Lincoln Memorial University

Part I

Strategic Plan Overview and Introduction

2005- 2010

I. Planning Process

The planning process at Lincoln Memorial University incorporates:

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

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty and staff have responsibilities for and opportunities to participate in the process. The University Mission and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Six Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS expectations for improvement. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish these Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five Year Budget Pro Forma, (2005-2010). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices.

II. Mission and Purpose

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

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

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

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

(Reaffirmed by the Board of Trustees May 2003)

III. Values

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

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

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

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

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

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

VII. Lincoln Memorial University values service
- LMU community
- Appalachian region
- academic and intellectual communities
- humanity

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

IV. Vision Statement

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

V. Strategic Goals

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

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

Strategic Goal 2: Maintain Enrollment at a Sufficient Level to Support the Fiscal Integrity of Lincoln Memorial University

Strategic Goal 3: Enhance Academic Quality

Strategic Goal 4: Ensure the Adequacy and Efficient Use of Physical and Human Resources on Campus and at Extended Sites

Strategic Goal 5: Make Effective and Efficient Use of Technology

Strategic Goal 6: Enhance External Resources

VI. Benchmarks for Regional Distinction

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment
- Review/Revise Institutional Mission Statement as appropriate.
- Maintain Expanded Statement of Institutional Purpose articulating linkages between Institutional Mission Statement and all institutional units emphasizing shared values.
- Revise Institutional Strategic Plan annually.

- Conduct annual University financial audit.
- Balance annual fiscal year operating budget.
- Produce five-year operating budget pro forma.
- Secure necessary funding levels for institutional strategic initiatives and priorities.
- Produce Annual Performance Report

Strategic Goal 2: To Maintain Enrollment at a Sufficient Level to Support the Fiscal Integrity of Lincoln Memorial University

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

Strategic Goal 3: Enhance Academic Quality

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

Strategic Goal 4: Ensure the Adequacy and Efficient Use of Physical and Human Resources on Campus and at Extended Sites

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

Strategic Goal 5: Make Effective and Efficient Use of Technology

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

Strategic Goal 6: Enhance External Resources

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

Progress Report on Previous Year's Strategic Goals

(Includes only the most significant accomplishments.)

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

Objective 1.1: To use the institutional mission statement as the foundation for all planning, budgeting and assessment processes.

Progress:

a. The institutional mission statement is included in all major university publications and demonstrated linkage with the mission statement is a required component of all unit planning, budgeting and assessment documents and activities.

b. The current mission, goals, and objectives of all administrative and academic units demonstrate alignment with the institutions' mission and goals.

c. The scheduled revision of division, department and unit plans for next year has begun with a careful review of the mission statement of each academic unit and while significant modifications are expected, they are intended to more clearly demonstrate the connection between the mission statements of the various units within each division and the institutional mission statement.

d. The Board of Trustees approved the current mission statement, and no changes were recommended as a result of reviews during the last academic year.

e. The institution initiated a new institutional scholarship program in which students performed services at LMU and within the community. This program is tied directly to the institutional mission statement and represents a commitment to its accomplishment.

f. LMU has applied for significant grant funding tied closely to the fulfillment of the institutional mission (pending decisions of granting agency). Plans are already underway to apply for additional grants in the next academic year.

g. Budget development was preceded by sound educational planning with attention to the priorities identified through appropriate institutional processes.

h. The current institutional budget is aligned with institutional priorities and has been approved by the appropriate governing body (Board of Trustees).

Objective 1.2: Prepare a balanced fiscal year operating budget for Board of Trustee approval.

Progress:

a. The operating budget development process began in January, with department heads submitting requests for 2004-05 funding through the appropriate Vice President for review and approval.

b. Funding requests were tied to unit, divisional and institutional strategic plans and outcomes assessments, and those relationships were documented during the budget process.

c. Budget hearings were conducted with the President and Vice Presidents to set priorities and refine budget requests.

d. The President's Cabinet served as the Budget Committee and assisted in preparing a balanced budget for presentation.

e. The $26.4 million budget was presented to the Board of Trustees and approved. The budget includes the following major assumptions:

FTE increase (undergraduate & graduate) of 3%
Increase of 20 students at JFWA (including 5th & 6th)
Undergraduate tuition increase of 7.1%
Graduate tuition increase averaging 5.7%
Undergraduate discount rate of 39.4%
Salary increase pool of 5% of 2003-04 budget

Objective 1.3: Prepare a rolling five year operating budget pro-forma that reflects strategic institutional priorities

Progress:
The University prepares and maintains a five year rolling pro-forma budget which is updated annually and is incorporated into the overall budget process.

Objective 1.4: To make data based decisions.

Progress:

a. The assessment process has improved the quality of data available for informed decision-making during the past year.

b. The university now uses peer analysis data to look objectively at several areas in which important decisions must be made.

c. Data concerning trend analyses are routinely considered in determining priorities and initiatives at all levels of administration.

d. The tracking systems for consistent measurement of benchmark indicators in all areas have improved over time and the results have been used to make decisions based on data.
e. A number of institutional data reports are now considered routine, and the new Datatel system promises to make the processes for data collection and distribution of results easier in the future.

f. In the past year the university participated in several national studies which have provided data for future use. The National Study of Faculty and Students and the National Distance Learning Study by NCES involved extensive data collection and LMU now has the results for use by departments.

g. ETS's Major Field Tests have been used in several areas as well as the results of other standardized assessment tests to provide data that has led to improvements in several programs.

h. LMU participated in the CIRP administration and used the results for grant applications in addition to make improvements in student services.

i. This was LMU's first year to participate in the National Study of Student Engagement (we are waiting on the results for use in future planning).

Strategic Goal 2: To Maintain Enrollment at a Sufficient Level to Support the Fiscal Integrity of Lincoln Memorial University

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

Progress:
a. Contracted with the marketing firm of Stein from Atlanta, GA. with new brochures available for the 2003-04 academic year.

b. Contracted with a consultant, Dr. Bill Turner for a second year.
- More names were purchased.
- Pre-view day was re-vamped.
- Matrix was put into place

c. Special mailings purchased
-Wildlife and Fisheries Management
- Vet Tech

d. Increased applications (see weekly chart)

Objective 2.2: To increase first-time, full-time freshmen to 250 (with 25 being minorities) and full-time transfer and re-admitted students to 150 with 175 being residential students by 2007.

Progress:

a. Results are being calculated on a weekly basis with each area having more students when compared to 2002-03.

b. First-time, Full-time Freshmen;
   2002-03 = 151
   2003-04 = 183 (A 17% increase)

c. Other freshmen (12-29 credits) = 236 (some of which were freshmen during the 2002-03 academic year).

d. 2003-04 = 270 transfer (some were part-time)

e. Residential students:
   2002-03 = 303
   2004 -04 = 291
   Current for 2004 15 more deposits than this time last year.

Objective 2.3: Maintain and increase where possible and appropriate enrollment levels in the graduate program; achieve enrollment expectations in new programs and at new sites.

Progress:

a. Graduate Enrollment increased more than projected in most areas;

	Fall 02-03 Headcount	Fall 03-04 Headcount
Ed.S. Programs	717	702
MBA Program	52	59
	Fall 02-03 Headcount	Fall 03-04 Headcount
M.Ed. Programs	323	368
Post-Bach. Program	135	174
Special Grad.	10	22
Total Graduate	1,237	1,325

Graduate Headcount and Credit Hour Enrollment

	Fall 02	Spring 03	Fall 03	Spring 04
Head Count	1,237	1,159	1,325	1,202
PT Credit Hours	2,219	1,962	1,880	1,836
FT Credit Hours	7,596	9,225	8,950	10,085
Total Credit Hours	9,815	11,186	10,830	11,921

Objective 2.4: The J. Frank White Academy will increase enrollment to 72 students by Fall-2003.

Progress:

a. There was an increase in Academy Enrollment for the second consecutive year:

JFWA Enrollment

Year	Enrollment
01-02	66
02-03	67
03-04	70

b. The fifth and sixth grades will be added next year and enrollment is projected to increase based on application received.

Objective 2.5: Improve first-time, full-time freshman retention rate by an average of 1% per year, overall undergraduate retention rate by an average of 2% per year, and the graduation rate an average of 1% per year.

Progress:

a. Overall retention from Spring-2003 to Fall-2003 was 87.3% (up from 79% same time last year).

b. Overall retention from Fall-2003 to Spring-2004 was 93.4% (up from 84%. Same time last year).

c. Graduation rate was 50% up 1% from the previous year.

d. Freshmen retention from Fall-2003 to Spring-2004 was 83%

e. Need to be aware of decline with the Tennessee Lottery scholarship.

Objective 2.6: To increase by 2% the number of students using student services.

Progress:

a. During the 2003-04 academic year 2030 students (many duplicates) took part in a student activity, an increase of 82 students (4% increase).

b. 97% of the full-time undergraduates received some form of financial aid.

c. 4435 students (some repeats) used the Tagge Center, an increase of 521(12%) from 2002-03.

d. Increased usage of counseling services.

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

Progress:

a. Additional staff hired for the 2003-2004 academic year.

b. Use of the matrix for scholarship awards (will have evaluation after 2004-05 academic year).

c. 97% of the full-time undergraduates received some form of financial aid.

Strategic Goal 3: Enhance Academic Quality

Objective 3.1: Connect all academic planning, implementation, assessment, and improvement of curricula and programs to the University mission and budgeting processes.

Progress:

a. Additional faculty members in growth programs (e.g., health and kinesiology, criminal justice, education, nursing, medical technology) and University financial support for faculty development leading to advanced degrees for continuing faculty

b. Significant salary increases for faculty based on merit, equity, and across-the-board considerations; projections for continued increases at significant levels

c. Establishment of an interactive television classroom via funding from the Rural Utility Service (of the USDA)

d. Accrediting processes continued in several programs (Education, Social Work, Medical Technology, Veterinary Science)

e. Study of new academic programs in health sciences, and both masters and doctoral programs in professional areas (e.g., pharmacy, education, physician assistant, nursing)

f. SACS APPROVALS:
   - Delivery of courses through the Technology Alliance of Appalachia
   - Offering of courses at Southeast Community College in Cumberland, KY leading to the Bachelor of Arts degree in Communication Arts
   - A concentration in English within the Master of Education in Curriculum and Instruction Degree

g. OTHER APPROVALS:
   - Kentucky Council on Postsecondary Education approved the addition of the Communication Arts program at Cumberland, KY.

h. The J. Frank White Academy announced the addition of 5th and 6th grades in Fall 2004.

i. Institutional effectiveness discussions and decisions on the effective choices of survey instruments, both for continuing and additional data collections

j. Continuing implementation of Datatel administrative software for registration, advising, academic records, alumni services, advancement, accounting, and other institutional processes.

Objective 3.2: Bring average faculty compensation to within the mid-range of peer benchmark institutions (as continuously surveyed and compared by faculty rank), in discipline, in teaching responsibilities, in service, in research and scholarship, and in the percentage of faculty holding terminal degrees.

Progress:

a. Benchmark institutions have been identified by the Institutional Effectiveness Committee

Peer Institutions
Covenant College
Piedmont College
Campbellsville University
Cumberland College
Georgetown College
Lindsey Wilson College
Union College
Carson-Newman College
Cumberland University
Lee University
Milligan College
Southern Adventist University
Tusculum College

b. Salary increases have been significantly funded, with implementation of the salary increase plan projected out five years; merit and equity factors represent important criteria for salary increases.

Faculty Salary Analysis

Note: Data Source for LMU and Benchmark Institutions: IPEDS Report (2002-03)

The overall salary increase for LMU faculty for 2003-04 was 5%.
The overall salary increase for LMU faculty for 2004-05 was 5%.

	Avg. FT Salary Professor	Avg. FT Salary Assoc. Prof.	Avg. FT Salary Asst. Prof.
Benchmark Institutions	Mean $47,694.23 Median $48,577	Mean $41,985.54 Median $41,395	Mean $37,340.62 Median 37,525
LMU	Mean $39,421	Mean $37,767	Mean $35,733

Faculty Benefits Analysis

Note: Data Source for LMU and Benchmark Institutions: IPEDS Report (2002-03)

	9/10-month Retirement plans – avg. expenditure	9/10-month Medical/dental plans – avg. expenditure	9/10-month Group life insurance – avg. expenditure
Benchmark Institutions	Mean $2546.33 Median $2248	Mean $3263.38 Median $3275	Mean $134.23 Median $71
LMU	Mean $1924	Mean $3760	Mean $77

c. Teaching responsibilities (and other workload factors) have been broadly discussed, with the most current Faculty/Staff Handbook reflecting the general agreements reached

d. Faculty holding the highest degree in field represent nearly 72% of the 2003-04 faculty

Objective 3.3: Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, that ties evaluation to faculty development opportunities, merit pay considerations, and improvement in professional performance.

Progress:
While the University has a faculty evaluation process that includes self-evaluation, student evaluation, and Chair evaluation, the process has lost core credibility over time. This year (2004-05) will see the development of a comprehensive faculty evaluation process with broad-based participation in its development, with improvement of

professional performance as its aim. The University is committed to such a process and has budgeted adequate funds for faculty development opportunities and merit pay considerations.

Objective 3.4: Continue to strengthen the University libraries/museum and their services by:

- maintaining goals and objectives consistent with the broader institutional mission
- anticipating informational needs; acquiring necessary technologies, materials or access; and promoting use of these resources through direct user support services, cataloging, and other forms of access
- providing physical protection for their collections as well as comfortable work, display, and study spaces for their users.

Progress (2003-04):

a. The Carnegie-Vincent Library dedicated a new computerized catalog system and honored its donors. The new system is known as "The Piper."

b. The ACA Assessment and Administration Committee, Chaired by the Library Director, established an ACA library peer analysis tool modeled after the Oberlin Group using 02-03 budgets. Results indicate that the Carnegie Vincent Library budget ranks amongst the top 25% of its peers.

c. The Carnegie-Vincent Library's collaborative work with the ACA Central Library has flourished since the award of a Mellon grant to pay for core benefits. This year, the Carnegie-Vincent Library recognized benefits valued at $1,003,420.

d. There has been a 17% increase in traditional new titles since 2003-04, due largely to donation acquisitions. That is, 3,331 additional volumes were accessioned and cataloged, opposed to 2,780 in 2002-03. This brings the present number of traditional book titles to 122,091. When coupled with multi-media, microfiche and other formats the total volume count of the library is 226,485.

e. The library added an Information Literacy Librarian position to develop an information literacy program and help address the needs resulting from the growth in FTE enrollment and expansion to the LMU at West Knoxville and Blount Memorial Hospital sites.

f. The Museum, in conjunction with the History Department, continues to develop an internship program.

g. An NEH grant was received and the result is that 40% of this grant was used to benefit the Museum's preservation program.

h. Selection of an AASLH approved PastPerfect Collection Management System has enabled the Museum to begin implementation of collections recording, increase

access, provide digital images, develop complete accession records, and provide a much more accurate method of managing the collection.

i. A new innovative traveling exhibit, funded by a $10,000 grant, won the East Tennessee Historical Society's "Award of Distinction."

j. The Gettysburg Program (educational offering) was attended by 1150 children.

k. The Black History Program (educational offering) was attended by 625 children.

COLLEGE OF GRADUATE STUDIES

Progress (2003-04):

a. Largest graduate enrollment ever (37,718 graduate hours)

b. MBA program has almost doubled in enrollment over last year

c. Pass rate for licensure exams exceeded 97%

d. Passed the State Board visit with all programs receiving approval. None with stipulations

e. Post Baccalaureate program is at capacity

f. Added new staff and faculty

g. Continued work on forging the link between assessment and improvement

h. Aligned all programs and courses with institutional mission and licensure standards

i. Created the Concentration in English for the M.Ed. Program

PLANS FOR THE FUTURE

a. Complete the feasibility study and make the decision regarding the Doctoral level.

b. Establish a broader Graduate Studies Advisory Council (which addresses one of the weaknesses cited by the State).

c. Complete the task with East Lafollette Elementary and establish a partnership with the school.

COLLEGE OF UNDERGRADUATE STUDIES

Progress (2003-04):

a. Establishment of new academic programs: Major in Philosophy and Religion, Minor in Geography, Minor in Sports Medicine, New off-campus Major in Communication Arts at Southeast Community College in Cumberland, KY.

b. First course teleconferenced to Union and Cumberland Colleges

c. Completed NLNAC and Tennessee Board of Nursing reports for a new off-campus nursing site in Blount County and received approval in summer 2003.Opened an additional (the 5th) new, off-campus site for Nursing in partnership with Blount Memorial Hospital, in Blount County, at the Alcoa City Center.

d. Initiation and continued coordination of general education courses at the new Blount site.

e. Reaffirmation of State accreditation for Initial Licensure programs in Education (Kentucky and Tennessee).

f. Institution of an advisory council for the Learning Tree Academy

g. 100% of graduating psychology majors of spring 2003 are in or accepted to graduate schools.

h. Family Medical Group of Harrogate was added as a clinical affiliate site for the Athletic Training program.

i. Veterinary Technology program accreditation moving forward

j. Pass rates in all accredited programs are up

k. New faculty hired: nursing, athletic training, kinesiology, criminal justice, education, business

l. New director for the Learning Tree Academy

m. Additional online courses launched via the ACA consortia

n. ITV courses planned: four with the Agriculture grant consortia (Cumberland College, Union College, and LMU) and five courses between West Knoxville and the main campus.

o. Powell River Aquatic Research Station is nearly complete.

p. More than 100 students participated in the nursing and allied health pinning ceremony, marking one of the largest completion of classes.

q. Three students were accepted into the International Studies Program (PCCIS).

PLANS FOR THE FUTURE (2004-05)

a. Accreditation Visits: Medical Technology fall 04; Social Work fall 04; Athletic Training fall 05

b. General Education curriculum review and revision

c. Review of faculty evaluation systems

d. Strengthen programs and enrollments at extended sites

e. Expand the utilization of advisory councils

f. Pursue the marketing and promotion of all academic programs

g. Assure that every academic program or department has a mission statement linked to institutional mission

h. Consider new interdisciplinary and accelerated programs for the adult learner market

i. Support all efforts in academic programs to "close the loop" in pursuit of improvement and excellence Establish and implement a long-range plan to upgrade faculty development funding and faculty salaries

J. Frank White Academy

Progress:

a. Established an advisory council.

b. 100% college placement (acceptance) of graduates.

c. 50% to 80% of public school salaries (will be at 80% by end of school year) ln the way to gradual goal of 90%.

d. 100% pass rate on Algebra I and Biology I (at advanced level): one student did not pass English II.

e. World School – 3 Academy students + 1 LMU student.

f. Odyssey of the Mind World Finals – sent a team in May to University of Maryland.

Strategic Goal 4: Ensure adequate physical resources and efficient use of those resources on campus and on any extended sites

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

Progress:

a. Partners Development in conjunction with Bullock Partners & Smith provided consulting services for the development of a Campus Master Plan for the Harrogate campus. They met with representatives from the faculty, staff, students, alumni, trustees, donors and the community on LMU's long term direction, development and growth opportunities. (completed May 2004) Aerial mapping of the university's property in Harrogate by the engineering firm of Vaughn & Melton was also completed. (completed July 2003)

b. A maintenance supervisor was hired to supervise and assist with the daily properties and physical plant operations. (July 1, 2003)

c. Training was completed on the Datatel computer software system for processing purchase requisitions, receiving and vouchering. (November 2003)

d. Campus inventory is being updated by a maintenance employee. This is a continuous process.

e. A repeater/handheld radio system was purchased and installed for use by maintenance, information technology and the office of safety and security. This system has improved the efficiency of operations for those areas.

f. Specific projects completed:

1. DeBusk School of Business
   - Remodeled Undergraduate Admissions Office to create a better traffic flow and to provide space for recruitment personnel to meet with prospective students and their families. The walls were papered and painted. New furniture, pictures and carpet were added. A new heating and cooling system was installed. (completed August 2003)
   - Installed glass entryway in front of Datatel training room and DeBusk 202 classroom to cut down on noise from campus center game tables (spring 2004)
   - Painted 3rd floor classrooms and replaced the whiteboards and bulletin board (August 2003)
2. Phillips Veterinary Technology Center
   - Repairs were made and the classrooms were painted. (spring 2004)
   - Painted the roof (spring 2004)
3. Farr-Chinnock Hall
   - Painted and carpeted several offices (August 2003)
4. Duke Hall of Citizenship
   - The old stoker coal bin area on the first floor was cleaned out and the space was converted for the Registrar's office. This office meets accessibility requirements and is convenient for students enrolling in school. (completed August 2003)

- Remodeled suite 302 for offices for Human Resources and the Vice President for Administration (September 2003)
- Space vacated on first floor by Human Resources was converted into additional offices for Computer Services. (fall 2003)
- Installed drop ceilings and new fluorescent lighting in second floor public restrooms (spring 2004)
- Added additional fluorescent lighting in stairways between second and third floors (fall 2003)

5. Sigmon Communications Center
   - Painted interior walls (fall 2003)
   - Designed new set for television station (fall 2003)
   - Purchased and installed new digital equipment for radio stations (fall 2003)
6. Mary S. Annan Natatorium
   - Scraped and ground off old paint layers and painted walls, ceiling beams, deck and pool (winter 2004)
   - Installed new pump and filter (winter 2004)
   - Installed new windows and fans (spring 2004)
7. Tex Turner Arena
   - Repaired the chiller (May 2004)
8. Mary Mars Gymnasium
   - Replaced glass entrances (fall 2003)
9. Athletic Fields
   - Les Gibbs Soccer Field was graded and reseeded and then top-dressed with sand and reseeded again (summer 2003)
10. LMU Farm
    - New farm road graded and graveled (summer 2003)
    - Rocks removed from pastures (spring/summer 2004)
    - Pastures were sprayed for weeds (fall 2003)
    - Created a lake bed (spring 2004)
    - Purchased a new John Deere tractor (fall 2003), mower and sprayer (spring 2004)
11. Residence Halls
    - Re-tubed Lafrentz-Poole Hall boiler (September 2003)
    - Renovated 3 rooms on the 4th floor of Lafrentz-Poole Hall (winter 2004)
    - Renovated 3 rooms in Grant-Lee Hall (fall 2003)
    - Replaced Grant-Lee Hall gutters (July 2003)
    - Painted all rooms in Liles and West Halls (May 2004)
    - Completed site preparation for 3 new apartment style residence halls (April 2004)
12. Commercial Properties
    - Installed a 250 foot drain line next to A&A Cleaners (August 2003)
    - Repaired field beds at A&A Cleaners (August 2003)
13. Grounds

- Sodded bare areas
- Planted new trees and shrubs

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

Progress:

a. Health and Safety Committee revised the OSHA Standards and Safety Resources Manual. The Manual will be printed and distributed by September 30, 2004.
b. Annual 2 day OSHA training session for a selected group of faculty and staff was conducted in April 2004 by safety consultant from Willis of Tennessee.
c. A maintenance employee completed OSHA certification and is now responsible for OSHA compliance inspections. This person also conducts weekly sessions on safety in the workplace with maintenance personnel.
d. Safety consultant from Willis of Tennessee inspected the Harrogate campus and identified areas needing safety improvements. These areas are being addressed.
e. Chemical and biological waste removal contract in place for waste removal from labs, athletic training, and veterinary technology (Armor Chemical, Stericycle)
f. Ground fault outlets installed in science lab benches in Farr-Chinnock Hall. (August 2003)
g. Five safety shower and eyewash stations were installed in the in Farr-Chinnock Hall.
h. Newly equipped science lab with safety shower and eyewash station provided for nursing students at the Blount Site.
i. 90 % of the campus roadways and parking areas were paved. Streets were widened and parking was added to several areas on campus. Parking was mapped by Vaughn & Melton engineers and laid out according to Tennessee Department of Transportation specifications and lines were painted. Markings for a helipad were laid out on one end of the Tex Turner Arena parking lot for helicopters providing air ambulance services to the community.
j. Hired a person to monitor the swimming pool and to train and supervise the lifeguards.
k. Constructed accessible seating areas in the Tex Turner Arena and installed light strips on the steps and added yellow stripes on edges of steps.
l. Membership on the Claiborne County Local Emergency Planning Commission.
m. Conducted rape prevention workshop for residential students (August 2004)
n. Hired a different company to monitor and service the fire and burglar alarm systems. All alarm systems have been inspected and repairs have been made. New alarm systems were installed in the Museum and the President's home.
o. Removed dead and diseased trees from campus. Tree stumps were ground or cut below ground level and the areas were sodded.
p. Ground concrete edge of sidewalk at Tex Turner Arena front entrance to prevent tripping and falling

Strategic Goal 5: Make Effective Use of Technology

Objective 5.1: Plan and budget to maximize the effective and efficient use of available resources.

Progress:

a. The fundamental elements of a Technology Plan are in place. But the plan is not yet a finished document.

b. Three grant proposals were prepared during the year:
    1. A Distance Learning Technology (DLT) grant from the Rural Utilities Service (approximately $400,000) was awarded to LMU, Cumberland College, and Union College in October 2003 for implementation of Interactive Videoconferencing (ITV) among the three schools.
    2. A Title III grant was submitted to the U.S. Department of Education in the spring of 2004, requesting approximately $1.75 million for classroom, online, and interactive videoconferencing (ITV) technology, faculty development, and technical support over a period of five years. We are waiting to see if LMU was selected for the grant.
    3. A grant request for $2,500 was submitted to the Datatel Scholars Foundation in May 2004. If awarded, this grant will be applied to the cost of an ITV system for the West Knoxville site.

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

Progress:

a. Substantial progress was made toward the implementation of the Datatel system. Financials, Undergraduate and Graduate Admissions, Human Resources, Financial Aid, Registration, Student Housing, and Cash Receipts all went live during the past 12 months. Web Advisor, Accounts Receivable, and Benefactor (for University Advancement) have target dates between now and November 2004.

b. Two support personnel for the Datatel system, plus an Administrative Assistant for Information Services, were hired during the past year. One of our new additions has an MBA, has served as Director of Financial Aid and Admissions, and has extensive experience with the Datatel system. The second addition has a BBA with a concentration in Computer Information Systems and worked for several years supporting banking systems. Our new Administrative Assistant has extensive experience working in office environments.

c. Approximately 80 new computers were acquired and installed for faculty, staff, and student labs during the past twelve months.

d. Several online courses using the WebCT course management system were piloted in English and Business during the past academic year.

e. Audio streaming capability was added for campus radio station WLMU in time for the first home basketball game to be broadcast via the Internet.

f. Based on the award of the DLT grant, an ITV system was acquired for the Harrogate campus and installed in January 2004. ITV classes (one from each campus) were available to students from LMU, Union College, and Cumberland College during the Spring semester.

g. The Datatel Training Room was used as a model for testing ideas for instructional technology. In addition, improved classroom technology was implemented in classrooms in Avery Hall during the year.

h. The Private Branch Exchange (PBX) system (Nortel 61C) software was upgraded to Meridian 26.2 on the main campus; voicemail was upgraded form Meridian Mail to CallPilot. The system now has the ability to integrate voicemail and email. Battery backup for the PBX was increased from 30 minute capacity to 1 hour capacity.

i. The telecommunications facilities for Harrogate-West Knoxville and Harrogate-St. Mary's Hospital were upgraded with the installation of a Nortel 9150 (a remote location interface to the PBX) and a leased Point-to-Point T1 circuit in each case. We can now send voice, video, and data over each of these T1 circuits; we can also make phone calls to Knoxville locations without paying long distance toll charges. We plan to extend this capability to the Corbin site during the next year.

j. The campus Internet connection was upgraded from 3.0 to 6.0 Mbps. Our DS3 circuit will permit us to increase our bandwidth in 3.0 Mbps increments all the way to 45 Mbps which is a full T3.

k. Information Services plans to add each of the three new residence halls to the campus network. The contractor is responsible for wiring each room (one network port per student). Information Services will purchase and install the network switching equipment in each of the buildings.

Objective 5.3: Provide Training and Support for Faculty, Staff, and Student

Progress:

a. Extensive training was conducted on campus during the year for staff who will be using the Datatel system. Almost 30 Datatel-taught workshops were conducted for staff training.

b. Extensive training (over 15 workshops and training events) was provided for Datatel support staff at Datatel training centers in Virginia and Texas.

c. Technology training is a component of the University Technology Plan. Faculty and staff workshops were conducted just prior to the start of the Spring semester. A

request was made for time to be made available for faculty/staff training during Faculty/Staff Conference in August 2004.

d. Faculty who chose to use WebCT and other forms of instructional technology were provided support throughout the year. WebCT training for faculty will be provided by the Appalachian Colleges Association during the first week of August 2004.

e. Technical support for faculty, staff, and students was enhanced through the addition of permanent staff and the use of Student Technical Assistants (STAs) and Resident Technical Assistants (RTAs) in the residence halls.

f. On-line seminars and Webinars (from EDUCAUSE, Sun Microsystems, Datatel, and Project Management Institute) were used extensively by administrative and technical staff during the year. This is free training available to us due to our institutional and individual memberships and/or our status as a customer. We encourage staff to take advantage of these training opportunities.

Strategic Goal 6: Enhance External Resources

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

Progress:

a. Added five new annual scholarships
    1. $10,000 Lambeck gift to the Stanifer annual scholarship
    2. Ed Scholar Annual Scholarship
    3. Good Samaritan Annual Scholarship
    4. Crosby and Lena Murray Annual Scholarship
    5. Knoxville Academy of Medicine Alliance Annual Scholarship
    6. Dorothy Teague Bruce Annual Scholarship

b. Increased faculty/ staff giving from 28% to 33%

c. Increased alumni chapter activity
    A. Organized 4 new chapters
        1. Bell County, KY
        2. Campbell County, TN
        3. Harlan, KY
        4. Wise, VA
    B. Reactivated 2 chapters
        1. Nashville, TN
        2. Lexington, KY

Objective 6.2: Increase endowment participation by 5% annually for student scholarships, faculty development, research, endowed chairs, continuing education, physical plant and athletics.

Progress:

a. Added seven new endowed scholarships
   - A. Dorothy Teague Bruce Endowed Scholarship
   - B. Bishop Endowed Scholarship in Education
   - C. Donald E. and Mary Lou Pope Endowed Scholarship
   - D. Nora Mullens Endowed Scholarship
   - E. Sam and Mary Lou Spencer Endowed Scholarship
   - F. Pete Vires Memorial Endowed Scholarship
   - G. Milton and Vina Ray Memorial Endowed Scholarship

b. Added one endowed fund. Gwen Kidwell Dawson Endowed Fund for Educational Purposes at the Abraham Lincoln Library and Museum

c. Increased endowment by 27% over previous year

d. Division of University Advancement fully staffed
   - A. Hired a new Assistant Vice President for University Advancement (major gifts officer)
   - B. Hired new Director of Foundation Research

e. Reassigned travel territory for systematic cultivation and solicitation, especially potential major gifts level donors.

f. Updated and prioritized President's call list

Objective 6.3: Market and promote the University locally, regionally, nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans.

Progress:

a. Increase in enrollment and retention
   - A. 11% increase in enrollment
   - B. Increase in retention

b. Fund raising dollars increased by $1,943,573.95 over previous year

c. Organized ribbon cutting and open house for LMU's new Blount site

d. Located over 300 lost alumni through Alumni Finder

e. Significant Public Relations/Marketing Activities

A. Participated in the Lincoln Day Celebration in Washington, D.C.
B. Feature article about Abraham Lincoln Library and Museum in *Southern Living* magazine
C. Produced new admissions publications with Stein
D. Developed new front page for The Insider – University Web newsletter which allows for regular monthly contact with over 1200 alumni and friends
E. Increased awareness in Knoxville area
1. VOL Report Advertising (Aug-Jan) in *News Sentinel*
2. West Town Mall Cinema advertising (Nov-Mar)
3. Metro SkyWatch traffic report sponsor (Jan 1-6)
4. Increase in quantity of press releases distributed to new media
5. LMU featured on Live at Five on Feb 12, 2004
H. Developed new University Advancement Website
I. Developed President's Annual Report and distributed 14,000 copies in December 2003.

f. Increase in Kanto program
A. Kanto revenue increased by $413,000
B. Kanto student participation increased

Objective 6.4: Continue planning for a comprehensive campaign by increasing revenue to meet the identified seven fundraising priorities: increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; construction of new residence halls; renovation of Lafrentz Poole Hall; The Duke Hall of Citizenship renovation; and new instrumentation at Sigmon Communications Center.

Progress:

a. Major Gift/Estate Gifts Received
A. $134,632 from the Gwen Dawson Estate for Museum programming
B. $1.5 million from the Paul Dishner Estate for new residence hall, endowed scholarships, and new science facility
C. $73,000 from the Nora Emily Mullens estate for endowed scholarships
D. $543,276 from the Nancy Mitchell Price estate for new residence hall
E. $375,000 from the Elizabeth Reed estate for quasi-endowment
F. $60,000 from J. Frank White estate for the J. Frank White Academy
G. $8,685 from the Kenneth Edds estate
H. $52,500 from the Arnold Colditz estate for residence halls
I. $25,000 from the Maldon T. Bridges estate for Steward McClellan Endowed Chair
J. $50,000 for the Lay Endowed Scholarship Fund

b. Grants Received
A. $398,094 from Rural Utilities Service for distance learning consortium with Cumberland and Union Colleges

B. $100,000 from William Randolph Hearst Foundation for scholarships
C. $39,500 from Algernon Sydney Sullivan Foundation for scholarships, endowment and endowed chair in religion
D. $47,040 from the Good Sam Foundation for nursing scholarships
E. $10,000 from the National Collegiate Athletic Association for the Choices Alcohol program
F. $5,000 from the Massey Foundation for the Annual Fund
G. $1,000 from the National Society Daughters of the Union for scholarships
H. $1,000 Knoxville Academy of Medicine Alliance
I. $27,700 total in grants for Cumberland Mountain Research Center.

c. Other notable gifts
A. $9,999.96 from Pineville Hospital for medical technology fund
B. $5,000 from Ben and Nancy Sergent for construction of restroom facilities in DeBusk School of Business
C. $8,500 From City of Harrogate for JFWA Odyssey of the Mind, Boosters Club and LMU library
D. $6,000 from Alcoa Foundation for museum

e. Strategic Initiative Funding Allocations
A. $120,000 for Sigmon Communications Center instrumentation
B. $100,000 for LP renovation
C. $100,000 for Vet Tech renovation

f. Other accomplishments
A. Broke ground and built three new residence halls
B. Placed a bronze statue of General O. O. Howard on the University Quad

Total Dollars Raised: $ 4,369,556.05

Increase over previous year: $ 1,943,573.95

LMU – Strategic Planning Retreat
July 12, 2004
SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Nursing	Location	Commercial Properties	Mature Faculty
Curriculum – Across The Spectrum	Resources	Number Available Faculty Applying Holding Terminal Degrees	% Faculty Holding Terminal Degree
Faculty/Staff/Students/ And Administration	Technology	Education Programs (Graduate And Undergraduate)	Distance Education Technology
Liberal Arts	Marketing	More Masters Programs	Spanish Student Influx
Multiple Locations	Processing Speed (New Majors)	Accelerated Programs	Online Degrees
Scenic Beauty	Communications	Certification Programs	TN Lottery
Historical – Lincoln Tradition	Faculty Student Ratio – Too Low	Continuing Education	Other University Entering Community
Safe Environment	Faculty Scholarship	Hi Demand Programs	Completion – 2+2
Student Center	Faculty/Staff Development	Math And Science (Funding)	Community Colleges
Agility – Responding To New Locale Needs	Small Residential Enrollment	Tennessee Lottery	Graying Of America
Academics	Aging Facilities	Health Care Funding	Changing Licensing And Accreditation Programs
Retention Efforts	ADA Accessibility	Homeland Security Dollars	Terrorism
Faculty/Student Ratio	Extended Campus Community	New Donors Pool	Downturn Of Student Number
Acreage	Endowment	Distance Education Technology (ITV)	Technology Growth Ability
Graduate Programs	Tuition Driven	Program: Public Administration	Decline In Value Of Liberal Arts
Technology	Space (Office/Classroom)	Internships	Devaluation In College Degrees

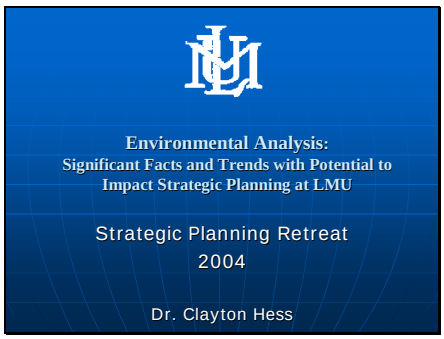
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
International Connection – Kanto	Funded Grants	Student Worker Management	Population Decline
Service	Workloads	Technology Training – Faculty/Staff	Lack Of Industry
Friendliness (Hospitality)	Organization	Increasing Enrollment	Lack Of Social Establishments And Activities For Residential Students
Athletic Facilities – NCAA	Site Coordination	Humanities Faculty Recruitment	
Learning Resources (Library)	Site Integration	Continuing Education In Spanish Speaking Opportunities	
Trails	Underdeveloped Commercial Properties	Partnering With Other Institutions	
New Residence Halls	Coordination With Other Educational Institutions	Summer Scholars Program	
CMRC/ARS	Lack Of Diversity (Minorities)	Japanese Language Opportunity	
Alumni	Transportation (JFWA, Athletics)	Outreach To High School With Programs (Creative Writing)	
Financial Stability	Salaries	Develop Appalachian Studies	
Diversity (Programs, Museum, Academy, Daycare)	Textbook Costs	Visitors' Center	
Center For Professional Collaboration	Hours To Graduate	Grants (Hispanic)	
Board Of Trustees	Academic Requirements (Community Colleges)	Sports	
Accreditations	Document Management	Online Degrees	
Articulation Agreements	Adjunct Faculty And Preparation	Datatel Capabilities	
Consortia Agreements	Lack Of Tutorial Support (Extended Sites)	Executive Programs	
Well Networked –		Growth In Business	

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
People And Communications		Programs	
Caring Environment		Partnerships With Professions/Businesses	
Organizational Structure		Bottled Water	
Longevity Of Employment		Growth	
Sigmon Communications Center		Student "Fresh Start" (Academic Bankruptcy)	
Legacy		Business Incubator	
Faculty And Staff Development		Cultural Activity	
Endowment			
Summer Camps			
Re-Paving			
Strategic Planning			
Employee Benefits			
Tuition Costs			
Outcomes Assessment			
Institutional Effectiveness			

Partial Environmental Analysis

The power point presentation that follows represents part of the environmental analysis conducted in preparation for the strategic planning retreat. Environmental scanning is a continuous process engaged in at different institutional levels (unit, department, division, and university). Several institutional documents contain materials utilized in the preparation of the environmental analysis (especially the Outcomes Assessment Reports and the Progress Reports on Prior Strategic Goals).

Slide 1



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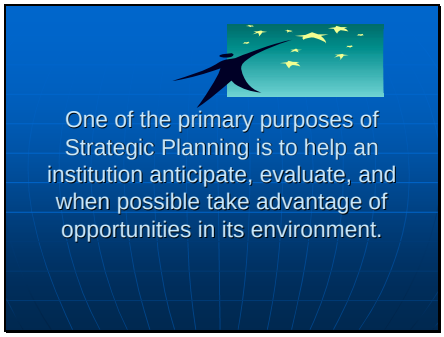


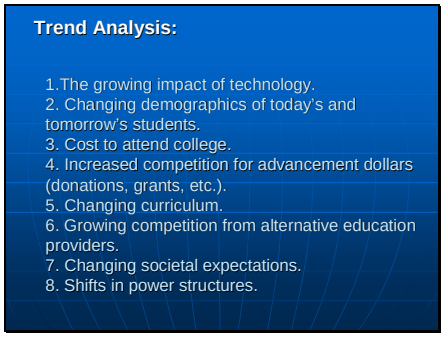
Slide 3

____Source: University of Rhode Island, "A look at Today's Higher Education Trends"

Slide 4

__Source: Robert Sevier, “Strategic Planning in Higher Education”

Slide 5



__Source: Robert Sevier. “Strategic Planning in Higher Education”

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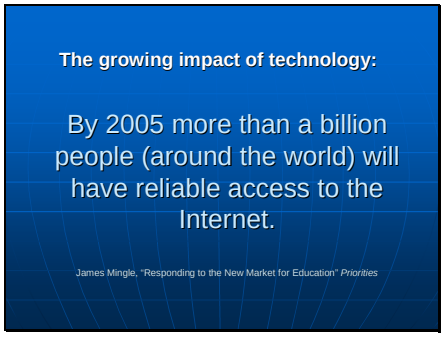
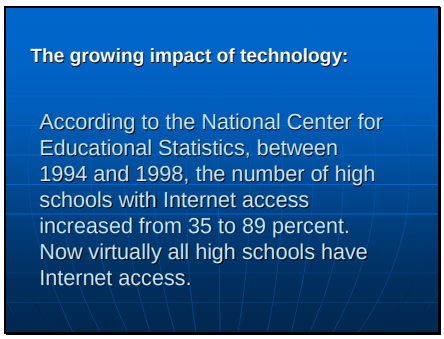


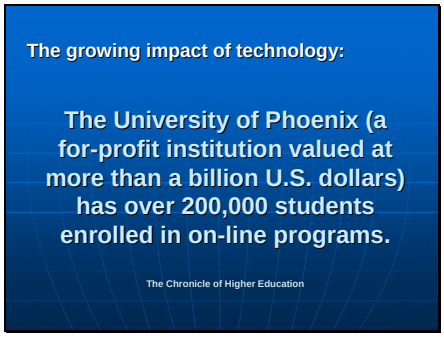
_Source: James Mingle, “Responding to the New Market for Education” *Priorities*___

Slide 7



____Source: National Center for Educational Statistics_____

Slide 8



Source: The Chronicle of Higher Education

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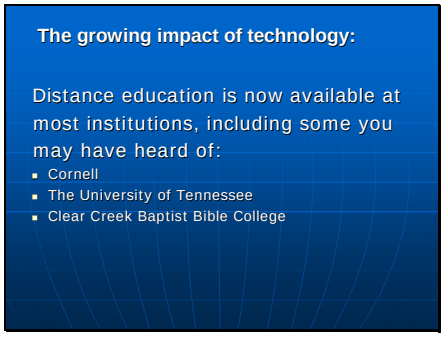

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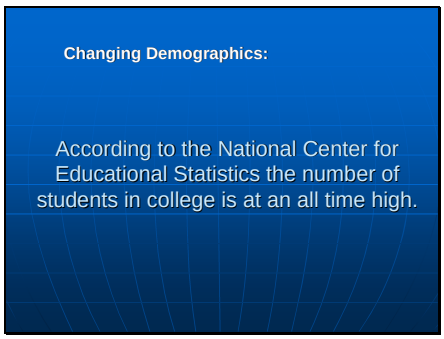

_Source: National Center for Educational Statistics_____

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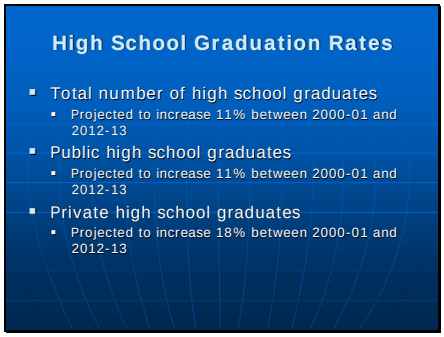
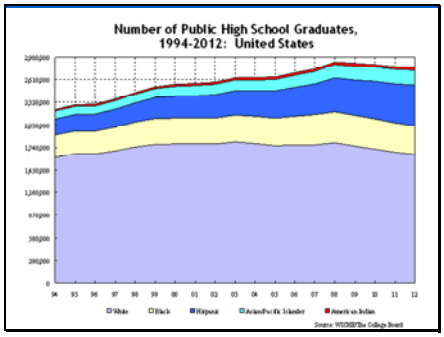


_Source: The College Board_____

Slide 12



Source: WICHE/The College Board_____

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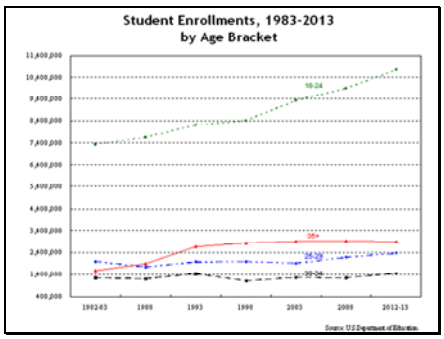

_Source: U.S. Department of Education__

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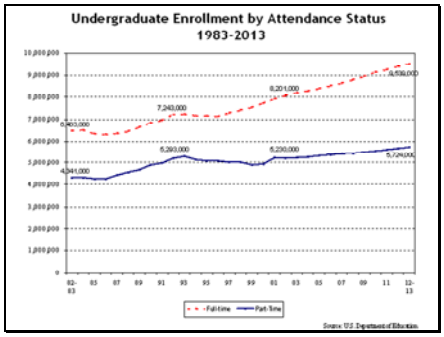

_Source: U.S. Department of Education___

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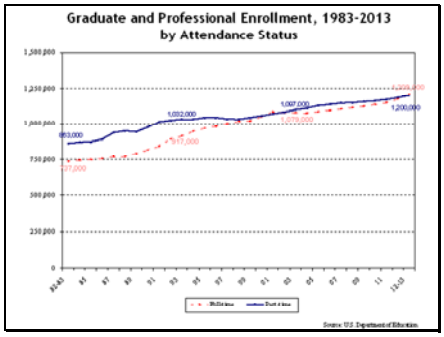

_Source: U.S. Department of Education___

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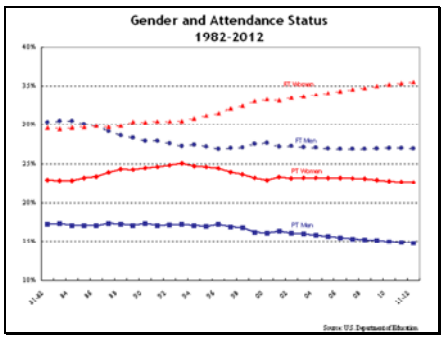

_Source: U.S. Department of Education__

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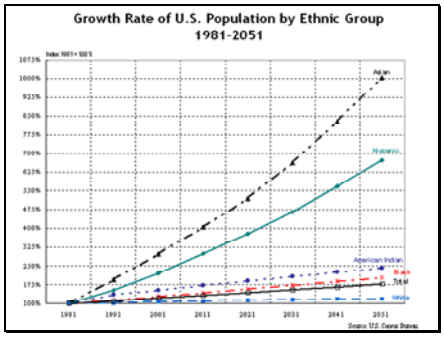

Source: U.S. Census Bureau_____

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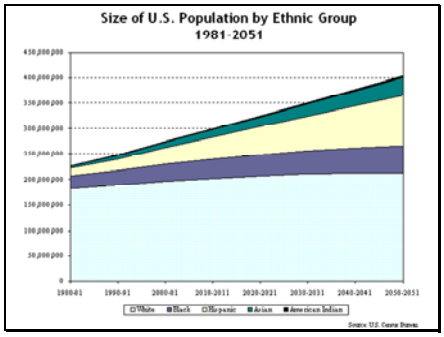

_Source: U.S. Census Bureau_____

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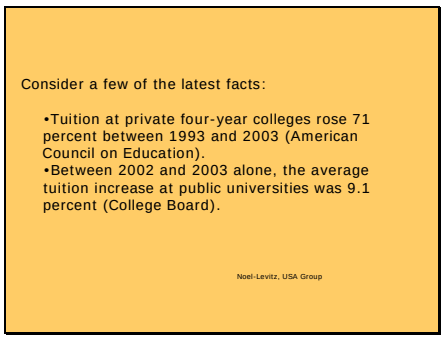

_Source: Noel-Levitz, USA Group_____

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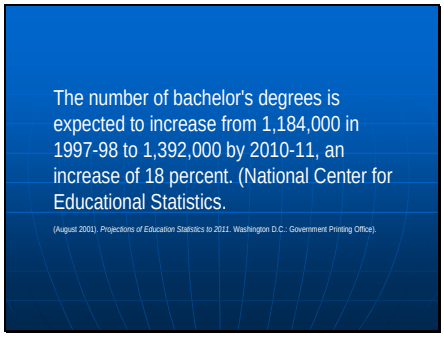

Source: National Center for Educational Statistics_____

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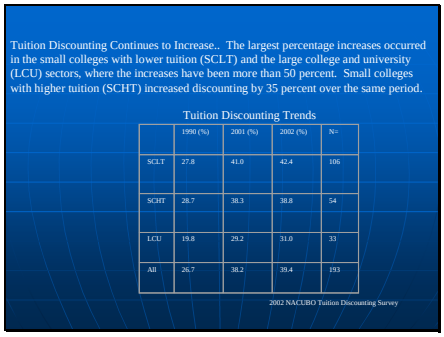
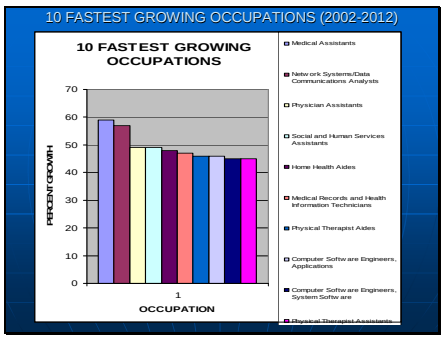


	1990 (%)	2001 (%)	2002 (%)	N=
SCLT	27.8	41.0	42.4	106
SCHT	28.7	38.3	38.8	54
LCU	19.8	29.2	31.0	33
All	26.7	38.2	39.4	193

_Source: NACUBO_____

Slide 22



____Source: U. S. Bureau of Labor Statistics_____

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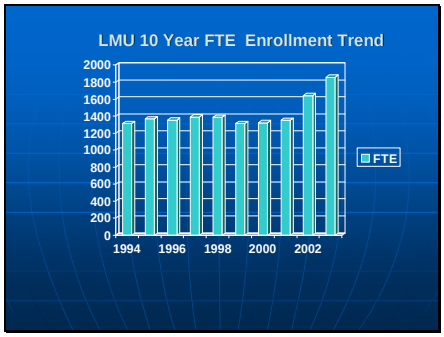

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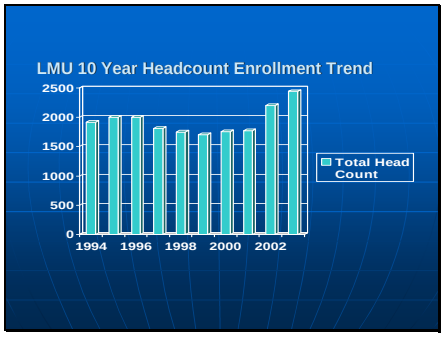

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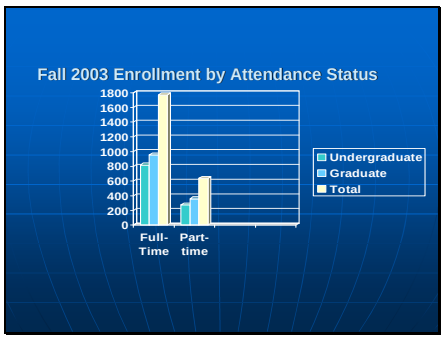

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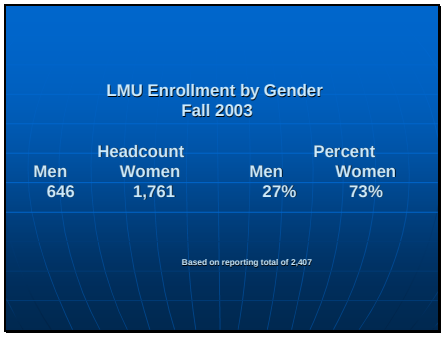

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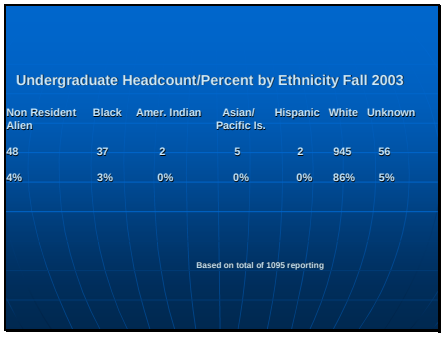

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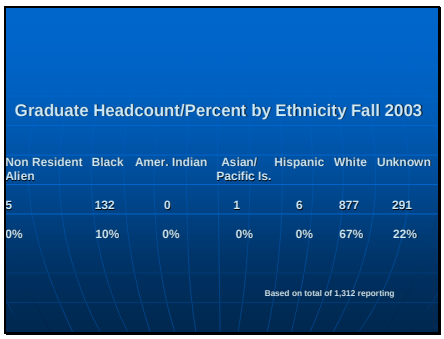

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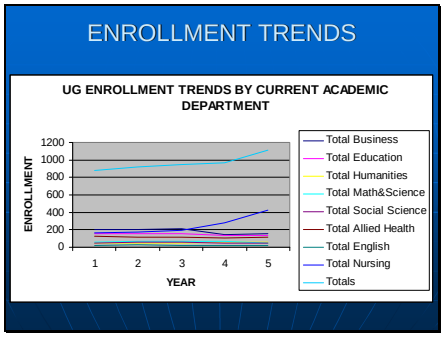

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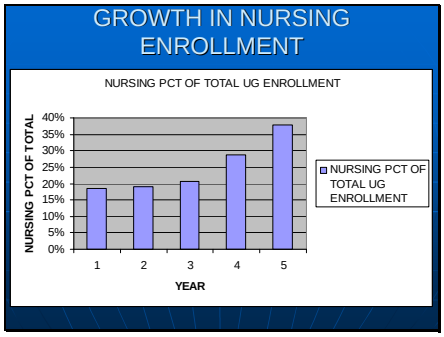

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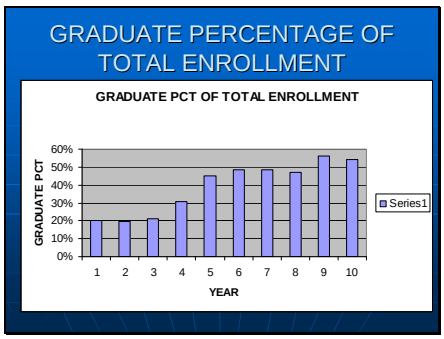

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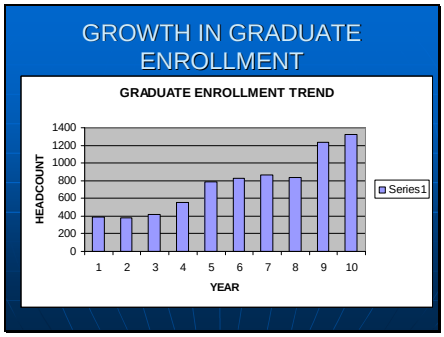

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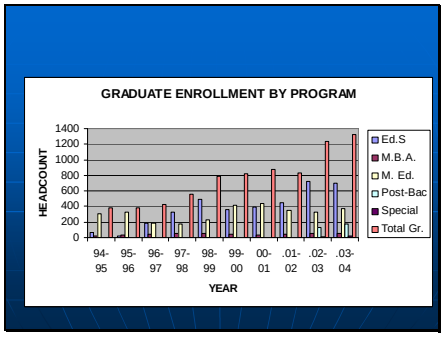

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In the Commission on Colleges 2003 Annual Report
An Analysis of the Findings of the Off-Site Review of the 2004 Reaffirmation Class. Revealed the Following Related to Institutional Effectiveness and Planning at Institutions :

_Source: Commission on Colleges 2003 Annual Report (SACS)_____

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Core Requirements

Core Requirement	9 Private Institutions	7 Institutions at Degree Level III-IV
#11 Financial audit/ stability	*Review and audit schedules were incompatible so 7 of the 9 require on-site review	*Review schedule was incompatible with audit schedule and all 7 require on-site review
#5 Planning/Evaluation Institutional Effectiveness	4 Non-Compliance or Unable to Determine Compliance	6 Non-Compliance or Unable to Determine Compliance
#9 Learning resources/ library	4 Non-Compliance or Unable to Determine Compliance	2 Non-Compliance or Unable to Determine Compliance
#8 Quality/full-time Faculty	4 Non-Compliance or Unable to Determine Compliance	2 Non-Compliance or Unable to Determine Compliance

__Source: Commission on Colleges 2003 Annual Report (SACS)_____

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Comprehensive Standards: Institutional Mission, Governance and Effectiveness

Standard	9 Private Institutions	7 Institutions at Degree Level III-IV
#16 Institutional Effectiveness	7 Non-Compliance or Unable to Determine Compliance	6 Non-Compliance or Unable to Determine Compliance
#15 Intellectual property	4 Non-Compliance or Unable to Determine Compliance	2 Non-Compliance or Unable to Determine Compliance
#9 Qualified institutional officers	1 Non-Compliance or Unable to Determine Compliance	2 Non-Compliance or Unable to Determine Compliance
#6 Dismissal of governing board	3 Non-Compliance or Unable to Determine Compliance	1 Non-Compliance or Unable to Determine Compliance

__Source: Commission on Colleges 2003 Annual Report (SACS)_____

Part II

Strategic Plan: 2004-2009

(Revised July, 2004)

Strategic Goal 1:

Strengthen planning, budgeting and assessment

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

Objective 1.1:
To use the institutional mission statement as the foundation for all planning, budgeting, and assessment processes.

Strategies/Action Plans:

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

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

Time Frame: Annually

Resources Required: Time

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

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

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

Objective 1.2:
Prepare a balanced fiscal year operating budget annually for Board of Trustee approval.

Strategies/Action Plans:

- Administrators evaluate the institution's financial performance, identifying strengths and weaknesses.
.
- Administrators review budget requests, the five-year budget pro forma and institutional evaluation results to make informed decisions related to the allocation and reallocation of resources consistent with the strategic plan.
- Budget hearings will be conducted annually during which DDU Administrators present budget proposals and provide supporting documentation to ensure that all estimates are reasonable.
- The Budget Committee (President's Cabinet) and the President consider institutional priorities, goals and objectives from the institutional strategic plan in the allocation and/or reallocation of financial resources.
- The President presents the balanced budget to the Board of Trustees for approval.
- Budget adjustments for deviations from projected revenues and expenses are done on a routine basis by DDU Administrators. Budget reports are distributed monthly or more frequently when requested to DDU Administrators by the Finance Office.

Responsibility: The Vice President for Finance and the President

Time Frame: Continuous

Resources Required: Adequate data and time.

Assessment: Balanced fiscal year operating budget

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

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

Objective 1.3:
To prepare a rolling five-year operating budget pro forma that reflects strategic institutional priorities.

Strategies/Action Plans:

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

Responsibility: The Vice President for Finance; and the President

Time Frame: Annually

Resources Required: Adequate data, and time.

Assessment: Review the alignment of five-year operating budget pro forma with institutional priorities as reflected in Budget Committee (President's Cabinet) minutes.

Use of Results: To plan effectively and to aid in preparing annual operating budgets.

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

Objective 1.4:
To make data-based decisions

Strategies/Action Plans:

- Collect and analyze data from a variety of sources.
- Provide appropriate access to results of analysis to inform the decision making process for improvement of the institution.
- Maintain a repository of Institutional data.
- Evaluate the use of data in the decision making process.

Responsibility: The President, the Director of Institutional Research and Accreditation, and the IE Committee

Time Frame: Continuous

Resources Required: Institutional Research Departmental Budget

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

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

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

Objective 1.5:
To document status of strategic goals in an annual progress report.

Strategies/Action Plans:

- Evaluate performance against identified benchmark institutions.
- Produce an annual progress report prior to the fall meeting of the Board of Trustees.

Responsibility: The President, and the Director of Institutional Research and Accreditation

Time Frame: Annually

Resources Required: Time

Assessment: Annual progress report

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

Strategic Goal 2:

To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University

Strategic Goal 2: ***To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University***

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

Strategies/Action Plans:

- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's academic programs.
- Use the World Wide Web for advertisements and news.
- Increase direct mail to target markets.
- Increase E-mail and telecounseling to applicants and qualified prospects.
- Host preview days and counselor workshops targeting alumni of LMU graduate programs, such as Guidance and Counseling and Administration and Supervision.
- Expand recruitment effort into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools.
- Identify teachers in each high school who attended LMU for presentation. Add appropriate questions to the CIRP survey that are specific to LMU.
- Conduct surveys in the community.
- Purchase the ACT Non-matriculating survey for information on why students did not choose LMU.
- Engage LMU faculty more in the recruitment process.

- More direct mailing to specific majors and undecided majors.
- Update major brochures with "subject to change" (reviewed and/or revised annually).
- Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni.
- Assign recruiting coordinator at each extended site that supports multiple programs.
- Conduct survey to determine need for alternative scheduling and/or delivery of classes.
- Conduct "College Days" at local high schools and middle schools during the evening hours that might include:
  - How to apply for financial aid
  - Preparing for college
  - Student athlete presentation.
  - Goal Setting
  - Brochure "Preparing for College" will be given to attendees with "Compliments of LMU" stamped on material.

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

Time Frame: By Fall semester 2004, 400 students (Total = 853 FTE); Fall 2005, 400students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885) and Fall 2008, 425 students (Total = FTE 900).

Resources Required: $150,000 annually (00-550044)

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

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

Strategic Goal 2: ***To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University***

Objective 2.2:
To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and full-time transfer and re-admitted students to 150 (with 175 being residential students) by 2009.

Strategies/Action Plans:

- Maintain two marketing committees (Board Committee and University Committee).
- Identify new markets.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new and transfer students.
- Review latest research on why students choose a college and work with printing companies to incorporate information into materials.
- Maintain and update a comprehensive Web site for the University.
- Increase recruitment of international, Hispanic, and other minorities.
- Increase recruitment of undecided majors.
- Increase recruitment outside the primary 100-mile radius recruitment area.
- Focus academic scholarship money on new students, academically gifted students and residential students.
- Coordinate the recruiting efforts of athletic coaches and the admissions office.
- Continue work on the International Student Web page.
- Develop an orientation for international students to be conducted during the weekend after the first day of classes in the fall.
- Have international snacks available in the book store.
- Develop Admissions brochures in Spanish for the parents of Hispanic prospects.
- Develop an orientation class for international students to be conducted within the first 4 weeks of the semester including, but not limited to:

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

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

Time Frame: By Fall semester 2004, 400 students (Total = 853 FTE); Fall 2005, 400students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885) and Fall 2008, 425 students (Total = FTE 900).

Resources Required: $400,000 per year (00.550044)

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

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

Strategic Goal 2: ***To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University***

Objective 2.3:
Maintain and increase where possible and appropriate enrollment levels in the graduate program; achieve enrollment goals in new programs and at new sites.

Strategies/Action Plans:

- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's graduate programs.
- Use the World Wide Web for advertising and news.
- Continue to increase the number of MBA students by word of mouth and advertising.

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

Time Frame: Each semester

Resources Required: Included in Public Relations and Admissions budgets (00.140025).

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

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

Strategic Goal 2: ***To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University***

Objective 2.4:
The J. Frank White Academy (including 5th – 12th grades) will increase enrollment by 5% annually through 2009 with 120 students.

Strategies/Action Plans:
Strategy 1 - Recruitment

- To implement an aggressive recruitment plan incorporating the following methods of targeting students and building a name base of potential students:
  - Referrals - Get names from satisfied people associated with the Academy including current students and their families, alumni and their families, as well as friends of the academy such as businesses, churches and community leaders and donors
  - Other schools in our service area - Get names of potential students directly from their records (some high schools did not cooperate). Visit the students at the school and give presentations about the Academy.
  - Identify Home School Students - These students' names are available through the local school districts and the state departments of education.
  - Purchase mailing lists of households with children.
  - Other methods of getting names - Collect names of students visiting the campus for museum tours, sports camps and other programs. Get mailing lists from area sports leagues.
  - Walk-ins and phone inquires - Follow up with parents who visit the school for information or call with inquiries or ask about the school through those associated with the Academy.
  - Continue.to plan and present Preview nights.
  - To develop and implement a development plan targeted at offering more scholarships by increasing fundraising.

Strategy 2 - Marketing

- To market the academy to the targeted groups
  - Direct one-on-one home visits.
  - Presentations at schools or local civic group meetings
  - Academy web page
  - Newsletter
  - Press releases to hometown newspapers
  - Advertising methods — newspaper ads for specific events; image ads, radio ads, billboards, mail-outs; drop boxes or posters placed at local restaurants and other businesses
  - Review, revise and implement the marketing strategy developed by an LMU marketing class instructed by Dr. Carol Decker.

Strategy 3 - Retention

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

Responsibilities: Director of Recruitment, Principal

Time Frame: 2004-2009

Resources Required: **A**dequate funding for effective marketing efforts (00.140023).

Assessment: Enrollment statistics

Use of Results: To increase enrollment.

Strategic Goal 2: ***To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University***

Objective 2.5:
Improve first-time, full-time freshman retention rate by an average of 1% per year, overall undergraduate retention rate by an average of 2% per year, and the graduation rate an average of 1% per year.

Strategies/Action Plans:

- Educate selected faculty using the Noel-Levitz Advising program during the Fall-2004 semester.
- Advise new students according to the Noel-Levitz program.
- Continue to educate faculty using the Noel-Levitz Advising program.
- Develop an application to be sent to all students who qualify for endowed scholarships to better serve the Awards Committee for awarding of those scholarships.
- Identify and counsel all students who are Tennessee Lottery Scholarships recipients.
- Inform each department (administrative and academic) of their role in the Retention Plan.
- Assist each department with the development of a retention initiative.
- Educate all faculty and staff on the importance of satisfied students and how improved retention benefits all University constituencies.
- 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
- Increase the number of successful interventions resulting from the early warning system.
- Maintain the high percentage of student athletes who remain eligible to participate at the NCAAII level.
- Develop and use a systematic process for identifying “students at risk”.

- Identify and reward students whose academic potential has been previously unidentified.

  Responsibility: Vice President for Enrollment Management and Student Services; Enrollment Management Team; Dean of Undergraduate Studies and all University staff

  Time Frame: Summer 2004 and continue into the future.

  Resources Required: $20,000 annually (00.550005) (00.440004) (00.760071)

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

  Use of Results: To improve retention and graduation rates.

Strategic Goal 2: ***To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University***

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

Strategies/Action Plans:

- Research current trends by department.
- Inform students of the services provided by the University.
- Provide courses in specified departments.
- Maintain and update web pages for each department.
- Communicate with the LMU community with informational data.
- Seek grants to defray costs of specified departments.
- Network with University personnel.
- Share evaluation summaries with the LMU community.
- Canvas the LMU student body for recommendations concerning programming.
- Provide written materials in the form of catalogs, handbooks and other handouts.
- Provide amenities for student use.
- Provide personal, academic and financial information to individual students.
- Improve and maintain residential housing facilities and programs.
- Continue referrals to the Tagge Center for Excellence.

Responsibility: Vice President for Enrollment Management and Student Services and each department head that reports to the division

Time Frame: Annually

Resources Required: Adequate funding to support Career Planning, Security, Student Advocacy, and Student Activities (00.550005) (00.650053)

Assessment:

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

Use of Results:

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

Strategic Goal 2: ***To maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University***

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

Strategies/Action Plans:

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Increase funding of Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.
- Employ the financial aid matrix (grid) rewarding students with demonstrated academic potential.
- Package financial aid awards for current/returning students prior to end of spring semester each year.
- Provide financial aid awards to new students within five days of completing their financial aid files.
- Develop an application to be sent to all students who qualify for endowed scholarships to assist the Awards Committee in awarding those scholarships.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.

Responsibility: Vice President for Enrollment Management and Student Services, Director of Financial Aid, Admission Staff, Awards Committee, Vice President for University Advancement

Time Frame: Each semester

Resources Required: Included in the institutional aid budget each year (00.550045)

Assessment: Examine financial aid statistics and audits.

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

Strategic Goal 3:

Enhance Academic Quality

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

Objective 3.1:
Connect all academic planning, implementation, assessment, and improvement of curricula and programs to the University mission and the budgeting processes.

Strategies/Action Plans:

- Proposals from departments (including feasibility study, staffing plan, mission compatibility, and all budgetary implications) for substantive changes will go through the appropriate University curriculum committee and dean, and then be forwarded to the VPAA/Provost for consideration and presentation to the President's Cabinet. The Institutional Effectiveness Committee will be informed after the Cabinet's review.
- Each department will establish and implement a process and a plan that demonstrate evidence of assessment results to be used to improve curricula and programs and to support the annual departmental budget proposal. That plan will be submitted to the appropriate dean for discussion in University budgetary decision making and in mission fulfillment.
- Where appropriate departments will use existing technology, e.g. WebCT or other course management systems, to facilitate the documentation of evidence of assessment results, e.g., electronic portfolios.
- Use appropriate technology to enhance the instructional delivery process, e.g. smart classrooms for in class sessions; online course management systems; ITV; streaming video.

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

Time Frame: Ongoing. Curricular changes will normally be completed by March 1, with implementation in the fall term, to allow all changes to be included in the budgeting processes, in the new catalogs, and in the schedule of classes.

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

Assessment: Annual review, by deans and VPAA/Provost, of budget proposals in light of departmental and program plans and needs identified by assessment activities

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

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

Objective 3.2:
Create and/or revise academic programs linked to department assessments and university mission, to include general education core curriculum, adult learning and degree completion programs, courses for international students and traditional programs at the undergraduate, post baccalaureate and graduate levels on the Harrogate campus and at extended sites.

Strategies and Action Plans:

- Consider methods of provision such as accelerated programs, distance education, teaching-learning technologies, and other creative approaches to student learning.
- Investigate development of new academic programs, including: M.Ed. (community college teaching), MSN, Pharm. D., P.A, D.O. B.S. in Special Education, and additional undergraduate programs.
- Establish an infrastructure to improve coordination between campus and extended sites with emphasis on community and student needs.

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

Time Frame: Ongoing. Curricular changes and program creations will normally be completed by March 1, with implementation in the fall term, to allow all changes to be included in the budgeting processes, in the new catalogs, and in the schedule of classes.

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

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

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

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

Objective 3.3:
Bring average faculty compensation to within mid-range of peer benchmark institutions **with respect to faculty rank, academic discipline, and workload.**

Strategies/Action Plans:

- **Continue identification of benchmark** institutions using such criteria as size of budget, endowment, undergraduate and graduate student enrollment, geography, mission, and other relevant criteria.
- Develop a database of LMU faculty profiles for comparison with those benchmark institutions
- Develop and recommend a plan for faculty compensation **with a target faculty salary scale as prioritized below:**
  a. adjust the institutional inequities of full time faculty
  b. implement the plan to bring full time faculty salaries to mid-range of benchmark institutions
  c. implement and sustain a merit pay system, with an evaluation system to support it
  d. address the issue of competitive compensation for adjunct faculty
- Use peer benchmark institutional data to inform LMU discussion of professional workloads **and establish a system for allocating and recognizing workload beyond 24 instructional hours.**
- Move to 80% of current school system salary levels by 2005-06 for all J. Frank White Academy instructors, considering degree levels and years of experience in salary scale. Move to 90% of current local salaries by 2008-09.

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

Time Frame: Collection, evaluation, and interpretation of data in 2004-05, with full implementation in stages by 2008-09

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

Assessment: An annual report of progress from the office of the VPAA/Provost

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

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

Objective 3.4:
Continue to strengthen the University libraries/museum and their services by

- maintaining goals and objectives consistent with the broader institutional mission
- anticipating informational needs; acquiring necessary technologies and learning resources, and promoting the use of these through user support services, cataloging, and other forms of access.
- providing physical protection for collections as well as comfortable work, display, and study spaces for their users.
- ensuring the availability of quality learning resources and instruction on the main campus as well as extended sites.

Strategies/Action Plans:

- The libraries and museum will pursue grants and leverage resources to support and extend LMU collections.
- Funding sources will address the growth and development of new and existent programs at all campus sites
- The library will maintain a program on information literacy, evidenced by students' research, technology and communication skills.
- The museum, through its rich and varied holdings, will continue its outreach to area schools, community groups, tourists, and scholars by means of exhibits and publications.

Responsibility: VPAA/Provost, Directors of the Carnegie Vincent Library and the Abraham Lincoln Library and Museum and their staffs, the Institutional Advancement staff

Time Frame: Ongoing

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

Assessment: Analysis of peer library survey results as well as internal data that demonstrate how well the dedicated library resources serve the various LMU teaching sites; assessment tools and testing will indicate whether and how well students possess information literacy; user satisfaction surveys will indicate the extent to which the objectives are being met.

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

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

Objective 3.5:
Develop and use a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, that ties evaluation to faculty development opportunities, merit pay considerations, and improved professional performance, promotions and contracts.

Strategies/Action Plans:

- Develop and implement a faculty evaluation process based on professional and institutional expectations and on "key performance indicators," such as student, self, and chair evaluations. Other indicators such as student contacts, credit hour production, scholarly activity, student advisement, **committee and community service** should be considered.

Responsibility: VPAA/Provost, deans, university faculty

Time Frame: Develop process/plan in Fall, 2004. Approve process/plan in Spring, 2005. Implement during 2005-06 academic year

Resources Required: Time commitments. Faculty Development Funds.

Assessment: Meeting timeframes for development, approval, and implementation of the faculty evaluation model

Use of Results: To create a faculty evaluation model that shall promote a qualified, effective teaching staff whose professional needs are met with appropriate financial and other resources and considerations

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

Objective 3.6:
Offer a quality college-preparatory educational program for grades 5-12.

Strategies/Action Plans:

- Offer a 5-12 curriculum of college preparatory classes, allowing the opportunity for JFWA students to take college courses in their junior and senior years at no additional cost to them. (Breakdown of LMU classes at each level could be inserted here.)
- Utilize Individualized Learning Plans (ILP's) to chart each individual student's strengths, areas to improve, academic and career goals and college choice plans.
- Exceed state average of Gateway test scores in high school algebra I, biology I and English II.
- Exceed state and national averages on ACT scores by each current senior class
- Exceed state averages on the Tennessee Terra Nova Achievement tests by each class in grades 5-8.
- Achieve 100% college placement by each graduating class.
- Maintain a School Improvement Plan that is updated annually, monitors progress and renders changes due to results that are data-driven.

Responsibility: President, VPAA/Provost, Principal of JFWA.

Time Frame: Annually.

Resources Required: Cost of testing materials ($1,000-$1,500), analysis of data, time.

Assessment: Annual School Improvement Plan results submitted to SACS; results of all testing (Terra Nova Achievement tests, Gateway tests and ACT tests); college placement results; ILP's; analysis of curriculum.

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

Strategic Goal 4:

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

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

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

- **Strategies/Action Plans:** Assess, plan for and evaluate all facilities and grounds in order to respond to changes (such as student demographic fluctuations, program needs, physical maintenance, technological needs and facility/service contracts, etc.).
- Review and update the Facilities Master Plan annually.

Deleted: ¶

Responsibility: Director of Properties & Physical Plant, President, the President's Cabinet, Properties Committee and Artifacts Find Committee

Time Frame: Annually and as needed

Resources: Physical plant budget, plant fund

Assessment: Minutes of President's Cabinet, Artifacts Find Committee and Properties Committee; updated Facilities Master Plan; Documentation of projects

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

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

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

Strategies/Action Plans:

- Assess, plan for and evaluate all University safety and security operations in order to ensure compliance with regulatory agencies
- Review and update the institution's OSHA Standards and Safety Resources Manual
- Provide an emphasis and focus on the health and well-being of faculty, staff and students

Responsibility: Director of Properties & Physical Plant, President's Cabinet, Dean of Students, and the Health and Safety Standards Committee

Time Frame: As situations warrant and annually by September 30

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

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

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

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

Objective 4.3
Enhance and sustain the Institution's Human Resources (Staff)

Strategies/Action Plans:

- Develop policies and procedures for the advertising, recruitment, position profiling, and search for new personnel (HR)
- Strengthen orientation through the University mission and acclimate new personnel to University operational flow (new Staff Ambassador groups)
- Encourage and provide training, staff development, and personal and professional growth, through University and outside resources (new Staff Ambassador groups, Immediate Supervisor, Division Vice President, Human Resources records)
- Improve daily operations through systematic assessment (Vice Presidents, Director of Institutional Effectiveness)
- Use the evaluation process to support staff development efforts and merit pay increases (Immediate Supervisor, Vice Presidents, President and Human Resources Department)
- Encourage and support participation in University activities (Immediate Supervisor)
- Encourage, support, and celebrate local and extended community engagement and volunteerism (Immediate Supervisor)
- Improve awareness of university opportunities and benefits (i.e., various tuition remission availabilities; community and university discounts; voluntary benefit plans; health insurance plan; retirements plan). (Immediate Supervisor, Human Resources)

Responsibility: (above)

Time Frame: Ongoing

Resources Required: Division budgeting for development; collection, interpretation, and reporting of data

Assessment: Budget reports (staff development); outcomes of surveys; staff evaluations

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

Strategic Goal 5:

Make Effective and Efficient Use of Technology

Strategic Goal 5: ***Make Effective and Efficient use of Technology.***

Objective 5.1:
Plan and budget to maximize the effective and efficient use of available resources.

Strategies/Action Plans:
- Develop and maintain a University Technology Plan.
- Prepare budget requests and grant proposals.

Responsibility:
- Chief Information Officer and Information Services staff
- Technology Committee (Recommendation: expand committee to include CIO, Director of Academic Computing, VP AA/Provost, VP Finance, Faculty Representatives from Graduate & Undergraduate Colleges to be appointed by Deans)

Time frame:
- 2004-2009

Resources required:
- Included in CIO budget

Assessment:
- Annual survey by students, staff and faculty

Use of results:
- To maximize effective use of computing and telecommunications resources

Strategic Goal 5: ***Make Effective and Efficient use of Technology.***

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

Strategies/Action Plans:

- Complete the transition to the Datatel Colleague/Benefactor administrative system
- Train support personnel
- Maintain, update, and support networks and servers
- Maintain, update, and support telecommunications facilities
- Provide computer resources for faculty, staff, and student labs
- Assess pilot use of techniques for online instruction; expand pilots if warranted
- Continue pilot use of interactive videoconferencing (ITV) to support multi-location courses and assess the effectiveness of this approach
- Develop a model smart classroom to test ideas/techniques for use of instructional technology
- Create additional smart classrooms on the Harrogate campus

Recommend reassignment of following objectives:

- Assess the technology requirements for new Visitor's Center (Goal 3)
- Perform a study on phone numbers posted on Web site for prospective students/change setup if warranted (Goal 2)
- Investigate feasibility of implementing 24-hour video coverage of both primary entrances to campus (Goal 4)

Responsibility:

- Chief Information Officer and staff

Time frame:

- 2004-2009

Resources required:

- Basic resources included in CIO budget
- Additional resources requested through grants

Assessment:

- User survey and management evaluation of performance monitoring data

Use of results:

- To ensure faculty/staff/student adequate response time and availability of university networks, telephone systems, ITV network, and course management systems.

Strategic Goal 5: ***Make Effective and Efficient use of Technology.***

Objective 5.3:
Provide Training and Support for Faculty, Staff, and Students

Strategies/Action Plans:

- Develop/implement a continuous, comprehensive Faculty/Staff Technology Training Plan that includes sustained follow-up and ongoing updates as technology changes
- Consider holding a Technology Boot Camp for faculty during the summer
- Support faculty with development of instructional modules that use technology
- Provide improved level of technical support for faculty, staff, and students
- Formalize and dedicate staff to Information Services Help Desk
- Develop and implement an assessment plan for technology services
- Investigate a computer purchase/lease program for faculty, staff, and students

Responsibility:

- Information Services staff

Time Frame:

- 2004-2009

Resources Required:

- Included in CIO budget

Assessment:

- Annual User Survey
- Problem Tracking Logs

Use of Results:

- To determine user satisfaction levels as measured by annual survey
- To identify problems which additional user training could help to prevent

Strategic Goal 6:

Enhance external resources

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

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

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

- Continue to solicit members of the Board of Trustees to commit a yearly gift to the annual Fund.
- Ask all members of the President's Cabinet to participate in the Annual Fund.
- Encourage University Advancement staff to continue to contribute to the Annual Fund.
- Encourage all members of the Alumni Board to contribute to Annual Fund.
- Increase current faculty/staff giving: (2003-04) is 47.1%; by 2004-2005, participation will be 75%.
- Explore feasibility of identifying departmental agents and intracampus fundraising challenges.
- Increase current alumni giving (2003-2004 is 1%); by the year 2007, the participation will be 33%; graduate and undergraduate as administered through the class agents program, alumni chapter participation, and other alumni initiatives.
- Increase efforts to solicit friends, defined as potential donors who are not alumni. (Pursue re-visiting our history initiative) Increase personal calls by fundraising staff to a minimum of 500 per fiscal year.
- Improve donor recognition system to include revising the Recognition Society and adding at least one special event to honor upper level donors.
- Reassigned travel territory for systematic cultivation and solicitation, especially potential major gifts level donors and World War II era group.
- Involve parents of current students as volunteers in cooperation with Student Services.
- Involve current students through a "senior project" or other initiatives.
- Provide training in "Asking for a Gift" to departments outside of University Advancement; i.e. Museum staff, Library staff, Athletics, Cabinet, Trustees and Departmental Chairs.

- Implement Datatel Benefactor component to improve LMU's alumni/donor management information system.
- Encourage increased advisory board activity in academic areas through Cabinet administration.
- Create on-line matching gift information.
- Target mailings to new graduates to obtain correct e-mail and physical address.
- Train Human Resources personnel on payroll deduction procedures.
- Solicit corporate sponsors for Lincoln Ambassadors.
- Upload the University Advancement website with information on giving options.
- Continue trustee letters to target groups.
- Solicit LYBUNTS (donors who gave last year but not this year) and SYBUNTS (Donors who gave some year, but not this year) by state according to divided territory.
- Museum staff will develop a list of contacts for annual support to include the Lincoln Herald list, the Lincoln Letters, the Lincoln Scholars, East Tennessee Historical Society, Tennessee Historical Commission, the Lincoln groups, former donors to the Museum, and the Museum visitors' list. Names will be compiled into a master solicitation list.
- Offer Lincoln Mercantile items on-line and add email addresses to master contact list.
- J. Frank White Academy staff will continue to develop a list of contacts for annual support to include parents and relatives and graduates of the Academy.
- Continue to develop a list of contacts with the Athletics staff for annual support to include graduates who participated in athletics. Former athletes may do targeted mailings. Prepare for $ 1 million dollar campaign with athletics to keep LMU athletics competitive.
- Partner with athletics on annual golf tournament and auction and other fundraising activities.
- Continue to develop the role of volunteers in the overall fundraising program.
- Address academic areas through chairs to encourage giving to an endowed fund.
- Work with staff assembly to address giving options.
- Establish restricted and unrestricted dollar goals for athletics, the Museum and the Academy.

- Continue to cultivate the existing relationship with Kanto International High School and monitor revenue and expenditures of the program.
- Build historical information about alumni, friends and potential prospects by reviewing newspaper clippings and other media sources.
- Reassign existing personnel to include systematic prospect research duties.

Responsibility: Primary responsibility of University Advancement staff with support from the President, the Cabinet, and the Board of Trustees, appropriate Museum, athletics and Academy personnel.

Time Frame: Review annual goals on a monthly basis and on June 30.

***Resources Required:** (0100-63003.61100— Postage
61200-- Printing
61300-- Travel
61325-- Entertainment/Donor Recognition

- 2004-2005: $90,000
- 2005-2006: $100,000
- 2006-2007: $110,000
- 2007-2008: $120,000
- Adequate staff to ensure prospect visits are completed on a timely basis.

*Calculated at $.20/dollar

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

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

- Continue to review LYBUNT and SYBUNT reports monthly.
- Compile and review call reports from Academy, Museum and Athletics personnel.

Use of Results: To support current operating expenses.

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

Objective 6.2: Increase endowment participation by 5% annually for student scholarships, faculty development, research, endowed chairs, continuing education, physical plant and athletics.

Strategies/Action Plans:

- University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at $500,000+, endow professorships at $250,000+, endow scholarships at $15,000+ and endow faculty development funds at $15,000+. Review endowed chairs to determine which ones are currently fully funded.
- Increase recognition opportunities for donors who contribute to endowment funds.
- Continue to increase the number of the Circle of Friends for Endowment gift club by 10 or more each year.
- Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University, the Chairman of the Board, and the Chairman of the Executive Committee.
- Continue to feature donors in the *Alumnus* magazine who have already made estate plans.
- Continue to target the Classes of 1960-1974 to receive the new Legacy newsletter.
- Investigate feasibility of utilizing a national prospect research service.
- Continue and expand solicitation of foundations and corporations that support endowment endeavors.
- Continue prospect research to identify prospects in various areas, such as honorary degrees holders, Algernon Sydney Sullivan recipients, etc.
- Continue to code all alumni by their majors.
- Continue to sponsor concerts to benefit endowed scholarships.
- Seek to endow all physical projects to ensure funds will be available for future maintenance.
- Address academic areas through chairs to identify potential donors and to encourage giving to an endowed fund.
- Work with Staff Assembly/Senate to address giving options.

- Continue to assist athletics, J Frank White Academy, the Museum, the Learning Tree Academy and the Library with identifying donors for endowed funds.
- Establish restricted and unrestricted dollar goals for athletics, the Museum, J Frank White Academy, the Library and the Learning Tree Academy.
- Continue to aggressively pursue grants from private foundations and government agencies for the Museum, especially those to fund redesigning and construction of core exhibit.
- Reassign existing personnel to include systematic prospect research duties.
- Establish and fund endowment levels required for upkeep for each facility on campus.

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

Time Frame: Annually

Resources required: $50,000 plus staff to complete prospect visits.

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

- Review and compare call reports of major gift officers.
- Compare five-year endowment giving, number of donors vs. number of gifts vs. number of calls.
- Evaluate actual endowment acquired for facility upkeep versus goal amounts.

Use of Results:

- To increase endowed scholarships to enable students to attend LMU as cited in our mission statement.
- To increase communication to and involvement with the Board of Trustees and alumni through the class agents program, friends of the University, and foundations and corporations and other granting agencies.

- To demonstrate that best practices in fund raising are addressed and maintained, to ensure that calls are made on a timely basis, and to ensure that budget relief for academic areas, as well as capital projects, is provided.

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

Objective 6.3: Market and promote the University locally, regionally, nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans.

Strategies/Action Plans:

- Update marketing plan to ensure effective promotion of the University's programs through the assistance of the Director of Public Relations, the Director of Publications and Webmaster, Director of Marketing, Director of Recruitment for the J. Frank White Academy, Abraham Lincoln Museum, Learning Tree Academy, Sigmon Communications Center, and the Sports Information Director by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Convene marketing committee to explore additional marketing strategies for all areas.
- Request a promotional CD from every academic department.
- Design promotional posters for each program and also each extended campus site. The front side will depict career opportunities related to the programs; the backside will list contact information. Posters could be distributed by admissions staff to prospective students and guidance counselors.
- Develop effective marketing strategies for extended campus sites by consulting with site coordinators, deans, chairs and faculty.
- Design web pages for each extended campus site.
- Coordinate marketing and essential student services with all extended sites.
- Encourage representatives from key service areas, i.e., student services, library, bookstore, Admissions, and University Advancement to periodically visit extended campus sites.
- Increase promotion of Lincoln Memorial University, The Abraham Lincoln Library and Museum, the J. Frank White Academy, Sigmon Communications Center and the Tex Turner Arena locally, regionally and nationally.
- Assist individual academic departments with increased visibility via Web sites, including all extended campus sites.

- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, and publish the *Insider* via direct mail and e-mail.
- Increase international partnerships through Kanto Program, parents, faculty exchange programs, international residents from the community.
- Explore corporate endorsements and sponsorship opportunities.
- Utilize members of the Student Service Initiative Program for campus and community outreach.
- Expand Speakers' Bureau project.
- Develop and initiate Intranet for on-campus communication.
- Develop a University style manual.
- Continue to promote the University through promotional items such as t-shirts and other branded items.
- Publish donor recognition notices in appropriate media.
- Assist individual academic departments with increased visibility via standardized (consistent look and feel) Web sites, including all extended campus sites.
- Develop a Web template in cooperation with IT staff.

Responsibility: Director of Public Relations, Director of Publications, Webmaster, Director of Marketing, Director of Alumni Services, and the Sports Information Director in cooperation with the Marketing Committee whose membership includes: Vice President for Academic Affairs/Provost, Vice President for Enrollment Management and Student Services, Dean of Undergraduate Studies, Dean of Graduate Studies, Registrar, IT Representative, Director of Sigmon Center, Program and Tourism Director of the Abraham Lincoln Library and Museum, Director of Marketing from the J. Frank White Academy, Athletic Director, Dean of Admissions, and Director of Upward Bound and Special Services.

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

Resources Required: 2004-2005: $205,065.00
2005-2006: $212,932.72
2006-2007: $215,341.86
2007-2008: $248,095.20
Data collected from University Advancement divisional task sheets and Marketing Committee minutes.

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

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

Use of results:

- Improve integrated marketing and brand awareness. Improve goodwill through improved personal relationships between regional community leaders and University officials, faculty and staff. Provide accurate information to aid effective marketing and promotion of the University.
- Improve communication between internal and external markets through coordinated efforts of the Marketing Committee.
- Use data to demonstrate connection between marketing efforts, recruitment and retention, and gift income.
- Improve marketing efforts at extended sites.

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

Objective 6.4: Continue planning for a comprehensive campaign by increasing revenue to meet the identified fundraising priorities: increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; construction of new residence halls; construction of new academic/science building, renovation of Lafrentz Poole Hall; The Duke Hall of Citizenship renovation; and new instrumentation at Sigmon Communications Center.

Strategies/Action Plans: University Advancement will identify, cultivate and solicit donors to provide revenue for initiatives identified in the following seven fundraising priorities.

- **Annual Fund:**
  The Annual Fund allows LMU to place resources where they are most immediately needed or where opportunities are greatest. Strategies for meeting the Annual Fund goal include:
  - University Advancement will reinstate the Recognition Societies which will be maintained by the Director of Foundation Research, Grants and Contracts.
  - Direct mailings for the Annual Fund will reflect target groups designations, such as class years, special interests and majors and will be closely monitored for success rate.
  - Annual Fund appeals will appear in publications such as The Insider, Alumnus, Blue and Gray, and will include self mailer formats where appropriate.

- **Endowment:**
  A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid through endowed scholarships, and ensures that facilities are adequately maintained. Strategies for increasing endowment include:
  - Systematic cultivation and solicitation of the “World War II” era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff.
  - Increase in proposals for grants to endowment projects.

- **Capital Projects**:
  Lincoln Memorial University currently has five major capital projects in the strategic plan.
  - Residence Halls: ($3.3 million goal)
    University Advancement staff will seek to secure an endowment goal of $500,000 for Pope Hall, Mitchell Hall, and Dishner Hall from new gifts or unrestricted gifts thorough the reallocation of geographic areas and the intensification of solicitation of donors capable of making major gifts level donations ($25,000 and above).
  - Lafrentz Poole ($1 million goal)
    Place $100,000 each year from the strategic initiative fund into this project.
  - Duke Hall of Citizenship ($1.+million goal)
    Continue to solicit class of 1940 to support this project through annual gifts and estate plans.
  - Sigmon Communications Center ($500,000 goal)
    Consider strategic initiative dollars for the improvement of instrumentation at Sigmon Communications Center.
  - New Science Facility ($10 million goal)
    -Increase diversity among the faculty, staff, advisory boards, and trustees to strengthen proposals to private foundations, federal agencies and other funding sources.
    -Increase the broad base of support in 2004 through increased personal calls by the University Advancement fundraising staff. Total face to face, non-repeat calls goal for 2004-2005 fiscal year is 500
    -Discuss with the Executive Committee plans for costing this project
    -Prepare for call to The Kresge Foundation on this project during December 2004
    -Submit a challenge grant to the Kresge Foundation for bricks and mortar and science instrumentation in spring of 2005.
    -Consider unrestricted estate gifts that could be used toward this initiative (i.e., Dishner, Reed, and Hamilton bequests).
    - Consult with academics regarding curricular restraints and needs for new academic/science building design.

- Convene faculty from Math and Natural Sciences, Allied Health and Nursing to construct a SWOT analysis of the proposed academic/science building project
- Review SWOT analysis results with the President in preparation for conference call to the Kresge Foundation.

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

Time Frame: Review progress monthly and on June 30.

Resources Required: Adequate human and financial resources to meet our goal of 500 personal prospect visits.

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

Use of results:

- Plan effectively as we target our fund raising territory and major donors.
- Document success rate of fund raising travel plan for major donors.
- Review fund raising priorities and ensure that priorities align with the academic and non-academic division planning.
- Use fund raising date to chart our progress on approved projects.
- Review Campus Master Plan as needed to make the connection between fund raising and capital projects.
- Demonstrate that best practices in fund raising are addressed and maintained, to ensure that calls are made on a timely basis, and to ensure that budget relief for academic areas, as well as capital projects, is provided.