substantive changes will go sequentially through the appropriate curriculum
3288 committee(s), program(s), department(s), college(s), school(s), division(s), and Academic
3289 Council. Subsequently, they will be forwarded to the appropriate vice president for
3290 consideration and presentation to the President’s Cabinet. The Institutional Effectiveness
3291 Committee will be informed after review/approval by the Cabinet and Board of Trustees.
- 3292 • Proposed academic programs should receive review of financial pro forma and marketing
3293 plans prior to entering the academic approval process beyond the school/college level.
- 3294 • Each program will demonstrate evidence of assessment results and outcomes used to
3295 improve/support curricula, programs, compliance with accreditation criteria, and the
3296 annual budget process.
- 3297 • Programs will use appropriate technology to document assessment results.
- 3298 • Documented assessment results will be distributed and used to guide program
3299 improvement on a continual basis.
- 3300 • Include in the program budget pro forma adequate funding for marketing new programs.

3301

3302 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Office of
3303 Institutional Effectiveness, Senior Director of Marketing, Associate Vice President for Academic
3304 Affairs (AVPAA), Provost and Vice President for Academic Affairs (VPAA), and appropriate
3305 Vice President(s) (VPs).

3306

3307 **Time Frame:** Ongoing. Curricular changes should be completed by March 1, with inclusion in the
3308 new catalogs and the fall schedule of classes. Any changes with fiscal impact must be included in
3309 the budget planning process.

3310

3311 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
3312 resources for marketing, program development, learning resources, assessment, appropriate
3313 technology, and accreditation processes.

3314

3315 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,
3316 Office of Institutional Effectiveness, Senior Director of Marketing, and appropriate Vice
3317 Presidents of budget proposals and marketing plans based on departmental and program plans and
3318 needs identified by assessment activities and corresponding program outcomes.

3319

3320 **Use of Results:** To create, maintain and document a connection among mission fulfillment,
3321 academic planning, and budgetary decision-making as these relate to continued assessment and
3322 enhancement of academic quality.

3323

3324 **Strategic Goal 1:** *Assess and enhance academic quality*

3325

3326 **Objective 1.2:** Create, revise and support or eliminate academic programs at the undergraduate,
3327 post-baccalaureate, and graduate levels located at Harrogate and extended learning sites. All
3328 programs will be linked to program assessments and the University mission.

3329

3330 **Strategies and Action Plans:**

3331 • Consider and implement innovative approaches to instructional delivery and student
3332 learning, including but not limited to hybrid courses and programs

3333 • Continue the development and implementation of new academic programs including, but
3334 not limited to: (1) Continuing Medical Education (CME); (2) Graduate Medical
3335 Education (GME); (3) Doctor of Veterinary Medicine (DVM); (4) online Registered
3336 Nurse (RN) to Bachelor of Science in Nursing (BSN) program; (5) Associate and
3337 Bachelor degrees in Veterinary Health Science (VHS); (6) undergraduate secondary
3338 certification in teacher education in specific disciplines; (7) Master of Science Life
3339 Science Teaching; (8) Medical Laboratory Science continuing education; (9) Government
3340 Relations Advocacy as a concentration in the MPA program ; (10) Doctor of Nursing
3341 Practice (DNP); (11) Master of Science in Business Analytics; (12) Doctor of Business
3342 Administration (DBA); (13) Master of Public Administration (MPA); (14) Bachelor of
3343 Science and Master of Science in Sports Management; (15)DVM/MBA joint degree; (16)
3344 2+2 Undergraduate Education program at regional community colleges; Associate degree
3345 programs, Doctor of Medicine Science (DMS), undergraduate licensure in ESL and (17)
3346 additional undergraduate and graduate programs.

3347 • Continue/begin investigation of new academic programs including, but not limited to: (1)
3348 reciprocal licensure pathways for teachers and leaders from Alabama; (2) Master of
3349 Science in Professional Health Education; (3) Bachelor of Science in Health Sciences; (4)
3350 Master of Science in Athletic Training; (5) Master of Arts in Psychology; (6) DO/MS; (7)
3351 Doctor of Osteopathic Medicine/Juris Doctor (DO/JD); (8) JD/MBA and JD/MPA joint
3352 degree programs; (9) JD/DVM joint degree program; (10) hybrid Veterinary Medical
3353 Technology program; (11) DVM/MS; (12) Bachelor of Science in Computational
3354 Science; (13) international programs and other collaborative efforts; (14) School and
3355 Personal Counseling programs at the Chattanooga State Community College; (15)
3356 Medical Laboratory Science to Corbin, Chattanooga and Knoxville extended learning
3357 sites; (16) School librarian endorsement; (17) Master of Occupational Therapy; (18)
3358 Doctor of Physical Therapy (DPT); (19) additional MSN concentrations (business
3359 emphasis); (20) Dentistry; (21) Aviation-related programs; (22) 3 + 3 professional
3360 programs and undergraduate programs to include law, medicine, and veterinary programs
3361 (23) certificates of Therapy (Art and Music); (24) Associate of Business Administration;
3362 (25) DVM/MPA joint degree; and (26) additional undergraduate and graduate programs,
3363 including degree completion programs and bridge programs.

3364 • Explore opportunities to provide regional and international academic program offerings

3365 • Continue to improve coordination between Harrogate and extended learning sites with
3366 emphasis on budget development, human resources, community, student support
3367 services, technology, learning resources, marketing, facility operations and comparability
3368 of courses/programs

- 3369 • Continue to explore, secure and utilize technology to enhance the instructional delivery
3370 process
3371 • Provide relevant professional development opportunities for all faculty, including training
3372 for program promotion to enhance enrollment and retention
3373 • Continue the process for obtaining full ABA and AVMA accreditation
3374

3375 **Responsibility:** Instructional Technologist, Director of Online Learning, Program
3376 Directors/Coordinators, Department Chairs, Deans, Associate Vice President for Academic
3377 Affairs, Provost/VPAA and appropriate VPs.
3378

3379 **Time Frame:** Ongoing. Curricular changes and program creations should be completed by March
3380 1, with inclusion in the new catalogs and schedule of classes. Any changes with fiscal impact must
3381 be included in the budget planning process.
3382

3383 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
3384 resources for program development, library and other learning resources and accreditation
3385 processes.
3386

3387 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,
3388 Office of Institutional Effectiveness, and appropriate VPs, of budget proposals based on
3389 departmental and program plans and needs identified by assessment activities and corresponding
3390 program outcomes.
3391

3392 **Use of Results:** To create, maintain, and document a connection among academic planning,
3393 budgeting, implementation and mission fulfillment.

3394 **Strategic Goal 1:** Assess and enhance academic quality.

3395

3396 **Objective 1.3:** Pursue international collaborations to enhance the diversity and quality of the
3397 University community and academic programs.

3398

3399 **Strategies and Action Plans:**

3400

- Develop and expand student exchange programs

3401

- Develop and expand faculty exchange programs

3402

- Develop a visiting scholars program

3403

- Continue to recruit, enroll and retain international students

3404

- Continue to revitalize the English Language Institute (ELI)

3405

- Continue to develop relationships with language institutes

3406

- Continue to build infrastructure to support collaborations and other initiatives

3407

3408 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Director of
3409 International Programs, Assistant Director of International Programs, Coordinator of International
3410 Recruitment and Advising, Associate Vice President for Academic Affairs, Provost/VPAA.

3411

3412 **Time Frame:** Ongoing.

3413

3414 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
3415 resources for program development, library and other learning resources, accreditation processes
3416 and travel.

3417

3418 **Assessment:** Annual review by Director of International Programs, Assistant Director of
3419 International Programs, Coordinator of International Recruitment and Advising, Associate Vice
3420 President for Academic Affairs, and Provost/VPAA

3421

3422 **Use of Results:** To enhance the diversity and quality of the University community and academic
3423 programs. Fortuitous

3424 **Strategic Goal 1:** *Assess and enhance academic quality.*

3425

3426 **Objective 1.4:** Ensure that all programs have clearly articulated academic expectations.

3427

3428 **Strategies and Action Plans:**

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- Develop and enhance expectations for each program

3430

- Publicize academic expectations via appropriate channels

3431

- Collaborate with marketing and student recruitment to publicize academic expectations

3432

- Demonstrate and document a systematic plan of evaluation for all programs

3433

- Establish Publications Department to ensure accuracy and consistency of information in

3434

all catalogs, handbooks, program brochures, and provide a unified brand for all

3435

publications

3436

3437 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Associate Vice

3438 President for Academic Affairs, Provost/VPAA, and appropriate Vice Presidents.

3439

3440 **Time Frame:** Ongoing. Curricular changes and program creations should be completed by March

3441 1, with inclusion in the new catalogs and schedule of classes. Any changes with fiscal impact must

3442 be included in the budget planning process.

3443

3444 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted

3445 resources for program development, learning resources, and accreditation processes.

3446

3447 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,

3448 Office of Institutional Effectiveness, and appropriate VPs of budget proposals in light of

3449 departmental and program plans and needs identified by assessment activities and corresponding

3450 program outcomes.

3451

3452 **Use of Results:** To create, maintain and document a connection among academic planning,

3453 implementation and mission fulfillment.

3454 **Strategic Goal 1:** *Assess and enhance academic quality.*

3455

3456 **Objective 1.5:** Evaluate faculty and professional academic staff compensation against
3457 benchmark salary levels of peer institutions with respect to faculty rank, appointment, academic
3458 discipline, experience, workload requirements and scholarly activity.

3459

3460 **Strategies and Action Plans:**

- 3461 • Continue to examine faculty and professional academic staff salaries and develop
- 3462 a step-wise plan to address identified issues
- 3463 • Continue development of a plan for faculty and professional academic staff compensation
- 3464 with a target salary scale as prioritized below:
 - 3465 ○ Adjust any institutional inequities of full-time faculty
 - 3466 ○ Develop a plan to bring full-time faculty salaries to upper quartile of benchmarks
 - 3467 from selected peer institutions
 - 3468 ○ Sustain a system of faculty compensation with an evaluation system to support it
 - 3469 ○ Implement and maintain a competitive compensation package for summer instruction
 - 3470 ○ Implement and maintain a competitive compensation package for adjunct faculty
 - 3471 ○ Maintain list of peer institutions at Level VI for Lincoln Memorial University (LMU)
 - 3472 disciplines (to be completed by Institutional Effectiveness)
 - 3473 ○ Maintain benchmark data on compensation by level and discipline
 - 3474 ○ Investigate the feasibility of 10-12 month contracts for academic administrators
 - 3475 ○ Review the compensation process for appointed positions (including Chairs and
 - 3476 program directors)
 - 3477 ○ Explore the development and implementation of a broader definition of faculty and
 - 3478 professional staff roles/positions

3479

3480 **Responsibility:** The President's Cabinet, Program Directors/Coordinators, Department Chairs,
3481 Deans, Provost/VPAA, Associate Vice President for Academic Affairs, Office of Institutional
3482 Effectiveness, appropriate VPs, Director of Human Resources, VP for Finance, and President.

3483

3484 **Time Frame:** Collection, evaluation and interpretation of data in 2015-2016 with planned
3485 implementation in stages by 2016-2017. Ongoing cycle of review occurs every five years or as
3486 needed.

3487

3488 **Resources Required:** Time commitment; data collection, analysis, and interpretation; funding
3489 for salary adjustments.

3490

3491 **Assessment:** An annual progress report within the strategic planning process.

3492

3493 **Use of Results:** Use data to chart improvement and suggest needed actions to promote and
3494 sustain improvement.

3495 **Strategic Goal 1:** *Assess and enhance academic quality*

3496

3497 **Objective 1.6:** Strengthen University libraries and the Abraham Lincoln Library and Museum
3498 (ALLM) and their services at Harrogate and extended learning sites.

3499

3500 **Strategies and Action Plans:**

3501

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

3502

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- Assess learning resource needs and address the growth and development of new and existing programs, including collaborative agreements with other University/college library systems

3508

3509

3510

- Secure appropriate library and learning resources to support new and existing programs consistent with accreditation standards for Level VI requirements, including student, faculty and staff research/scholarly activity

3511

3512

- Support integrated information literacy and quality learning resources, evidenced by student research/scholarly activity, technology and communication skills

3513

3514

- Promote the ALLM to area schools, community groups, tourists, scholars and consumers by means of exhibits and publications; and investigate e-commerce opportunities

3515

3516

- Provide appropriate cataloging, physical protection, security and space for all University collections

3517

3518

- Emphasize the integration of electronic resources to extend the availability of the collections to all constituencies

3519

3520

3521

- Provide faculty training opportunities on library resources

3522

- Promote research opportunities at the ALLM to internal constituents and outside researchers

3523

3524

3525

3526

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, Associate Vice President for Academic Affairs, and Provost/VPAA.

3527

3528

Time Frame: Ongoing.

3529

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3531

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

3532

3533

3534

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3537

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.

3538

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

3539 **Strategic Goal 1:** *Assess and enhance academic quality*

3540

3541 **Objective 1.7:** Use a comprehensive faculty evaluation process, based on a clear understanding
3542 of both professional and institutional expectations, relative to teaching, research/scholarly
3543 activity and service.

3544

3545 **Strategies and Action Plans:**

3546 • Use the current faculty evaluation process based on professional and institutional
3547 expectations and on key performance indicators, such as course, self and chair
3548 evaluations. Other indicators such as faculty credit hour production, research/scholarly
3549 activity, student advisement, committee participation, community service, and leadership
3550 involvement in their profession or discipline should be considered.

3551 • Review and assess the faculty evaluation process

3552 • Strengthen electronic course and advising assessment processes for undergraduate
3553 programs

3554

3555 **Responsibility:** Department Chairs, Program Directors, Deans, appropriate VPs, Office of
3556 Institutional Effectiveness, and Director of Human Resources.

3557

3558 **Time Frame:** Ongoing.

3559

3560 **Resources Required:** Time commitment, data collection, analysis, interpretation.

3561

3562 **Assessment:** Periodic review of the faculty evaluation process.

3563

3564 **Use of Results:** To provide a comprehensive faculty evaluation process.

3565 **Strategic Goal 1:** *Assess and enhance academic quality*

3566

3567 **Objective 1.8:** Offer a quality college-preparatory educational program at the J. Frank White
3568 Academy (JFWA).

3569

3570 **Strategies and Action Plans:**

- 3571 • Maintain a School Improvement Plan to monitor progress and provide data to promote
3572 and sustain improvement
- 3573 • Meet or exceed benchmark senior scores on the ACT
- 3574 • Maintain a systematic, cooperative approach to teaching writing in grades five through
3575 twelve to produce confident, open-minded writers who think critically, read considerably
3576 and negotiate differences considerately
- 3577 • Improve full-time and adjunct faculty salaries to parity with elementary and secondary
3578 schools in the tristate area
- 3579 • Pursue a domestic and an international residential school Program
- 3580 • Expand collaboration between the JFWA and the KANTO program and other World
3581 School member schools
- 3582 • Continue to integrate information literacy into the academy curriculum
- 3583 • Increase the collaboration with the University, particularly the School of Education and
3584 the library
- 3585 • Continue use of online learning and blended instruction
- 3586 • Pursue more systematic data collection to determine college completion rates/career
3587 information and other pertinent data for graduates
- 3588 • Explore additional options for expanding fine arts and language curriculum options.
- 3589 • Maintain accreditation through AdvancED
- 3590 • Collaborate with University Advancement to establish an alumni organization, and
3591 increase alumni involvement
- 3592 • Maintain an active JFWA advisory board that includes a broad-based constituency
- 3593 • Investigate the feasibility of additional grade levels (Pre-K through grade four)
- 3594 • Collaborate with the Office of International Programs regarding English Language
3595 Instruction (ELI)

3596

3597 **Responsibility:** Assistant Principal and Principal of JFWA, Dean of the School of Education,
3598 Assistant Director and Director of International Programs, Director of World School, Office of
3599 Institutional Effectiveness, Information Literacy Librarians and Provost/VPAA.

3600

3601 **Time Frame:** Annual reports of progress. The School Improvement Plan will be reviewed and
3602 revised as appropriate on an annual basis.

3603

3604 **Resources Required:** Time commitment; data collection; analysis and interpretation;
3605 technology; adequate funding from both institutional and JFWA budgets.

3606

3607 **Assessment:** Annual School Improvement Plan results submitted to the Southern Association of
3608 Colleges and Schools (SACS)/AdvancED; standardized testing results; college placement
3609 completion data; long-term career achievement data; and annual progress reports.

3610

3611 **Use of Results:** Use data to chart improvement and suggest needed actions to promote and
3612 sustain improvement.

3613 **Strategic Goal 1:** *Assess and enhance academic quality*

3614

3615 **Objective 1.9:** Emphasize information literacy skills across the curriculum.

3616

3617 **Strategies and Action Plans:**

3618 • Continue to integrate information literacy as a focus for improving student learning

3619 • Use the Sequential Enhancement of Writing Skills (SEWS) rubric to assess the
3620 development of information literacy skills in specifically identified courses within each
3621 undergraduate academic program offering

3622 • Provide professional development opportunities for faculty in the use of instructional
3623 strategies that promote the development of information literacy skills

3624 • Promote integrated teaching opportunities for academic faculty and information literacy
3625 librarians

3626 • Provide appropriate instruction on information literacy skills at the graduate and
3627 postgraduate program levels

3628 • Provide information literacy instruction in identified courses at JFWA

3629 • Utilize the virtual Center for Teaching and Learning Excellence (CTLE) in support of
3630 information literacy

3631 • Use a diversified assessment approach to gauge student learning in information literacy

3632 • Provide support services for students

3633

3634 **Responsibility:** Academic Deans; Principal of JFWA; Academic Faculty and Instructional
3635 Librarians; Information Literacy Librarians; Instructional Technologist; Director of Online
3636 Learning; Office of Institutional Effectiveness; Provost/VPAA; SEWS Rubric Committee and
3637 Director of the Library.

3638

3639 **Time Frame:** Ongoing.

3640

3641 **Resources Required:** Financial support for information literacy initiatives; funds for faculty and
3642 staff development.

3643

3644 **Assessment:** Indirect and direct assessments; SEWS rubric.

3645

3646 **Use of Results:** Use assessment data to monitor information literacy integration across the
3647 academic programs.

3648 **Strategic Goal 1:** *Assess and enhance academic quality*

3649

3650 **Objective 1.10:** Provide appropriate academic support services.

3651

3652 **Strategies and Action Plans:**

3653

- Use an electronic tutoring calendar to allow students to schedule appointments electronically

3654

- Use a centralized email to facilitate faculty, staff, and student communication regarding Academic Support services

3655

- Offer graduate/professional school preparation regarding standardized tests and admission processes

3656

- Evaluate the tutoring needs of the extended learning sites and develop a plan to more fully meet the needs

3657

- Develop and maintain a comprehensive website for academic support services to include the mission, purpose, academic intervention/probation, Cornerstone, tutoring, federally funded Student Support Services (SSS) program, staff directory, and additional resources

3658

- Explore the opportunity to offer in-person and/or online student success workshops regarding academic exploration, reading and writing strategies, personal management, online learning, etc.

3659

- Continue to explore the option of offering testing services to students and the community to include PRAXIS, LSAT, CLEP, DANTEs, Residual ACT, etc.

3660

- Explore offering workshops for graduating seniors every spring semester to provide tools for a transition into life after college such as personal financial management, etc.

3661

- Investigate organized discipline specific study groups and test reviews

3662

- Grow and expand the Cornerstone and Bridge programs and their services

3663

- Provide and assess the delivery of approved ADA services at all teaching sites

3664

- Provide appropriate counseling and career services

3665

- Assess annually the effectiveness of academic support services and SSS offered through the Tagge Center for Academic Support

3666

3667 **Responsibility:** Director of Academic Support; Director of Counseling; ADA Coordinator;

3678 Director of Career Services; Director of Student Support Services; Associate Vice President for Academic Affairs.

3679

3680 **Time Frame:** Ongoing.

3681

3682 **Resources Required:** Budgets for Academic Support, Counseling, Career Services, Cornerstone, Student Support Services, and Associate Vice President for Academic Affairs.

3683

3684 **Assessment:** Outcomes Assessment Reports for Academic Support, Counseling, Career Services, Student Support Services, and Associate Vice President for Academic Affairs.

3685

3686

3687 **Use of Results:** To improve academic support services.

3688

3689

3690

3691 **Strategic Goal 2:**
3692 *Recruit and retain students so that enrollment,*
3693 *integrity and the mission of Lincoln Memorial*
3694 *University will be maintained to produce*
3695 *knowledgeable and productive citizens of*
3696 *society*

3697 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3698 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3699 *and productive citizens of society*
3700

3701 **Objective 2.1:** Maximize student recruitment through the development of a global,
3702 comprehensive recruitment plan.
3703

3704 **Strategies and Action Plans:**

- 3705 • Continue/Maintain a system-wide Enrollment Coordination Committee
 - 3706 ○ Regular meetings with representatives from
 - 3707 undergraduate/graduate/professional programs
 - 3708 ○ Undergraduate Admission, Graduate Education, Nursing, Business,
 - 3709 Science, DCOM, DSOL, CVM, International Programs and JFWA
 - 3710 ○ Council will collaborate with LMU offices such as Advancement,
 - 3711 Marketing, Alumni, etc.
- 3712 • Evaluate system-wide potential for maximum enrollment
 - 3713 ○ Facility needs, including co-curricular space (classroom audit by
 - 3714 department, student center, study space, etc.); facilities optimized for
 - 3715 current and future student populations (e.g. millennials, appropriate
 - 3716 technology, comfort of furniture, etc.)
 - 3717 ○ Availability of courses and classrooms at optimal times for undergraduate
 - 3718 student requirements
 - 3719 ○ Faculty resources
 - 3720 ○ Staff resources
 - 3721 ○ Budget appropriate to program goals and needs
 - 3722 ○ Direct cost to revenue (operational expense)
- 3723 • Review a recruitment plan for Harrogate undergraduate programs
 - 3724 ○ Increase regional outreach
 - 3725 ○ Enhance interaction via website and social media delivery
 - 3726 ○ Earlier and enhanced outreach within the local community
 - 3727 ○ Continue to utilize Multivariable Testing (MVT) results
 - 3728 ○ Continue to enhance honors students recruitment program
 - 3729 ○ Maximize opportunities to become a more non-traditional, student-
 - 3730 friendly University by offering evening courses for part-time students
 - 3731 ○ Offer degree completion programs to take advantage of Tennessee State
 - 3732 initiatives
 - 3733 ○ Continue recruitment efforts for pre-professional students
- 3734 • Continue to increase attendance to on-campus recruitment and yield events by
3735 prospective students, faculty, and staff
- 3736 • Create and implement a recruitment plan for all programs at extended learning
3737 sites
 - 3738 ○ Create infrastructure, budget, and list of individual's responsibilities
 - 3739 ○ Integrate/create marketing plan for individual sites
 - 3740 ○ Investigate expansion of General Education courses at extended learning
 - 3741 sites

- 3742 ○ Budget for and assign recruiting coordinator(s) for extended learning sites, which
- 3743 support multiple programs
- 3744 ● Create a recruitment plan for graduate programs
- 3745 ○ Investigate a position of Coordinator of Graduate Enrollment
- 3746 ○ Efforts to include faculty and alumni, as well as a more definitive
- 3747 infrastructure
- 3748 ○ Increase participation in graduate fairs, programs, etc.
- 3749 ○ Enrollment Coordination Committee will share information, best
- 3750 practices, etc.
- 3751 ● Promote professional programs
- 3752 ○ Continue to increase outreach
- 3753 ○ Collaborate with Advancement to enhance marketing plan
- 3754 ● Promote J. Frank White Academy
- 3755 ● Evaluate/refine and promote undergraduate, graduate, and professional Bridge
- 3756 programs
- 3757 ● Update the annual recruitment plan and share with Enrollment Coordination Committee
- 3758 for undergraduate, graduate and professional students
- 3759 ● Continue to promote the affordability the University through media such as letters, e-
- 3760 mails and social media, etc.
- 3761 ● Continue to work with academic programs, deans and department chairs to develop
- 3762 information packets to assist in recruiting high-achieving students to LMU
- 3763 ● Work with University Advancement staff and software to identify and develop Alumni
- 3764 Recruitment Teams by regions, states, etc.
- 3765 ● Continue to utilize market research to identify new opportunities for undergraduate
- 3766 programs
- 3767 ● Continue to utilize name searches to identify suitable candidates for undergraduate,
- 3768 graduate, and professional programs
- 3769 ● Increase the number of dual-enrollment students and course offerings
- 3770 ● Continue to recruit dual-enrollment homeschool students
- 3771 ● Publicize the pre-professional programs to recruit high caliber students
- 3772 ● Advertise with local and regional media outlets
- 3773 ● Publish timely news releases
- 3774 ● Publicize all of the University's academic programs
- 3775 ● Use the internet and social media for advertisements and news
- 3776 ● Reinstate the Parent Newsletter and focus on increased parent communication
- 3777 ● Link the LMU website to major search engines
- 3778 ● Maintain direct mail to target markets
- 3779 ● Increase email and e-counseling to applicants and qualified prospects
- 3780 ● Conduct routine meetings among the Director of Admissions, recruitment staff, Director
- 3781 of Financial Aid and academic deans and chairs to engage LMU faculty in the
- 3782 recruitment process (department letters to potential students, department telephone calls,
- 3783 automated emails, etc.)
- 3784 ● Host Preview Days for prospective students and parents. Hold recruitment and yield
- 3785 events for undergraduate students to include Preview Days and Discovery Days. Host

- 3786 Free Application for Federal Student Aid (FAFSA) nights, and basic financial aid and
 3787 application sessions on campus, at external sites and at local high schools.
- 3788 • Identify and contact high school counselors, teachers and principals who are graduates of
 3789 LMU in Knoxville, Chattanooga, Kingsport and other sites in Georgia, Kentucky, and
 3790 Virginia to assist with the recruitment of prospective students. Host counselor lunches in
 3791 regional areas in conjunction with regional yield receptions.
 - 3792 • Expand recruitment efforts into more populated areas based on market research and
 3793 evaluation
 - 3794 • Review national, regional and local data to assist in the identification of new markets
 - 3795 • Conduct student surveys and focus groups to determine the effectiveness of marketing
 3796 and recruitment efforts
 - 3797 • Concentrate admissions efforts to recruit Tennessee students who are eligible for the
 3798 Tennessee Lottery scholarship. Maintain consistency in the promotion of LMU’s
 3799 affordability and quality education.
 - 3800 • Reallocate resources to attract a larger percentage of academically talented students by
 3801 targeting specific high schools. Identify magnet schools in Tennessee and contiguous
 3802 states. Conduct “College Days” at local high schools and middle schools during the
 3803 evening hours that might include:
 - 3804 ○ How to apply for financial aid
 - 3805 ○ Preparing for college
 - 3806 ○ Student athlete presentation
 - 3807 ○ Goal Setting
 - 3808 • Produce a “Preparing for College” brochure for attendees with “Compliments of
 3809 LMU” stamped on the cover
 - 3810 • Preserve opportunities with the leadership of the Eastern Band of the Cherokees and
 3811 explore opportunities with other Native American nations to encourage their students to
 3812 enroll at LMU

3813
 3814 **Responsibility:** Vice President for Student and Enrollment Services, Director of Admissions and
 3815 Admissions staff, Department Chairs, Faculty, Director of Public Relations and Marketing,
 3816 Director of Publications, Webmaster, and Enrollment Coordination Committee.

3817
 3818 **Time Frame:** Annually.

3819
 3820 **Resources Required:** To be determined.

3821
 3822 **Assessment:** Compare enrollment patterns through trend analysis for undergraduate,
 3823 graduate and professional students each semester; minutes from Enrollment Coordination
 3824 Committee meetings, copies of advertisements and news releases; review survey results.

3825
 3826 **Use of Results:** Consistently improve recruitment efforts for all academic programs at
 3827 LMU.

3828 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3829 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3830 *and productive citizens of society*

3831
3832 **Objective 2.2:** Meet benchmark goals as established by recruitment plans for individual
3833 populations.

3834
3835 **Strategies and Action Plans:**

- 3836 • Overall Undergraduate Enrollment by 2017 – 1700-1800 students
- 3837 ○ 2015 – 550
- 3838 ○ 2016 – 600
- 3839 ○ 2017 – 600
- 3840 • Base strategies on further development of Health Sciences, Education (NCATE),
- 3841 new Athletic Programs (Men’s and Women’s Track and Field), increased
- 3842 international students, and expanded recruitment territories
- 3843 • Projected undergraduate residential population is 625 students for Fall 2015; the
- 3844 goal is to increase undergraduate residential students to 800 by 2017
- 3845 • Target overall enrollment of 5,500 students by 2017; increase graduate and
- 3846 professional students by 900
- 3847 • Continue to promote Merit scholarships to students and high school counselors
- 3848 • Continue to update the academic major web pages
- 3849 • Continue to recruit high school students with high grade point averages (GPAs) and high
- 3850 ACT scores in math and science
- 3851 • Conduct follow-up with non-completed registrations
- 3852 • Maintain two marketing committees (Board Committee and University Committee)
- 3853 • Continue to evaluate current markets for direct mailings, and make additions and/or
- 3854 corrections as needed
- 3855 • Follow guidelines for ensuring distribution of accurate information
- 3856 • Follow established timelines for the production of recruitment materials for first-time
- 3857 freshmen and transfer students
- 3858 • Review latest research on why students choose a college, and incorporate this
- 3859 information into materials
- 3860 • Maintain and update a comprehensive website for the University, and link to major
- 3861 search engines
- 3862 • Increase student diversity for undergraduate programs
- 3863 • Maintain recruitment outside the primary 120-mile radius recruitment area
- 3864 • Focus academic scholarship money on new students, academically gifted students and
- 3865 residential students
- 3866 • Coordinate the recruiting efforts of athletic coaches with the Admissions and Financial
- 3867 Aid offices
- 3868 • Continue to develop a plan to recruit from the two-year schools with formalized
- 3869 articulation agreements

3870
3871 **Responsibility:** The Vice President for Student Services and Enrollment Management,
3872 Director of Admissions, Director of Publications, Webmaster, Director of Marketing and

3873 Public Relations, Athletics staff, Deans, Academic Chairs, Enrollment Management
3874 Coordination Committee, and Director of Financial Aid.

3875

3876 **Time Frame:** Fall 2015-2018.

3877

3878 **Resources Required:** To be determined.

3879

3880 **Assessment:** Track through minutes of marketing committee, Enrollment Coordination
3881 Committee meetings, publications and statistics, housing reports, weekly admissions
3882 reports, and athletic prospects.

3883 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
3884 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
3885 *citizens of society*

3886
3887 **Objective 2.3:** Achieve and maintain appropriate enrollment levels in the graduate and
3888 professional programs to meet program capacity goals.

- 3889
3890 **Strategies and Action Plans:**
- 3891 • Complete brochures and other promotional materials for graduate and professional
3892 programs; identify brochures that need to be developed and brochures that need to be
3893 updated, and develop a publication schedule
 - 3894 • Schedule quarterly meetings with representatives from
3895 undergraduate/graduate/professional programs (Graduate Education, Nursing, Business,
3896 DCOM, DSOL, and CVM)
 - 3897 • Investigate the purchase of testing names for graduate recruitment
 - 3898 • Continue to recruit medical, veterinary, and law students who are committed to serving
3899 the Appalachian area
 - 3900 • Increase the diversity of the faculty, staff and student body
 - 3901 • Promote graduate programs and implement seamless transition from undergraduate to
3902 graduate programs
 - 3903 • Explore the potential of admitting new undergraduate students to graduate and
3904 professional programs as they enter as freshmen, provided they meet certain criteria
 - 3905 • Develop and implement annual recruitment; collaborate with marketing to advertise; use
3906 the internet for advertising and news.
 - 3907 • Optimize the LMU website for major search engines
 - 3908 • Develop industry partnerships to explore tuition reimbursement programs
 - 3909 • Increase community awareness of graduate/professional programs through professional
3910 organizations, school districts, community involvement and open houses

3911
3912 **Responsibility:** Deans of schools, housing, graduate/professional programs, Enrollment
3913 Coordination Committee, Director of Public Relations, and Director of Publications, and
3914 Webmaster.

3915
3916 **Time Frame:** Each semester.

3917
3918 **Resources Required:** To be determined.

3919
3920 **Assessment:** Compare enrollment reports from each semester; copies of advertisements,
3921 and news releases.

3922 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3923 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3924 *and productive citizens of society*

3925
3926 **Objective 2.4:** Achieve and maintain appropriate enrollment levels at J. Frank White Academy
3927 (JFWA) to meet program capacity goals.

3928
3929 **Strategies and Action Plans:**

- 3930 • Prepare for residential students
 - 3931 ○ Prepare suitable facility for residential students
 - 3932 ○ Identify and hire Residence Life Staff
 - 3933 ○ Assess food services
 - 3934 ○ Prepare for insurance and medical needs
 - 3935 ○ Coordinate student visas with appropriate personnel
 - 3936 ○ Prepare for transportation
- 3937 • Integrate JFWA residential and day-school students with campus life initiatives
- 3938 • Maintain a maximum 15:1 student-teacher ratio
- 3939 • Increase enrollment of day-school students to 125 by 2015, and set residential goals as
3940 information becomes available
- 3941 • Explore the feasibility of expanding lower school with a Pre-K through six component
- 3942 • Maintain a balanced and diverse student body
- 3943 • Continue to assess and revise the Marketing and Recruitment plan to reflect new
3944 initiatives
- 3945 • Maintain relationships with area private schools to recruit potential students
- 3946 • Work with University Advancement to enhance scholarship opportunities for students
- 3947 • Maintain a part-time program for homeschooled students
- 3948 • Continue to explore and develop middle school athletic programs for JFWA students in
3949 grades five through seven
- 3950 • Investigate and seek funding for an exchange program with international institutions (e.g.
3951 boy's school in South Africa and a girl's school in the United Kingdom)

3952
3953 **Responsibilities:** Director of JFWA Admissions, JFWA Principal, JFWA Guidance
3954 Counselor, JFWA Athletic Director, Enrollment Coordination Committee, Dean of
3955 Administration, Director of Student Life, and Director of Residential Life.

3956
3957 **Time Frame:** 2013-2018.

3958
3959 **Resources Required:** To be determined.

3960
3961 **Assessment:** Enrollment statistics.

3962 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
3963 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
3964 *and productive citizens of society*
3965

3966 **Objective 2.5:** Improve the persistence and progression rates for students in
3967 undergraduate, graduate, and pre-professional programs.
3968

3969 **Strategies and Action Plans:**

- 3970 • Continue to collect, interpret, and present data outcomes to academic programs
3971 and Cabinet
- 3972 • Continue to utilize student survey results in addressing student satisfaction and
3973 engagement as coordinated by Institutional Research; supplement survey needs
3974 with the Office of Institutional Research
- 3975 • Utilize institutional benchmarks with regard to persistence and progression rates
3976 to create a student retention and progression plan
- 3977 • Continue to offer advising workshops for faculty, and evaluate effectiveness
- 3978 • Create an academic advising manual for faculty
- 3979 • Re-design a new student orientation program, and evaluate results
- 3980 • Continue the fifth-year program for student athletes to promote degree completion
- 3981 • Continue to develop and offer academic support programs
- 3982 • Develop a contingency plan for academic support if external funding is not secured
- 3983 • Continue three-week and mid-term grade assessment for all undergraduate students;
3984 continue Concerned Conferences; encourage faculty participation
- 3985 • Evaluate faculty involvement with the UACT 100 Strategies for College Success course
- 3986 • Continue to promote and discuss retention initiatives with faculty
- 3987 • Maintain and promote the early warning system through Ellucian
- 3988 • Continue to expand and improve student services at the extended learning sites
- 3989 • Continue to expand academic support at extended learning sites
- 3990 • Utilize feedback from the Parent’s Club to improve services
- 3991 • Continue to assess and track retention figures by semester and Fall-to-Fall
- 3992 • Align UACT 100 Strategies for College Success taught by Student Support Services with
3993 the syllabus and learning objectives in the faculty led UACT 100 course
- 3994 • Explore development of peer support programs
- 3995 • Continue to identify “at-risk” students and promote the use of available student services
- 3996 • Develop a coordinated effort to identify and serve students with undecided majors
- 3997 • Continue to require “at risk” (semester GPA under 2.5) student athletes to meet with an
3998 Athletic representative for advice and guidance regarding available resources
- 3999 • Evaluate and enhance the First Year Experience (FYE) program
- 4000 • Continue and evaluate the expansion and success of the Cornerstone program
- 4001 • Implement and evaluate the Bridge program (leading to an associate degree) for
4002 underprepared undergraduate students
- 4003 • Provide and evaluate services to ALA students
- 4004 • Coordinate with International programming to expand the orientation program for
4005 international students

4006 **Responsibility:** Student Services Personnel, Deans, Directors, Student Success
4007 Committee, Director of International Programs.

4008
4009 **Time Frame:** By 2016.

4010
4011 **Resources Required:** Student Services, Student Support Services, Financial Aid,
4012 Academic Affairs, Advancement, and Athletics.

4013
4014 **Assessment:** Evaluation of the research, identification of personnel, training manual,
4015 students' evaluations and comparison study of retention rates.

4016
4017 **Use of Results:** Improved retention, graduation rates, and enhanced culture.

4018 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4019 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4020 *and productive citizens of society*

4021
4022 **Objective 2.6:** To improve student success by increasing student use of available
4023 services.

4024
4025 **Strategies and Action Plans:**

- 4026 • Increase opportunities for cooperation between undergraduate and graduate
- 4027 communities
- 4028 • Continue to improve the co-curricular experience for students at all locations
- 4029 • Provide leadership development opportunities for students
- 4030 • Support and track opportunities for all students to participate in service learning
- 4031 and community service activities
- 4032 • Continue to enhance intramural sports and recreation opportunities
- 4033 • Evaluate the effectiveness of Omicron Delta Kappa, the national leadership organization
- 4034 • Maintain an active Career Services program
- 4035 • Maintain, develop and evaluate an Honors residence hall to support students in the
- 4036 Honors Program
- 4037 • Provide ongoing information to students about University services
- 4038 • Provide a comprehensive student activities program; create a student-led programming
- 4039 committee/board
- 4040 • Provide information and accommodations for students with documented disabilities
- 4041 through the Americans with Disabilities Act (ADA) Coordinator
- 4042 • Provide counseling and mental health awareness to students through the Counseling
- 4043 Services department
- 4044 • Encourage the Student Government Association to survey students and advocate on their
- 4045 behalf
- 4046 • Enhance and evaluate the Residence Life program
- 4047 • Promote knowledge and usage of the Tagge Center for Academic Support and other
- 4048 academic support services
- 4049 • Revise and evaluate the First-Year Experience (FYE) for incoming freshmen

4050
4051 **Responsibility:** Student Services, Career Services, Academic Affairs, Advancement, and
4052 Deans of Undergraduate, Graduate, and Professional Studies.

4053
4054 **Time Frame:** Annually.

4055
4056 **Resources Required:** Adequate funding supporting Career Planning, applicable budgets,
4057 Student Advocacy, Student Activities, and Student Support Services. Additionally,
4058 undergraduate, graduate and professional programs within Student Services.

4059
4060 **Assessment:** Collect statistics on the number of students served by each department and
4061 Student Satisfaction survey results.

4062

4063 **Use of Results:** Use assessment data to enhance the percentage of students using student
4064 services and increase the success rates of students.

4065 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4066 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4067 *and productive citizens of society*

4068
4069 **Objective 2.7:** To provide appropriate student aid awards to eligible students.
4070

4071 **Strategies and Action Plans:**

- 4072 • Reassess the Institutional Financial Aid practices and packaging philosophy
- 4073 • Assess retention rates
- 4074 • Review the required steps for full tuition scholarship recipients to include one or
4075 more of the following: application, interview, essay and support letters
- 4076 • Utilize the Enrollment Revenue Management System to develop and assess multiple
4077 econometrics
- 4078 • Seek ways to enhance service to students by creating a short survey indicating how
4079 financial aid can better serve students; refine packaging automation for all student
4080 populations.
- 4081 • Improve interdepartmental communications
- 4082 • Develop industry partnerships to explore tuition reimbursement programs
- 4083 • Identify and meet students' financial needs through a combination of grants,
4084 scholarships and self-help aid
- 4085 • Train work-study students and supervisors on the work-study process
- 4086 • Cross train staff
- 4087 • Re-evaluate the funding level of the Lincoln Grant component of the Financial Aid
4088 budget
- 4089 • Monitor federal and state financial aid funds while considering possible decreases in
4090 these funds over the next several years
- 4091 • Seek ways to increase endowed institutional scholarship and work programs by
4092 collaborating with Advancement Staff; refine information in electronic award letters for
4093 all student populations; identify and counsel all students who are Tennessee Lottery
4094 Scholarship recipients
- 4095 • Create financial literacy programs for students
- 4096 • Refine document imaging processes

4097
4098 **Responsibility:** VP for Student and Enrollment Services, Executive Director of Financial
4099 Aid, Admissions staff, Student Services staff, Awards Committee, Vice President for
4100 Advancement, and Financial Aid staff.

4101
4102 **Time Frame:** Each semester.

4103
4104 **Resources Required:** Included in the institutional Financial Aid budget each year. Need
4105 \$116,000.00 over a three-year period plus travel costs for the Enrollment and Revenue
4106 Management System (ERMS) product from Noel-Levitz.

4107
4108 **Assessment:** Examine financial aid statistics and audits.

4109
4110 **Use of Results:** Improved enrollment, retention and student satisfaction.

4111 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4112 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4113 *and productive citizens of society*

4114
4115 **Objective 2.8:** Promote the service component of our mission statement to the University
4116 community.

4117
4118 **Strategies and Action Plans:**

- 4119 • Explore opportunities for outreach in LMU's service area and beyond
- 4120 • Increase community awareness of existing service by faculty, staff and students
- 4121 • Continue to track SSI hours
- 4122 • Continue to support student groups conducting fundraising efforts for local
4123 charities
- 4124 • Continue to support student groups conducting health fairs, wellness and health
4125 awareness outreach programs for community groups
- 4126 • Create programs on campus to enhance individual well-being
- 4127 • Support and track opportunities for all students to participate in service learning
4128 and community service activities
- 4129 • Review service requirements for university programs

4130
4131 **Responsibility:** VP for Student and Enrollment Services, Executive Director of Financial
4132 Aid, Admissions staff, Student Services staff, Awards Committee, Vice President for
4133 Advancement, and Financial Aid staff.

4134
4135 **Time Frame:** Each semester.

4136
4137 **Resources Required:** Included in the institutional Financial Aid budget each year. Need
4138 \$116,000.00 over a three-year period plus travel costs for the Enrollment and Revenue
4139 Management System (ERMS) product from Noel-Levitz.

4140
4141 **Assessment:** Examine financial aid statistics and audits.

4142
4143 **Use of Results:** Improved enrollment, retention and student satisfaction.

4144

Strategic Goal 3:

4145

*Strengthen planning, budgeting and
assessment*

4146

4147 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4148

4149 **Objective 3.1:** To use the institutional mission statement as the foundation for all planning,
4150 budgeting, and assessment processes.

4151

4152 **Strategies and Action Plans:**

4153

- Coordinate annual review of the institutional mission statement (with specific consideration of the current and projected character and composition of the institution) at the Strategic Planning Retreat and submit recommended changes to the Institutional Effectiveness Committee (IEC). The IEC will approve changes and submit recommendations to the President and Cabinet for consideration by the Board of Trustees.

4154

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

4155

4156

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

4157

4158

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

4159

4160

- Ensure the assessment of expected outcomes across the University, including college, school and departmental levels

4161

4162

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

4163

4164

4165 **Responsibility:** Strategic Planning Retreat attendees, IEC, the Cabinet, the President and the
4166 Board of Trustees.

4167

4168

4169 **Time Frame:** Continuous.

4170

4171

4172 **Resources Required:** Time.

4173

4174

4175 **Assessment:** The President's Cabinet and the IEC will determine that the University Mission is
4176 the foundation for all planning, budgeting and assessment as documented by the committee
4177 minutes.

4178

4179

4180 **Use of Results:** Document alignment of planning, budgeting, and assessment process or make
4181 appropriate revisions.

4181

4182 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4183

4184 **Objective 3.2:** Prepare a balanced fiscal year operating and cash flow budget annually for Board
4185 of Trustees' approval.

4186

4187 **Strategies and Action Plans:**

- 4188 • Evaluate the Institution's financial performance, identifying strengths, weaknesses,
4189 opportunities and threats (to be accomplished by the President's Cabinet)
- 4190 • Prepare budget requests consistent with individual unit plans and strategic priorities
- 4191 • Review budget requests, institutional priorities, the five-year pro forma, and institutional
4192 evaluation results specific to each department and/or program to make informed
4193 decisions related to the allocation and reallocation of resources consistent with the
4194 strategic plan
- 4195 • Conduct annual budget discussions during which the Vice Presidents and their respective
4196 budget officers present proposals and provide supporting documentation to ensure that all
4197 estimates are reasonable
- 4198 • Present the balanced budget to the Board of Trustees for approval
- 4199 • Review the financial performance for deviations from projected revenues and expenses
4200 and make spending adjustments accordingly
- 4201 • Assure that timely communication and feedback to appropriate persons regarding budget
4202 matters will occur throughout the fiscal year

4203

4204 **Responsibility:** The Vice President for Finance, President, Vice Presidents, and Budget Officers.

4205

4206 **Time Frame:** Annually.

4207

4208 **Resources Required:** Adequate data and time.

4209

4210 **Assessment:** Balanced fiscal year operating and cash flow budget.

4211

4212 **Use of Results:** Ensure proper and adequate funding of expenditures necessary to meet the
4213 strategic goals of the Institution for use and preparation of future budgets, forecasts, and five
4214 year pro formas, which sustains financial stability, complies with debt service requirements, and
4215 supports growth.

4216 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4217

4218 **Objective 3.3:** To prepare a rolling five year operating pro forma and cash flow that reflects
4219 strategic institutional priorities, including academic, operational and capital initiatives.

4220

4221 **Strategies and Action Plans:**

- 4222 • Evaluate the current five-year operating pro forma and cash flow using recent financial
4223 and economic trends
- 4224 • Develop budgetary assumptions using expense and revenue trend data and specific
4225 environmental considerations
- 4226 • Use institutional research for trend analysis, unit strategic plans and outcomes assessment
4227 results to assess and update the rolling five year operating pro forma and cash flow to
4228 reflect institutional priorities
- 4229 • Present the five-year operating pro forma and cash flow to the Board of Trustees each
4230 spring for approval
- 4231 • Review quarterly the financial performance for deviations from budgeted revenues and
4232 expenses and make future forecast adjustments accordingly
- 4233 • Assure that timely communication and feedback to appropriate persons regarding budget
4234 matters will occur throughout the fiscal year

4235

4236 **Responsibility:** Budget Officers, Office of Institutional Effectiveness, and the President's
4237 Cabinet

4238

4239 **Time Frame:** Annually

4240

4241 **Resources Required:** Adequate data and time.

4242

4243 **Assessment:** The President's Cabinet will review to ensure the alignment of the five-year
4244 operating and cash flow pro forma with institutional priorities as documented by the committee
4245 minutes.

4246

4247 **Use of Results:** To plan effectively and aid in preparing annual operating and cash flow budgets.

4248 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4249

4250 **Objective 3.4:** To provide budget for debt service, strategic initiatives and contingencies.

4251

4252 **Strategies and Action Plans:**

4253 • President and Vice President for Finance will ensure, as part of the budget development,
4254 line items for debt service, strategic initiatives and contingencies

4255 • The President and Vice President for Finance will establish parameters for the allocation
4256 of budgeted funds in support of debt services, strategic initiatives and contingencies of
4257 the University

4258 • The President and Vice President for Finance may designate a portion of remaining cash
4259 balances at year-end as restricted for future debt service requirements

4260 • The Vice President for Finance will utilize a forecasting process to provide a foundation
4261 for decision-making

4262 • Include in the program budget pro forma adequate funding for marketing new programs

4263

4264 **Responsibility:** The President and Vice President for Finance

4265

4266 **Time Frame:** Continuous.

4267

4268 **Resources Required:** Adequate data and time.

4269

4270 **Assessment:** The Board of Trustees will approve an annual budget that assures the ability of the
4271 Institution to meet unexpected financial events, plan for debt service requirements and allow for
4272 financial funding of strategic initiatives.

4273

4274 **Use of Results:** To assure institutional financial flexibility, compliance with debt service
4275 requirements, and support strategic growth.

4276 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4277

4278 **Objective 3.5:** To enhance budget management.

4279

4280 **Strategies and Action Plans:**

4281 • Include evaluation of budget management performance as a regular component of each
4282 budget officer's annual evaluation

4283 • Facilitate comprehensive communication of financial performance between Finance,
4284 budget officers and department members through periodic forecast process

4285 • Review, and where appropriate, revise expenditure approval process

4286 • Review the financial performance for deviations from projected revenues and expenses
4287 and make spending adjustments accordingly

4288

4289 **Responsibility:** President's Cabinet and Budget Officers.

4290

4291 **Time Frame:** Continuous.

4292

4293 **Resources Required:** Adequate data and time.

4294

4295 **Assessment:** The President's Cabinet will review budget management performance across the
4296 Institution.

4297

4298 **Use of Results:** To more effectively manage institutional financial operations.

4299 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4300

4301 **Objective 3.6:** To plan and budget for resources appropriate to support Lincoln Memorial
4302 University as a Level VI institution.

4303

4304 **Strategies and Action Plans:**

4305 • Coordinate with the Vice President for Research, through the Committee on Scholarly
4306 Activities (COSA), to develop budgeting projections in support of research and scholarly
4307 activity

4308 • Coordinate with the administrative personnel to develop budgeting projections in support
4309 of infrastructure needs

4310 • Coordinate with enrollment management personnel to develop budgeting projections in
4311 support of student services' needs

4312 • Provide support in seeking funding from external sources

4313 • Monitor compliance and manage expenditures of grant-funded programs

4314 • Review levels of research activity and align budgeting to provide adequate support,
4315 including intramural, and start-up funding

4316

4317 **Responsibility:** Vice President for Research, Office of Research, Grants and Sponsored
4318 Programs, Vice President for Finance, Director of Foundations, Director of Health Sciences
4319 Research and Grants, Vice President for Student and Enrollment Services and President.

4320

4321 **Time Frame:** Continuous.

4322

4323 **Resources Required:** Relevant, time specific data and stated time frames.

4324

4325 **Assessment:**

4326 • Documented outcomes of scholarly activities and growth of research funding.

4327 • Documented infrastructure support requirements through project plans.

4328

4329 **Use of Results:** To plan effectively and aid in preparing five-year operating pro forma and cash
4330 flow and annual operating budget for research efforts for Level VI requirements.

4331 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4332

4333 **Objective 3.7:** To utilize data to make informed decisions.

4334

4335 **Strategies and Action Plans:**

4336

- Collect and analyze appropriate data from internal and external sources

4337

- Provide appropriate access to results of analysis to guide the decision-making process for improvement of the Institution

4338

4339

- Maintain a repository of institutional data to ensure consistency in official reporting

4340

- Ensure consistency of data provided in support of the decision-making process

4341

- Provide assistance to faculty and staff in interpretation and use of data

4342

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

4343

4344

4345 **Responsibility:** Office of Institutional Effectiveness, Finance, and the Cabinet.

4346

4347 **Time Frame:** Continuous.

4348

4349

4350 **Resources Required:** Appropriate staff and tools to timely accumulate and evaluate relevant data.

4351

4352

4353 **Assessment:** The Cabinet will utilize findings discovered through the analysis of data to support informed decision-making.

4354

4355

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

4356 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4357

4358 **Objective 3.8:** To document status of strategic goals in an annual progress report.

4359

4360 **Strategies and Action Plans:**

4361

- Evaluate progress of strategic goals based on University assessment

4362

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

4363

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

4364

4365

4366 **Responsibility:** The President and Provost/VPAA.

4367

4368 **Time Frame:** Annually.

4369

4370 **Resources Required:** Timely submissions.

4371

4372 **Assessment:** Annual strategic planning progress report.

4373

4374 **Use of Results:** To inform constituents of the Institution's status and contribute to the Strategic
4375 Planning process

4376

Strategic Goal 4:

4377

Ensure the adequacy and efficient use of

4378

physical and human resources on campus

4379

and at extended learning sites

4380 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
4381 *resources on campus and at extended learning sites*

4382
4383 **Objective 4.1:** Provide for the development and use of the physical resources of the
4384 Institution.

4385
4386 **Strategies and Action Plans:**

- 4387 • Develop a facilities master plan and update annually in order to assess, plan for, and
4388 evaluate facilities and grounds at the Harrogate campus and extended learning sites in
4389 order to respond to fluctuations in student demographics; support faculty/staff research
4390 and scholarly activities; support community program needs by providing physical
4391 maintenance, housing, furniture and technology infrastructure to the following:

4392 Existing Facilities

- 4393 • Review and identify office, classroom, and study space on the main campus and
4394 throughout the extended learning sites
- 4395 • Continue improvements to the Student Center, including wellness and recreational
4396 activities
- 4397 • Remodel the Abraham Lincoln Library and Museum, including installation of a new roof
4398 and relocation of HVAC rooftop components
- 4399 • Complete the final Village residential hall
- 4400 • Remodel of rental property adjacent to campus
- 4401 • Remodel of University Inn pool (completed by the end of the Fall 2015 semester)
- 4402 • Remodel of Liles Hall
- 4403 • Complete the roofing project for Carnegie-Vincent Library
- 4404 • Demolition of Alumni, Bluebird, and Robertson houses
- 4405 • Renovation of Grant Lee Hall for administrative spaces
- 4406 • Renovation of President's house to President's and legal offices
- 4407 • Relocate the Post Office to the Student Center
- 4408 • Relocate the Print Shop to the Student Center
- 4409 • Construct new golf facility
- 4410 • Renovation of Art Center in Cumberland Gap
- 4411 • Relocation and renovation of UMC-New Tazewell
- 4412 • Demolition of old tennis facility
- 4413 • Complete HVAC renovations for Duke and DAR Halls
- 4414 • Construction of additional office space in Tex Turner Arena
- 4415 • Remodel of Mary Annan Natatorium
- 4416 • Continue to pursue funding through University Advancement for Democrat Hollow
4417 upgrades

4418 New Facilities

- 4419 • Track and field facilities
- 4420 • Lacrosse facilities
- 4421 • Indoor baseball/softball facility
- 4422 • Communication, Instruction and Technology (CIT) facility

- 4423 • New maintenance building
- 4424 • Construct on-campus Veterinary Medicine facility, including labs, lecture halls and office
- 4425 space
- 4426 • Additional water storage to support irrigation and fire sprinkler systems
- 4427 ○ Five hundred thousand gallon tank
- 4428 • Investigate catch basin to collect and store raw water for irrigation and grounds upkeep
- 4429 • Construction of facility for Conservation Biology teaching and research to replace old
- 4430 pottery shop; renovate CMRC building
- 4431 • Construct Virginia Small Animal Veterinary Medicine facility, including labs, lecture
- 4432 halls and office space
- 4433 • Construction of community tennis facility at Harrogate City Park
- 4434 • Complete upgrades of Cumberland Gap buildings
- 4435 • Development of a Social Sciences lab
- 4436 • New water plant facility with office space
- 4437 • Purchase and renovation of Shipping and Distribution Center
- 4438 • Plan and construct new UMC-Harrogate

4439 Campus Enhancements

- 4440 • Ongoing campus lighting enhancements
- 4441 • Campus sidewalks and crosswalks
- 4442 • Continue to monitor utilities to enhance fiscal responsibility
- 4443 • Evaluate and identify potential problems with ADA facilities compliance
- 4444 • Implement and continue upgrades to Schenk facility
- 4445 • Continue to renovate Student Center
- 4446 • Support a campus master plan
- 4447 • Reconfigure campus road schematics
- 4448 • Continue to identify site-specific enhancements at extended sites

4450 **Responsibility:** Director of Properties and Physical Plant, VP for Administration, Director of
 4451 Environmental Safety and Facility Coordination, Director of Infrastructure Management, the
 4452 President, President’s Cabinet, and Properties Committee of the Board of Trustees.

4453
 4454 **Time Frame:** Annually and as needed.

4455
 4456 **Resources:** Physical plant budget, plant fund.

4457
 4458 **Assessment:** Minutes of President’s Cabinet and Properties Committee; minutes from the
 4459 Facilities Management Group; Physical Plant Operations Group and other project plan
 4460 documentation.

4461
 4462 **Use of Results:** Improve, maintain, preserve and protect the physical resources of the
 4463 Institution.

4464 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
4465 *resources on campus and at extended learning sites*

4466

4467 **Objective 4.2:** Provide a healthy, safe, and secure environment.

4468

4469 **Strategies and Action Plans:**

4470 • Assess, plan for, and evaluate University safety and security operations in order to ensure
4471 compliance with regulatory agencies annually

4472 • Seek funding from outside sources to ensure additional health and safety opportunities
4473 and resources

4474 • Communicate the University's Health and Safety Manual, including the University Crisis
4475 Plan

4476 • Coordinate on-campus and off-campus resources (e.g. human resources, student services,
4477 housing, county health departments, external counseling agencies etc.) to provide
4478 community health and well-being resources to ensure compliance

4479 • Conduct an annual assessment of physical plant and facilities, focusing on safety and
4480 health issues (posted evacuation plans, lighting, traffic signs, alarm systems, call boxes,
4481 and camera systems, security and access control)

4482 • Support training opportunities for health and safety issues

4483 • Coordinate and implement handling of hazardous materials and biological waste in
4484 compliance with applicable local, state and federal regulations

4485 • Implement access control in all new facilities on campus

4486 • Continue to expand the security call phone system and utilization of campus siren

4487 • Enhance participation in Emergency Alert System

4488 • Enhance current fire drill procedures for administrative buildings

4489 • Designation of shelter in place for each facility

4490 • Mock emergency drill conducted on a scheduled basis

4491 • Assist with educating students about campus, personal and situational safety

4492 • Ongoing enhancement of safety and maintenance support at extended learning sites

4493 • Increased training of police officers on Campus Save initiative and sexual assault
4494 investigation

4495 • Posting of evacuation routes on all floors of all buildings

4496

4497 **Responsibility:** IT Representative for Infrastructure, Director of Properties and Physical Plant,
4498 VP for Administration, Director of Environmental Safety and Facility Coordination, Director of
4499 Campus Safety and Emergency Preparedness, Director of Infrastructure Management,
4500 President's Cabinet, Chief of LMU Campus Police and Security, Risk and Insurance Manager,
4501 and Chair of the Institutional Biological and Chemistry Safety Committee.

4502

4503 **Time Frame:** Annual or as needed.

4504

4505 **Resources Required:** Physical plant and/or departmental budget(s)

4506 **Assessment:** Evaluate regulatory agency reports, safety and security reports and plans

4507

4508 **Use of Results:** Enhance safety and security on campus and at extended learning sites

4509 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
4510 *campus and at extended learning sites*

4511

4512 **Objective 4.3:** Enhance and sustain the Institution's Human Resources (HR).

4513

4514 **Strategies and Action Plans:**

4515

- Enhance employee orientation process

4516

- Maintain the HR information site on LMU's internal portal

4517

- Continue to provide and enhance in-house training and development programs for employees

4518

4519

- Evaluate and enhance University benefits

4520

- Ensure compliance with local, state and federal agencies

4521

- Review and solicit input from Faculty and Staff Senates for existing Faculty/Staff Policy based on current laws and upcoming legislation

4522

4523

- Support the financial audit process

4524

- Participate in job fairs to present LMU as a career opportunity

4525

- Enhance the Human Resources physical presence at extended learning sites

4526

- Research and address current healthcare reforms

4527

- Further streamline payroll process (EMMA) while adhering to payroll legislation

4528

- Maintain digital backup employee file system to aid in retention documentation (Image Now)

4529

4530

- Recognize employee service and promotions through celebrations

4531

- Support and encourage the development of wellness programs

4532

- Implement human resources technology (as budget permits) to reduce manual processes

4533

4534

Responsibility: Human Resources and the Vice President for Administration

4535

4536

Time Frame: Ongoing.

4537

4538

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

4539

4540

4541

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

4542

4543

4544

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

4545

Strategic Goal 5:

4546

*Ensure effective and efficient use of
technology*

4547

4548 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
4549 *resources.*

4550
4551 **Objective 5.1:** Plan and budget for appropriate technological resources, including staff,
4552 software, and hardware.

4553
4554 **Strategies and Action Plans:**

- 4555 • Actively participate in budgeting process of new and proposed initiatives
- 4556 • Identify and prioritize department and program technology requests for existing programs
- 4557 • Identify cost effective solutions to meet technological needs
- 4558 • Identify budget resources for upgrades, maintenance, support and training
- 4559 • Develop university purchasing, life-cycle management and maintenance schedule
- 4560 • Assess technology initiatives to determine adequate resources
- 4561 • Procure adequate instructional technology (e.g., laptops) for adjunct faculty
- 4562 • Support instruction, research and scholarly activity
- 4563 • Include opportunities to provide service to the community
- 4564 Identify, plan and support resource needs (including both physical and personnel needs)
- 4565 for online and hybrid course and program offerings
- 4566 • Improve communication between Finance, Information Services and appropriate
- 4567 departments regarding funded and unfunded technology budget requests
- 4568

4569 **Responsibility:** Vice President of Finance, Information Services (IS) staff, Information
4570 Technology Committee, and President's Cabinet.

4571
4572 **Time Frame:** Continuous.

4573
4574 **Resources Required:** Included in Information Services budget.

4575
4576 **Assessment:** Annual survey of faculty, staff, students and technology; and an annual itemized
4577 review of technology budget and expenditures.

4578
4579 **Use of Results:** To justify, plan and communicate budgeting for technology.

4580 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
4581 *resources.*

4582
4583 **Objective 5.2:** Provide and maintain technology infrastructure.
4584

4585 **Strategies and Action Plans:**

- 4586 • Review and assess all network closets
- 4587 • Provide and maintain appropriate technology resources for faculty, staff and students
- 4588 • Review, assess and modify online services for faculty, staff and students
- 4589 • Review, assess and modify software, website and database functionality for University
4590 use
- 4591 • Review, assess and provide additional classroom technology needs
- 4592 • Continue planned implementation of secure electronic document imaging solution
- 4593 • Maintain appropriate wireless network and wireless network security
- 4594 • Perform network security audit annually
- 4595 • Review, assess and analyze network monitoring reports
- 4596 • Identify additional or new technology needs in new and existing buildings
- 4597 • Identify additional or new technology needs for new and existing programs
- 4598 • Review, assess and modify Disaster Recovery Plan for Information Services
- 4599 • Continue implementation of safety plan to including access control, video surveillance
4600 and fire and smoke detection
- 4601 • Maintain appropriate support for security services
- 4602 • Run fiber optic cable to new and existing facilities to expand Sigmon Communications
4603 Center broadcasting infrastructure
- 4604 • Partner with vendors to identify and improve bandwidth and performance on applications
4605 hosted off-site

4606
4607 **Responsibility:** IS, Security and Information Technology Committee
4608

4609 **Time Frame:** Continuous.
4610

4611 **Resources Required:** Basic resources included in Information Services budget; additional
4612 resources requested through budget process and grants. Compliance with national standards and
4613 regulatory guidelines.

4614
4615 **Assessment:** EDUCAUSE or national benchmarks, Network monitoring reports, Helpdesk logs
4616 and resolutions, Standard Operating Procedures, Information Technology Infrastructure Library
4617 (ITIL) standards, International Society for Technology in Education (ISTE) recommendations
4618 and COBIT.

4619
4620 **Use of Results:** To ensure adequate technology infrastructure for faculty/staff/student.

4621 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
4622 *resources.*

4623
4624 **Objective 5.3:** Provide training opportunities for faculty, staff, students and technology support
4625 staff.

4626
4627 **Strategies and Action Plans:**

- 4628 • Create an annual training schedule in collaboration between IS and Center for Teaching
4629 and Learning Excellence (CTLE)
- 4630 • Train new employees on basic productivity tools
- 4631 • Train and cross-train technology support staff
- 4632 • Support online learning initiatives
- 4633 • Provide new and emerging technology training opportunities
- 4634 • Support CTLE with the development of instructional resources that use technology
- 4635 • Coordinate training opportunities with vendors
- 4636 • Coordinate training and orientation opportunities with graduate and undergraduate
4637 students

4638
4639 **Responsibility:** Information Services, Center for Teaching and Learning Excellence, Academic
4640 Affairs, Office of Institutional Research and Student Support Services

4641
4642 **Time Frame:** Continuous.

4643
4644 **Resources Required:** Basic resources included in Information Services budget and Academic
4645 Affairs budget.

4646
4647 **Assessment:** Training assessment surveys and Annual Software utilization assessment.

4648
4649 **Use of Results:** To determine user satisfaction levels as measured by continuous survey and
4650 identify training needs of faculty, staff, and students; to identify problems which additional user
4651 training could improve user satisfaction.

4652 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
4653 *resources.*

4654
4655 **Objective 5.4:** Provide user support for technology services.
4656

4657 **Strategies and Action Plans:**

- 4658 • Review, assess, and modify Information Services Helpdesk support
- 4659 • Continue campus-wide campaign to communicate help desk support procedures
- 4660 • Review and analyze Helpdesk service and support logs
- 4661 • Create and analyze Helpdesk FAQ and online support documentation
- 4662 • Encourage the use of campus portal (Pathway)
- 4663 • Analyze trends for user support frequency and staff appropriately
- 4664 • Review, assess and modify Information Services Policies and Procedures as needed
- 4665 • Review, assess, and modify the student and employee handbooks for technology policy
4666 changes
- 4667 • Provide user-friendly guest access to LMU wireless
- 4668 • Procure adequate instructional technology (e.g., laptops) for adjunct faculty
- 4669 • Develop policies and procedures for granting appropriate guest access to technology,
4670 facilities and services
- 4671 • Support campus and community events

4672
4673 **Responsibility:** IS, Director of Social Networking and President's Cabinet.
4674

4675 **Time Frame:** Continuous.
4676

4677 **Resources Required:** Basic resources included in Information Services budget.
4678

4679 **Assessment:** Helpdesk work order survey results, routine review and analysis of Helpdesk work
4680 orders and resolutions.

4681
4682 **Use of Results:** To ensure user support for technology for faculty, staff and students

4683 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
4684 *resources.*

4685
4686 **Objective 5.5:** Plan and implement necessary resources and services for radio/television stations.
4687

4688 **Strategies and Action Plans:**

- 4689 • Continue to investigate the potential for a new communication center
- 4690 • Provide additional staff training to minimize air down time
- 4691 • Establish additional advertising accounts and programming opportunities
- 4692 • Support campus events, public relations and marketing and community events
- 4693 • Maintain Federal Communications Commission (FCC) and other regulatory guidelines
- 4694 • Maintain required memberships and licensing
- 4695 • Explore opportunities in internet broadcasting for television
- 4696 • Support a communication plan to advertise services to the LMU community
- 4697 • Initiate more student involvement with productions
- 4698 • Continue to foster collaboration between academics, administrative departments, and
4699 Sigmon
- 4700 • Support necessary upgrades to Sigmon Communications Center broadcasting
4701 infrastructure

4702
4703 **Responsibility:** Sigmon Communications, CIO, VP of Administration and Deans of Schools.
4704

4705 **Time Frame:** Continuous.
4706

4707 **Resources Required:** Sigmon Communications budget and revenue from advertising and
4708 sponsorship.
4709

4710 **Assessment:** Annual review of memberships. Annual review and analysis of program offerings.
4711 Review of logs and regulatory requirement updates. Assess and survey listener-viewer base.
4712 Annual assessment of air downtime.
4713

4714 **Use of Results:** To enhance the student learning experience, provide services to the University
4715 and community, maintain up-to-date technology for TV and radio, and maintain quality services.

4716 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
4717 *resources.*

4718
4719 **Objective 5.6:** Provide appropriate support for research initiatives at the University.
4720

4721 **Strategies and Action Plans:**

- 4722 • Maintain continuous communication with the academic community to identify faculty
4723 needs regarding the technological infrastructure necessary to support research and
4724 scholarly activity
- 4725 • Review and assess electronic research administration capabilities to support pre-award
4726 and post-award grant activities
- 4727 • Participate in the planning, development and support of research facilities
- 4728 • Evaluate adequacy of technology support staff to support research and scholarly activity
- 4729 • Ensure compliance with federal and state regulations regarding management of
4730 information and data generated and used during research and scholarly activity
- 4731 • Create sufficient budget and staffing to adequately support research/scholarly activity and
4732 future information technology needs
- 4733 • Identify, support and maintain technology-related research tools and applications
4734

4735 **Responsibility:** Information Services and the Office of Research, Grants, and Sponsored
4736 Programs.

4737
4738 **Time Frame:** Continuous.

4739
4740 **Resources Required:** Information Services budget and revenue from grants and sponsored
4741 programs.

4742
4743 **Assessment:** Approved grant requirements and regulatory assessment; purchase orders that
4744 support grant requests; user satisfaction surveys.

4745
4746 **Use of Results:** Identify additional needs to support research initiatives.

4747 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
4748 *resources.*

4749
4750 **Objective 5.7:** Develop and maintain a high quality external website.
4751

4752 **Strategies and Action Plans:**

- 4753 • Maintain communication with current web design firm on redesign of website
- 4754 • Utilize Director of Web Development for support of content management system and
4755 other development as needed
- 4756 • Develop a dynamic/responsive website to allow viewing on all electronic devices
- 4757 • Centralize web page maintenance
- 4758 • Consult with the office of PR and Marketing to facilitate consistent design and brand use
4759 across all LMU web pages
- 4760 • Create and maintain an effective content management system
- 4761 • Investigate software options to enhance University website, including e-Commerce
4762 (beyond what is currently available through iModules/alumni community)
- 4763 • Initiate a process for approval to allow updated directories
- 4764 • Empower department heads or designee to review, assess and modify website content
- 4765 • Work with office of PR and Marketing to assess marketing needs for the website and
4766 third-party platform resources
- 4767 • Provide and review analytics report on an ongoing basis to determine security threats and
4768 marketing opportunities
- 4769 • Develop training and communication plan for redesigned website launch and
4770 maintenance

4771
4772 **Responsibility:** Information Services, Office of Public Relations and Marketing, department
4773 heads or designees

4774
4775 **Time Frame:** Continuous

4776
4777 **Resources:** IS budget, personnel

4778
4779 **Assessment:** web analytics

4780
4781 **Use of Results:** to create a consistent dynamic website accessible to all constituents via all web
4782 access devices

4783

Strategic Goal 6:
Enhance resources

4784

4785 **Strategic Goal 6:** *Enhance resources*

4786

4787 **Objective 6.1:** Create an environment of practical, helpful collaboration and service across the
4788 main campus and all extended learning sites and the community

4789

4790 **Strategies and Action Plans:**

4791

- Use the AHSS form as a template for logging service, scholarly activity and campus service institution-wide. This will provide a means for public relations opportunities, advertising, tracking and recruitment.

4792

4793

4794

- Maintain listings of internal experts

4795

4796

4797

- Host quarterly open social and informational events at University Faculty Club and extended learning sites in order to foster a sense of faculty/staff community, share new program initiatives and provide collaborative and social opportunities

4798

- Utilize cross-departmental experts to create fundraising opportunities

4799

4800

- Create dedicated section on main LMU website to promote new initiatives, and utilize Outlook calendar invitations to announce scheduled events and encourage attendance

4801

4802

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

4803

- Promote the use of Pathway notifications for campus communication

4804

Responsibility: Vice President for University Advancement, Assistant Vice President for

4805

University Advancement, Prospect Research, I.S., Vice President for Student Services and

4806

Enrollment Management, President's Cabinet, Academic Deans, Program Directors, Department

4807

Chairs, Athletics and Administrative Assistants.

4808

4809 **Time Frame:** Ongoing

4810

4811 **Resources Required:** University Advancement Entertainment and Other budget lines (if funds
4812 are necessary)

4813

4814 **Assessment:**

4815

- Track service hours

4816

- Surveys to assess interest, participation and awareness

4817

- Monitor attendance at forums and events

4818

4819 **Use of Results:** Enhance campus image through marketing and promotion. Improve formal and
4820 informal campus and community communication. Revise future activities based on results of
4821 assessment.

4822 **Strategic Goal 6:** *Enhance resources.*

4823

4824 **Objective 6.2:** Increase unrestricted donations through giving and alumni participation by
4825 building a broad base of annual support.

4826

4827 **Strategies and Action Plans:**

4828 • Maintain best advancement practices with the University Advancement division and
4829 adhere to established fundraising code of ethics by Council for Advancement and Support
4830 Education (CASE) and National Association of College and University Business Officers
4831 (NACUBO)

4832 • Identify and cultivate donors who have the potential to give unrestricted gifts annually

4833 • Emphasize the concepts of Values – Education – Service as it applies to giving

4834 • Support efforts to enhance University-wide research. (3.3.1, 3.3.5, 3.7.3, 3.8.1—
4835 Principles of Accreditation)

4836 • Solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund
4837 (Goal of 100% participation)

4838 • Request all members of the President’s Cabinet to participate in the Annual Fund (Goal
4839 of 100% participation)

4840 • Encourage University Advancement staff to continue to contribute to the Annual Fund
4841 (Goal of 100% participation)

4842 • Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of
4843 100% participation)

4844 • Collaborate with deans, departmental chairs and all campus constituencies to increase
4845 current faculty/staff giving with the goal of 50% participation for FY 2015-16, and 100%
4846 participation for schools/departments and extended learning sites

4847 • Meet each academic year with deans to discuss potential internal and external fundraising
4848 opportunities for the department

4849 • Continue to monitor fundraising strategies for the Annual Fund. The Annual Fund allows
4850 LMU to place resources where they are most immediately needed or where opportunities
4851 are greatest. Strategies for meeting the Annual Fund goal include:

4852 ○ Maintain the Recognition Societies

4853 ○ Target group designations for direct mailings for the Annual Fund such as class years,
4854 special interests and majors and will be closely monitored for success rate and all
4855 letters will be signed by the President

4856 ○ Continue to target LYBUNT and SYBUNT donors

4857 ○ Publish Annual Fund appeals publications such as *CampusLinc*, *Alumnus*, the *Blue*
4858 *and Gray*, and other publications as needed, and will include self-mailer formats
4859 where appropriate and direct mail appeals

4860 • Increase efforts to solicit potential donors. Target special interest groups, honorary degree
4861 recipients, recipients of institutional awards, corporations, professional organizations and
4862 parents. The University president will continue to call on the top 1% of targeted donors.

4863 • Improve donor recognition system to include enhanced Recognition Societies through use
4864 of annual events, publications, and personal meetings

4865 • Travel within targeted territories for systematic cultivation and solicitation. Through
4866 utilization of prospect research, focus on potential major gift level donors such as World
4867 War II era groups.

- 4868 • Educate alumni about the increased need for scholarship funding for veterans and
- 4869 dependents
- 4870 • Explore ways to recognize LMU's alumni veterans at special events
- 4871 • Involve students in philanthropy from the time of enrollment through legacy programs
- 4872 • Educate the University's community on the importance of speaking with a consistent
- 4873 message. Create enhanced revenue streams and synergy through education on
- 4874 philanthropy. Stress the importance of working through the University's president, major
- 4875 gift officers and deans to enhance the giving process.
- 4876 • Evaluate future composition of advisory boards with the Vice President for Academic
- 4877 Affairs. Encourage advisory board giving.
- 4878 • Target mailings to new graduates to obtain correct e-mail and physical address
- 4879 • Target inaugural classes of new program initiatives to facilitate transition from current
- 4880 students to University alumni with emphasis on giving
- 4881 • Explore new affinity programs
- 4882 • Continue communication with Human Resources personnel on payroll deduction
- 4883 procedures
- 4884 • Disseminate trustee letters to target groups
- 4885 • Solicit Last Year but Unfortunately Not This Year (LYBUNTS) (donors who gave last
- 4886 year but not this year) and Some Year but Unfortunately Not This Year (SYBUNTS)
- 4887 (donors who gave some year but not this year) by state according to divided territory
- 4888 • Collaborate with Abraham Lincoln Library and Museum (ALLM) staff to develop a list
- 4889 of contacts for annual support to include the Lincoln Letters, former donors to the
- 4890 Museum, and the Museum visitors list. Names will be compiled into a master solicitation
- 4891 list.
- 4892 • Continue to collaborate with the J. Frank White Academy (JFWA) principal to maintain a
- 4893 list of contacts for annual support to include parents and relatives and graduates of the
- 4894 Academy
- 4895 • Develop a list of contacts with the Athletics staff for annual support to include graduates
- 4896 who participated in athletics
- 4897 • Partner with athletics on annual golf tournament, auction, and other fundraising events
- 4898 • Continue to develop the role of volunteers in the overall fundraising program
- 4899 • Work with staff senate and faculty senate to address giving options
- 4900 • Establish personal visit goals for athletics, the Abraham Lincoln Library and Museum
- 4901 (ALLM), and JFWA in cooperation with their supervisors
- 4902 • Utilize prospect research to build information about alumni, friends, and potential
- 4903 prospects
- 4904 • Support initiatives to demonstrate adequate resources for accreditation standards
- 4905 • Pursue private foundation dollars to fund University projects
- 4906 • Continue to evaluate phonathon program
- 4907 • Maintain a calendar of stewardship and cultivation events to help create and broaden the
- 4908 foundation for annual donor support
- 4909 • Maintain calendar of annual solicitations for DCOM donors including White Coat
- 4910 Solicitation, End of Year Appeal, LYBUNT and Commencement
- 4911 • Continue Thank-You call program for the Board of Trustees with 20 board members
- 4912 signing commitment cards

- 4913 • Maintain Thank-You Call process for dean of DCOM to help steward gifts of \$1,000 or
- 4914 more and develop major gift prospects from preceptor pool
- 4915 • Maintain presence at the Annual American Osteopathic Association (AOA) Convention
- 4916 with intent to recruit faculty, potential students, and continue DCOM alumni annual
- 4917 reception
- 4918 • Maintain all undergraduate and graduate Alumni Boards and giving programs as needed
- 4919 • Maintain and expand online alumni sub communities as needed
- 4920 • Maintain RotationsLINC e-newsletter to medical students on clinical rotations
- 4921 • Expand the use of iModules Alumni Community as an online registration tool
- 4922 • Expand alumni chapter membership and events, and investigate new locations for
- 4923 chapters
- 4924 • Expand alumni travel program
- 4925 • Implement Multi Variable Testing (MVT) factors for during 2015-16
- 4926 • Coordinate LMU Student Awards Day program utilizing annual scholarships
- 4927 • Initiate fundraising activities to support research and scholarly activity
- 4928 • Explore opportunities to contribute to LMU at corporate point-of-purchase
- 4929

4930 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
 4931 and Board of Trustees in cooperation with deans, chairs, program directors and other designated
 4932 faculty and staff (3.2.12—Principles of Accreditation).

4933
 4934 **Time Frame:** Ongoing.

4935
 4936 **Resources Required:** University Advancement/Alumni Services Travel, Postage, Printing,
 4937 Publications and Honors and Awards budget lines

4938
 4939 **Assessment:** (Benchmark with Council for Aid to Education (CAE) report on peer institutions to
 4940 be added when report is in)

- 4941 • Review call reports at staff meetings and development meetings
- 4942 • Monitor all giving totals
- 4943 • Review LYBUNT and SYBUNT reports as needed
- 4944

4945 **Use of Results:** To support current operating expenses.

4946 **Strategic Goal 6:** *Enhance resources*

4947

4948 **Objective 6.3:** Increase endowment participation by 5% annually for student scholarships,
4949 faculty development, research, endowed chairs, continuing education and physical plant
4950 (3.10.1—Principles of Accreditation).

4951

4952 **Strategies and Action Plans:**

4953 • Support efforts to enhance University-wide research (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles
4954 of Accreditation)

4955 • Research, identify, and cultivate potential donors who have the capacity to endow chairs
4956 at a minimum of \$2,000,000, endow professorships at a minimum of \$1,000,000, endow
4957 scholarships at a minimum of \$25,000 and endow faculty development funds at a
4958 minimum of \$25,000. Review endowed chairs to determine which ones are currently
4959 fully funded.

4960 • Emphasize the concepts of Values – Education – Service as it applies to giving

4961 • Target special interest groups, honorary degree recipients, and recipients of institutional
4962 awards

4963 • Recognize donors who contribute to endowment funds

4964 • Continue to monitor fundraising strategies for the Endowment

4965 ○ Recruit and retain quality faculty and students by establishing endowed chairs,
4966 providing financial aid, and ensuring through endowed scholarships, and ensures that
4967 facilities are adequately maintained

4968 ○ Cultivate and solicit the World War II era group for increased gifts through estate
4969 plans by the fundraising arm of the University Advancement staff

4970 ○ Re-evaluate fundraisers' respective calls lists, including the president's call list

4971 ○ Increase number of grant proposals for grants to endowment projects

4972 • Increase the number of the Circle of Friends for Endowment gift club

4973 • Review prospects with the Development Committee of the Board of Trustees, the
4974 president of the University (3.2.12 – Principles of Accreditation), the chairman of the
4975 Board, and the chairman of the Executive Committee

4976 • Feature donors who have already made estate plans in the *Alumnus* magazine

4977 • Feature long-term donors in publications and on the website

4978 • Collect and scan documentation for planned giving through ImageNow

4979 • Utilize DonorSearch prospect research services

4980 • Expand solicitation of foundations, professional organizations, corporations, and
4981 government agencies that support endowment endeavors

4982 • Pursue private foundations

4983 • Establish endowment levels required for maintenance of each facility on campus with
4984 coordination with the vice president for Finance

4985 • Support additional scholarship funding for Honors Scholars

4986 • Educate University community on importance of speaking with consistent message

4987 • Continue to coordinate LMU Student Awards and Recognition program and recognize
4988 endowed scholarship donors

4989 • Initiate fundraising activities to support research and scholarly activity

4990 • Marketing dollars for developing new programs

4991 **Responsibility:** Vice President for University Advancement, President, President's Cabinet, UA,
4992 Student Awards Committee, and Board of Trustees in cooperation with designated faculty and
4993 staff.

4994
4995 **Time Frame:** Ongoing.

4996
4997 **Resources required:** University Advancement Travel, Postage, Printing, Publications and
4998 Honors and Awards budget lines; similar budget lines within the DCOM budget are also required
4999

5000 **Assessment:**

- 5001 • Review and compare call reports of major gift officers
- 5002 • Compare five-year endowment giving trends
- 5003 • Evaluate return on investment for donor calls, direct mail, special events and other
- 5004 initiatives
- 5005 • Evaluate actual endowment acquired for facility upkeep versus goal amounts
- 5006 • Evaluate the use of endowed scholarship dollars to offset need for institutional student
- 5007 aid

5008
5009 **Use of Results:**

- 5010 • To increase endowed scholarships to enable students to attend LMU as cited in our
- 5011 mission statement
- 5012 • To increase communication to and involvement with the Board of Trustees and alumni
- 5013 through the class agents program, friends of the University, and foundations and
- 5014 corporations and other granting agencies
- 5015 • To demonstrate that best practices in fund raising are addressed and maintained, to ensure
- 5016 that calls are made on a timely basis, and to ensure that budget relief for academic areas, as well
- 5017 as capital projects, is provided

5018 **Strategic Goal 6:** *Enhance resources*

5019

5020 **Objective 6.4:** Market and promote the University locally, regionally, nationally and
5021 internationally by use of all electronic and non-electronic media sources to support current
5022 recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans,
5023 and to increase pride in the University Alcoa (Blount County), Alcoa City Center; Chattanooga,
5024 TN (Chattanooga State Community College); Corbin, KY (Baptist Health; Ewing, VA, extension
5025 of Harrogate Campus (DeBusk Veterinary Teaching Center; Kingsport, TN (Kingsport Center
5026 for Higher Education); Cumberland Gap, TN, extension of Harrogate campus;; Knoxville, TN,
5027 Cedar Bluff and Duncan School of Law; Middlesboro, KY (Southeast Kentucky Community and
5028 Technical College); Morristown, TN and Sevierville, TN (Walters State Community College
5029 campus). (1.1 and 4.6—Principles of Accreditation).

5030

5031 **Strategies and Action Plans:**

- 5032 • Support efforts to promote University-wide research and scholarly activities (3.3.1, 3.3.5,
5033 3.7.3, 3.8.1—Principles of Accreditation)
- 5034 • Support the University’s Information Literacy through internal promotion and marketing
- 5035 • Emphasize the concepts of Values – Education – Service as it applies to giving
- 5036 • Update marketing plan to ensure funding and effective promotions of the University’s
5037 programs by sending out timely news releases and by utilizing the World Wide Web,
5038 social media and all other media resources
- 5039 • Collaborate with Arts in the Gap Advisory Council to promote programming and increase
5040 visibility
- 5041 • Utilize social media sites including Facebook, Twitter and YouTube to market and brand
5042 the University
- 5043 • Market the University to alumni through the Alumni Online Community
- 5044 • Educate University community on importance of speaking with consistent message
- 5045 • Identify human interest stories throughout the University to pitch to national media, with
5046 the goal of five or more per year. Work with University departments to cultivate projects
5047 of national interest.
- 5048 • Include in the program budget pro forma adequate funding for marketing new programs
- 5049 • Convene meetings each semester with marketing committee to explore additional
5050 marketing strategies for all areas
- 5051 • Meet individually with each dean once per year and develop specific marketing plans for
5052 each school. Conduct periodic dean’s meetings with all deans in one room with
5053 marketing leadership.
- 5054 • Attend the Board of Trustees Marketing Committee meetings to identify emerging
5055 programs in need of marketing, and to assist in developing long-range plans.
- 5056 • Partner with Sigmon Communications to produce video segments/news releases to be
5057 loaded on the LMU website and YouTube for individual departments, schools, and
5058 faculty.
- 5059 • Develop high quality promotional materials including posters for specific programs for
5060 wide distribution, including community colleges, career centers, and employers
- 5061 • Communicate regularly with extended learning sites to ensure that their needs with regard
5062 to printed material

- 5063 • Distribute the *Blue and Gray* newsletter, the *Alumnus* magazine, *CommunityLinc*,
- 5064 *AlumniLinc*, *AlumniLinc Quick Fact*, *Bridge Builder Heritage Society Newsletter*,
- 5065 *CampusLinc* and *Raising the Bar*
- 5066 • Promote international studies programs including the Kanto Program, World School,
- 5067 parents, and international residents from the community
- 5068 • Take advantage of marketing benefits of consortium agreements
- 5069 • Expand internal experts listing
- 5070 • Reinforce use of the University style manual and maintain a consistent identity in all
- 5071 marketing initiatives as defined in the manual available on the LMU Pathway and the
- 5072 website
- 5073 • Cooperate with the Risk and Insurance Manager in trademarking the University word
- 5074 marks and logos, and rolling out these word marks and logos internally and externally.
- 5075 • Publish donor recognition notices in appropriate media
- 5076 • Distribute planned giving materials by web, newsletter and other media
- 5077 • Plan and coordinate community service initiatives including Rural Area Medical center
- 5078 (RAM) in 2017 to help promote the University's mission of service to humanity
- 5079 • Promote the culture of service among faculty, staff and students through participation in
- 5080 external charitable events
- 5081 • Market the free services available to the community, including the Harrogate park,
- 5082 walking trails, organic garden, and others
- 5083 • Continue to promote LMU through collaboration with LMU-TV and Sigmon
- 5084 Communications Center
- 5085 • Support initiative to demonstrate adequate resources for accreditation standards
- 5086 • Develop and execute marketing plan to grow patient base at University Medical Clinic
- 5087 • Promote the Honors Scholars program through web, social media, and all print media
- 5088 • Promote and facilitate increased use of LMU Pathway Portal
- 5089 • Integrate JFWA marketing in TV spots and on-campus, and on public-access local
- 5090 channels
- 5091 • Investigate creation of a JFWA alumni directory
- 5092 • Continue to produce comprehensive marketing strategies for all LMU programs and
- 5093 events
- 5094 • Continue to implement overarching strategy with distinct talking points for CVM
- 5095 recruitment of faculty, students and clinical sites
- 5096 • Broaden the use of testimonials (parents, students within specific majors, faculty, staff,
- 5097 alumni) using social media in conjunction with the Merit Pages system to recognize
- 5098 student achievement
- 5099 • Continue internal marketing plan to educate students on the Merit Page program and how
- 5100 LMU will utilize Merit Badges to promote student achievements
- 5101 • Collaborate on marketing proposal for JFWA residential and lower grade programs
- 5102 • Maintain and update recruiting materials for all programs as needed
- 5103 • Continue to facilitate classroom visits with faculty, inviting alumni, local teachers and
- 5104 business leaders to speak about career opportunities and finding success in their field

- 5105 • Ensure that communication flows from departments to staff that develop recruitment
5106 materials, marketing, and social media so that incoming students and change majors are
5107 informed about what careers are available, and what employment opportunities exist
5108 within academic programs
5109

5110 **Responsibility:** Senior Director of Marketing and Public Relations, the Director of Marketing
5111 and Public Relations for Health Sciences, Director of Publications, Director of Alumni Services,
5112 Web Developer, Director of Social Networking, and the Sports Information Director in
5113 cooperation with the and designated faculty and staff.
5114

5115 **Time Frame:** Annually with a quarterly review of the Marketing Committee.
5116

5117 **Resources Required:** University Advancement/Marketing Public Relations Travel, Postage,
5118 Printing, Publications, Advertising and Photographic Services budget lines; similar budget lines
5119 within the DCOM and undergraduate admissions budgets are also required
5120

5121 **Assessment:**

- 5122 • Continue market research with respect to marketing for admissions at undergraduate and
5123 graduate level
5124 • Use VOCUS data
5125

5126 **Use of Results:**

- 5127 • Improve integrated marketing and brand awareness
5128 • Improve goodwill through improved personal relationships between regional community
5129 leaders and University officials, faculty and staff
5130 • Provide accurate information to aid effective marketing and promotion of the University
5131 • Improve communication between internal and external markets through coordinated
5132 efforts of the Marketing Committee
5133 • Utilize data to demonstrate connection between marketing efforts, recruitment and
5134 retention, and gift income
5135 • Improve marketing efforts at extended learning sites with respect to new and existing
5136 programs

5137 **Strategic Goal 6:** *Enhance resources*

5138

5139 **Objective 6.5:** Continue aggressive fundraising to meet identified fundraising priorities,
5140 including increased annual fund donor base; increased endowment fund; capital projects for
5141 facility construction, maintenance and improvement; flexibility to meet unforeseen needs,
5142 utilizing MVT in all areas to track outcomes and maximize return on investment (ROI). (2.11.2,
5143 3.10.5—Principles of Accreditation).

5144

5145 **Strategies and Action Plans:**

- 5146 • Identify, cultivate and solicit donors to provide revenue for identified initiatives
- 5147 • Campus Capital Improvements: Lincoln Memorial University has the opportunity to
- 5148 complete a number of significant improvements to its Harrogate and extended learning
- 5149 sites. These projects directly benefit students and faculty as they enjoy the diverse
- 5150 educational opportunities of LMU.
- 5151 • Monitor facility needs and improvements for extended learning sites
- 5152 • Construct new residence hall
- 5153 • Build student center
- 5154 • Continue accreditation/upgrades at LMU-DSOL
- 5155 • Improvements at the Abraham Lincoln Library and Museum through Kincaid gift
- 5156 • Improvements at the Carnegie Vincent Library
- 5157 • Continue to evaluate Hitting/Pitching Complex
- 5158 • Continue upgrades at Duke Hall of Citizenship
- 5159 • Continue upgrades at DCOM
- 5160 • Continue renovation of facilities in Cumberland Gap
- 5161 • Renovate Grant-Lee Hall
- 5162 • Democrat Hollow Renovation Project
- 5163 • Construct Burchett Communications and Technology Center
- 5164 • Improve Athletics Facilities
- 5165 • Remodel rental property adjacent to campus
- 5166 • Expansion of Athletic Training resources adjacent to campus
- 5167 • Remodel of University Inn pool
- 5168 • Remodel of Liles and West
- 5169 • Remodel of cafeteria
- 5170 • Track and field facilities
- 5171 • Lacrosse facilities
- 5172 • New Maintenance building
- 5173 • Construct on-campus Veterinary Medicine facility (adding labs, lecture halls and office
- 5174 space)
- 5175 • Additional water storage tank to support irrigation and fire sprinkler systems
- 5176 • Construction of facility for conservation biology teaching and research, to replace pottery
- 5177 shop and CMRC building
- 5178 • Remodel of Mary Annan Natatorium
- 5179 • Development of social science lab
- 5180 • New water plant facility
- 5181 • Enhance campus lighting

- 5182 • Enhance campus sidewalks
- 5183 • Upgrade Schenk Center to support Veterinary Technology program
- 5184 • Increase endowment funds
- 5185 • Increase Annual Fund

5186
5187 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
5188 and Board of Trustees in cooperation with designated Faculty and Staff.

5189
5190 **Time Frame:** Review progress monthly and on June 30.

5191
5192 **Resources Required:** University Advancement Travel, Printing, Postage and Entertainment
5193 budget lines

5194
5195 **Assessment:**

- 5196 • Review monthly giving reports
- 5197 • Meet monthly with Finance to review capital projects and budget pro formas for new
- 5198 projects to ensure adequate resources for the division

5199
5200 **Use of results:**

- 5201 • Plan effectively as we target our fund raising territory and major donors
- 5202 • Document ROI of fund raising travel plan for major donors
- 5203 • Review fund raising priorities and ensure that priorities align with academic and non-
- 5204 academic division planning
- 5205 • Utilize fund raising data to chart our progress on approved projects
- 5206 • Review Campus Master Plan as needed to make the connection between fund raising and
- 5207 capital projects
- 5208 • Demonstrate that best practices in fund raising are addressed and maintained, to ensure
- 5209 that calls are made on a timely basis, and to ensure that budget relief for academic areas,
- 5210 as well as capital projects, are provided

5211

5212 **Strategic Goal 6:** *Enhance resources*

5213

5214 **Objective 6.6:** Provide support for the University by accurately recording gifts and maintaining
5215 alumni and demographic information through the use of appropriate technology and software
5216 (2.11.1 and 3.10.2—Principles of Accreditation).

5217

5218 **Strategies and Action Plans:**

5219 • Code all alumni by major, parents of current students and alumni, and add other codes as
5220 needed

5221 • Provide ongoing training for all members of University Advancement staff of all Ellucian
5222 and Informer tools and processes as needed

5223 • Expand tracking of foundations and other organizations

5224 • Expand planned giving tracking in conjunction with ImageNow scanning project

5225 • Enhance reporting and data analysis to meet the needs of the Division

5226 • Continue tracking alumni and donor contacts

5227 • Continue to use Informer as needed

5228 • Implement Michelangelo software to facilitate gift officer access to donor information

5229 • Provide alumni and donor data as requested for departmental fundraising efforts

5230

5231 **Responsibility:** Vice President for University Advancement, Assistant Vice President for
5232 University Advancement, and designated faculty and staff in cooperation with Finance and
5233 Information Services (IS).

5234

5235 **Time Frame:** Ongoing.

5236

5237 **Resources Required:** Costs covered under Information Services budget.

5238

5239 **Assessment:**

5240 • Document the completion of address updates, gift records and contact reports

5241 • Track and evaluate the dissemination of information for fundraising efforts

5242

5243 **Use of results:** Improved return on investment for all forms of interaction with alumni, friends
5244 and donors.

5245 **Strategic Goal 6:** *Enhance resources*

5246

5247 **Objective 6.7:** Continue to support the accreditation processes of the University.

5248

5249 **Strategies and Action Plans:**

5250 • Participate in accreditation activities and planning through representative membership on
5251 committees addressing compliance with specific components of the *Principles of*
5252 *Accreditation: Foundations for Quality Enhancement* (2.5—Principles of Accreditation)

5253 • Monitor changes in the University’s academic program and make adjustments in staffing
5254 that promote the success of new and continuing programs in meeting the expectations of
5255 program and institutional accreditation associations

5256 • Study the organizational structure of advancement divisions of other SACSCOC Level
5257 VI accredited institutions and the effectiveness of their development efforts for
5258 benchmarking and planning purposes

5259 • Review and update fundraising policies and procedures, where appropriate, to reflect best
5260 practices in all areas of operation and its expanded role in grant development to support
5261 LMU’s Level VI status with development of additional doctoral level programs

5262 • Support increased funding for faculty research and scholarly activities

5263 • Participate in accreditation activities and planning through representative membership on
5264 committees addressing compliance with specific components of the *Principles of*
5265 *Accreditation: Foundations for Quality Enhancement*

5266 • Review program accreditation as it relates to student scholarship support

5267

5268 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
5269 and Board of Trustees in cooperation with designated faculty and staff.

5270

Time Frame: Ongoing.

5271 **Resources Required:** Budgeted under the Institutional Research and Accreditation budget.

5272 **Assessment:** Provide required completed outcomes assessment documents to meet University
5273 schedule

5274

Use of results: Continued accreditation

5275 **Strategic Goal 6:** *Enhance resources*

5276

5277 **Objective 6.8:** Enhance legislative relationships.

5278

5279 **Strategies and Action Plans:**

5280 • Coordinate with Vice President for Public Affairs and University Counsel to facilitate
5281 effective legislative interactions

5282 • Identify opportunities to meet regularly with federal, state and local officials and their
5283 staff

5284 • Act as a resource for local and regional data as requested by external legislators

5285 • Monitor state and federal policies capable of impacting University functions and
5286 programs

5287 • Monitor TICUA alerts and distribute where appropriate across campus

5288 • Continue to offer externships to federal, state and local legal officials through LMU-
5289 DSOL

5290 • Continue providing legal education to judicial organizations upon their request

5291 • Investigate federal, state and local funding opportunities for the CVM facility and other
5292 initiatives

5293

5294 **Responsibility:** Vice President of University Advancement, Vice President for Public Affairs,
5295 Director of Major Gifts in cooperation with the President and Board of Trustees, LMU-DSOL,
5296 and Institute for Collaborative Leadership

5297 **Time Frame:** Ongoing.

5298 **Resources Required:** University Advancement Travel and other appropriate University budget
5299 lines.

5300 **Assessment:** Document relevant legislation, dollars received, and number of externs utilized in
5301 relation to LMU's funding priorities.

5302 **Use of results:** Implementation of funded programs, facilities and other capital projects; and
5303 other impact on the University budget

5304

Strategic Goal 7:

5305

*Assess and enhance University-wide
research and scholarly activity*

5306

5307 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

5308

5309 **Objective 7.1:** INTEGRATION: To connect all development, improvement and implementation
5310 of University research and scholarly activity initiatives to the University mission, planning,
5311 budgeting, academic programs, assessment and evaluation processes.

5312

5313 **Strategies and Action Plans:**

5314 • Continue to examine membership of Committee on Scholarly Activities (COSA) to
5315 ensure adequate representation of academic colleges/schools and entities

5316 • Clearly define and disseminate differences between faculty development and mini-grants
5317 support for scholarly activity

5318 • Work with the Deans through the COSA to develop processes and support for student
5319 scholarly activities

5320 • Review, evaluate and revise policies and procedures pertaining to research and scholarly
5321 activities

5322 • Develop efficient self-reporting methods ensuring the Office of Research, Grants and
5323 Sponsored Programs (ORGSP) receives notice of research and scholarly activity in a
5324 timely manner

5325 • Review, evaluate and refine methods of disseminating research and scholarly activity
5326 both internally and externally including coordination with the Office of Public Relations
5327 (e.g., Scholar of the month)

5328 • Facilitate the integration of research and scholarly activities throughout the university-
5329 wide curricula

5330 • Foster the development of multi-institutional local, state, national and international
5331 partnerships

5332

5333 **Responsibility:** Vice President of Research, Assistant Vice President for Health Sciences
5334 Research, Deans of Schools/Colleges, Executive Director of the ORGSP, Director of Marketing
5335 and Public Relations, Director of Foundations, and COSA.

5336

5337 **Time Frame:** Initial and ongoing.

5338

5339 **Resources Required:** Time commitment, data collection, analysis, and interpretation
5340 (\$ amount to be determined annually).

5341

5342 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

5343

5344 **Use of Results:** For the continued development and support of the research portion of the
5345 University's overall mission.

5346 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

5347

5348 **Objective 7.2:** INFRASTRUCTURE: Foster the development and management of the
5349 centralized research and scholarly activity support services to optimize their utility, accessibility
5350 and their responsiveness to the campus and extended learning sites research community.

5351

5352 **Strategies and Action Plans:**

- 5353 • Review the electronic grant budget and tracking system to ensure it is efficient and
5354 effective
- 5355 • Continue to assess procedures to ensure same day purchasing and delivery of supplies
5356 and rapid purchasing and delivery of equipment from grant accounts
- 5357 • Continue to assess procedures to ensure rapid direct on campus delivery of supplies and
5358 equipment to the purchaser, to ensure biological and chemical safety and grant
5359 accountability
- 5360 • Ensure ORGSP staff and committee chairs (IRB, IBC, IACUC and AV) actively
5361 participate in professional development activities to ensure LMU's compliance with
5362 federal and state law pertaining to research and grants
- 5363 • Review biological, chemical and radiation safety policies and procedures to ensure
5364 compliance with federal and state guidelines and regulations
- 5365 • Review and update fiscal management procedures and policies relative to external
5366 funding
- 5367 • Foster the management of internal grant programs for the support of
5368 undergraduate/graduate students' research projects and scholarly activity
- 5369 • Assist faculty, staff and students in obtaining external financial support for their scholarly
5370 activities including research, training, publications and presentations
- 5371 • Evaluate process and procedures for communicating grant opportunities to faculty, staff
5372 and students
- 5373 • Expand information support services (e.g. electronic resources, software licenses, library
5374 and accessibility) to facilitate research and scholarly activity
- 5375 • Develop individual school budgets for research and scholarly activities
- 5376 • Develop institutional support for attracting and hosting scholarly conferences
- 5377 • Maintain and negotiate the cost and purchase where applicable of service contracts for
5378 core equipment in the Math and Science research laboratories
- 5379 • Continue the university scholarly activities seminar program
- 5380 • Ensure potential researchers complete Collaborative Institutional Training Initiative
5381 (CITI) training
- 5382 • Support the activities as outlined in the strategic plan for the Dr. Robert L. Kincaid
5383 Endowed Research Center
- 5384 • Continue to fund a writer-in-residence program

5385

5386 **Responsibility:** Vice President for Research, Assistant Vice President of Health Sciences
5387 Research, Office of Finance, Dean of Administration, Risk and Insurance, Director of Library,
5388 Executive Director of the ORGSP, Post-Award Grants Manager, IS, Chair of Institutional
5389 Biological and Chemical Safety Committee, and Committee on Scholarly Activities (COSA).

5390

5391 **Time Frame:** Initial and ongoing. Any changes with fiscal impact must be included in the
5392 budget planning process, due October 1.

5393
5394 **Resources Required:** Time commitment, data collection, analysis, and interpretation (\$ amount
5395 to be determined).

5396
5397 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

5398
5399 **Use of Results:** For the continued development and support of the research and scholarly
5400 activities portion of the University's overall mission.

5401 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

5402

5403 **Objective 7.3:** FACULTY/STUDENTS: Ensure adequate on- campus and extended learning site
5404 faculty to initiate, grow and sustain both undergraduate and graduate level research and scholarly
5405 activities.

5406

5407 **Strategies and Action Plans:**

- 5408 • Office of Research and Sponsored Programs advocates identified and prioritized needs
5409 for research and scholarly activities
- 5410 • Establish guidelines for levels of startup funds for new faculty tailored to research and
5411 scholarly activity expectations of the new faculty member(s)
- 5412 • Review and refine incentive structures for research and scholarly activity
 - 5413 ○ Scholarly funding for travel and publications
 - 5414 ○ Individual membership in scholarly associations, societies and councils.
 - 5415 ○ Sabbatical leave policy and funding
 - 5416 ○ Rank advancement standards and incentive compensation increments
 - 5417 ○ Reassignment of time in order to achieve a 9 hour undergraduate semester
5418 instructional work load and 6 hour scholarly activity/service work load
 - 5419 ○ Expected incremental scholarly output increase
 - 5420 ○ Scholarship Support Services
- 5421 • Develop new programs that foster interdisciplinary, multidisciplinary and inter-
5422 professional research and scholarly activities
- 5423 • Explore the need for a University statistician to support faculty/staff research statistical
5424 design and data analysis
- 5425 • Implement the External Funding Incentive Pay Plan
- 5426 • Implement a university intellectual properties policy
- 5427 • Develop an institutional conflict of interest policy regarding research
- 5428 • Develop and support national and international programs that foster student scholarly
5429 activities including academic honor societies and Honors Scholars Program
- 5430 • Support and mentor the professional development of all faculty to become nationally and
5431 internationally recognized leaders in their academic disciplines

5432

5433 **Responsibility:** Vice President for Research, Assistant Vice President for Health Sciences
5434 Research, Provost/VPAA, Vice President for Finance, Deans of Colleges/Schools, and
5435 Committee on Scholarly Activities (COSA).

5436

5437 **Time Frame:** Initial and ongoing.

5438

5439 **Resources Required:** Cost to be determined, Information Resources.

5440

5441 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

5442

5443 **Use of Results:** For the continued development and support of the research portion of the
5444 University's overall mission.

5445 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

5446

5447 **Objective 7.4:** FACILITIES: Identify the need for facilities that foster the development of
5448 research and scholarly activity and manage them to optimize their utility and accessibility to the
5449 University-wide community.

5450

5451 **Strategies and Action Plans:**

- 5452 • Identify short-term and long-term facility needs ensuring future competitiveness of
5453 research and scholarly activities
 - 5454 ○ Identify and develop research space for the Social Sciences and conservation
5455 biology
- 5456 • Identify information technology, library and support services to facilitate research and
5457 scholarly activities
- 5458 • Ensure that all facilities comply with laboratory health, safety and environmental
5459 protection regulations
- 5460 • Support Space Allocation Committee policies and procedures for space allocation of
5461 dedicated laboratory research facilities
- 5462 • Review library resources for campus and extended learning sites to ensure graduate,
5463 undergraduate and faculty research and scholarly activity needs are adequate
- 5464 • Ensure ADA and USDA compliance of research facilities including the Abraham Lincoln
5465 Library and Museum

5466

5467 **Responsibility:** Vice President for Research, Assistant Vice President for Health Sciences
5468 Research, Vice President for Administration, Vice President for Finance, Director of Abraham
5469 Lincoln Library and Museum, Chief Information Officer, ADA Coordinator, Chairs of IACUC,
5470 IBC and IRB, and Director of the Library.

5471

5472 **Time Frame:** Initial and ongoing.

5473

5474 **Resources Required:** Cost to be determined, Information Technology, Technology Support for
5475 on-campus and extended learning site activity, Carnegie-Vincent Library and Abraham Lincoln
5476 Library and Museum resources.

5477

5478 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

5479

5480 **Use of Results:** For the continued development and support of the research and scholarly
5481 activities of the University's overall mission.

5482

5483 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

5484

5485 **Objective 7.5:** EVALUATION: To develop and implement an evaluation system that recognizes
5486 the importance of research and scholarly activity to the mission of the University.

5487

5488 **Strategies and Action Plans:**

5489

- Encourage the deans to establish guidelines and expectations concerning research and scholarly activities (including start-up funds for research and scholarly activities)

5490

5491

- Continue to ensure research and scholarly activities criteria are a component of the annual faculty evaluation

5492

5493

- Review procedures to record and report research and scholarly activity, including submissions, awards, outcomes presentations and publications

5494

5495

- Assess the broader impact of research on student learning, scholarly activities, curricular development and the community at large

5496

5497

5498

Responsibility: Vice President for Research, Assistant Vice President for Health Sciences Research, Provost/VPAA, Deans of Schools/Colleges, Chairs of departments/program directors.

5499

5500

5501

Time Frame: Initial and ongoing.

5502

5503

Resources Required: Cost to be determined.

5504

5505

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

5506

5507

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

5508