
Lincoln Memorial University

**Strategic Plan
2001 - 2006**

May 2001

Rough Draft

Friday, May 25, 2007

Mission and Purpose

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

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

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

Approved by the Board of Trustees 4 November 1999

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 goals, which are derived from its mission and reflect its vision for the future:

1. Secure and maintain fiscal integrity in all its activities, programs, and operations through concerted efforts to continuously increase its endowment and financial standing.
2. Provide quality educational experiences that have their foundation in the liberal arts and professional studies, that promote high personal standards, and that produce graduates with relevant career skills to compete in an ever-changing, increasingly global economy.
3. Make educational opportunities available to all persons without reference to social status. The university seeks to stabilize undergraduate enrollment by

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- strengthening recruitment efforts and increasing student retention through the creation of an academic and social environment that facilitates success and rewards achievement.
4. Advance the Cumberland Gap and tri-state region through community service programs in continuing education, leadership development, recreation, and the fine and performing arts.
 5. Continue as a critical educational, cultural, and recreational center for the area, and to develop and maintain facilities, which are safe, accessible, and conducive to the development of body, mind, and spirit.
 6. Attract and retain a highly qualified faculty and staff through providing the best possible compensation program within the limits of its ability.
 7. Continue to strengthen the faculty and staff development program with priority for allocation of resources determined by institutional needs.
 8. Increase technology for all educational sites. Specifically, the university seeks to continuously improve its computer and other technological resources for faculty and students.
 9. Develop and implement academic programs in response to anticipated or demonstrated educational needs, and to continuously evaluate and improve the effectiveness of current programs.
 10. Continue the tradition of providing a caring and nurturing environment where students, faculty, and staff with varied talents, experiences, and aspirations come together to form a community where there is room for diversity and growth in the pursuit of academic and career goals. The university seeks to develop students' potential in a supportive environment while challenging to grow intellectually and personally.
 11. Provide high quality educational opportunities through selected undergraduate and graduate degree programs for students who live or work a significant distance from the Lincoln Memorial University main campus, and for whom other options are not as accessible or satisfactory.

Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

Values

- I. Lincoln Memorial University values integrity
 - honesty
 - openness
- II. Lincoln Memorial University values excellence

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- teaching
- learning
- operations management
- scholarship
- leadership

III. Lincoln Memorial University values creativity

- teaching
- learning
- research
- administration
- artistic expression

IV. Lincoln Memorial University values diversity

- ethnic
- cultural

V. Lincoln Memorial University values community

- communication
- honesty and integrity
- teamwork
- responsibility
- respect
- safe and secure environment

VI. Lincoln Memorial University values accountability

- assessment
- evaluation
- improvement

VII. Lincoln Memorial University values service

- LMU community
- Appalachian region
- academic and intellectual communities

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

Theme one: Achieve regional distinction by improving academic quality

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1. Theme one: Achieve regional distinction by improving academic quality
 - 1.1 Goal: Achieve and maintain SACS/other program accreditations (2001-02)
 - 1.1.1 Objective: All appropriate programs will be approved by SACS and applicable professional and state agencies

Strategies/Action Plans:

Meet SACS accreditation requirements

Secure applicable professional approval for programs in athletic training, education, medical technology, nursing, social work, and veterinary technology

Secure state approval for programs in education (both graduate and undergraduate) and in nursing

Responsibility: Academic Affairs Council

Time Frame: Ongoing

Resources Required: \$30,000 annually (in Academic Unit budgets)

Assessment: SACS accreditation; Program accreditation: Commission on Accreditation of Allied Health Education Programs (athletic training), National Accrediting Agency for Clinical Laboratory Sciences (medical technology), National League for Nursing Accrediting Commission (nursing), Council on Social Work Education (social work), American Veterinary Medical Association (veterinary technology); State approvals: Kentucky Council on Higher Education, State of Tennessee Department of Education, Virginia Council on Higher Education (education), Kentucky Board of Nursing, Tennessee Board of Nursing (nursing).

Use of Results: To improve educational programs.

1.1.1 Related to: Univ. Goals 2, 9, 11

Criteria Sec.- 3.1

Rec. - none

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1. Theme one: Achieve regional distinction by improving academic quality
 - 1.2 Goal: Increase faculty salaries
 - 1.2.1 Objective: All faculty receive at minimum an increase in salary equal to the increase in the Consumer Price Index (CPI).

Strategies/Action Plans: The President will articulate salary objective 1.2.1 to the Board of Trustees using the CPI to establish a baseline increase in salaries.

Responsibility: President and Vice President and Dean of the Faculty

Time Frame: Each Year (on-going)

Resources Required: CPI (built into the budget pro forma and budget for each academic year)

Assessment: Comparison of salaries for faculty each year with previous years salaries.

Use of Results: To assure that faculty are adequately compensated.

1.2.1 Related to: Univ. Goal 6 Criteria Sec.- 4.8.5 Rec. - none

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1. Theme one: Achieve regional distinction by improving academic quality

1.2 Goal: Increase faculty salaries

1.2.2 Objective: Establish target ranges in salary according to faculty rank.

Strategies/Action Plans: Target salary ranges for the various faculty ranks are established using statistical analysis.

Responsibility: Director of Institutional Research and Vice President and Dean of the Faculty

Time Frame: Fall 2002

Resources Required: Research time.

Assessment: Faculty salary scale for the various faculty ranks.

Use of Results: To adequately and equitably compensate faculty.

1.2.2 Related to: Univ. Goal 6 Criteria Sec.- 4.8.5 Rec. - none

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1. Theme one: Achieve regional distinction by improving academic quality
- 1.2. Goal: Increase faculty salaries
- 1.2.3 Objective: Alleviate inequities in salary between faculty of similar rank in different schools/departments.

Strategies/Action Plans: The President recommends providing special salary increases to faculty who fall below the target range for faculty of that rank.

Responsibility: President and Vice President and Dean of the Faculty

Time Frame: Ongoing

Resources Required: \$100,000 (over the five year period)

Assessment: Analysis of the faculty salary ranges for each school by classification of faculty.

Use of Results: To ensure that faculty are adequately and equitably compensated.

1.2.3 Related to: Univ. Goal 6 Criteria Sec.- 4.8.5 Rec. - none

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 - 1.2. Goal: Increase faculty salaries
 - 1.2.4 Objective: Allow school deans some discretion in recommending salary increases for outstanding faculty

Strategies/Action Plans: The Vice President and Dean of the Faculty will receive recommendations from school deans for salary increases related to outstanding performance.

Responsibility: School Deans and Vice President and Dean of the Faculty

Time Frame: Annually in conjunction with faculty evaluations

Resources Required: \$100,000

Assessment: Comparison of evaluation results, recommended faculty compensation resulting from evaluation and actual contracted compensation of faculty members.

Use of Results: Assure adequate faculty compensations that reward exceptional performance (merit).

1.2.4 Related to: Univ. Goal 6 Criteria Sec.- 4.8.5 Rec. - none

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- 1.2 Goal: Increase faculty salaries
- 1.2.5 Objective: Move LMU toward parity with similar institutions using national salary surveys as a benchmark.

Strategies/Action Plans: The President's Cabinet will identify peer institutions for faculty salary comparisons. The Office of Institutional Research will provide the President with an analysis of LMU faculty salaries relative to benchmark institutions. National surveys will be used to compare the compensation of LMU faculty to faculty at similar institutions in the U.S.

Responsibility: President's Cabinet; specifically, Vice President and Dean of the Faculty and Director of Institutional Research

Time Frame: Annually each September

Resources Required: Research time (Faculty salary increases which are built into the annual budget)

Assessment: Report submitted to the President for presentation to the Board of Trustees for action. Review of national publications featuring salary comparisons for college and university faculty.

Use of Results: To improve moral among faculty and image with in the academic community.

1.2.5 Related to: Univ. Goal 6 Criteria Sec.- 4.8.5 Rec. - none

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Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality
- 1.3 Goal: Enhance faculty development (with emphasis on graduate faculty) (**Rec. 28 & 29**)
- 1.3.1 Objective: Scholarly and professional activities will increase.

Strategies/Action Plans: Increase attendance and participation at professional conferences; increase the number of scholarly papers presented to professional conferences and learned societies; increase professional publications; school deans will regularly track the professional development activities of faculty within the school and use this information in faculty evaluations and submit a report on such activities to the Vice President and Dean of the Faculty. **A planned 10% increase in professional organizations/learned societies and/or conference attendance, publications and presentations per year will provide evidence of a high level of competence among graduate faculty.**

Responsibility: Academic Affairs Council

Time Frame: Ongoing, with preliminary filed each summer, and final reports following faculty evaluations.

Resources Required: For 2001-2002 -- \$25,000 available for the collective faculty and an additional \$15,000 specifically designated for graduate faculty.

Assessment: Faculty vita, faculty evaluations, professional activity reports, publications, and reports submitted by school deans (**Rec. 7**)

Use of Results: To improve the academic programs and faculty members standing within the academic community.

- 1.3.1 Related to: Univ. Goal 7 Criteria Sec.- 4.3.1, 4.8.2.3 Recs. – 20, 29

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1. Theme one: Achieve regional distinction by improving academic quality
- 1.3 Goal: Enhance faculty development (with emphasis on graduate faculty)
- 1.3.2 Objective: Increase budget allocations for faculty development activities (**Sp Cmte 1**)

Strategies/Action Plans: Include line items in the budget specifically designated for faculty credentials (**Rec.28**), professional development, research, and publication assistance.

Responsibility: Vice President and Dean of the Faculty

Time Frame: Ongoing

Resources Required: \$40,000 annually with possible gradual increase when additional funding is available

Assessment: Budget document.

Use of Results: To promote increased faculty development and the quality of the academic programs and faculty.

1.3.2 Related to: Univ. Goal 7 Criteria Sec.- 4.8.2.3 Rec. – 20, 29

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- 1.3 Goal: Enhance faculty development (with emphasis on graduate faculty)
- 1.3.3 Objective: Increase the number of grants applied for and received.

Strategies/Action Plans: Provide assistance and information to faculty for grant application. The Institutional Research Office and the Advancement Office will work to assist faculty in the grant application process. Faculty will be encouraged to attend grant writing seminars.

Responsibility: Associate Dean of the Faculty for Research and Public Service; Grants and Contracts Committee

Time Frame: Ongoing

Resources Required: Use of faculty development funds and Grants and Contracts Committee.

Assessment: The grants applied for, the number and the dollar amount received.

Use of Results: To document scholarly activities among the faculty.

1.3.3 Related to: Univ. Goal 7 Criteria Sec.- 6.5 Rec. - 55

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1. Theme one: Achieve regional distinction by improving academic quality
- 1.4 Goal: Enhance use of instructional technology
- 1.4.1 Objective: Provide appropriate instructional technology training to faculty

Strategies/Action Plans: By the end of the 2000-2001 academic year, provide at least one instructional technology workshop appropriate to all faculty. Continue to provide appropriate instructional technology workshops on an annual basis.

Responsibility: Director of Academic Computing Support

Time Frame: Ongoing

Resources Required: Contained within the Academic Computer Services budget

Assessment: Instructional Technology Workshop announcement; attendance roster of faculty; training records, training documentation

Use of Results: To demonstrate enhancement of instructional technology

1.4.1 Related to: Univ. Goal 7, 8 Criteria Sec.- 5.3 Rec. - 41

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1. Theme one: Achieve regional distinction by improving academic quality

1.4 Goal: Enhance use of instructional technology

1.4.2 Objective: Improve technological support for faculty to enhance their use of instructional technology.

Strategies/Action Plans: Coordinate access and availability of technological support (**Rec. 9**) with Academic Computer Services

Responsibility: Director of Academic Computing Support

Time Frame: Ongoing

Resources Required: \$150,000

Assessment: Faculty surveys, training records, training documents, emails, request for training

Use of Results: To improve instruction and academic programs

1.4.2 Related to: Univ. Goal 8 Criteria Sec.- 5.3 Rec. - 41

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1. Theme one: Achieve regional distinction by improving academic quality
- 1.5 Goal: Review and improve faculty evaluation plan and process (**Rec.7**)
- 1.5.1 Objective: By 15 August 2001 complete the work of the existing Ad Hoc Committee on Review of Faculty Evaluation Process (initiated AY 99-00)

Strategies/Action Plans: By 15 May 2001 appoint a Facilitator with the charge of integrating the submitted recommendations of the three subcommittees (Faculty Perspective, Department Chair Perspective, and School Dean Perspective), by 10 August 2001 such is to be presented as a full committee single proposal (including a clear, succinct articulation of the revised faculty evaluation process and any attending forms) to the Vice President and Dean of the Faculty; the proposed revision will be submitted to the University Faculty for consideration and approval at its August 2001 meeting.

Responsibility: Associate Dean of the Faculty for Academic Administration

Time Frame: August 15, 2001 and ongoing

Resources Required: Associate Dean of the Faculty for Academic Administration's time

Assessment: Comparison of the current process with the revised process as approved by the University Faculty.

Use of Results: To improve the faculty evaluation process

1.5.1 Related to: Univ. Goal 6 Criteria Sec.- 4.8.1, 4.8.10, 6.1 Rec. – 31, 35, 36, 51

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1. Theme one: Achieve regional distinction by improving academic quality
 - 1.5 Goal: Review and improve faculty evaluation plan and process
 - 1.5.2 Objective: Assuming approval by the University Faculty, implement revised Faculty Evaluation Process effective Fall Semester 2001

Strategies/Action Plans: Execute appropriate forms, interviews, and concluding reports.

Responsibility: Academic Affairs Council

Time Frame: Ongoing

Resources Required: Cooperation of Academic Affairs Council

Assessment: During Spring Semester 2002 (and each even numbered year thereafter) conduct a survey of faculty, department chairs, and school deans to determine perceived improvement in or satisfaction with the faculty evaluation process.

Use of Results: Improve faculty development process
 - 1.5.2 **Related to: Univ. Goal 6 Criteria Sec.- 4.8.2, 4.8.10 Rec. – 27, 28, 35, 36**

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality
 - 1.6 Goal: Evaluate the curricular goals, and outcomes assessment processes for all academic programs and make any improvements deemed appropriate (**Rec. 7 & 25**)
 - 1.6.1 Objective: Establish the Academic Affairs Council as the body responsible for institution-wide coordination of curricular goals and academic outcomes assessment.

Strategies/Action Plans: Confirm charge with Institutional Effectiveness Committee

Responsibility: Institutional Effectiveness Committee

Time Frame: Complete by September 15, 2001

Resources Required:

Assessment: Minutes of AAC meetings, IE Committee meetings; description of the Academic Affairs Council's responsibility in coordinating outcomes assessment of academic programs.

Use of Results: To improve planning, assessment, and use of results for improvement in academic programs.

1.6.1 Related to: Univ. Goal 2, 9 Criteria Sec.- 3.1 Rec. – 4, 5, 6, 7, 8

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1. Theme one: Achieve regional distinction by improving academic quality
- 1.6 Goal: Evaluate the curricular goals, and outcomes assessment processes for all academic programs and make any improvements deemed appropriate.
- 1.6.2 Objective: Establish a formal timetable for: 1) reviewing the SACS Criteria related to evaluation of educational programs **(Rec. 7)** reviewing existing curricular goals, and 3) reviewing assessment tools to ensure consistency with SACS Criteria.

Strategies/Action Plans: Draft of timetable completed by the Academic Affairs Council and approved by the Institutional Effectiveness Committee, August 2001.

Responsibility: Academic Affairs Council

Time Frame: August 15, 2001 through December 15, 2001

Resources Required:

Assessment: Minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; Approved timetable.

Use of Results: Improve academic programs through improved assessment of curricular goals.

1.6.2 Related to: Univ. Goal 2, 9 Criteria Sec.- 3.1 Rec. – 4, 5, 6, 7, 8

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1. Theme one: Achieve regional distinction by improving academic quality

1.6 Goal: Evaluate the curricular goals, and outcomes assessment processes for all academic programs and make any improvements deemed appropriate.

1.6.3 Objective: Establish a formal schedule for reviewing recent Outcomes Assessment Reports of academic programs.

Strategies/Action Plans: Draft of a schedule to be completed by the Academic Affairs Council by December 2001, and approved by the Institutional Effectiveness Committee in September 2001.

Responsibility: Academic Affairs Council

Time Frame: August 15, 2001 through December 15, 2001

Resources Required:

Assessment: Minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; Approved schedule.

Use of Results: To improve assessment of academic programs.

1.6.3 Related to: Univ. Goal 2, 9 Criteria Sec.- 3.1 Rec. – 4, 5, 6, 7, 8

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1. Theme one: Achieve regional distinction by improving academic quality
 - 1.6 Goal: Evaluate the curricular goals, and outcomes assessment processes for all academic programs and make any improvements deemed appropriate.
 - 1.6.4 Objective: Establish a formal process, which 1) reports the results of the Academic Affairs Council's work to the Institutional Effectiveness Committee and 2) makes recommendations for improving the assessment process to individual academic schools, departments, and programs.

Strategies/Action Plans: Form and scope of the report to Institutional Effectiveness Committee and to academic programs to be established by the Academic Affairs Council and approved by the Institutional Effectiveness Committee by October 1, 2001.

Responsibility: Academic Affairs Council

Time Frame: August 15, 2001 through December 15, 2001

Resources Required: none

Assessment: Minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; Approved description of form and scope of Academic Affairs Council's report.

Use of Results: To improve the assessment of academic programs and thus the quality of academic programs.

1.6.4 Related to: Univ. Goal 2, 9 Criteria Sec.- 3.1, 4.2.2, 4.3.5 Rec. – 4, 5, 6, 7, 8, 17, 21

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1. Theme one: Achieve regional distinction by improving academic quality
 - 1.6.1 Goal: Evaluate the curricular goals, and outcomes assessment processes for all academic programs and make any improvements deemed appropriate.
 - 1.6.5 Objective: The Academic Affairs Council is to complete an annual report that documents institutional coordination of assessment of academic programs and ensures that the results of academic assessment are being used to improve student performance, the curriculum, and the assessment process.

Strategies/Action Plans: The Academic Affairs Council and Institutional Effectiveness Committee adhere to the timetables and schedules described above and establish a deadline for the Academic Affairs Council's report to ensure that schools, departments, and programs have time to review it and make necessary changes in the assessment process.

Responsibility: Academic Affairs Council

Time Frame: Ongoing

Resources Required:

Assessment: Minutes of Academic Affairs Council meetings, Institutional Effectiveness Committee meetings; Academic Affairs Council's annual report; revised assessment processes and assessment tools.

Use of Results: To improve academic programs

1.6.5 Related to: Univ. Goal 2, 9 Criteria Sec.- 3.1, 4.5 Rec. – 4, 5, 6, 7, 8, 24, 25

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1. Theme one: Achieve regional distinction by improving academic quality

1.6. Goal: Develop and implement new academic program in response to anticipated or demonstrated educational needs.

1.6.6 Objective: To meet the educational needs of the region through the establishment of new on and off-campus programs that meet identified educational needs.

Strategies/Action Plans: The unit/division prepares a proposal including a feasibility study, curriculum and staffing plan and budget with the assistance of the Office of Institutional Research and submits the proposal to the appropriate dean and UCAP or GCAP Committee. UCAP or GCAP submits the proposal with its recommendations to the President. The President secures the approval of the Board of Trustees and assures compliance with the Commission on Colleges substantive change procedures when necessary prior to implementation.

Responsibility: Vice President and Dean of the Faculty and President

Time Frame: Ongoing

Resources Required: time

Assessment: Review of curriculum offerings, UCAP and GCAP meeting minutes, Board of Trustee meeting minutes.

Use of Results: To improve the curriculum and meet the changing educational needs of the region.

1.6.6 Related to: Univ. Goal 2, 9, 11 Criteria Sec.- 1.2, 3.3, 4.2.3 Rec. – 1, 11, 19

Rough Draft

Friday, May 25, 2007

Mission

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

Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality

1.7 Goal: Enhance all academic support services (**Rec. 9**)

1.7.1 Objective: Provide academic support so that eligible Student Support Services (SSS) program participants will remain in good academic standing.

Strategies/Action Plans: All new SSS students will be enrolled in a “Strategies for College Success” class; all students will be monitored throughout the semester in their classes; tutoring services will be available; and Student Support Services advisors will be in close contact with students regarding their academic progress.

Responsibility: Vice President for Student Affairs

Time Frame: Ongoing

Resources Required: included in grant

Assessment: Retention and recruitment data; Student Affairs staff meetings; SSS staff meetings; and Student Support Services Performance Reports.

Use of Results: To assist students in succeeding academically.

1.7.1 Related to: Univ. Goal 10 Criteria Sec.- 3.2 Rec. – 9, 10

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality
- 1.7 Goal: Enhance all academic support services
- 1.7.2 Objective: Improve access to the Abraham Lincoln Museum collections and exhibits

Strategies/Action Plans: Implement new finding aids for the three-dimensional and two-dimensional collections; open dialogue with faculty concerning the research potential of the Museum's collections, enhance current exhibits, engage Museum Interns in challenging programs and activities; creation of a Public History Program;

Responsibility: Director of the Library and Vice President for Lincolonianna

Time Frame: Ongoing (date to be established for AAC approval of Public History Program)

Resources Required:

Assessment: Research logs and student contact sheets; faculty response and involvement; evaluation of exhibits by faculty, students and outside evaluators.

Use of Results: To improve public service functions, academic program, and help LMU achieve regional distinction.

1.7.2 Related to: Univ. Goals 4,10 Criteria Sec.- 3.2 Rec. – 9, 10

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality
 - 1.7 Goal: Enhance all academic support services
 - 1.7.3 Objective: Carnegie Vincent Library will ensure that it provides all LMU students with requisite resources and instruction to fully explore and understand the body of knowledge within their program of study.

Strategies/Action Plans: The library will systematically analyze and update its collection. The library will maintain an active and viable program for information literacy. The library will support standards and technology to promote new methods of research and other technological endeavors.

Responsibility: Director of the Library

Time Frame: Ongoing

Resources Required:

Assessment: Statistics - Bibliographic instruction, reference, database usage, circulation. Implementation and assessment of an information literacy program - pre-testing - post-testing; Surveys - Faculty, students on and off-campus.

Use of Results: To improve the quality of the academic programs, campus environment, and public service.

1.7.3 Related to: Univ. Goals 2, 4 Criteria Sec.- 3.2, 5.1.1, 5.1.3, 5.1.6, 5.1.7 Rec. – 9, 10, 37, 38, 39, 40

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality

1.7 Goal: Enhance all academic support services

1.7.4 Objective: To increase the average ACT score of entering freshmen to 23 and have 95% of freshmen from top 50% of graduating class.

Strategies/Action Plans: Target students with ACT composite scores between 20-27 and High School GPA's above 3.0.

Responsibility: Director of Admissions and Director of Institutional Research

Time Frame: Ongoing

Resources Required:

Assessment: ACT Summary Report, Admissions enrollment report, and Institutional Research Report

Use of Results: To improve the quality of students at LMU

1.7.4 Related to: Univ. Goal 3 Criteria Sec.- 4.2.1 Rec. - 14

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality
 - 1.7 Goal: Enhance all academic support services
 - 1.7.5 Objective: To evaluate the goals and outcomes assessment processes for all administrative and educational support programs and make any improvements deemed appropriate. **(Rec. 9)**

Strategies/Action Plans: The Institutional Effectiveness Committee will evaluate the planning and assessment practices of all administrative and educational support services units on an annual basis to ensure that they are meeting acceptable standards of performance.

Responsibility: Institutional Effectiveness Committee

Time Frame: Ongoing

Resources Required:

Assessment: Review of administrative and educational support services documents to include; unit strategic plans, outcomes assessments, and other applicable reports.

Use of Results: To improve the quality of operation for all administrative and educational support services.

1.7.5 Related to: Univ. Goal 10 Criteria Section 3.2, 3.3, 5.1.1, 5.4.1, 5.4.2, 5.5.1 Rec. – 9, 10, 12, 37, 42, 44, 45, 49

Rough Draft

Friday, May 25, 2007

Mission

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

1. Theme one: Achieve regional distinction by improving academic quality
- 1.8 Goal: Utilize the established institutional process to periodically review essential institutional documents.
- 1.8.1 Objective: To periodically review the institutional mission statement, goals, and strategic plan.

Strategies/Action Plans: The standing Institutional Purpose Committee and/or Institutional Effectiveness Committee will review institutional assessment data to identify any changes or improvements deemed appropriate for consideration by the President. The President will submit changes deemed appropriate to the Board of Trustees for its consideration.

Responsibility: Institutional Purpose Committee, Institutional Effectiveness Committee, University President, and Board of Trustees.

Time Frame: Ongoing

Resources Required: Committee/staff member's time

Assessment: Review of minutes of meeting of the University Mission Committee, Institutional Effectiveness Committee, and Board of Trustees.

Use of Results: To ensure appropriateness of the institutional mission, goals, strategic plan.

- 1.8.1 Related to: Univ. Goal 1 -- 11 Criteria Sec.- 2, 3 Rec. – 2, 3**

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

Rough Draft

Friday, May 25, 2007

Mission

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

Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.1 Goal: Enhance student recruiting (message, expectations, marketing)

2.1.1 Objective: To increase student enrollment at all university teaching sites by 400 full-time freshmen, and 140 part-time freshmen, transfer, and re-admit students of which 175 are residential.

Strategies/Action Plans: Advertise with local and regional media outlets, send out timely news releases, publicize the University's academic programs, and utilize the World Wide Web for advertisements and news. Increase direct mail to target markets, increase e-mail and telecounseling to applicants and qualified prospects, host preview days and counselor workshops, and expand recruitment effort into more populated areas.

Responsibility: Dean of Admissions and Admissions staff

Time Frame: By fall semester 2004

Resources Required: \$400,000 annually

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

Use of Results: To improve office efficiency and to improve or modify what is or is not effective in student recruitment.

2.1.1 Related to: Univ. Goal 3 Criteria Sect- 4.2.1 Rec. - 14

Rough Draft

Friday, May 25, 2007

Mission

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

Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.1 Goal: Enhance student recruiting (message, expectations, marketing)

2.1.2 Objective: To identify new markets and distribute quality recruitment materials that accurately portray the University in a timely manner.

Strategies/Action Plans: Form a marketing committee; identify new markets; follow guidelines for ensuring accurate information by the Publications Committee; follow established timelines for the production of recruitment materials; review latest research on what students want when choosing a college and work with printing companies to incorporate information into materials; and develop and maintain a comprehensive web page for the university. Increase recruitment of international and Puerto Rican students, increase recruitment outside our primary 100-mile radius recruitment area, and focus academic scholarship money on residential population.

Responsibility: Dean of Admissions and Admissions staff

Time Frame: By Fall 2003

Resources Required: \$60,000 per year.

Assessment: Minutes of marketing committee, publications and statistics, housing reports and weekly admissions report.

Use of Results: To increase student enrollment.

2.1.2 Related to: Univ. Goal 3 Criteria Sec- 4.2.1, 4.2.2, 4.4, 4.7 Rec. – 15, 16,18, 22, 23, 26

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process
 - 2.1 Goal: Enhance student recruiting (message, expectations, marketing)
 - 2.1.3 Objective: To maintain existing enrollment in the graduate programs (both on-and off-campus); 225 in Masters of Education, 35 in Masters in Business Administration, and 500 in Educational Specialist program, with the appropriate faculty to student ratio.

Strategies/Action Plans: Advertise with local and regional media outlets, send out timely news releases, publicize the University's academic programs, and utilize the World Wide Web for advertising and news.

Responsibility: Dean of Admissions, Director of Public Relations, Director of Publications

Time Frame: Each semester

Resources Required:

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

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

2.1.3 Related to: Univ. Goal 2,3, 6, 11 Criteria Sec- 4.8.3 Rec. – 30, 32, 33

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.2 Goal: Enhance student advising

2.2.1 Objective: To plan and implement a Freshman Advising Program

Strategies/Action Plans: Research current trends, identify faculty and staff to participate in the program, develop a training manual for all participants, train all participants in the full advising process which will include, but not be limited to; academics, career interests, expectations, and extracurricular activities.

Responsibility: Vice President for Student Affairs; Associate Dean of the Faculty for Academic Administration

Time Frame: by Fall-2002

Resources Required: Less than \$500.00

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

Use of Results: To improve the advising process.

2.2.1 Related to: Univ. Goal 10 Criteria Sec- 4.8.9 Rec. – 34

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.2 Goal: Enhance student advising

2.2.2 Objective: Increase undergraduate and graduate faculty awareness of proper/appropriate academic advising.

Strategies/Action Plans: During the 2002-03 academic year workshops will be provided during faculty/staff conference to present policies, procedures and updated information to all faculty. Review and revise as needed the *Academic Advisement Handbook*.

Responsibility: Vice President for Student Affairs; Associate Dean of the Faculty for Academic Administration

Time Frame: by Fall-2002

Resources Required: \$1,000

Assessment: Documentation of the advisor workshop and the number of attendees, development of an Advising Handbook and distribution of the *Academic Advisement Handbook*.

Use of Results: To improve the advising system.

2.2.2 Related to: Univ. Goal 10 Criteria Sec- 4.8.3, 4.8.9 Rec. – 30, 32, 34

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process
 - 2.3 Goal: Increase student retention and graduate rates
 - 2.3.1 Objective: The Athletic Department will facilitate the development of each student athlete by providing opportunities for academic as well as athletic success.

Strategies/Action Plans: All coaches will require their student athletes to submit quarterly progress reports signed by their faculty. "Study tables" will be set up and maintained throughout each semester by all coaches for their student athletes.

Responsibility: Athletic Director and coaching staff

Time Frame: Each semester

Resources Required: \$50

Assessment: The Registrar remits final grade reports of all student athletes to the Athletic Director.

Use of Results: To improve the eligibility and graduation rates of student athletes.

2.3.1 Related to: Univ. Goal 10 Criteria Sec- 5.5.4 Rec. - 50

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.3 Goal: Increase student retention and graduate rates

2.3.2 Objective: Increase student use of Career Planning and Placement Services

Strategies/Action Plans: Research current trends and past evaluations, present a summary of career services during each New Student Orientation, inform faculty regarding introductory courses in career planning, letters to all graduating students, class presentations in UACT courses, offer relevant career fairs per major, career planning class, JOBTRAK registration, and website user counter.

Responsibility: Director of Career Planning and Placement

Time Frame: Yearly improvements.

Resources Required: \$750

Assessment: Results of evaluations at career presentations at orientation, career classes, website evaluation, career fair evaluations. Share information with faculty, student services personnel, and alumni advisors.

Use of Results: To improve the usage of Career Planning and Placement services.

2.3.2 Related to: Univ. Goal 10 Criteria Sec-5.4.3.1 Rec. - none

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process
 - 2.3 Goal: Increase student retention and graduate rates
 - 2.3.3 Objective: Effectively manage high safety and security standards of University community.

Strategies/Action Plans: Educate population on all emergency and non-emergency security options; investigate, track, and communicate non-criminal and crime-related incidents to population; participate in security vendor provided survey for product evaluation; report accurate incident data to appropriate local, state, and federal agencies or organizations.

Responsibility: Dean of Students and Security Chief.

Time Frame: Each semester

Resources Required: \$146,414

Assessment: Periodic survey evaluation; comparison of incident and crime data by year and semester; periodic threat assessment conducted by security team; briefings by local law enforcement on community issues; comparison of University incident and crime date against other similar and non-similar institutions.

Use of Results: To improve safety and security at LMU.

2.3.3 Related to: Univ. Goal 10 Criteria Sec- 6.4.3 Rec. - 53

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process
 - 2.3 Goal: Increase student retention and graduate rates
 - 2.3.4 Objective: Provide effective student and organizational advocacy to University administration.

Strategies/Action Plans: Research efficacy of student-related policies; research, attend and participate in appeals processes; promotion of student advocacy; participate closely in student representative groups in order to stay current on topics, promote an open door policy on all possible student-related issues or grievances; appropriate involvement with encouragement and mentoring of Student Government Association; research history and efficacy of bills and resolutions of SGA; promote open door policy.

Responsibility: Dean of Students

Time Frame: Each semester

Resources Required: \$1,977

Assessment: Participation in representative organizations and activities; information gleaned from one-on-one student life-related counseling opportunities; periodic surveys reflecting student satisfaction.

Use of Results: To improve student advocacy.

2.3.4 Related to: Univ. Goal 10 Criteria Sec- 5.4.3.2 Rec. - 46

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.3 Goal: Increase student retention and graduate rates

2.3.5 Objective: To meet the maintenance, housekeeping, and developmental needs of residential students.

Strategies/Action Plans: Maintain maintenance and housekeeping requests lists from each building, have weekly meetings with the Maintenance Supervisor and Vice-President of Administration, do walk-around with Maintenance personnel and Housekeeping Supervisor, train residential life staff, evaluate and improve the annual training by the use of RA/RD Questionnaires, hold weekly meetings with Resident Directors, score and assign rooms based on a fair system, deal with roommate conflicts and housing issues in a professional manner.

Responsibility: Director of Housing

Time Frame: Each semester.

Resources Required: Training residence hall staff - \$1,000
 Service Master - \$26,362.00 (supplies) \$30,241.00 (labor)
 Maintenance - \$28,483 + labor costs

Assessment: Reviewing results of maintenance and housekeeping lists with Maintenance Supervisor, Housekeeping Supervisor and Vice-President of Administration, Resident Assistants' evaluations done by Resident Directors and shared with Resident Assistants and Director of Housing, satisfaction surveys completed by students shared with Director of Housing and Office of Student Affairs, and Resident Life Staff Training Manual used in training of Resident Directors and Resident Assistants and RA/RD Questionnaires completed by Resident Assistants and Resident Directors used to improve training.

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

2.3.5 Related to: Univ. Goal 5, 10 Criteria Sec-5.4.3.4 Rec. - none

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

- 2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process
- 2.3 Goal: Increase student retention and graduate rates
- 2.3.6 Objective: Increase student use of Lifestyle Management Services.

Strategies/Action Plans: Research current trends and past evaluations. Network with other staff regarding Prime for Life courses, review pre/post test evaluations for each survey, review assessment summaries, review referral sources, review follow-up evaluations with students seen. Review utilization of Office of Lifestyle Management contact sheets and outcomes of each contact.

Responsibility: Director of Counseling.

Time Frame: Each semester

Resources Required: \$200

Assessment: Compare students using services with academic performance and overall campus adjustment each semester, review and compare students assessed for alcohol issues each semester for recidivism, review outcomes of referrals made to outside providers. Review informational statistics with other Student Affairs personnel.

Use of Results: To improve the usage of Lifestyle Management Services.

2.3.6 Related to: Univ. Goal 10 Criteria Sec- 5.4.3.6 Rec. - 48

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.3 Goal: Increase student retention and graduate rates

2.3.7 Objective: Increase attendance at New Student Orientations.

Strategies/Action Plans: Research current trends and past evaluations, yearly planning committee meetings, set the programs, training of student leaders, letters and invitations to parents and students, responsibilities set, evaluations summarized and shared with committee for necessary positive changes after first orientation.

Responsibility: Vice President for Student Affairs, Dean of Admissions & Director of Student Support Services.

Time Frame: Each year

Resources Required: \$3,500

Assessment: Attendance results of New Student Orientations, comparison with previous years figures, comparison of attendance lists with enrollment lists and informing President's Cabinet, Dean of Admissions, faculty and staff of those statistics.

Use of Results: To improve the orientation process from recruitment to enrollment.

2.3.7 Related to: Univ. Goal 3 Criteria Sec- 5.4.1 Rec. - none

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process
 - 2.3 Goal: Increase student retention and graduate rates
 - 2.3.8 Objective: Increase freshman enrollment in UACT 100 Strategies for College Success in addition to current SSS program participants.

Strategies/Action Plans: Present a preview of the class with statistical data during each New Student Orientation, inform all faculty of the importance of the course, follow-up phone calls to all students who attended an orientation and did not enroll in UACT 100 Strategies for College Success. The statistics will be shared with the President's Cabinet, faculty and staff and with the Orientation Planning Committee.

Responsibility: Vice President for Student Affairs & Director of Student Support Services

Time Frame: During each New Student Orientation

Resources Required: \$3,500 (within the budget of New Student Orientation)

Assessment: Compare orientation attendance lists with UACT 100 Strategies for College Success rosters; check class rosters with probation list at end of each semester and with enrollment list for the following semester for assessment data.

Use of Results: To improve the process of recruiting students for UACT 100 *Strategies for College Success*.

- 2.3.8 **Related to:** Univ. Goal 3, 10 **Criteria Sec-** 5.4 **Rec. - none**

Rough Draft

Friday, May 25, 2007

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process
- 2.3 Goal: Increase student retention and graduate rates
- 2.3.9 Objective: Increase number of faculty reporting students having academic difficulties (early warning system) to the Office of Student Affairs.

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

Responsibility: Vice President for Student Affairs.

Time Frame: Within the first four weeks of each semester.

Resources Required: \$200

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

Use of Results: To improve the process by which faculty report students having academic or attendance difficulties.

2.3.9 Related to: Univ. Goal 3, 10 Criteria Sec- 4.8.3, 4.8.9, 5.4 Rec. – none

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.3 Goal: Increase student retention and graduate rates

2.3.10 Objective: Increase participation in Student Affairs sponsored activities.

Strategies/Action Plans: Note trends from past activities evaluations, current trends in campus activities (ex: itinerate entertainment package vendors), canvas student body for new recommendations; enlist a student committee to aid in planning and marketing of activities.

Responsibility: Director of Student Activities

Time Frame: Each semester

Resources Required: \$10,000 for student activities and programs

Assessment: Activity evaluations, student questionnaires, share results with Student Activities Board and Student Government Association.

Use of Results: To improve student activities and programs participation.

2.3.10 Related to: Univ. Goal 3, 10 Criteria Sec- 5.3.2 Rec. - none

Rough Draft

Friday, May 25, 2007

Mission

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.3 Goal: Increase student retention and graduate rates

2.3.11 Objective: Enhance opportunities to serve in campus organizations.

Strategies/Action Plans: Update Student Organization Catalog to include graphics, evaluate and streamline system of accountability between Activities Director and student organizations, provide training to leaders in how to attract new members, raise funds and conduct successful meetings.

Responsibility: Director of Student Activities.

Time Frame: During each New Student Orientation and at Organization Fair each fall.

Resources Required: (budgeted for under New Student Orientation)

Assessment: Interest surveys, Organization Fair results, Organization files, and Organization Council meetings.

Use of Results: To increase student involvement in campus organizations.

2.3.11 Related to: Univ. Goal 3, 10 Criteria Sec- 5.4.3.2 Rec. - 47

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2.3 Goal: Increase student retention and graduate rates

2.3.12 Objective: Maximize use of Campus Center.

Strategies/Action Plans: To provide new furniture and amenities in the Campus Center, to enlarge the existing Campus Center by enclosing the Greek Patio.

Responsibility: Vice President for Advancement for money needed for enlargement of campus center.
SGA President and Director of Student Activities to improve furniture and amenities of campus center.

Time Frame: *fall-2001 to improve the existing campus center
+2004 to make additions to the existing campus center.

Resources Required: *\$5,000
+\$5000,000

Assessment: Student survey results, Student Government Association

Use of Results: To improve student satisfaction and retention..

2.3.12 Related to: Univ. Goal 10 Criteria Sec- 5.4.3.2 Rec. - none

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2.3 Goal: Increase student retention and graduate rates

2.3.13 Objective: Identify, select, and recruit eligible Student Support Services program participants for the Student Support Services Program.

Strategies/Action Plans: Participants will be selected through summer and winter orientations; recommendations from faculty members and Student Affairs Office; and recruited in remedial math and English courses.

Responsibility: Director of Student Support Services, Tutorial Coordinator and Advisor.

Time Frame: Each semester

Resources Required: \$1,500

Assessment: Retention statistics; results shared in Student Affairs staff meetings, Student Support Services staff meetings, and Student Support Services Performance Reports.

Use of Results: To improve the recruitment for the, students' academic performance, and retention.

2.3.13 Related to: Univ. Goal 3, 10 Criteria Sec- 5.4.3 Rec. - none

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2.3 Goal: Increase student retention and graduate rates

2.3.14 Objective: Retain through graduation eligible Student Support Services program participants.

Strategies/Action Plans: Student Support Services advisors work with students throughout the semester with academic advising to develop a plan of action that will keep them in school; activities are planned throughout the semester to help students become more involved with the program and the university; and a computer lab is kept up-to-date for student use.

Responsibility: Director of Student Support Services, Tutorial Coordinator and Advisor.

Time Frame: Each semester.

Resources Required: \$1,000

Assessment: Comparison each semester of the number of Student Support Services participants who are retained through graduation. Results will be shared in Student Affairs staff meetings, Student Support Services staff meetings, and become a part of the Student Support Services Performance Reports.

Use of Results: To improve student retention and graduation rates.

2.3.14 Related to: Univ. Goal 3, 10 Criteria Sec- 5.4.3 Rec. - none

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2.3 Goal: Increase student retention and graduation rates

2.3.15 Objective: To provide tutorial services to all students needing academic assistance.

Strategies/Action Plans: To employ academically talented students at the Junior and Senior level, and professional staff to work in the Tagge Center for Academic Excellence providing peer tutoring to for students. To ask faculty members to refer students having difficulty in their classes to Tagge Center and to contact the Tagge Center Director concerning the students' needs. To ask faculty to spend time in the Tagge Center if possible during the semester. To have Tagge Center staff, tutors (both SSS and University employed) to conduct test review sessions before major exams.

Responsibility: Vice President and Dean of the Faculty, Vice President for Student Affairs, Director of the Tagge Center

Time frame: each semester

Resources Required: \$10,000 annually

Assessment: Tutoring logs, test review attendance sheets, comparison of students' academic performance, retention, and graduation rate statistics.

Use of Results: To improve student learning, retention, graduation rates, and promote positive campus environment.

2.3.15 Related to: Univ. Goal 3, 10 Criteria Sec- 5.4 Rec. - none

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2.3 Goal: Increase student retention and graduate rates

2.3.16 Objective: To have the Public Relations Office work with the Office of Admissions and Student Affairs Office to increase student retention

Strategies/Action Plans: Promote University activities, release news about student achievements, work with and gather ideas and information from current students for use in marketing the University, provide publicity and support for University and organizational functions, and utilize the World Wide Web for advertising and news

Responsibility: Director of Public Relations, Dean of Admissions & Director of Student Activities

Time Frame: Each academic year.

Resources Required: \$8,000

Assessment: Retention report found in Office of Student Affairs; copies of news releases

Use of Results: To improve student satisfaction, therefore improve student retention

2.3.16 Related to: Univ. Goal 10 Criteria Sec- 4.4 Rec. - 22

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2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.3 Goal: Increase student retention and graduation rates

2.3.17 Objective: To provide attractive student aid awards to recruit and retain undergraduate students (at the main campus and off-campus teaching sites).

Strategies/Action Plans: Identify students' financial need and meet that need through a combination of grants, scholarships and self-help aid; increase funding of Lincoln Grant component of the Financial Aid budget and request additional funding of Federal Supplemental Opportunity Grant. Increase endowed institutional loan and scholarship programs.

Responsibility: Senior Vice President for Finance and Director of Financial Aid.

Timeframe: each semester

Resources Required: included in institutional aid budget each year.

Assessment: Financial aid statistics and audits.

Use of Results: To improve enrollment, retention, and student satisfaction.

2.3.17 Related to: Univ. Goal 3, 10, 11 Criteria Sec- 5.4.1, 5.4.2, 5.4.3.5 Rec. – 43

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2. Theme two: Achieve regional distinction through implementation of a comprehensive student enrollment management process

2.3 Goal: Increase student retention and graduation rates

2.3.18 Objective: To provide attractive student aid awards to recruit and retain graduate students (at the main campus and off-campus teaching sites).

Strategies/Action Plans: Identify students' financial need and meet that need through a combination of assistantships and self-help aid; and assistance in securing student loans or participation in innovative payment plans. To have Financial Aid/Finance personnel work closely with graduate students to assist them in the financial aid application and participation processes. Increase endowed institutional loan and assistantship programs.

Responsibility: Senior Vice President for Finance and Director of Financial Aid.

Timeframe: each semester

Resources Required: included in institutional aid budget each year.

Assessment: Financial aid statistics and audits for graduate programs.

Use of Results: To improve enrollment, retention, and student satisfaction.

2.3.18 Related to: Univ. Goal 3, 10, 11 Criteria Sec- 5.4.1, 5.4.2, 5.4.3.5 Rec. – 43

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

Rough Draft

Friday, May 25, 2007

Mission

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

Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.1 Goal: Ensure a clean campus

3.1.1 Objective: Carry out Facilities Master Plan for upkeep of campus facilities and grounds.

Strategies/Action Plans: Determine additional facilities and grounds needs as dictated by campus growth, change and physical needs. The Facilities Master Plan will be updated on a regular basis. The President's Cabinet will review the Facilities Master Plan on a regular basis. The President's Cabinet will conduct an on-going assessment of the adequacy and the effective and efficient operation of the university's on-campus and off-campus facilities. Regular evaluation of the institution's Comprehensive Safety and Security Plan will be carried out with special emphasis on the handling and removal of hazardous materials.

Responsibility: Vice President for Administration, Director of Custodial Services and Office of Campus Operations.

Time Frame: On-going

Resources Required: Service Master annual budget and campus operations annual budget

Assessment: Facilities Master Plan; Plan for Safety and Security; Student surveys; Plan for Water and Wastewater; Reports from visits to off-campus teaching sites.

Use of Results: Continue to determine additional facilities and grounds needs as dictated by campus growth, change and physical needs

3.1.1 Related to: Univ. Goal 5 Criteria Sec-6.4.4 Rec. - 54

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities
 - 3.1 Goal: Ensure a clean campus
 - 3.1.2 Objective: Ensure that Grounds and Custodial Services employees are trained and updated on trends and technology as they relate to grounds management and building cleanliness.

Strategies/Action Plans: Conduct training sessions with new grounds and custodial employees. Conduct regular retraining sessions with all current grounds and custodial services employees.

Responsibility: Director of Custodial Services and Office of Campus Operations

Time Frame: Annually

Resources Required: included in ServiceMaster Contract and Campus Operations budget

Assessment: ServiceMaster Training Manual; Regular personnel reviews and evaluations; Update Facilities Master Plan.

Use of Results: Assure that all employees are trained and capable of fulfilling their assigned task

3.1.2 Related to: Univ. Goal 5, 7 Criteria Sec-6.4.2 Rec. – Special Comm. 2

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.1 Goal: Ensure a clean campus

3.1.3 Objective: Enhance facilities cleanliness.

Strategies/Action Plans: Increase frequency of facility “walk thrus” by ServiceMaster Supervisor and Vice President for Administration, both on campus and at all off-campus teaching sites.

Responsibility: ServiceMaster Supervisor and VP for Administration

Time Frame: Routinely throughout the year

Resources Required: \$500

Assessment: Completed facilities check list for all buildings on campus and at all off-campus teaching sites. Regular updates from site coordinators at all off-campus teaching sites.

Use of Results: Assure that all facilities are operating efficiently

3.1.3 Related to: Univ. Goal 5 Criteria Sec- 6.4.2 Rec. – Special Committee 2

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities
 - 3.2 Goal: Secure availability of computers to all appropriate staff and faculty, and provide the necessary training and support for their effective use
 - 3.2.1 Objective: Upgrade faculty and staff computers so they can achieve their goals and objectives

Strategies/Action Plans: Survey faculty/staff needs and inventory existing equipment, assess equipment needs, secure price quotes and purchase necessary equipment, upgrade and/or redistribute existing equipment according to needs assessment. The Academic Computer Support team will work with faculty and staff to determine computer equipment needs and develop a maintenance/upgrade schedule.

Responsibility: Academic Computer Support Team, faculty and staff.

Time Frame: 2001-02 complete faculty/staff survey, inventory computer hardware/software, access needs, document a schedule for maintenance and/or upgrade, assure that every full time faculty (and key staff members) have a personal computer that meets there academic needs; 2002-03 begin replacing oldest personal computers based on schedule developed in 2001-02 to replace 1/3 of older computers; 2003-04 follow schedule to replace 1/3 of older computers; 2004-05 follow schedule to replace 1/3 of older computers; repeat annually

Resources required: \$50,000 in year 2001-02; \$30,000 per year annually projected next four years

Assessment: Computer Use Survey, Computer Hardware/Software Inventory, Software License Agreements, Price Quotes, Academic Computer Services User files, Requisitions/Purchase Orders

Use of Results: To assure faculty/staff access to innovative technology so they can achieve their educational requirements criteria

3.2.1 Related to: Univ. Goal 8 Criteria Sec- 5.3 Rec. - none

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities
 - 3.2 Goal: Secure availability of computers to all appropriate staff and faculty, and provide the necessary training and support for their use
 - 3.2.2 Objective: Enhance the Student Technical Assistant (STA) Program

Strategies/Action Plans: Seek recommendations for 2 additional Student Technical Assistants from faculty and train the new STAs at the Annual STA Training sponsored by the ACA; enhance the STA program by developing technical support skills of current STAs; implement an STA Web page containing FAQ, Help Desk Tracking, and documentation

Responsibility: Academic Computer Support Team, STA employees, faculty, staff and students

Time Frame: 2001-02 add 2 additional STA's, Participate in STA Training, begin developing STA Web Page; 2002-03 replace STA's that graduate and add additional STA's if necessary, maintain STA Web Page, participate in STA Training; continue process annually with evaluation and documentation

Resources Required: Wages for STAs; \$5000 for STA Training materials in year 2001-03; evaluate cost annually

Assessment: STA Applications, Faculty recommendations, training records, Request for Computer Support records, email, phone logs, time cards, STA Evaluation forms

Use of Results: To provide additional technical support to faculty members who utilize technology in the classroom

3.2.2 Related to: Univ. Goal 8 Criteria Sec-5.3 Rec. - none

Rough Draft

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-
3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities
 - 3.2 Goal: Secure availability of computers to all appropriate staff and faculty, and provide the necessary training and support for their effective use
 - 3.2.3 Objective: Conduct training programs for faculty/staff

Strategies/Action Plans: Develop a mentoring program to encourage faculty/staff to share their computer skills by training others, secure adequate funds for 2 professional trainers (1 each semester) to facilitate workshops at LMU for faculty/staff, conduct in-house training (by Academic Computer Services staff)

Responsibility: Academic Computer Support Team, faculty and staff

Time Frame: 2001-02 Maintain Academic Computer Support Web Page, conduct beginning and advance training sessions on Microsoft Outlook/Exchange Email, demonstrate new features of Office XP (new Office Sweet), install Office XP software on key faculty computers; 2002-03 implement Office XP campus wide, plan and develop a software mentoring program, seek professional training for major software packages (JMP, HTML, Java, C++, FrontPage, etc); 2003-04 research and plan for a Technology Center to house necessary training facilities

Resources Required: included in the Academic Computer Services budget

Assessment: Training records, Academic Computer Services User files, Price Quotes, Requisitions/Purchase Orders, Training/Trainer Evaluation forms

Use of Results: Assure that faculty and staff are adequately trained to utilize technology.

3.2.3 Related to: Univ. Goal 7, 8 Criteria Sec- 5.3 Rec. - none

Rough Draft

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3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities
- 3.2 Goal: Secure availability of computers to all appropriate staff and faculty, and provide the necessary training and support for their effective use
- 3.2.4 Objective: Maintain active Teaching, Learning, Technology Roundtable (TLTR) at LMU
- Strategies/Action Plans: Promote the TLTR group by publicizing meetings and activities.
- Responsibility: Academic Computer Services staff
- Time Frame: each semester
- Resources Required: None
- Assessment: Meeting records, notes, handouts
- Use of Results: Participation in TLTR allows faculty to express new methods for using technology in the classroom. Academic Computer Support uses this information to seek and plan for enhanced technology for the University.
- 3.2.4 Related to: Univ. Goal 7, 8 Criteria Sec- 5.3 Rec. - none**

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3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.3 Goal: Maximize use of instructional and other campus space

3.3.1 Objective: Install fiber optic cable and evaluate electrical capacity needed to provide instructional technology equipment in every classroom

Strategies/Action Plans: Inventory each classroom to determine if changes are needed, then purchase and install the necessary equipment

Responsibility: Academic Computer Support Team

Time Frame: 2001-02

Resources Required: 2001-02 \$25,800 to purchase 6 Laptop/LCD units to check in/out as needed by faculty/staff and students; 2002-03 evaluate needs annually

Assessment: Price quotes, Requisitions/Purchase Orders

Use of Results: Enhance technological capabilities for instructional purposes

3.3.1 Related to: Univ. Goal 5 Criteria Sec- 5.2, 5.3 Rec. - none

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3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.3 Goal: Maximize use of instructional and other campus space

3.3.2 Objective: Inform Campus and General Community of Museum Potential

Strategies/Action Plans: Review potential of the Museum building based upon generally accepted Museum Management Practices; inventory building and grounds for possible use; determine ramifications and rewards of utilizing the Museum grounds and interior for alternative activities; consult with other, similar institutions on their policies; stress the public service contributions of the museum.

Responsibility: Museum staff

Time Frame: Study conducted in 2001-02; implementation of expanded use to begin in 2002-03; expand public service functions and service to other university unit (instructional and administrative) as possible over next five years

Resources Required: Staff time

Assessment: List of Museum physical resources including sizes, limitations and needs; production of a Site Management Policy that provides guidelines for use Museum facility and grounds; compile information from other institutions and encourage offsite visits and consultation visits by professional staff

Use of Results: To better promote the public service component of the university and to utilize the tremendous potential of the Museum as an intellectual and cultural asset for the university and the region.

3.3.2 Related to: Univ. Goal 4, 5 Criteria Sec - none Rec. - none

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3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.3 Goal: Maximize use of instructional and other campus space

3.3.3 Objective: More fully utilize instructional and other campus space

Strategies/Action Plans: Assign classrooms according to course schedule information received from the Vice President and Dean of the Faculty. Make classrooms available for public workshops and meetings thereby promoting public service functions and serving as a cultural asset to the region. Study use of campus facilities by community groups and promote use of facilities such as Duke auditorium, arena, sports and recreational facilities, food services, and open areas for recreation.

Responsibility: Registrar and Director of Campus Scheduling

Time Frame: Each Semester

Resources Required: Staff time

Assessment: Review utilization of classrooms and other campus facilities during semester. Use data to schedule for future semesters. Provide data to Vice President and Dean of the Faculty, President's Cabinet

Use of Results: Assure that all campus facilities are fully utilized to benefit university, community, and public

3.3.3 Related to: Univ. Goal 4, 5 Criteria Sec- none Rec. - none

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Vision Statement

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3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.4 Goal: Ensure student access to technology

3.4.1 Objective: Upgrade computer workstations dedicated to student access

Strategies/Action Plans: Determine which student access computers need to be replaced or upgraded, negotiate new lease agreement or purchase option for outdated computers (DeBusk 312-Jul 01; Avery 108-Jul 02, Academy 200-Jul 02; Library-Jul 04), survey students to determine peak hours and computer access needs as well as necessary software, purchase or lease the necessary equipment and secure the require software license agreements

Responsibility: Academic Computer Support Team, faculty, and students

Time Frame: Student computer access labs will be upgraded on a three-year cycle. 2001-02 Replace the computers in DeBusk room 312; 2002-03 replace the computers in Avery 108 and Academy room 200; 2003-04 replace computers in Library, Maryville Off campus, and St. Mary's Off campus; 2004-05 replace computers in Farr and Schneck and evaluate additional off- campus sites

Resources needed: 2001-02 \$37,5000; 2002-20 \$55,000; 2003-20 \$40,000; 2004-20 \$50,000

Assessment: Student forums, recommendations from students/faculty, email, Price Quotes, Requisitions/Purchase Orders, Software License Agreements

Use of Results: Determine student needs for access to technology

3.4.1 Related to: Univ. Goal 8 Criteria Sec- 5.2, 5.3 Rec. - none

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3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.4 Goal: Ensure student access to technology

3.4.2 Objective: Provide technological equipment for students to use in association with classroom assignments

Strategies/Action Plans: Survey students and faculty to determine technology needs per curricular goals and assignments, purchase (or redistribute existing equipment) the necessary software and hardware, develop a process that ensures fair distribution of technology tools among students

Responsibility: Academic Computer Support Team, faculty, and students

Time Frame: 2001-02 work with faculty to determine equipment and software needs for each course, especially course for new CIS degree to be offered; 2002-03 provide dedicated equipment for student use and develop a system for fair distribution of hardware and software; annually enhance the process

Resources Required: included in the Academic Computer Services budget

Assessment: Student request to use equipment, Requisitions/Purchase Orders, Computer Hardware/Software Inventory, Equipment Usage logs, Equipment Use Evaluation forms,

Use of Results: Determine what additional equipment (hardware and software) needs to be available for student use

3.4.2 Related to: Univ. Goal 8, 10 Criteria Sec- 5.2, 5.3 Rec. - none

Rough Draft

Friday, May 25, 2007

Mission

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

Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities

3.4 Goal: Ensure student access to technology

3.4.3 Objective: Increase Network bandwidth to meet innovative needs of faculty/staff and students

Strategies/Action Plans: Conduct network traffic studies

Responsibility: Director of Campus Networking

Time Frame: 2002-03 add additional T1; 2005-2006 add T3

Resources Required: \$18,000 to add additional T1 in 2002-20; \$70,000 to add T3 in 2005-20

Assessment: Network activity reports, surveys

Use of Results: Determine when increase in bandwidth is needed

3.4.3 Related to: Univ. Goal 8 Criteria Sec- 5.2, 5.3 Rec. - none

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3.4 Goal: Ensure student access to technology

3.4.4 Objective: Enhance the Resident Technical Assistant (RTA) Program

Strategies/Action Plans: Evaluate existing RTA program and implement improvements, select RTAs each year, require RTAs to participate in annual ACA STA Training; Academic Computer Support Team will work with designated members of Student Services (Housing and Career Planning) to staff RTAs in each residence hall

Responsibility: Academic Computer Support Team, Director of Housing, and Residence Directors

Time Frame: Annually

Resources Required: RTAs stipends (residential costs)

Assessment: Log of Student Assistance, peer evaluation forms, phone logs, email

Use of Results: Determine how the program can be improved.

3.4.4 Related to: Univ. Goal 8, 10 Criteria Sec-5.3 Rec. - none

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3.4 Goal: Ensure student access to technology

3.4.5 Objective: Upgrade Technological Component of Museum

Strategies/Action Plans: Create a plan to digitize existing collection; provide Internet access to the Museum's resources; create CD-Rom database; install public computers in Reading Room, Rare Book Room, Vault, and Galleries; install Internet hook-ups in Reading Room and Rare Book Room. This will allow the museum to better serve its function as an intellectual and cultural resource to the university, community (academic and local), and region.

Responsibility: Museum staff and Computer Services staff

Time Frame: Begin planning in 2001-02, implement in stages from 2002-05

Resources Required: included in Museum budget

Assessment: Production of the digitization plan; number of items catalogued on CD-Rom; number and capabilities of computers installed in the Reading Room, Rare Book Room, and the Vault; the number of Internet hook-ups installed and available in the Reading Room and Rare Book Room

Use of Results: To promote the university and museum, and to provide improved service to the academic community and general public.

3.4.5 Related to: Univ. Goal 4, 8 Criteria Sec- 5.3 Rec. - none

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

3. Theme three: Achieve regional distinction by expanding and maximizing the use of technology and facilities
- 3.5 Goal: Provide desired campus building/facility renovations-funded through current and Capital Campaign Funds
a) L.P Apartment; b) Science Buildings; c) Administration Building (Duke); d) Campus Roads

- 3.5.1 Objective: University will formulate the capital campaign known as the Campaign for Lincoln to fund facility improvements.

Strategies/Action Plans: University Advancement will present to the Board of Trustees in May 2002 a framework for the capital campaign. Focus will be placed on annual fund, endowment, and strategic initiatives that include building renovations. The Class of 1940 has initiated a project to renovate the Duke Hall of Citizenship. Gifts have been received and pledges noted for this project. A three-year time period has been established for fund raising and phasing in the work of the renovation project.

Responsibility: Senior Vice President for Advancement & Vice President for Administration

Time Frame: 2003 - 06

Resources Required: 2001-02 \$75,000 for paving; 2002-03 \$75,000 for paving; 2003-04 \$75,000 for paving; 2004-05 \$75,000 for paving; \$290,000 Duke Hall; 1, 200,000 LP; 2005-06 \$290,000 Duke Hall

Assessment: Trustee commitments on pace-setting gifts by May 2002 through pledges and letters of intent will begin the discussion phase. One third of the campaign funds will be secured by the date we announce the campaign and one third will be raised during the campaign. Pledges will be regularly shared with the President of the University, Chairman of the Board of Trustees and Chairman of the Executive Committee.

Use of Results: Assure campus buildings are maintained and meet the needs of current usage.

- 3.5.1 Related to: Univ. Goal 5 Criteria Sec- 6.2 Rec. - none**

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

4. Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

4.1 Goal: Maintain a balanced budget

4.1.1 Objective: To prepare a budget pro forma reflecting strategic institutional priorities for use in departmental budget planning.

Strategies/Action Plans: To evaluate the recent financial history, develop budgetary assumptions and utilize expense and revenue trend data to build a realistic budget pro forma reflecting institutional priorities.

Responsibility: Senior Vice President for Finance and Treasurer, Division and Departmental Administrators, and Budget Committee (President's Cabinet)

Time Frame: Annually

Resources Required: none

Assessment: Five-year budget pro forma.

Use of Results: Demonstrate institutional financial stability

4.1.1 Related to: Univ. Goal 1 Criteria Sec- 3.3, 6.3.1, 6.3.3, 6.3.4 Rec. – 13, Special Committee 1

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Vision Statement

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4. Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

4.1 Goal: Maintain a balanced budget

4.1.2 Objective: To provide a channel for communicating justifications for budget requests and negotiating funding levels for each division of the institution.

Strategies/Action Plans: To conduct budget committee hearings in which departmental administrators defend budget proposals.

Responsibility: Budget Committee, Division and Departmental Administrators

Time Frame: Annually

Resources Required: none

Assessment: Revised departmental budgets.

Use of Results: Ensure that funds are distributed fairly according to the goals and objectives established by the institution

4.1.2 Related to: Univ. Goal 1 Criteria Sec.- 6.3.3 Rec. – Special Committee 1

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

4. Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

4.1 Goal: Maintain a balanced budget

4.1.3 Objective: To prepare a balanced annual budget for Board of Trustee approval.

Strategies/Action Plans: The budget committee presents its recommendations to the President. The President presents the final budget to the Board of Trustees for approval.

Responsibility: Budget Committee, President of the University, and Board of Trustees

Time Frame: Annually

Resources Required: none

Assessment: Minutes of the Board of Trustees meetings.

Use of Results: Ensure financial stability.

4.1.3 Related to: Univ. Goal 1 Criteria Sec.- 6.3.1, 6.3.3, 6.3.4 Rec. – Special Committee 1

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

4. Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

4.1 Goal: Maintain a balanced budget

4.1.4 Objective: To plan, control and monitor revenue and expenses to ensure allocation of adequate financial resources for the successful operation of all university programs.

Strategies/Action Plans: Personnel make decisions and set policies that generate revenues and cause expenses. Continuous budget planning and control within academic and administrative divisions allows departments to reflect both university and departmental priorities in budget decisions. Budget adjustments for deviations from projected revenues and expenses are done on a routine basis.

Responsibility: Division and Departmental administrators, Senior Vice President for Finance and Treasurer, Assistant Vice President for Finance

Time Frame: continuously

Resources Required: none

Assessment: Monthly expense and revenue reports and budget adjustment forms

Use of Results: To operate within budget parameters and maintain a balanced budget.

4.1.4 Related to: Univ. Goal 1 Criteria Sec- 6.3.1, 6.3.3, 6.3.4 Rec. – Special Committee 1

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

4. Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

4.2 Goal: Direct institutional funds toward established institutional priorities/goals/objectives

4.2.1 Objective: To align departmental/divisional fiscal year budget proposals with their respective school/division priorities/goals/objectives. **(Sp. Cmte 1)**.

Strategies/Action Plans: Each division, school, and department develops priorities/goals/objectives as part of the planning process. These goals are derived from the institutional mission and goals and reflect the institution's planned strategic directions. Allocation and/or reallocation of resources to achieve their stated priorities/goals/objectives is part of the development of the budget proposal.

Responsibility: Division and Departmental administrators

Time Frame: continuous

Resources Required: none

Assessment: Academic and administrative department three-year strategic plans and budget pro formas

Use of Results: Ensures financial stability

4.2.1 Related to: Univ. Goal 1 Criteria Sec.- 6.3.3 Rec. – Special Committee 1

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Vision Statement

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4. Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

4.2 Goal: Direct institutional funds toward established institutional priorities/goals/objectives.

4.2.2 Objective: Reduce the discount rate for undergraduate students receiving institutional aid from 42% to 38% while holding the discount rate for graduate students constant.

Strategies/Action Plans: Reduce the number of Trustee and Presidential Scholarships awarded and use these funds to award additional O.O. Howard Scholarships, and create music and departmental scholarships.

Responsibility: Director of Financial Aid

Time Frame: gradually from 2002-05

Resources Required: none

Assessment: Financial reports and institutional research reports.

Use of Results: Ensures that the discount rate will be reduced for undergraduate students.

4.2.2 Related to: Univ. Goal 1 Criteria Sec.- 6.3.3 Rec. – Special Committee 1

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

4. Theme four: Achieve regional distinction by strengthening financial planning, budgeting, and assessment

4.2 Goal: Direct institutional funds toward established institutional priorities/goals/objectives.

4.2.3 Objective: Develop the university's fiscal year budget reflecting established institutional priorities/goals/objectives (**Sp. Cmte 1**).

Strategies/Action Plans: The budget committee and President consider institutional priorities/goals/objectives in the allocation and/or reallocation of financial resources. This assures that funds are directed toward established institutional priorities/goals/objectives.

Responsibility: Budget Committee and President of the University

Time Frame: Annually

Resources Required:

Assessment: Final board approved fiscal year budget.

Use of Results: Ensures that funds are directed toward established institutional priorities/goals/objectives

4.2.3 Related to: Univ. Goal 1 Criteria Sec.- 6.3.3 Rec. – Special Committee 1

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

Theme five: Achieve regional distinction through enhancing external resources

Rough Draft

Friday, May 25, 2007

Mission

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

5. Theme five: Achieve regional distinction through enhancing external resources

5.1 Goal: Increase unrestricted giving

5.1.1 Objective: University Advancement will build a broad base of unrestricted annual support with a goal of no less than \$250,000.

Strategies/Action Plans: University Advancement will identify and cultivate 400-500 new donors who have the capacity to give unrestricted gifts of \$100 to \$25,000 annually. Provide training on “Asking for a Gift” to departments outside of University Advancement i.e. Museum staff, Library staff, Athletics, Cabinet and Trustees.

Responsibility: Primary responsibility of University Advancement staff with support from the President, Board of Trustees, Alumni Board of Directors, and faculty, staff and students.

Time Frame: 2002-03

Resources Required: \$100,000 year one; \$45,000 year two, average for same year 3,4,5. (Note FASBE, CASE cost for raising money)

Assessment: Review call reports at weekly staff meetings. Go active with On-line giving June 2001. Review and compare on-line weekly giving reports with direct mail and phonathons. Review LYBUNT and SYBUNT reports quarterly.

Use of Results: To impact current operating revenue

5.1.1 Related to: Univ. Goal 1 Criteria Sec. – 6.2.2 Rec. - 52

Rough Draft

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

5. Theme five: Achieve regional distinction through enhancing external resources

5.1 Goal: Increase unrestricted giving

5.1.2 Objective: Keep alumni and friends informed.

Strategies/Action Plans: Provide quality printed information to alumni and friends given the fact that approximately 1,000 new names are added to the mailing list each year and the cost of printing continues to rise (i.e., Blue and Gray newsletter twice a year for alumni, friends, students, faculty and staff, and Alumnus magazine twice a year for paid members of the National Alumni Association); and develop and maintain a comprehensive web page for the University to include on-line giving opportunities.

Responsibility: Director of Public Relations, Webmaster/Director of Publications, Director of the Annual Fund, Director of Alumni Affairs, and Admissions.

Time Frame: Daily. Schedule for publications to alumni and friends are on file with the Director of Publications.

Resources Required: Annually--\$50,000 through PR budget; Direct Mail costs \$31,600.

Assessment: Compare annual giving reports and annual surveys. Evaluate effectiveness of all publications and media sources. Compare enrollment figures with previous years and also review how many children of alumni are enrolling at LMU or are current students.

Use of Results: To increase unrestricted giving to LMU and to provide a more efficient solicitation process.

5.1.2 Related to: Univ. Goal 1 Criteria Sec. – 4.4, 6.2.1 Rec. - 22

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5. Theme five: Achieve regional distinction through enhancing external resources

5.1 Goal: Increase unrestricted giving

5.1.3 Objective: Increase alumni giving

Strategies/Action Plans: Encourage those alumni who already participate in alumni activities and the National Alumni Association to give an annual unrestricted gift. Also, use targeted mailings and phonathons to encourage non-active alumni to give to the annual fund.

Responsibility: Director of Alumni Affairs, Director of Annual Giving, and Director of Public Relations

Time Frame: 2001-02 and then 10% increases annually through WEB appeal and personal contacts.

Resources Required: Four (4) direct mail pieces annually @ a cost of \$ 2,000 (postage and printing)

Assessment: Track and code times of solicitation to alumni and compare with monthly giving reports.

Use of Results: To increase annual giving by alumni and to expand our alumni unrestricted donor base

5.1.3 Related to: Univ. Goal 1 Criteria Sec.- 6.2.2 Rec. - 52

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

5. Theme five: Achieve regional distinction through enhancing external resources

5.1 Goal: Increase unrestricted giving

5.1.4 Objective: Market and promote the University both locally and regionally to increase donations to the University

Strategies/Action Plans: Advertise the University, send out timely news releases, and utilize the World Wide Web for advertising and news

Responsibility: Director of Public Relations, Webmaster, Sports Information Director, Abraham Lincoln Museum, J. Frank White Academy, and Sigmon Communications Center (All Faculty, staff and students through speaking engagements.)

Time Frame: Daily and Weekly through: Weekly news releases, monthly updates of The Insider, weekly radio and TV ads with Sigmon Communications Center, two times per year with billboards, direct info to off-campus sites through WEB and direct mail.

Resources Required: \$50,600 annually

Assessment: Review weekly feedback from local and regional media sources and review monthly giving reports with targeted promotions. Also compare enrollment activity with specific marketing promotions.

Use of Results: To monitor and improve the marketing plan that will result in increased unrestricted giving reflected in monthly giving reports, and provide greater awareness of LMU.

5.1.4 Related to: Univ. Goal 1 Criteria Sec.-6.2.2 Rec. - none

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

5. Theme five: Achieve regional distinction through enhancing external resources
- 5.2 Goal: Increase endowment for scholarships, faculty support and endowed chairs
- 5.2.1 Objective: University Advancement will increase endowment by \$20 million over the next five years.

Strategies/Action Plans: University Advancement will research, identify, and cultivate 30-50 potential donors who have the capacity to fund endowed chairs at \$500,000+, endowed professorships at \$250,000+, endowed scholarships at \$15,000+, endowed faculty development funds at \$15,000+, and increase the number of the Circle of Friends for Endowment gift club by 25 or more each year. Review prospects with the Development Committee of the Board of Trustees, President of the University, Chairman of the Board and Chairman of the Executive Committee.

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

Time Frame: Five years beginning with 2001-06

Resources Required:

Assessment: Review and compare call reports of major gift officers; comparison of five-year endowment giving, i.e. donors vs gifts vs calls

Use of Results: To demonstrate that best practices in fund raising are addressed and maintained, calls are made on a timely basis, and to provide budget relief for academic areas as well as capital projects.

5.2.1 Related to: Univ. Goal 1 Criteria Sec.- 6.2, 6.3.3 Rec. - 52

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
5. Theme five: Achieve regional distinction through enhancing external resources
 - 5.2 Goal: Increase endowment for scholarships, faculty support and endowed chairs
 - 5.2.2 Objective: Increase the endowment through increased membership in the Circle of Friends for Endowment giving club.

Strategies/Action Plans: Provide development office with printed materials to assist in fund raising efforts (i.e. Circle of Friends for Endowment brochure); include new scholarships and giving opportunities in at least one issue annually of the *Alumnus*; develop a comprehensive web page for the University to include on-line giving opportunities.

Responsibility: Chairman of the board, President, Senior Vice President for University Advancement, Assistant Vice President for University Advancement Internal, Assistant Vice President for University Advancement External, Faculty, endowment Committee of the Board of Trustees

Time Frame: In process since 1999. Major thrust begins in January 2002

Resources Required: \$50,000 annually

Assessment: Review and compare endowment earnings for scholarships, endowed chair, and faculty development funds with endowment Committee.

Use of Results: To provide support of endowed chairs, endowed scholarships, and endowed faculty development funds.

5.2.2 Related to: Univ. Goal 1 Criteria Sec.- 6.2 Rec. - none

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Vision Statement

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5. Theme five: Achieve regional distinction through enhancing external resources
 - 5.2 Goal: Increase endowment for scholarships, faculty support and endowed chairs
 - 5.2.3 Objective: Increase alumni giving

Strategies/Action Plans: Do research on active alumni to see who is capable of giving amount needed and then cultivate that alumnus. Publish endowment needs in the *Alumnus* and *Blue & Gray* for non-active alums.

Responsibility: Senior Vice President for University Advancement, Assistant Vice President for University Advancement Internal, Assistant Vice President for University Advancement External, Director of Annual Fund, Director of Public Relations, WEB Master

Time Frame: January 2002 through 2006

Resources Required: \$75,000 (Targeted groups, general mailings, travel, etc.)

Assessment: Review and evaluate alumni giving to specified categories (Scholarships, endowed chairs, professorships, development/research funds) each month.

Use of Results: To improve alumni solicitation for increased endowment giving.

5.2.3 Related to: Univ. Goal 1 Criteria Sec.- 6.2.1 Rec. - none

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Vision Statement

Lincoln Memorial University will achieve regional distinction as a student-centered, educational, intellectual and cultural institution by the year 2005

-
5. Theme five: Achieve regional distinction through enhancing external resources
 - 5.2 Goal: Increase endowment for scholarships, faculty support and endowed chairs
 - 5.2.4 Objective: Market and promote the University both locally and regionally in order to increase donations to the University

Strategies/Action Plans: Advertise the University, send out timely news releases, and utilize the World Wide Web for advertising and news

Responsibility: Director of Public Relations, Director of Publications and WEB Master

Time Frame: continuously

Resources Required: included in Public Relations and Publications budget

Assessment: Monthly reports on increased contributions to endowment

Use of Results: To provide timely and accurate information and to help in fund raising and promoting the university.

5.2.4 Related to: Univ. Goal 1 Criteria Sect.- 6.2.2 Rec. - 52

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5. Theme five: Achieve regional distinction through enhancing external resources
 - 5.2 Goal: Increase endowment for scholarships, faculty support and endowed chairs
 - 5.2.5 Objective: To provide support for the University by accurately recording gifts, maintaining gift records and computer information.

Strategies/Action Plans: Provide receipts and acknowledgements for gifts within 48 hours. Maintain books that include copies of checks for auditors. Maintain books on scholarship criteria. Use and maintain computerized donor information.

Responsibility: Data Entry, Assistant Vice President for Finance

Time Frame: In process at this time, beginning in 1991 with a mainframe system.

Resources Required: Cost of equipment upgrades included in technology budgets.

Assessment: To review mainframe function monthly with technical personnel.

Use of Results: To improve prospect list and estate planning lists (confirmed and prospects) that will aid in fund raising for endowment and unrestricted giving.

5.2.5 Related to: Univ. Goal 1 Criteria Sec- 6.2.2 Rec. - none

Rough Draft

Friday, May 25, 2007

		STRATEGIC THEMES				
INSTITUTIONAL GOALS		1. Improve Academic Quality	2. Implement a comprehensive student enrollment management process	3. Expand and maximize use of technology and facilities	4. Strengthen financial planning, budgeting, and assessment	5. Enhance External Resources
1. Secure and maintain fiscal integrity in all of its activities, programs, and operations through concerted efforts to continuously increase its endowment and financial standing.						
2. Provide quality educational experiences that have their foundation in the liberal arts and professional studies, that promote high personal standards, and that produce graduates with relevant career skills to compete in an ever-changing, increasingly global economy.						
3. Make educational opportunities available to all persons without reference to social status. The university seeks to stabilize undergraduate enrollment by strengthening recruitment efforts and increasing student retention through the creation of an academic and social environment that facilitates success and rewards achievement.						
4. Advance the Cumberland Gap and tri-state region through community service programs in continuing education, leadership development, recreation, and the fine and performing arts.						
5. Continue as a critical educational, cultural, and recreational center for the area, and to develop and maintain facilities, which are safe accessible, and conducive to the development of body, mind, and spirit.						
6. Attract and retain a highly qualified faculty and staff through providing the best possible compensation program within the limits of its ability.						
7. Continue to strengthen the faculty and staff development program with priority for allocation of resources determined by institutional needs.						

Rough Draft

Friday, May 25, 2007

	STRATEGIC THEMES				
	1. Improve Academic Quality	2. Implement a comprehensive student enrollment management process	3. Expand and maximize use of technology and facilities	4. Strengthen financial planning, budgeting, and assessment	5. Enhance External Resources
INSTITUTIONAL GOALS					
8. Increase technology for all educational sites. Specifically, the university seeks to continuously improve its computer and other technological resources for faculty and students.					
9. Develop and implement academic programs in response to anticipated or demonstrated educational needs, and to continuously evaluate and improve the effectiveness of current programs.					
10. Continue the tradition of providing a caring and nurturing environment where students, faculty, and staff with varied talents, experiences, and aspirations come together to form a community where there is room for diversity and growth in the pursuit of academic and career goals. The university seeks to develop students' potential in a supportive environment while challenging them to grow intellectually and personally.					
11. Provide high quality educational opportunities through selected undergraduate and graduate degree programs for students who live or work a significant distance from the Lincoln Memorial University main campus, and for whom other options would be not as accessible or satisfactory.					

Rough Draft

Friday, May 25, 2007