



# **Part I**

## **Strategic Plan Overview and Introduction**

### **2012- 2017**

## **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 Southern Association of Colleges and Schools – Commission on Colleges (SACS-COC) requirements;
5. identified institutional priorities; and
6. utilization of sound institutional effectiveness oversight practices.

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty and staff have responsibilities for and opportunities to participate in the process. The University Mission and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Seven Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS-COC expectations for institutional improvement. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish the Institution's Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five-Year Budget Pro Forma, (2010-2015). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an annual Progress Report.

## **II. Mission and Purpose**

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

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

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

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

## **INSTITUTIONAL GOALS**

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

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

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

### **III. Values**

1. **Lincoln Memorial University values integrity**
  - honesty
  - openness
  - commitment to principles
  
2. **Lincoln Memorial University values excellence**
  - teaching
  - learning
  - operations management
  - scholarship
  - leadership
  
3. **Lincoln Memorial University values creativity**
  - teaching
  - learning
  - research
  - administration
  - artistic expression
  
4. **Lincoln Memorial University values diversity**
  - ethnic
  - cultural
  - belief systems
  
5. **Lincoln Memorial University values community**
  - communication
  - honesty and integrity
  - caring and helpful
  - teamwork
  - responsibility
  - respect

- safe and secure environment

6. **Lincoln Memorial University values accountability**

- planning
- assessment
- evaluation
- improvement

7. **Lincoln Memorial University values service**

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

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

## **IV. Vision Statement**

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

## **V. Strategic Goals**

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

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

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

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

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

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

**Strategic Goal 6:** Enhance external resources

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



## **VI. Benchmarks for Regional Distinction**

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

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

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

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

- Improve financial aid participation rates, award profiles and satisfaction with services.

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

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

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

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

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

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

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

### **Strategic Goal 7: Assess and enhance University-wide research**

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

# 2011 Progress Reports on Strategic Goals

## STRATEGIC GOAL 1:

*Continue to assess and enhance academic quality.*

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

### Progress

#### Academic Affairs

- The Honors Program Working Group has formulated a draft Honors Program Charter and Mission Statement and has addressed the 17 best practices for honors programs as defined by the National Collegiate Honors Council. The distinction of the proposed Lincoln Memorial University (LMU) Honors Program would be to have pathways into the program which should encourage academic achievement and to provide levels of honors achievement to make this program accessible for students in all majors who wish to participate. This program would have a strong service component as well as requirements affirming the values of the University.

#### School of Allied Health Sciences

- Medical Technology class of 2010 achieved a 100% pass rate on the American Society of Clinical Pathology (ASCP) Board of Registry Exam.
- Veterinary Technology class of 2010 achieved a 100% pass rate on the Veterinary Technician National Exam.
- Veterinary Technology Program was granted full accreditation by the American Veterinary Medical Association (AVMA) after a successful December 2010 reaccreditation site visit.
- Social Work Program, Athletic Training Education Program and Medical Technology Program prepared reaccreditation self-study reports for programmatic site visits which will occur during the 2011-2012 and 2012-2013 academic years.
- The School of Allied Health Sciences will play an integral part in the University's plans to seek approval from the Southern Association of Colleges and Schools (SACS) and the AVMA to begin a proposed College of Veterinary and Comparative Medicine.
- Approval was received from SACS to begin offering Medical Technology and Veterinary Technology Programs at the Kingsport extended learning site during the 2011-2012 academic year.

## Paul V. Hamilton School of Arts and Sciences

- Twenty-seven graduating seniors completed discipline-specific exit testing in April. Major Field Test assessments from the Educational Testing Service (ETS) were administered in Criminal Justice, Literature in English, Mathematics, Biology and Psychology. Results are being used to inform program decisions and institutional effectiveness processes for these programs.
- Twenty-five students in the inaugural class of the Post-Baccalaureate Medical Science Program (PMSP) completed the requirements and earned certificates. Seventy-six percent of this group gained admittance to the Lincoln Memorial University-DeBusk College of Osteopathic Medicine (LMU-DCOM). Several of this PMSP group were selected to prosect cadavers for the next medical gross anatomy course, thus gaining additional valuable human anatomy experience. This program is providing access to medical education and expanding the reach and reputation of the University.
- The auditorium of Duke Hall of Citizenship received significant updates in decor, seating, windows and stage curtains. Additional performance lighting was added which greatly enhanced the two stage plays, “The Curious Savage” and “Love Hurtz,” and one musical, “Nunsense,” produced by the Railsplitter Playhouse.
- The Duke Hall of Citizenship Auditorium was named “The Sam and Sue Mars Center for Performing Arts,” in honor of Trustee Sam Mars and his wife Sue.
- The music program hosted numerous artists in the spring and fall in addition to faculty and student recitals and concerts. External groups included: Four Leaf Peat, Knox Brass Worx, the University of Southern Mississippi Faculty Wind Quintet, Quattro Fromaggi Saxophone Quartet and the Knoxville String Quartet. The Knoxville Symphony drew a standing-room only crowd in December. These theater and music events provide opportunities for students and the community to enjoy a broadened cultural appreciation.
- Research and teaching facilities at Belize Foundation for Research and Environmental Education (BFREE) were enhanced with the completion and occupation of LMU’s research building. During spring break, students and faculty traveled to Belize for an LMU interdisciplinary course which combined art and environment learning. This was the second time this course was offered in Belize. A vehicle for in-country transportation was put into service. The LMU BEFREE collaborative effort has provided a valuable connection and base of operations for international learning and research expansion.
- Renovations on The Cumberland Mountain Research Center (CMRC) were completed. Numerous students are actively conducting undergraduate research and assisting in funded grants and contracts associated with the University via the CMRC. This also evidences the University commitment to faculty and student research and is enhancing LMU’s reputation.

## School of Business

- The School of Business approved the proposal to add a new Energy Management major. The School of Business aims to prepare the future “green” leaders by teaching students the culture, values and leadership skills necessary to succeed in the new “green” economy.
- The School of Business added an academic performance requirement in order to raise the quality of business students entering the program. School of Business students must earn a “C” or better in all Bachelor of Business Administration (BBA) core and major core coursework.
- Two new concentrations were added to the current Master of Business Administration (MBA) program at the Cedar Bluff extended learning site: Accounting and International Business. Seven new courses have been added to the catalog for the new concentrations.
- During the 2010-2011 academic year, 60 percent of undergraduate business classes were taught by faculty with terminal degrees. In addition, 100 percent of the MBA courses were taught by terminally-degreed faculty.
- In pursuit of the Accreditation Council for Business Schools and Programs (ACBSP) accreditation, the School of Business completed work on the preliminary questionnaire required by the ACBSP and proceeded to begin work on the self-study in August 2010. As of June 13, 2011, standards one through five have been approved, with standard six pending approval. Once approved, an anticipated on-site review will take place in early October of this year.
- Overall enrollment for the School of Business grew from 315 students in the 2009-2010 academic year (fall) to 467 students in the 2010-2011 academic year (fall). This is an overall addition of 152 students, which is a 48 percent increase.
- On April 4, 2011, the LMU Students in Free Enterprise (SIFE) advanced to the SIFE USA National Competition which was held May 10-12 in Minneapolis, Minnesota. SIFE is an international non-profit organization which is active on more than 1,400 campuses in 48 countries.

## Carter and Moyers School of Education

- The School of Education is in the process of preparing the self-study for the Tennessee Department of Education for state accreditation of all education programs; the Board of Examiners visit is scheduled for Fall 2012.
- The School of Education has applied for and received approval as a *formal candidate for accreditation* with the National Council for Accreditation of Teacher Education (NCATE). Candidacy is the status granted to professional education units after successfully completing the candidacy review of preconditions conducted by the Unit Accreditation Board. A site visit is planned for Fall 2012 for final accreditation approval. This site visit will be a concurrent visit with the Board of Examiners from the Tennessee Department of Education.
- In compliance with NCATE standards, the School of Education is in the process of developing new partnerships with local schools and focusing on diverse experiences for teacher licensure candidates.

- In preparation for NCATE review, the School of Education will secure a recognized NCATE consultant to assist with program accreditation preparation.
- The School of Education has strengthened assessment activities in both undergraduate and graduate programs. The newly revised assessment plan for the School of Education provides more consistent benchmarks within each program.
- The School of Education contracted with Dr. Verl Pope from Southeast Missouri State University to begin Council for Accreditation of Counseling & Related Educational Programs (CACREP) self-study and align programs with 2009 CACREP Standards.
- The Counseling Programs faculty are in the process of writing the self-study for CACREP accreditation and planning for a site visit for early 2012.
- The School of Education is in the process of revising admission and applicant screening policies.
- Plans are being formulated to employ additional faculty and reduce the School's reliance on adjunct or overload instruction. This will enable the School to comply with NCATE standards relative to a full-time teaching load of 12 hours (per semester) for undergraduate faculty and a full-time teaching load of nine hours (per semester) for graduate faculty.
- An initiative to improve the scholarly level of the EdD Program will focus on the establishment of systems and policies related to doctoral committee chair compensation, dissertation standardization and quality, and doctoral committee membership assignment, orientation and training.
- The School of Education is working on a plan to assure that its programs meet federal instructional contact time requirements. Such compliance may require program schedule adjustments and/or the expanded use of technology.
- The dean of the School of Education will make an intensive effort to strengthen communication and morale and promote an improved sense of identity and membership within the School of Education.

### International Studies

- Kanto/World School
  - Accommodated a summer Kanto visit in 2010, which involved an unusual level of on-campus planning due to the unavailability of local public schools for educational visits. Incorporated a special on-campus drama, arts and recreation program to provide extracurricular activities for the 30 visiting students.
  - Obtained a grant from the USA-Japan Foundation in the amount of \$9,600 to be applied toward Kanto expenses during the 2011 calendar year.
  - Reaffirmed LMU's desire and capability to serve as the 2012 World School International Forum host school, which is scheduled for October 22-November 3, 2012.
  - Filled Assistant Coordinator of International Student Services position.
  - Welcomed a group of 30 Kanto students for the Spring 2011 visit only days after the earthquake/tsunami struck Northern Japan. With increased media attention on the visit due to its timing, many new community members learned of the program and offered their support for home-stay and other community events.

- Established a relationship with J. Frank White Academy (JFWA) wherein advanced-proficiency Kanto students will take Academy classes during Kanto visits and earn a certificate of achievement. Three students (two full-time and one part-time) participated in the JFWA partnership during the 2011 visit, with the understanding that the door is now open for future Kanto visiting students to do the same.
- Initiated exploration into opportunities for Kanto chaperone instructors to participate in professional development activities during the period of Kanto visits (although no mainstream University courses or professional development events were held at suitable times during the 2011 visit). Future chaperone teachers will be invited to participate in appropriate professional development events.
- Visited, among other sites, the Barter Theatre, Museum of Appalachia, Kentucky Fried Chicken Museum, Tennessee Smokies baseball stadium, Gatlinburg and Pigeon Forge, along with the standard excursion to Washington, D.C. Favorable feedback on Kanto student surveys indicated that these Spring 2011 trips were very successful
- Accepted invitation for LMU to participate in the 2011 World School International Forum to be held in the fall in Busto Arsizio, Italy, and solicited applications from JFWA student candidates to participate in the Forum. The process of selecting students to attend is underway.
- International Study
  - Assisted in arrangements for the enrollment of a JFWA student in a semester of study at the Kanto School.
  - Represented the University at the Salzburg Seminar in Salzburg, Austria, where three faculty members from the School of Arts and Sciences presented a proposal to work toward internationalizing the LMU campus.
  - Received a \$1,500 mini-grant from the Salzburg organization, which will be applied toward a future study abroad opportunity for an LMU student.
- Study Abroad
  - Established a clearinghouse for study abroad information in the office of the coordinator of international student services.
  - Established a relationship with Centers for Academic Programs Abroad (CAPA), a Boston-based agency that organizes study abroad opportunities. Facilitated a campus visit from the CAPA agency, during which a number of students indicated their interest in study abroad and received information.
  - Co-sponsored CAPA-based London study abroad trips for two LMU students; a third student plans to visit Russia in 2012.

### Duncan School of Law

- The Law School has applied for accreditation with the American Bar Association.
- The Law School has completed the American Bar Association site visit and is currently awaiting a report of the site team's findings.
- The Law School has completed an annual Self-Study.
- The Law School completed its Second Annual Strategic Planning Retreat.



- The Law School completed its second Assessment Information Form for Student Learning Goals (Form OA1).
- The Law School completed its second Outcomes Assessment Summary for Academic Departments (Form OA2).
- The Law School has completed its first Use of Prior Year's Assessment Form (OA3) for its Academic Program.
- The Law School is in the process of completing its first set of Form OA1 for its operational units.
- The Law School is in the process of completing its first set of Form OA2 for its operational units.
- The Law School has created a process for and implemented course-level assessments for all of its courses.
- The Law School has created a process for and implemented peer evaluations for all of its full-time faculty members.
- The Law School has begun the process of creating course-level linkages to its Student Learning Outcomes.
- The Law School has created a mechanism for and implemented an evaluation process for the results of its programmatic surveys.
- The Law School has created a mechanism for and implemented an evaluation process for the results of its student evaluations.
- The Law School has implemented a process for assessing its professors and students using common TurningPoint questions.
- The Law School faculty/peer mentoring program continues to enhance teaching and scholarship.
- The students have begun to accrue 30 hours of pro bono service in the community, as required, prior to graduation.
- The Law faculty has begun to accrue ten hours of pro bono service as required per year.
- A list of pre-approved pro bono opportunities, a pro bono graduation certification form and a pro bono work log have been created and published to the students.
- Pro Bono Guidelines have been created and will be published to the students.
- A form, Petition for Approval of Pro Bono Opportunity, has been created and will be published for the students.
- Representatives from the Law School will appear before the American Bar Association on September 29-30 in Chicago, Ill. and again December 1-4 in San Juan, Puerto Rico.
- The Law School instituted peer evaluations, providing peer reviews for each faculty member from a minimum of three professors.
- The associate dean for academics developed a comprehensive grade auditing process to ensure the approved grades were recorded properly on student transcripts.

## Caylor School of Nursing

- Associate of Science in Nursing (ASN) program pass rate is at a record high with an overall of 96% — year to date is 100%.
- All Masters of Science in Nursing (MSN) Family Nurse Practitioner (FNP) and MSN Nurse Anesthesia graduates have passed their certification exams (first time test takers rate at 84%; reattempted rate = 100%).
- Caylor School of Nursing (CSON) received another Health Resources and Services Administration (HRSA) award in excess of one million dollars for 2010 through 2013. The grant provides three additional years of continuation funding for the 2007 FNP grant.
- More than \$45,000 in traineeship funds has been received from HRSA for the MSN, FNP and Certified Registered Nurse Anesthetist (CRNA) students.
- For academic year 2010-2011, the CSON had a total of five grants: four from HRSA and one private.
- ASN students from the Corbin and Knoxville extended learning sites attended both state and national Student Nurses Association (SNA) meetings this year.
- National League for Nursing Accrediting Commission (NLNAC) site visit was successfully completed for both the ASN and Bachelor of Science in Nursing (BSN) programs, which included the new extended learning site at Cedar Bluff. The NLNAC recommended another full eight years of continuing accreditation (which is the maximum we can receive).
- The CSON budget increased and was appropriate to support the record high CSON program enrollments and further program development.

## DeBusk College of Osteopathic Medicine (LMU-DCOM)

- Obtained full accreditation status May 1, 2011.
- Matriculated 162 Doctor of Osteopathic Medicine (DO) students July 30, 2010 (Class of 2014).
- Matriculated 81 Physician Assistant (PA) students May 16, 2011 (Class of 2013).
- LMU-DCOM held its inaugural graduation ceremony on May 14, 2011. One hundred thirty candidates were recognized. To date, 120 have completed all requirements while ten are on schedule to complete them before December 31, 2011. Additionally, eight members of the inaugural class chose to complete a one-year Anatomy/Osteopathic Principles and Practice Fellowship and will graduate with the class of 2012.
- Class of 2011 Comprehensive Osteopathic Medical Licensing Examination (COMLEX) Licensing Exam results:
  - **COMLEX Level 2 CE:** As of May 31, 96.9% of students in the Graduating Class of 2011 have passed. All but one remaining student are currently scheduled to take the exam.
  - **COMLEX Level 2 PE:** As of May 31, 91.5% of students in the Graduating Class of 2011 have passed. All remaining students are awaiting scores or are currently scheduled to take the exam
  - **COMLEX Level 1:** As of May 31, 94.7% of students in the Class of 2012 have passed to date.

- Fourteen new students enrolled in DO/Master of Business Administration (MBA) track.
- PA program received \$1,900,800 grant for PA educational stipends through the Affordable Care Act, HRSA.
- DO program received \$7,500 grant for Pfizer Visiting Professor Michael Wolf, PhD, to speak on health literacy (eight, 1-hour presentations).
- DO program worked collaboratively with J. Frank White Academy (JFWA) to receive a \$5,900 grant from the American Physiology Society for a teaching fellowship.
- DO program received \$8,000 Practice Based Research Network grant to provide faculty development training for an osteopathic clinical faculty member.
- Osteopathic medical students have participated in community outreach and healthy promotional activities through club sponsorships. A short list of activities include: 1) hosting of mobile food pantry, 2) fundraising for Muscular Dystrophy Association camp scholarship, 3) fundraising for Heart of Hope, 4) Doggy Dash Fun Run to raise funds for local animal shelter, 5) three health fairs, 5) five presentations at local schools on “What’s in a Doctor’s Bag”, 6) eight hundred forty two patients seen at Rural Area Medical (RAM) event, 7) presentation made at Claiborne County Health Symposium, etc.
- The LMU-DCOM outpatient services has provided health care to 4,800 patients.
- Osteopathic medical student placement in residency programs:
  - 25% in Appalachian region
  - 75% outside Appalachian region
  - 75% in Primary Care
  - 25% in Specialty Care
- Holston Valley Medical Center Wellmont Osteopathic Orthopedic Residency Program sponsored by LMU-DCOM began June 2011 with three LMU-DCOM graduates.
- Conducted faculty development programs at Tennessee Osteopathic Association Annual Conference:
  - Teaching Excellence: It’s Up to You – 25 attendees
  - Osteopathic Principles and Practice – 73 attendees
  - Advanced Cardiac Life Support Recertification Provider Course – 17 attendees
- Conducted faculty development programs on campus for LMU-DCOM faculty on:
  - Principles and Methods of a Medical Curriculum that Improves Licensing Board Scores – 14 faculty attending
  - Understanding by Design – 22 faculty attending
  - Curricular Review – 18 faculty attending
  - Faculty Round Table – 13 faculty attending
- All course exams are securely administered electronically utilizing student tablet PCs.
- American Heart Association Training Center established at LMU-DCOM; full-time coordinator approved for hire FY12; course offered through center include Basic Life Support (BLS), Advance Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS).
- Held annual faculty retreat (June 1-2, 2011) to review academic outcomes and curricular improvement plan – 17 faculty attending.
- Held annual Dean’s Council retreat (June 1-3, 2011) to solidify class size increase planning, budget and timeline for application.

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

## **Progress**

### Academic Affairs

- Filled position of Vice President for Academic Affairs.
- Filled position of Dean of Arts and Science and Dean of School of Education.
- Filled position of Assistant Director of Assessment.
- Hosted Dr. Robert K. Musil, Woodrow Wilson Fellow, for a week on campus in Fall 2010. Dr. Musil presented issues of social responsibility in an interactive and informative manner, providing real-world examples. Dr. Musil returned as the commencement speaker in May 2011, when he was awarded an Honorary Doctorate of Science.
- Hosted and participated in the Center for Rural Development Higher Education Consortium meeting, April 2011.
- Participated in Lincoln's Birthday Celebrations held by National Park Service and Military Order of the Loyal Legion of the United States in Washington, D.C., with University president and University Advancement personnel.
- Attended Chambers of Commerce Banquets for Kingsport, Morristown and Sevierville.

### Extended Learning Site Services

- Opened new Cedar Bluff extended learning site which serves approximately 850 students.
  - Hosted a ribbon cutting ceremony for the site in July 2010 including local business leaders and trustees.
- Increased communication and visibility.
  - Created a new informational flyer which showcases academic programs that are offered in the Knoxville area.
  - Created a webpage for the Cedar Bluff extended learning site.
- Planned and executed a Job and Career Fair for students and community members, in conjunction with Career Services.
- Worked closely with Student Services to create a rotating schedule for services at Cedar Bluff, Blount, Mercy Medical – St. Mary's and Corbin with the following departments:
  - Financial Aid
  - Career Counseling
  - Academic Assistance
- Hosted a symposium on Lincoln in conjunction with the Knoxville Chamber of Commerce.
- Hosted a conference with the School of Education on Brain Learning in June 2011.
- Coordinator of Student Services visited Blount and Mercy Medical – St. Mary's weekly to provide assistance to students and faculty if needed.
- Developed a series of workshops for study skills, learning strategies and test-taking tips targeted to the ASN students at Blount and Mercy Medical – St. Mary's.

- Began offering Education Specialist program on Walters State Community College Sevierville Campus in the Fall of 2010.
- Informed Public Relations/Marketing Director about marketing by competitive institutions such as: newspaper ads and articles, billboards, Chamber of Commerce websites and Chamber functions and events. Requested marketing help with recruitment and Open House announcements. Reported to PR/Marketing Department when a potential student indicated how they learned of LMU offerings at the extended learning site (i.e., newspaper articles, ads, website, radio, etc.).
- Organized and coordinated pre-inaugural events for President Dawson at the Kingsport Center for Higher Education and the Cedar Bluff extended learning site, September/October 2010.
- Provided and staffed an LMU booth at Winterfest in Sevierville, Tennessee, November 2010.
- Provided and staffed an LMU booth at the Morristown Area Chamber of Commerce Expo, May 2011.

### Faculty Development

- Faculty Development Fund increased by 11.5% in 2010-2011.
- Faculty Development Committee
  - Reviewed applications for faculty professional development funds and made funding recommendations to the Vice President for Academic Affairs
    - 73 applications received and reviewed;
    - 69 applications funded either fully or partially;
    - 54 faculty received funding; and
    - 22 applications were for faculty presentations at professional conferences/workshops.
  - Reviewed nominations for Houston and Lincoln Awards and made recommendations to Vice President for Academic Affairs.
  - Proposed and received Cabinet approval for new procedures and guidelines for the *Houston Award* for exemplary professional teaching achievement and the *Lincoln Award* for outstanding scholarship and professional achievement.
- Salzburg Global Seminar
  - Three faculty from the School of Arts and Sciences attended the Salzburg Global Seminar in Salzburg, Austria, in Fall 2010.
  - One faculty from the School of Arts and Sciences and one from the School of Allied Health Sciences attended a workshop in Atlanta, GA, on global education sponsored by the Salzburg Global Seminar's Mellon Fellow Community Initiative (MFCI).
- Appalachian College Association (ACA)
  - Hosted a one day ACA/National Institute for Technology in Liberal Education (NITLE) workshop-to-go on "Pedagogical Implications of Wireless and Mobile Technologies," September 2010
  - ACA Summit XIII – Fall 2010
    - Three faculty presented at the Summit;
    - Three faculty served on faculty panels; and

- Two students presented at the Summit.
- Teaching and Learning Institute, June 2011
  - Four faculty attended the ACA Teaching and Learning Institute (TLI); and
  - One faculty served as an instructional staff member of the TLI.
- Participated in ACA Presidents/Deans Meeting, June 2011, Asheville, North Carolina.
- Online-Learning/Instructional Technology
  - Offered 176 professional development sessions.
  - Provided faculty and staff, group and individual instruction on online pedagogy, Blackboard, Microsoft Office, Smartboards, Sympodium, Adobe Captivate, Adobe Connect Pro and Personal Computer and Mobile device configuration.
  - Supported instructors in their development and delivery of online courses by maintaining and improving the LMU online course template, the LMU Faculty Guide to Online Learning and the Student Guide to Online Learning; by maintaining teaching and learning resources on the Center for Teaching and Learning Excellence website; and by providing classroom and individual instruction to faculty.
  - Provided Blackboard administration services to faculty, staff and students including enrollment, course copy, troubleshooting and content and course development.
  - Provided support on information literacy initiatives by providing Blackboard enrollment support and training to information literacy librarians.
  - Provided support to Upward Bound by developing an online organization in Blackboard and by enrolling Upward Bound students in this organization.
  - Managed the Center for Teaching and Learning Excellence lab.
  - Attended conference on Innovation in Distance Education, August 2010, Madison, WI.
  - Initiated and coordinated review of learning management systems options for Lincoln Memorial University (ongoing)
  - Provided support to the J. Frank White Academy on mobile and online learning technologies and best practices.
  - Provided support to the J. Frank White Academy on inclement weather online learning initiative.

#### Faculty Senate

- Launched revised Faculty Assessment Document in cooperation with Vice President for Academic Affairs (VPAA).
- Initiated conversations with VPAA examining shared governance and faculty involvement.
- Initiated *Faculty Only* portion of end-of-year University faculty meeting led by Faculty Senate President.

#### Community College Partnerships and Transfer Articulation

- Completed articulation agreements with community colleges (ongoing).

- Participated in Complete College Tennessee Act of 2010 (University transfer paths) meetings (ongoing).

### School of Allied Health Sciences

- All four academic departments (Allied Health, Athletic Training, Physical Education and Kinesiology and Social Work) are in various stages of completing programmatic accreditation reports.
- The School of Allied Health Sciences departments will assist in the efforts to begin a proposed College of Veterinary and Comparative Medicine.

### Paul V. Hamilton School of Arts and Sciences

- The Post-Baccalaureate Medical Science Program (PMSP) was revised to better focus the program objective of helping students improve their application package for medical school. The objectives are to provide upper-level courses relevant to biomedical and health career functions, expose the students to medical school curricula, faculty and expectations, and to enhance the students' academic records. This is not a program that intends to prepare students for the Medical Colleges Admission Test (MCAT).
- The Geography Program made curricula changes by removing courses no longer relevant and by updating pre-requisites for upper-level geography courses.
- The Philosophy and Religion Program removed two courses and expanded the elective course list.
- The Psychology Program strengthened its upper-level courses by better defining pre-requisites and by revising some course titles.
- The English Department completely revised its major to create concentrations in Literature, English Secondary Education, Writing and Pre-Law. With certain standardized test scores and completion of specific law school courses, students will be able to count 12 credits of law courses for the Pre-Law concentration.
- Mathematics made a major revision to its remedial and developmental course, MATH 099, by reducing its credit hours from 5 to 3 and requiring two hours per week of mathematics laboratory.
- The Environmental Science Program revised its major curriculum to require a second geographic information services (GIS) course, an environmental chemistry course and an ethics course while removing Limnology, Environmental Issues in Appalachia and Appalachian Ecology from being required courses. These changes strengthen the major with content and skills necessary in the workplace. Two courses were moved from Biology to Environmental Science: Soils and Land Use and Environmental Analysis.
- The Biology Department significantly revised the pre-med track by adding a two-semester biochemistry course set; strengthening the pre-requisites of molecular genetics; redefining medical microbiology as a junior-level general microbiology course; and converting Cell Biology and Developmental Biology into the senior-level Molecular Cell Biology course. Integrated Vertebrate Anatomy and Physiology I and II were added to replace Human Anatomy and Human Physiology. In addition, Human Anatomy and Human Physiology were reconfigured as Human Anatomy and Physiology I and II to

provide integrated courses for non-biology majors. Historical MCAT testing data has supported these changes in that average scores for LMU science students have been significantly below the national average. Input from faculty teaching microbiology and anatomy and physiology have informed these changes which now focus the courses for pre-professional students.

- The Department of Mathematics and Natural Sciences has been divided into three departments to better serve the discipline-specific administrative and academic needs of faculty and students. Wildlife and Fisheries Management, Environmental Science and Biology will be in the new Department of Biology. Mathematics will be the Department of Mathematics. Chemistry and Physics will make up the Department of Chemistry and Physics.

### English Language Institute

- The policy for evaluating and determining admission of non-native English speakers was revised to eliminate alternative evaluation of listening, speaking, reading and writing English. With the wide availability of computers and the internet, Test of English as a Foreign Language (TOEFL) testing is very accessible. Minimum TOEFL test scores are now required without exception for admission to the University. Students admitted with an English Language Institute (ELI) requirement continue to be provided instruction and advising by the International Program Director who is also a credentialed faculty member.

### Carter and Moyers School of Education

- The School of Education has reviewed all programs and is focusing on compliance with federal requirements for candidate contact time within courses.
- The EdD Program made revisions to the existing curriculum and added Educational Administration and Supervision, Curriculum and Instruction, Higher Education and Human Resource Development concentrations as options for candidates. These new concentrations, along with the current Executive Leadership track, give new candidates five concentrations to choose from in the doctoral degree.
- The Post Baccalaureate Teacher Licensure Program established program and curriculum revisions. The program is now the Master of Education in Initial Licensure. All courses within the program are now graduate level.
- The Counseling Programs have established curriculum revisions, providing a common core of 12 courses for all counseling majors. These revisions have aligned the programs with Council for Accreditation of Counseling and Related Educational Programs (CACREP) standards.
- The School Counseling Program moved from a 33-hour program to a 48-hour program.
- The Counseling Program added a third non-licensure concentration in Student Affairs and College Counseling.



## Caylor School of Nursing

- New BSN Program started in Fall 2010.
- Psych Mental Health concentration commenced in January 2011 at the Cedar Bluff extended learning site.
- Plans continued to offer FNP at Cedar Bluff in January 2012.

## Duncan School of Law

- A Domestic Relations concentration was created, allowing students to obtain a certificate of concentration if they take a certain number of prescribed courses.
- The Law School has removed credit from Law Review, Moot Court and Mock Trial.
- The Dean has approved the Director of Lawyering Skills and Academic Success to receive Myers-Briggs Type Indicator (MBTI) certification training to incorporate MBTI assessment and consultation into the Academic Success Program.
- The Law faculty added Academic Success IV as a course into the Academic Success Program and modified the curricular requirements for Academic Success III.
- The Law faculty is developing a Bar Examination Skills course.
- The Law faculty has approved a 2-1-3 Program to enhance access to education by qualified, lower-income students.
- The Law faculty modified the credit-hour allotment for Constitutional Law and Professional Responsibility based on assessment by program faculty.
- The Law faculty altered the law curriculum to offer Evidence in the fourth semester of students' matriculation to escalate offering the Mock Trial Program.
- The Law faculty added an additional day to Bridge Week as a means to better prepare entering law students for the rigors of law school.
- The Diversity Committee sponsored a speaker, Judge Curtis Collier, as part of the professionalism speaker series during Black History Month.
- The Law faculty removed Bankruptcy as a prerequisite to Secured Transactions.
- The Law faculty has made attendance at certain professionalism series lectures mandatory.
- The Law faculty have voted to require all students to take the Academic Success II class, if they fail to achieve a 2.33 GPA in their first semester of law school.
- The Law faculty voted to extend faculty orientation training from one day to five days. An entire day of training will be related to assessment.
- The Law School has begun the process of evaluating its mandatory mean and curve by seeking assistance from an LMU Graduate Education faculty member.
- The Law faculty voted to alter the structure of the Lawyering Skills Program by moving toward a director-less program.
- The Law faculty voted to add an additional rigorous writing exercise to the Lawyering Skills II class.

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

### **Progress**

- Faculty salaries increased last year (2010-11) and another increase is scheduled for the next academic year (2011-12).
- A survey of salaries published in the *Chronicle of Higher Education* (March 2011) indicated that, “faculty members at public colleges saw no increase in pay this year, on average, for the second year in a row. Private-college faculty members did slightly better, receiving an average raise of two percent, which kept their pay on pace with inflation”.
- Faculty salary increases at LMU (three percent) for 2010-11 were higher than the average for state or private institutions, including those at peer institutions.

### Caylor School of Nursing

- CSON faculty salaries improved to be approximately comparable to institutions in the region.

**Objective 1.4:** Continue to strengthen University libraries and Abraham Lincoln Library and Museum and their services at Harrogate and extended learning sites.

### **Progress**

### Carnegie-Vincent Library

- Implemented ILLiad, an automated inter-library loan tool to streamline book/article requests.
- Hired an adjunct librarian (32 hours per week) to staff the Cedar Bluff library every night (5-10 p.m.) and all day on Saturday.
- Supported Quality Enhancement Program (QEP) by developing a plan to integrate INFL into all Sequenced Enhanced Writing Skills (SEWS) classes beginning Fall 2011.
- Integrated INFL into Nursing 115 course with embedded librarian.
- Participated in three program accreditations (Nursing, LMU-DCOM and Veterinary Technology).
- Conducted biennial LibQual academic library survey for use with assessment (recorded 134 completed responses).
- Conducted two Faculty Enhancement Library Resource workshops (electronic databases) as part of an ACA grant received in 2010.

## Abraham Lincoln Library and Museum (ALLM)

- Marketing
  - ALLM started a Facebook group page for interactive marketing;
  - ALLM was featured on Claiborne County's website and on WBIR Channel 10 website;
  - ALLM staff appeared on three Focus shows and Civil War Talk Radio; and
  - ALLM has joined the national Blue Star Museum program to benefit active veterans and their families through the National Endowment for the Arts.
- Programs
  - Installed two temporary exhibits: *Lincoln and the Technology of War* and *Thomas Nast: the Man Who Made Santa Claus*. Christmas exhibit included an open house during homecoming;
  - ALLM staff completed *The History in a Box* as a series of middle school loan kits;
  - Hosted two Lincoln presentations by actor Dennis Boggs: *Lincoln at Gettysburg* and *Lincoln Visits City Point*;
  - Hosted three period concerts by different groups;
  - Began work on a joint exhibit *Lincoln and the Constitution* with the East Tennessee Historical Society and the National Constitutional Center;
  - Acquired new banner for the exhibit *Lincoln and the Technology of War*; and
  - Installed new sign in ALLM parking lot to match other University signs.
- Academic
  - Collaborated with Department of History to create a Museum-supported writing project for the Lincoln 100 course;
  - Staff members spoke at two Civil War/Lincoln symposia, two archivist conferences, one ALLM conference and one history conference;
  - Staff answered more than 150 reference questions;
  - Hosted the first Civil War symposium in April 2011;
  - Staff taught "Introduction to Human Geography" (GEOG 211), "Lincoln's Life and Legacy" (LNCN 100), "American Citizenship and Civic Life" (LNCN 300) and two Elderhostel classes on Lincoln and the Civil War; and
  - Hosted LMU professor book signing.
- Collections
  - 24 objects acquired for collection;
  - 12 books donated to ALLM library; and
  - 17 new books purchased for ALLM library.
- Facilities
  - Ceiling mounted LCD projector and teaching station installed in Arnold Auditorium; and
  - Wireless internet installed in ALLM.

## Caylor School of Nursing

- The CSON and its students utilize the services of the Lon and Elizabeth Parr Reed Medical and Allied Health Library. Many new databases and journals have been added for each specific concentration in the MSN program in addition to the general materials that are available to the ASN and BSN students.

## Duncan School of Law

- The Law Library conducted nine training sessions to enhance information literacy among the faculty and students.
- Law librarians created LibGuides for each doctrinal course to enhance student learning by providing links to study aids and subject-specific resources.
- Law librarians created SelectedWorks/BePress web sites for all faculty members that list biographical information and serve as social networking sites within the academic community.
- Law librarians created profiles for electronic clipping services, such as SmartCILP and Hein's Greenslips, that reflect each faculty member's scholarly interests and support collection development.
- The Law Library contracted with MyiLibrary to provide access to more than 253,369 ebooks accessible through the Law Library's research platform, Aquabrowser.
- The Law Library contracted with Lexis Congressional to provide access to more than 300,000 government documents.
- The Law Library has catalogued more than 4,000 print materials and added holdings to LMU's Piper Online Catalog.
- The Law Library over the term added additional seating and study space and now has 16 furnished study rooms and five large study areas. Total seating is 306.
- Law librarians attended numerous external workshops and conferences. Three faculty members presented at Southeastern Chapter of the American Association of Law Libraries (SEALL) and two faculty members presented via video conference. One faculty member attended the Association of American Law Schools (AALS) and spoke at Computer-Assisted Legal Instruction (CALI). One faculty member attended the Legal Writing Institute (LWI) conference. One faculty member attended Library and Information Technology Association (LITA) and Computer Libraries. One faculty member attended American Association of Law Libraries (AALL).
- The Law Library contracted with LexisNexis to provide access to LexisNexis and is providing students and faculty with training and access to Lexis for Microsoft Office.
- The Law Library contracted with Bureau of National Affairs (BNA), CALI, Gale, H.W. Wilson, HeinOnline and Serials Solutions to provide access to more than 2,000,000 periodical articles accessible through the Law Library's federated research platform, 360 Search.
- The Law Library has catalogued more than 4,000 print materials and added holdings to LMU's Piper Online Catalog, which are then uploaded to Aquabrowser.
- The Law Library has purchased an inventory wand to ensure that replacement copies are purchased for missing items.

- The Law Library installed a secure disc exchange unit that stores CD-ROM and DVDs until they are checked out. The student interest in utilizing audio lectures has prompted the Library to purchase second copies of audio lectures on CD-ROM. The Library has also started to build a DVD collection of legal fiction DVDs. A second disk exchange unit has been purchased.
- Interlibrary Loan through ILLiad is live and fully functional.
- The Library has taken the first steps towards establishing an institutional repository through BePress, which should be fully operational by Fall 2011.
- The Library discontinued use of Aspen Study Desk and is assessing the potential of replacing and enhancing the services provided by Aspen with the services provided by Thompson West.

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

### **Progress**

The faculty evaluation process is ongoing. The new faculty evaluation forms produced by the Faculty Senate were piloted during the 2010-11 academic year.

#### Caylor School of Nursing

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

#### Duncan School of Law

- The Dean of the Law School conducted an evaluation of each faculty member for retention. Evaluation criteria for retention includes, inter alia: demonstrated teaching ability; scholarly activity; service to the Law School; service to the University; and service to the community.
- Each member of the Law Faculty was required to submit a completed Faculty Scholarly Activity Form to the University.
- The Dean created the position of Assessment Coordinator.
- The Board of Trustees passed a Tenure Policy for the Law School.
- The Dean revised the Faculty Self-Evaluation Forms.
- The faculty and the Associate Dean of Assessment revised the Faculty Peer Evaluation Forms.

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

## **Progress**

### J. Frank White Academy

- The current five-year School Improvement Plan (SIP) is continually reviewed and necessary changes are effectively implemented. After the accreditation visit in 2011-2012, a new SIP will be developed.
- JFWA senior English, Math, Reading and Science ACT scores were above state and national averages.
- JFWA sophomores scored better than national peers on the PLAN test which is an indicator of how students will perform on the ACT.
- To more effectively serve students, JFWA will be implementing a flex block where teachers follow a group of assigned students throughout their educational experience at the academy. This teacher will have access to each student's PLAN and ACT scores allowing for more effective tutoring and ACT prep sessions that will help raise levels of low performance in specific subjects. To help measure this growth more effectively, students will take the PLAN test at the beginning and midway through their freshman and sophomore years. The same practice will be used for juniors and seniors for the ACT.
- Tennessee Comprehensive Assessment Program (TCAP) writing assessment scores will be used to monitor writing growth in students in 8<sup>th</sup> and 11<sup>th</sup> grades.
- Writing throughout the curriculum will be incorporated into JFWA professional development in 2011-2012 and will include the following components:
  - Required writing assignments in each class that promote critical thinking.
  - Individual Writing Portfolio developed for each student.
  - Writing scoring rubric used to score writing proficiency of each piece; scores will be averaged to determine students' overall writing ability.
- Implementation of curriculum mapping and pacing guides will be included in 2011-2012 professional development to ensure content is aligned to meet all needs of students. This will assure needs are incorporated within the overall curriculum.
- Information is being gathered about the Consideration phase of the International Baccalaureate (IB) Program prior to candidacy
- All required information is being submitted to begin relationship with IB World School Program.
- Through increased contact with the Kanto International School in Japan and coordination with the staff of the LMU Kanto program, JFWA has started developing a program that will give English speaking Kanto students a richer American educational experience. In the 2010-2011 academic year, 3 Kanto students were paired with 3 JFWA students and they were assimilated into the academy's regular curriculum. These students attended JFWA classes and took part in the course work during the time they were here. We plan

to continue to develop this program and relationship for the 2011-2012 academic year and beyond.

- Information Literacy
  - Moving forward with integrating information literacy throughout the curriculum (began Fall 2009). Continue to integrate the University's QEP into the academy curriculum;
  - Developing writing composition/research design course for 2011-2012; and
  - Moving forward, ensuring that our next SIP meets University's QEP while addressing and improving JFWA student learning.
- Strengthened collaboration with the University at large
  - DeBusk College of Osteopathic Medicine
    - Multiple guest lectures by DCOM students and professors in science classes.
    - Brain Awareness Day was presented to JFWA students by DCOM students. Multiple stations were set up where students were able to learn several different facts about the human brain using technology, actual specimens and examples concerning safety and brain operation.
    - A Sex Education Program was developed and implemented by DCOM students to teach our younger students about this subject and their developing bodies. Academy students and DCOM students were divided into two classrooms based on gender. All instruction was supervised by JFWA administrators.
    - Future collaboration between the JFWA science departments and DCOM are being planned for the 2011-2012 academic year.
  - Athletic Training
    - Collaboration with Athletic Training to provide athletic trainers for our student athletes starting during the 2011-2012 academic year.
  - Carter and Moyers School of Education
    - Providing teachers with professional development that will make an impact on classroom instruction that will improve student learning. This will take place during the 2011-2012 academic year.
    - Providing opportunities for LMU students to obtain real classroom experience at JFWA under the direct supervision of our faculty members.
- All J. Frank White Academy courses are supplemented with online content utilizing Blackboard.
  - Lesson plans, syllabi and announcements are posted in Blackboard;
  - Modules for student assignments are posted in Blackboard;
  - All student grades are posted in Blackboard at least weekly; and
  - Students utilize Blackboard to participate in discussion boards and to keep online journals.
- An online day program has been fully implemented where students must access content, lessons and assignments from home in the event the building is closed due to inclement

weather. This decreases lost instructional time, ensuring that students are provided adequate instructional opportunities.

- JFWA alumni database is currently being compiled in Datatel. After this step is completed, further progress can be made in collaboration with University Advancement.
- Suzuki Method strings program will be starting at JFWA in the 2011-2012 academic year to supplement and recruit for the current strings program.
- JFWA students have demonstrated interest in the Academy offering a drama class.

**Objective 1.7:** Integrate information literacy skills across the curriculum.

### **Progress**

- Integrated Information Literacy (IL) into all ENGL 110, ENGL 210, NURS 115, and MLS 308 courses.
- Administered Standardized Assessment of Information Literacy skills (SAILS) and Information and Learning Technology (ILT) standardized tests to 2<sup>nd</sup> cohort of incoming freshmen.
- Continued Peer Tutor service program, increased use and visibility of Peer Tutor Services.
- Formed committee for instructional librarians integrating IL into Junior SEWS level courses beginning 2011-2012.
- Hosted workshops for Junior and Senior SEWS faculty to prepare for upcoming third year 300-level integration.
- Coordinated visit and consultation with IL expert Randy Hensley.

### Caylor School of Nursing

- Undergraduate students are required to complete an information literacy course prior to admission to the ASN and BSN programs. Implementation of the QEP commenced in the ASN program.
- Graduate students in the MSN program are required to complete a research course that integrates information literacy skills.

### Duncan School of Law

- The Law Library has conducted nine (9) workshops related to information literacy for law students and faculty.
- The Law Review members have commenced the process of reviewing articles for publication. Furthermore, the Law Review members have contracted with a publisher to produce their publications.
- The Law School has composed the Moot Court Team.



## STRATEGIC GOAL 2:

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

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

### Progress:

- Update the annual recruitment plan for undergraduate and graduate students.
  - Updated undergraduate (UG) recruitment plans were developed.
  - Intentional efforts need to be increased for the graduate recruitment plans along with the development of pro formas for all programs.
- Continue to promote the affordability through multiple media such as letters, podcasts, emails etc.
  - Scholarship fliers were mailed with letters and presented at college fairs and high school visits.
  - Family newsletters are sent out monthly and include scholarship information.
  - A web based true cost estimator for families to use and determine affordability is being developed.
  - Cost estimator sheets are used to show affordability of LMU.
- Continue to raise the admission criteria for undergraduate students and propose changes for the class of 2012-13.
  - The current undergraduate admission criteria are being reviewed to raise the overall quality of students who are admitted.
  - Through the use of the Multivariable Testing (MVT) projects, we were able to attract more high quality students for 2010-11. Current students meeting minimal admission criteria have decreased. Research will be conducted in September to evaluate current policies and statistics for 2011-12.
- Develop an information packet for deans and department chairs to assist them with recruiting high-achieving potential students to attend LMU and major in their programs or disciplines.
  - Funnel reports were sent to deans and chairs for outreach to high performing students.
  - Letters from deans and chairs will be placed in recruiting practices and communication flow.
- Utilize market research to identify new markets for undergraduate programs.
  - New academic programs have been implemented or are to be implemented in Fall 2011 at various extended learning sites.
    - EdS at the Sevierville extended learning site;
    - BSN at the Cedar Bluff extended learning site;
    - Medical Technology and Veterinary Technology programs will be offered at the Kingsport extended learning site in the Spring of 2012;
    - Day program at the Duncan School of Law; and

- Post-Baccalaureate Medical Science Program.
- Free Application for Federal Student Aid (FAFSA) information is being used to determine how our prospective students are identifying LMU as a choice school. Also looking at the choices of our students based on our competitors.
- A new territory management plan is being created that will include contiguous states recruitment strategies.
- Use name searches to identify students that would be good fits for undergraduate, graduate and professional academic programs.
  - Name searches continue to be a practice for UG students. National Research Center of College & University Admissions (NRCCUA) and College Board are among the vendors used for purchasing names.
  - Graduate name searches are being considered.
- Expand the number of high school students taking dual credits.
  - Extended dual credit opportunities to students at the Tri-State Christian Academy.
  - Gave Cumberland Gap High School and the Tri-State Christian Academy students the opportunity to enroll in 2 courses per semester rather than one as in the past. The first semester, one of the courses was offered at the high school and one on campus. Second semester, both courses were offered on campus.
- Research the feasibility of home-schoolers to take University courses.
  - Researching methods to entice home-schoolers who are currently taking classes at JFWA to enroll in courses offered by the University.
- Implement a database that tracks prospects as well as inquiries.
  - Recently installed Datatel Recruiter software that will allow us to track prospects and inquiries as well as to pursue students who have not indicated an interest in LMU.

### **On-Going Activities**

- Staff booths at the LMU college fair to disperse information about LMU campus services.
- Publicize the medical scholars program to recruit high caliber math and science students interested in pursuing a medical career.
- Publicize the pre-law program to recruit high caliber students.
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize all of the University's academic programs.
- Use the internet for advertisements and news.
- Continue to update and link the LMU web page to major search engines (Google, MSN, and Yahoo).
- Maintain direct mail to target markets.
- Increase email and E-counseling to applicants and qualified prospects.
  - Added text messaging and chat room capabilities.
  - Continued to use social media.

- Conduct routine meetings among the Director of Admissions and academic deans and chairs to engage LMU faculty in the recruitment process (department letters to potential students, department telephone calls, etc.).
- Host preview days for prospective students and parents. Increase the number of admission events for UG students to include preview days and discovery days. Host FAFSA nights, basic financial aid and application sessions on campus, at extended learning sites and at local high schools.
  - Implemented two Railsplitter for a Day events.
  - Hosted Financial Aid workshops on campus and at the Knoxville Library, hosted multiple high school FAFSA nights.
  - Hosted events in conjunction with athletic events (free basketball games, tailgating, etc.)
  - Scheduled LMU-DCOM and Duncan School of Law (DSOL) Discovery Days; looking at ways to improve participation in the future.
- Host counselor lunches in regional areas in conjunction with regional yield receptions.
  - Hosted three counselor luncheons in Fall 2010.
  - Held an event on campus for counselors.
  - Emailed and printed Counselor newsletter each semester.
- Expand recruitment efforts into more populated areas.
  - Continued heavy recruiting in the Knoxville area and targeted high performing high schools.
- 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 and specific majors. Identify magnet schools in Tennessee and contiguous states.
    - In process
  - Partner with local middle and high schools to conduct College Days during evening hours that might include:
    - Assistance with the financial aid application process;
    - Preparing for college;
    - Presentations by student athletes; and
    - Goal setting.
- Continue to investigate opportunities with the leadership of the Eastern Band of the Cherokees (EBC) to encourage students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, NC.
  - 25 students from EBC will visit campus on June 30, 2011.
- **Objective 2.2a:** Increase first-time, full-time freshmen to 300 on the Harrogate campus (with 25 being minorities).
  - 312 new freshmen (full-time) were enrolled Fall 2010.
  - 29 new freshman (full-time) minority students were enrolled in Fall 2010.

- **Objective 2.2b:** Increase full-time transfer to 200 on the Harrogate campus.
  - 127 new transfers were enrolled Fall 2010.
  
- **Objective 2.2c:** Increase full-time re-admitted students to 20. Of those 520 new students, 300 will be residential students by 2013.
  - 14 students were re-admitted.
  - 241 new students were in residence Fall 2010.
  
- **Objective 2.2d:** Increase overall enrollment to 4,000 by 2013.
  - 4,445 students were enrolled Fall 2010 versus 3,948 Fall 2009, an increase of 497 students.
  
- **Strategies/Action Plans:**
  - Begin and/or update the academic major section on the LMU website.
    - Including the student and faculty profiles on the LMU website.
    - Target students within the 150 mile range.
    - Target specific majors outside Tennessee.
  - Target recruitment of high school students with high ACT scores in math and science for the pre-medical program.
    - Targeted students with composite ACT score of 26 or more for all programs. Pre-med and science programs have seen an increase in applications.
  - Evaluate current markets for direct mailings and make additions and/or corrections as needed.
  - Follow established timelines for the production of recruitment materials for new and transfer students.
    - Develop schedule for recruitment material production.
    - Maintain appropriate number of program brochures to reduce waste due to limited shelf life of program brochures
  - Design recruitment materials that are attractive to potential students and that guide them to the LMU website for more information.
    - Consider more personalized recruitment materials.
  - Review latest research on why students choose a college; to incorporate information into recruitment materials.
  - Maintain recruitment outside the primary 120-mile radius recruitment area.
    - Territories were expanded to 150-mile radius but out-of-state recruitment needs attention.
  - Coordinate the recruiting efforts of athletic coaches with the admissions and financial aid offices.
    - Coordination is ongoing. An admission counselor and financial aid counselor attend athletic meetings and are the point persons for the coaches.
  - Develop a plan to recruit from the two-year schools with formalized articulation agreements.

- Need to devote more attention to recruiting from community colleges. Plan in progress to develop specific transfer recruitment material. Articulation agreements are in place for several community colleges and others are in progress.
- Develop a communication plan for prospective applicants' parents.

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

### Progress

- Complete brochures and other promotions for MSN and Certified Registered Nurse Anesthetists (CRNA) programs.
  - Completed
- Determine brochures that need to be developed and brochures that need to be updated and develop a production schedule.
  - Produced education brochures
- Purchase Graduate Management Admission Test (GMAT) testing names for Master of Business Administration (MBA) recruitment.
  - Not completed; however, the MBA enrollment increased.
- Attract future medical and law students who are committed to serving Appalachian area.
  - Focused on increasing science and pre-med students
  - A Post-Baccalaureate Medical Science program was implemented in Fall 2010.
  - 79 law students were recruited for Fall 2009. A day law program launched Fall 2010
- Increase the diversity of the student body.
  - Self-reported undergraduate student diversity was 156 students. This is 10 percent of the 2009-10 undergraduate population.
- Have graduate faculty address appropriate undergraduate classes to promote graduate program and seamless admissions.
  - Some programs accomplished this objective.
- Offer preferential treatment to undergraduate students, who maintain an acceptable grade point average and take specific course offerings, for acceptance into graduate programs, specifically the Masters of Business Administration (MBA) program.
- Collaborate with graduate faculty, chairs and deans to develop standard enrollment reports and recruitment strategies.
  - Weekly funnel reports have been established and reported. Several graduate recruitment meetings were held as well as discussions at the department level and at academic council.
- Develop and implement annual recruitment and marketing plans.
  - Graduate programs submitted recruitment plans but a comprehensive plan was not developed.

- A comprehensive marketing plan will be developed in Fall 2010. The marketing department works with each individual dean for marketing and advertising needs.

### **On-going Activities**

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

**Objective 2.4a:** The J. Frank White Academy (JFWA) will increase enrollment to 120 students by 2013.

### **Progress**

- Twenty seniors graduated on May 21, 2010.
- Retention rate from 2009-2010 to 2010-2011 is 90%.
- This year, one 6<sup>th</sup> grader moved out of area, one 7<sup>th</sup> grader transferred in October from a local school, one 8<sup>th</sup> grader left to be closer to family, one 9<sup>th</sup> grader enrolled in September, one 11<sup>th</sup> grader returned to us after transferring to Bell County and one 12<sup>th</sup> grader returned to us after transferring to Campbell County.
- Seventeen students scheduled for Preview Day on Monday, February 2010; 14 students attended the lunch, and nine of those 14 students have applied. The other three are prospects.
- We have a current prospect database of 51 potential students with 24 of those being prospects. In addition to the applications on file, we have one - 5<sup>th</sup> grade prospect, three - 7<sup>th</sup> grade, one - 8<sup>th</sup> and two - 9<sup>th</sup> who we expect will apply.
- Admissions contacted three area private schools for prospect information. We held a fall open house and conference session attended by 35 JFWA families and two prospective families. Our Annual Art Fair received 80 visitors. Our office has had 31 visitations from prospective students.
- JFWA maintains public contact through numerous community service activities and the support of University Advancement with billboards, frequent press releases, etc.
- Enrollment trends:
  - 69 students were enrolled in 2003-2004;
  - 78 students were enrolled in 2004-2005;
  - 74 students were enrolled in 2005-2006;
  - 68 students were enrolled in 2006-2007;
  - 75 students were enrolled in 2007-2008;
  - 92 students were enrolled in 2008-2009;
  - 95 students were enrolled in 2009-2010;
  - 84 students are enrolled in 2010-2011; and
  - 74 students are currently enrolled for 2011-2012 (enrollment numbers are likely to change before August 2011).

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

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

**Objective 2.4d:** Explore the addition of middle school athletic participation for JFWA students in grades 5-7.

- The athletics director is investigating the feasibility of an intramural program for younger students who are eligible for Tennessee Secondary School Athletic Association (TSSAA) sanctioned sports currently offered at the Academy.

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

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

- Fall 2009 to Fall 2010 retention rate was 62 percent

**Objective 2.5b:** Improve overall undergraduate retention rate to at least 72% by 2013.

- Fall 2009 to Fall 2010 retention rate was 58 percent.
- Fall 2008 to Fall 2009 retention rate was 54 percent.

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

- 6 year graduation rate for the 2004 cohort was 36 percent.

#### **Progress (2.5a, 2.5b, & 2.5c)**

- In Fall 2010 and Spring 2011 a residential life satisfaction inventory was administered. Improved satisfaction levels occurred in the areas of wellness initiative, disciplinary procedures, residential hall safety, visitation times, tobacco free environment, security personnel, campus lighting and alcohol policy. Adequate parking was the only area that did not show improvement.
- Student Government Association (SGA) and student activities surveyed students to determine what students perceive as necessary to improve living and learning
  - The results revealed a need in wellness and financial aid assistance.
- Extended Learning Site Services administered a survey regarding satisfaction of student services.
  - Survey results revealed the need to improve financial aid communication and provide additional career services to extended learning sites.
- Determine what academic success programs are benefitting students and measure outcomes or collect appropriate data (tutoring and end of course grades)
  - Tracking / Contacting – Students with multiple Ds/Fs. Ran reports of percentage of students by course that received Ds and Fs at midterm and finals. Identified courses students have difficulty passing and developed a plan to provide

supportive strategies. Emails and hardcopy notifications were sent to all students receiving Ds and Fs as a part of the early warning system.

- Enhanced tutoring, Fall 2010; 6 general tutors conducted 497 hours of tutoring during 293 sessions. There were 393 hours of tutoring during the Spring 2011 semester.
- 70 meetings were held with students on academic probation, or who were referred for or who were identified as needing academic counseling.
- Out of the one hundred and seventy (170) participants served by the Student Support Services (SSS) during the Fall 2010/Spring 2011 semesters, 73% were in good standing with the University. Thirty-seven percent actually completed degree requirements within six (6) years of their initial enrollment and graduated from LMU. SSS retention for the Fall 2009-Fall 2010 year was 69%.
- Two advising workshops were held for undergraduate faculty. These focused on self-assessment and on providing input concerning what University resources could improve academic advising. The University standing committee on retention was renamed the Student Success Committee. The major recommendations from both of these groups were: 1) implement the Datatel software for degree audit software for academic advisors and for students, 2) improve administrative process and procedure knowledge among faculty, and 3) provide a user friendly catalog.
- The Noel-Levitz Student Satisfaction Inventory was administered online to all undergraduate students. The response rate was 30% which was considered a successful level for an online survey. Results highlighted the need to provide improved services at extended learning sites. Overall the results were quite positive. It is recommended that this survey be used at least two more times to gain sufficient data for better decision making.
- New Student Registration advising moved to a one-on-one model with advisors in offices where confidential advising could occur with real-time access to the course schedule via WebAdvisor. Feedback on this was positive from faculty members.
- Several workshops on “life survival” strategies were offered to residential and commuter students.

### **On-going Activities**

- Continue to write, publish and distribute the Student Success Newsletter.
  - Accomplished
- Developed a parent program to keep parents informed of campus events.
  - A Monthly newsletter was created and posted on the LMU Parent Webpage. Currently have 51 families signed up to receive updates through email (had 19 last year).
  - Accomplished
- Developed a Wellness Initiative on campus
  - IronABE Competition
  - Accomplished
- Continue to teach UACT 100 Strategies for College Success by staff from Student Support Services and the Office of Student Services, and maintain assessment information documenting the success of those programs.



- 260 students were enrolled in 10 Strategies for College Success sections for Fall 2010/Spring 2011 academic year.
- Incorporated Kuder Journey software to build resumes and cover letters in UACT 100 classes.
- Formed a UACT committee where efforts were begun to standardize the UACT 100 curriculum with a standard book and learning objectives.
- Student Support Services will continue to identify at-risk students and to promote their participation in SSS.
- Identify and assist students with undecided majors through SSS and Career Services.
- At-risk student athletes (semester GPA under 2.8) are required to meet with a Student Athletic Advisor for advice and guidance regarding available resources.
- Maintain a high percentage of student athletes who remain eligible to participate at the NCAA Division II level.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services.
- At every event hosted by Student Services, an evaluation form is given to determine success of the event.
  - Data are used to determine whether or not to continue or eliminate the event.
- Involve all University stakeholders in the retention process.
- Increase the number of successful interventions resulting from the early warning system.
- Automate the early warning system.
- Coaches continue to notify Student Services of changes in student-athlete status (e.g. dropping courses, withdrawing from the University and disciplinary dismissals)
- Continue to schedule an orientation program for international students to be conducted within the first week of the fall semester to include, but not limited to:
  - Safety and security issues
  - Assimilation into the LMU and Appalachian cultures
  - Working visas
  - Study strategies
  - Sharing diversity
  - LMU support systems

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

### Office of Student Services

#### **Strategies/Action Plans:**

Create a sense of community among students.

- Increase involvement in Student Government Association (SGA), Greek Life, Intramurals and other student activities
- Create student activities focused on commuter students

Improve the overall campus life experience for students.

- Wellness Initiative, Fall 2010-Spring 2011 - IronABE Competition!
- Student Services has developed a proactive approach through new initiatives and improved programming to develop working relationships with the students from the outset of their academic career. The goal is to promote services that students can utilize throughout their years of study.

#### Housing and Residential Life

- Fall 2010
  - Four hundred and ninety seven (497) residential students were eligible to return to the University. Of those eligible students, 407 or 82% returned for the Fall 2010 semester. The number of residential students for the Fall 2010 semester was 648.
- Spring 2011
  - Five hundred ninety (590) residential students were eligible to return to the University. Of those eligible students, 566 or 96% returned for the Spring 2011 semester. There were 28 new residential students added this semester. The number of residential students for the Spring 2011 semester was 594 LMU students, plus 30 Kanto students, for a total of 624 students in housing.
- Housing survey for satisfaction given for the Spring 2011 semester.
- The results for this year's survey were as follows:
  - Ninety-two percent of the students indicated that they were at least somewhat satisfied with the level of concern the Residential Life Staff (RLS) had for each student.
  - One hundred percent of the students indicated that they were at least somewhat satisfied with the overall safety and security of the residence halls.
  - Seventy-two percent of the students indicated that they were at least somewhat satisfied with the visitation hours.
  - Ninety-nine percent of the students are in support of the smoke-free policy for all buildings on campus.
  - Ninety percent of the students indicated that they are at least somewhat satisfied with the living conditions in the residence halls.
  - Eighty-eight percent of the students indicated that they are at least somewhat satisfied with the campus-wide no alcohol and drug policy.

Increase Student Activities and Intramural events.

- At the end of the Fall 2010 semester, the Office of Student Services compiled a total number of 4,500 duplicated students participating in campus activities and events during the Fall 2010 semester. There were a total of 4,700 duplicated students participating in the Spring 2011 semester. These numbers represent the High Adventure Series/Ropes Course, Intramurals, Student Government Association, Inter Greek Council, Weight Room Attendance and any other campus-wide events.
- The Office of Student Services sponsored 15 activities to enhance varsity athletics and six activities to enhance campus dining services.
- Sixteen student organizations sponsored activities during the fall and spring semesters.
- The aquatics program serviced 9,128 duplicated persons during Fall 2010 with 8,402 duplicated persons served during Spring 2011. Those using the pool included internal and external community members. Seventy-five activities were sponsored to enhance the athletic program in the Fall 2010 and Spring 2011.

Provide student support services to extended learning sites.

- Student support staff attended the majority of extended learning site orientations.
- Counseling services are available to extended learning site students as are Americans with Disabilities Act (ADA) services.
- The Executive Director of Financial Aid did rotations at several of the extended learning sites.

Provide support to student organizations for leadership development.

- All 16 student organizations have advisors and a small budget to provide for leadership development.
- Student organizations attended state-wide conferences, specifically the SGA.

Freshman leadership institute implemented

- Twenty freshmen participated and sponsored a total of six events with the League of Extraordinary Active Freshman (LEAF) club.
- Established a Leadership Speaker Series with three presentations:
  - Steve Wallace (3-time Super Bowl Champion);
  - Patrick Burns (Haunting Evidence); and
  - Dr. Steven Stevenson (Slime Mold).

Provide an active Career Services Office.

- All New Student Survival Weekend (NSSW) participants in August 2010 received information relating to Career Services via presentation material during new Academic Presentation portion of NSSW. Total: 235 participants, including residential and commuter students. One hundred ninety-five (195) signed in for the weekend. Two hundred eighty-five (285) attended the Matriculation Ceremony.
- Career office-related question regarding Residence Life Satisfaction Inventory: “The Career Services Office provides me with regular information on career advice and job

openings”: Fifty-three percent of students responding are at least somewhat satisfied with the information the Career Services Office offered.

- Extended learning site visits for Career Services: Twice per month spent at Cedar Bluff extended learning site. Evaluating effectiveness of visits.
- Kuder Journey licensing renewed Fall 2010 (second year). One hundred forty (140) new accounts established during 2010-2011 academic year.
  - 108 person match inventory;
  - 66 skills assessment;
  - 16 work values; and
  - The Hardcopy Holland inventory given as well.
- Career and Job Fairs conducted Fall 2010 (new at Cedar Bluff, 10 businesses, 7 LMU departments) and Spring 2011 (Tex Turner Arena, 8 businesses, 12 LMU departments, 58 attendee sign-ins). Increase in student attendance for Spring 2011.
- Students in UACT 100 classes are given resume writing presentations and complete resumes for their files. UACT 100 students establish and complete Kuder Journey accounts and inventories.
- Fall 2010 Community Service; 718 students participating with a total of 10,598 hours.
- Spring 2011 Community Service; 485 students participating with a total of 5,892 hours.

#### Duncan School of Law

- Career Services submitted an article on cover letters to the Duncan School of Law (DSOL) student publication, *The Majority Opinion*, which was included in volume 2, issue 2.
- Career Services organized a breakfast for all students during the last day of exams to increase the profile of the office.
- Career Services offered programming on writing resumes and cover letters and on interviewing events. Separate programs were offered for both full-time and part-time students to avoid time conflicts.
- Career Services offered career counseling and resume review for students in preparation for placement opportunities.
- Career Services worked with Director of Alumni Affairs, LMU Alumni Services, to create a database of LMU alumni for potential placement opportunities.
- Career Services organized a spreadsheet tracking student employment, placements and desired placements.
- Career Services developed a student placement survey that will be implemented in Fall 2011, intended to track employment status, employers of DSOL students, quality of employment experience and type of employment.
- Career Services started developing a database of state and federal judges to track contact information and whether the judges utilize law clerks.
- Career Services developed a Career Service Bulletin Board to advertise new placement opportunities and provide career development tips.
- Career Services produced a career resource publication list, identifying approximately fifty (50) recent career resources publications for utilization in career development.

- Career Services has produced resume, cover letter, interview and networking resources for use on The West Education Network (TWEN) page and in a handbook for Career Services.
- Career Services placed nineteen (19) students in a variety of internships and job opportunities.
- Career Services has identified and subscribed to three (3) online law-related career resource websites, covering public policy, government and non-profit placement opportunities.
- Career Services established contact with the Knoxville Bar Association's Barrister Law School Outreach Committee to plan for 2011-2012 events, including a mock interview program.
- Career Services met with representatives from local firms resulting in placement opportunities.
- Career Services maintained a presence at all Knoxville Bar Association Lunch and Learn networking functions as well as special events and the Law Expo.
- Career Services maintained a presence at Knoxville Chamber of Commerce events, including the East Tennessee Quality Growth Conference.
- Career Services maintained a presence at the regional Clean Energy Technology Summit.
- Career Services worked to create updated contact information on local and regional legal organizations.
- Career Services started a legal employer database for use in marketing and email campaigns.
- Career Services created student and employment information for the updated website.
- Career Services created a job posting form available on the DSOL website to allow employers easier access to post placement opportunities.
- The Law School modified the contract for parking options with the Fraternal Order of Eagles to expand the availability of parking spaces.
- The students were provided with two free and one paid parking option located within a reasonable distance from the Law School.
- Recycling services have been identified and a contract for services is near completion.
- Shredding services have been identified and a contract for services is near completion.
- Towing services have been identified and a contract for services is near completion.
- The Office of Student Services hosted a Halloween Party and State of the School/Thanksgiving dinner during the 2010-2011 academic year. Both events were free to the students.
- The Student Bar Association hosted a chili cook-off and a formal event for all students, staff and faculty.
- The Federalist Society, Women of the Law and Family Law Society all hosted presentations from the outside legal community for the benefit of all students, staff and faculty.
- The following student organizations were developed during this academic year: Environmental Law Society, Criminal Law Society, Equality Under the Law, Women of the Law and Black Law Students Association.
- The student organizations obtained monies for their individual organizations through fundraising and private donations.

- The Law School hosted (13) professional series events during the 2010-2011 academic year.
- After assessing and concluding the security schedule was deficient, it was modified to increase guard coverage pursuant to the class schedule.
- A Career Services Director was hired.

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

## Progress

### Strategies/Action Plans:

- **Reassess the Institutional Financial Aid practices/philosophy.**
  - The University's financial aid policy is reviewed and revised annually to remain consistent with the Mission statement and available resources.
  - The Noel Levitz model will be used in its entirety for the 2012-13 financial aid packaging for new and transfer students.
  - As of June 2011, due to the increased overall quality of admitted undergraduates, the undergraduate discount rate had slightly increased to 44%.
    - The goal for the undergraduate discount rate is 40%
  - Prior to 2010 the Diversity Grant was only offered to student athletes. The distribution requirements of this grant were modified to offer every student the opportunity to receive this grant.
  - Housing Grant was eliminated in packaging for 2011-12. In the past, for students who demonstrated need, it simply reduced the amount of Lincoln Grant that was being received and was causing more confusion than helping students.
- **Automate packaging.**
  - Exploration of auto packaging occurred this year with the Information Services (IS) department to determine the parameters and rules to complete this initiative. This will be a priority for the 2012-13 academic year for new and transfer students.
- **Send all award letters via LMU email or Web Advisor.**
  - In Fall 2010 all students, both graduate and undergraduate, received their award letters via LMU email.
  - New students received a paper introduction letter in the mail to notify students that their financial aid awards were available electronically.
    - Continued evaluation of how information is being provided for 2012-13 is needed.
  - The number of financial aid packages prepared is monitored monthly.
    - As of the end of May 2011, 1,609 packages were distributed.
    - As of May 2010, 1,434 packages were distributed.
- **Continue to improve interdepartmental communications.**
  - Cross training of staff has occurred on various occasions to improve communication between faculty and staff.

- Leadership team meetings have addressed communication issues.
- Although initiated in Fall 2010, Depth Sounding, the process of contacting the families of students who are being sent award letters, will be in full operation in Fall 2011. This allows Admissions personnel to better communicate with families and understand how families perceive their financial aid award packages. This also entices Admissions staff to learn more about financial aid and how awards impact a student's decision whether or not to attend LMU.
- Document imaging has begun for the 2011-12 files. No new paper files are being created.
  - The staff is becoming more comfortable not working with paper.
- **Continue to seek ways to service students as best as we can.**
  - Identify ways to staff extended learning sites.
  - Financial aid has provided consistent service to the Cedar Bluff, Corbin, Mercy/St. Mary's and Blount extended learning sites throughout the year.
  - Continue to listen and respond to concerns from faculty/staff regarding service to students.

### **On-going Activities**

- Identify students' financial needs and meet those needs through a combination of grants, scholarships and self-help aid.
- Continue training work study students and supervisors.
- Continually re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.
- Monitor federal and state funds annually. Both federal and state funds could decrease in years to come. This is a real concern for LMU and all colleges and universities.
- Seek ways to increase endowed institutional scholarship and loan programs by working closely with University Advancement.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- Identify and reward students whose academic potential had been previously unidentified.
- Offered a Pilot session of the Dave Ramsey Financial Peace University for interested students – 35 students were in attendance. Attendance was not required and so that was why we had such a low turnout.

### **Duncan School of Law**

- A fifteen percent (15%) tuition discount (awarded as a merit scholarship) was approved by the Board of Trustees on May 31, 2011, for incoming students.
- The TN Judicial Conference Foundation, the National Association of Women Judges, Equal Access to Justice, and the TN General Sessions Judges Conference have cumulatively sponsored \$5,000 worth of scholarships awarded to DSOL

students. Students are currently applying for a \$10,000 scholarship sponsored by a local law firm.



**STRATEGIC GOAL 3:**  
*Strengthen planning, budgeting and assessment.*

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

**Progress**

Finance

- The Institutional Strategic Plan was reviewed to reflect changes in academic programming and instructional site development, assessment results and budget considerations.
- The mission, goals and objectives of the colleges, divisions, departments and units were determined to be aligned with the Institutional Mission Statement and Strategic Plan. As mission statements for new programs were developed, particular attention was devoted to ensuring their alignment with the Institutional mission.
- Each educational program and administrative unit documented changes and improvements based on assessment results and completed Prior Year Improvement Forms to record progress during 2010-11.
- Budgeting for all units and the Institution demonstrates alignment with the Institutional mission, goals, objectives and strategic priorities.
- LMU's mission served as the basis for all planning, budgeting and assessment practices during the 2010-11 academic year. Institutional and unit planning, budgeting and assessment activities reflect alignment with the Institutional mission statement and the Institutional and strategic goals derived from and supportive of the Institutional mission.

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

**Progress**

Finance

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

making related to the allocation and reallocation of resources consistent with the strategic plan.

- The Budget Committee considered institutional priorities, goals and objectives from the institutional strategic plan in the development of the new fiscal year budget.
- The Budget Committee developed and proposed a balanced budget and cash flow projection for the President for further consideration by the Board of Trustees.
- The President presented the balanced budget and cash flow projection to the Board of Trustees for approval.
- Budget officers were made responsible for effective communication for their area during the budget process and ongoing review of revenues and expenses to ensure the financial results meet or exceed expectations.

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

### **Progress**

#### Finance

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

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

### **Progress**

#### Finance

- The Budget Committee approved the inclusion of an expense line for Strategic Initiatives/Contingencies and Debt Service in the 2012-11 budget to cover new programs approved by the Board of Trustees as well as unplanned costs as approved by the President.
- The Board of Trustee approved budget for 2011-12 includes an expense line for Strategic Initiatives/Contingencies to cover new programs approved by the Board of Trustees, unplanned costs as approved by the President and to provide incremental funding for any outstanding debt service obligations.
- Forecasts for operating revenues and expenses, as well as cash flow, were developed for the University financials. A systematic forecasting process to include the individual departments is in process.

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

### **Progress**

#### Finance

- Budget process was expanded for the 2011-2012 budget cycle to include all fiscal managers.
- Each fiscal manager completed a budget package for their area which included operating expenses, monthly cash flows, new hire expectations and capital requirements.
- Reviews of these budgets were initially completed between the fiscal manager and their Budget Committee member (Cabinet/VP) followed by meetings with Finance.
- The submitted balanced budget was reviewed and approved by the Budgeting and Planning Committee prior to submission to the Board.
- While enhancement of budget management was successful during 2010-11 as evidenced by a growing positive year-end position over the prior year, specific programs and processes will continue to be created in the coming year to support this objective.
- For the third year in a row, LMU has ended the fiscal year with a positive year-end position over the prior year.
- Two separate bonds were issued during FY 2009-10 to significantly reduce the interest expense and debt services requirements over the next several years. These bonds were successfully serviced during FY 2010-11 by meeting debt servicing, as well as debt covenant requirements.

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

### **Progress**

#### Finance

- University Research Committee membership was revised to include all deans.
- Strategic objectives were created to provide focus in increasing the amount and breadth of scholarly activities.
- The definition of research was revised to affirm the diversity of scholarly activities and encourage creative scholarly activity trajectories for new faculty members.
- Duncan School of Law (DSOL) funding was approved for full time faculty members' Continuing Legal Education (CLE) and licensing dues.
- DSOL has increased professional development funding for full time faculty members.
- DSOL awarded research stipends for Summer 2010 and budgeted for Summer 2011.
- DSOL has modified its research assistance program to permit faculty members to select their own research assistants.

## Duncan School of Law

- The Dean acquired funding for full-time faculty members' Continuing Legal Education (CLE) and licensing dues.
- The Dean has increased professional development funding for full-time faculty members.
- The Law School awarded scholarly research stipends in summer 2010 and is committed to award stipends in summer 2011.
- The Law School has modified its research assistance program to permit faculty members to select their own research assistants.

**Objective 3.7:** Make data-based decisions.

### **Progress**

#### Finance

- Processes for making essential data available to decision makers continued to be improved during 2010-2011. However, there is a need for further improvement in this area.
- Vice Presidents evaluated progress on strategic goals based on assessment and provided progress reports indicating the level of achievement of those goals.
- Financial reporting areas were further defined to allow more granular visibility into our revenues and expenses thereby increasing opportunity for more data-based decisions by function.
- Revenue budgets for 2011-12 were created in a way to allow for semester, program or extended learning site financial reporting.
- Feasibility studies and pro formas were developed concerning major program initiation decisions (i.e. Math and Science building/proposed College of Veterinary and Comparative Medicine) that incorporated consideration of institutional capacity and market analysis.
- Careful attention was given to fulfilling the requirements of the Southern Association of Colleges and Schools-Commission on Colleges' Substantive Change requirements when initiating new programs or teaching sites.
- All unit level Outcomes Assessment reports for 2010-11 indicate use of data in decision making.

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

### **Progress**

#### Finance

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

- The annual President's Report to the Board of Trustees (2010-11) included material related to fulfillment of institutional strategic goals.

## STRATEGIC GOAL 4:

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

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

### Progress

#### Human Resources

- Human Resources information site activated on LMU's internal portal website.
- In-house training and development program for supervisors initiated.
- University benefits reviewed.
- Outside audit of Teachers Insurance and Annuity Association - College Retirement Equities Fund (TIAA-CREF) Retirement Plan performed.
- PeopleAdmin scheduled for a presentation of their applicant tracking process for review by Human Resources and Information Technology.
- Participated in two job fairs.
- Media Site as a resource for mandatory employee training initiated.
- Director of Human Resources named to the Tennessee Division of College & University Professional Association for Human Resources (TN-CUPA-HR) Board.

#### Facilities

- Design work and site preparation has begun on the Track & Field athletic complex.
- The driving range classroom, office and equipment storage is currently under construction. A 30' X 60' metal building has been constructed to accommodate these facilities.
- Design and engineering has been completed, while plans have been submitted to the state to obtain approval for the addition of: four apartments, study rooms, expansion of the weight and workout room and a lounge at University Inn.
- A new facility was renovated in Knoxville at the Cedar Bluff extended learning site for business, education and nursing programs.
- The Pace House was remodeled to house Compliance & Infrastructure Management on the first floor and to temporarily house the proposed college of Veterinary and Comparative Medicine on the second floor until the completion of the new Math & Science building.
- The Organic Garden is currently being developed at the Pace Farm by community volunteers.
- Plans for additional residence halls have been approved by the state and construction has begun.
- McClelland Hall has been demolished due to structural issues.
- The roof of Duke Hall of Citizenship was finished in cast stone in the summer 2010.
- Renovation of the interior of Duke Hall of Citizenship was finished in the spring of 2011.

- Installation of conduits for fiber, data, cable TV (CATV) and phone cables is currently in progress.
- Construction of the Math & Science building is underway and on pace to be completed Fall 2012.
- The Johnson room in Avery Hall is currently being remodeled. The roof will be changed to a pitch roof and new music/practice rooms will be built.
- Third floor hallways in Avery Hall were renovated spring 2011.
- Groundskeepers planted:
  - 50 new Crepe Myrtle trees on Mars-DeBusk Boulevard
  - 15 Sweet Gum trees and 15 Maple trees at LMU-DCOM, Kresge Hall and West Hall dormitory.
- Groundskeepers now mow the LMU Park and the walking trail through campus.
- Groundskeepers have re-seeded several areas on campus.

### Duncan School of Law

- The Law School added two additional classrooms.
- The Law School outfitted nine additional study rooms with furniture.
- The Law School added technology for student collaboration to five study rooms.
- The Law School added additional study seats on the third floor.
- The Law School added additional study seats throughout the Building.
- The Law School added new space for the Law Review.
- The Law School updated lighting throughout the Building.
- The Law School updated and/or replaced HVAC units throughout the Building.
- The Law School added carrel-like study spaces on the first floor.
- The Law School added carrel-like study spaces on the second floor.

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

### **Progress**

#### Facilities

- The Peer Audit was completed and submitted to the Environmental Protection Agency (EPA) spring of 2011.
- Emergency Medical Services (EMS) training was completed.
- The Health and Safety Committee continued work on the safety, health and disaster response policy.
- The Pandemic Flu committee continuously meets to discuss plans of action.
- 10 hours of Occupational Safety and Health Administration (OSHA) training was conducted for employees.
- Continued active participation in the Claiborne County Local Emergency Planning Commission.
- Plans are in place to add additional closed circuit camera systems in outside areas around campus.

- A new security office in the lobby of Tex Turner Arena was completed that allows guards to monitor cameras and fire alarm panels.
- New cameras were added to the outside of LMU-DCOM.
- New cameras were added to the lobby area of the Campus Center.
- Eight new cameras were installed at Harrogate City Park.
- New cameras were added at the golf driving range facility.
- Plans are currently underway to establish the LMU Police Force.
- Hosted Remote Area Medical (RAM) clinic.
- Continued wellness program.

#### Duncan School of Law

- After assessing and concluding the security schedule was deficient, it was modified to increase guard coverage pursuant to the class schedule.

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

#### **Progress**

#### Duncan School of Law

- The Law School hired a Career Services Director.
- The Law School is in the process of hiring an Externships Director.
- The Dean created the position of Assessment Coordinator.



**STRATEGIC GOAL 5:**  
*Ensure effective and efficient use of technology.*

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

**Progress**

- Procured and managed maintenance agreements for infrastructure hardware to assure reliability.
- Procured annual software support for academic software.
- Renegotiated T1 contracts for St. Mary's Medical Center (SMMC), Corbin, Cedar Bluff and Duncan School of Law (DSOL) to lower cost state contract pricing.
- Renegotiated DS3 45 M DIA to DS3 100 M DIA to lower cost state contracting pricing.
- Procured and configured Authorize.net secure payments to support undergraduate application fee (pre-Recruiter).
- Worked within budget guidelines to complete 75% of IT projects; 25% were over budget.

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

**Progress**

- Improved procedures for new and re-enabled network account creation.
- Updated Blackboard twice daily scripts to maintain timely and accurate uploads of courses and enrollments in Blackboard Learning System.
- Implemented a revised design and updated twice daily file creation of bookstore credits from Colleague FA to the online bookstore system.
- Maintained export file process for graduating student data to the iModules alumni community database.
- Performed annual setup maintenance for financial aid and student billing tables.
- Continued design and development of the LMU-DCOM supplemented online admission application.
- Implemented Pathway, a Datatel Active Campus Portal solution.
- Created more than 1300 reusable Informer reports for various departments across campus.
- Updated and maintained CBORD Odyssey system to support ID cards and door access.
- Performed semester end/semester start maintenance of CBORD Odyssey database for student meal plans.
- Updated custom program and ELF import tool to support changes to the American Association of Colleges of Osteopathic Medicine Application Service (AACOMAS) admission data for LMU-DCOM program.
- Performed user testing on Datatel Web UI.
- Implemented Datatel Recruiter as a solution for online admission prospect and applicant management.

- Added virtualized servers; currently manage 42 virtual servers, 24 blade servers and 8 traditional Windows servers.
- Upgraded enterprise level san storage, currently provide 62 terabytes of storage.
- Configured and implemented Windows 2008 native Active Directory.
- Migrated 14 Knoxville printers to Windows 2008 print server.
- Configured and implemented SolarWinds Network Monitoring.
- Configured and implemented enterprise data protection backup utilizing FalconStor's File-interface Deduplication System (FDS) solution.
- Performed routine security checks on University IP scheme to improve network security and manageability.
- Replace legacy firewalls with new Sonicwall firewall technology.
- Procured and installed smart classroom technology:
  - Abraham Lincoln Library and Museum;
  - Farr General Chemistry Lab;
  - Duncan School of Law Room 310;
  - Duncan School of Law Rom 340 (Courtroom);
  - Library 2<sup>nd</sup> Floor (added smart technology to existing computer lab);
  - Added Smartboard to BusED 244 and 210 to support Teacher Education;
  - Added LCD monitor and network connectivity to BusED conference room 203;
  - Completed Phase I of Tech Center (renovated to support NCATE) in BusEd 213.
- Procured and installed ITV technology:
  - Abraham Lincoln Library and Museum; and
  - President's Office Conference Room.
- Expanded existing Adobe Connect Pro hosted web/video conference service to 40 to support On-line Learning.
- Deployed Windows 7.
- Student laptop deployment:
  - LMU-DCOM Class of 2014;
  - DSOL August 2010;
  - Nursing (NA and FNP) August 2010;
  - PA Class of 2013; and
  - Post Baccalaureate Medical Scholars Program.
- Procured and implemented MetroE 100mb internet connection Harrogate.
- Procured and implemented Avigilon NVR (network video surveillance recording) to support standardized video surveillance for campus security and to replace antiquated DVR technology.
- University Press delivered services:
  - Printed, bound and delivered University student catalogs (250 each)
    - Graduate EdD;
    - Graduate Education (EdS, MEd);
    - Graduate MBA;
    - Graduate MSN;
    - Graduate PA;
    - Undergraduate general education; and
    - Undergraduate MLP.

- Printed, bound and delivered Commencement Programs (December and May)
  - Fall 3,600
  - Spring 1,600
- Award program 750
- Nursing Commencement Programs 750
- Nursing Invitations 1,000
- EdS Registration Forms 1,090
- Registration forms 1,500
- MEd Registration Forms 80
- Library guides 3,000
- Library color brochures 830
- Student teaching forms NCR 1,400
- Registration forms 3,500
- Numerous Basketball tickets and Season tickets

### Duncan School of Law

- Changed every wireless access point in the building to a faster, more efficient system

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

### **Progress**

- Attended annual Tennessee Independent Colleges and Universities Association (TICUA) IT Retreat.
- Provided training to LMU-DCOM 2014 new students.
- Provided training to Nurse Anesthesia/Family Nurse Practitioner (FNP) new students.
- Provided training to Physician Assistant (PA) 2013 new students.
- Trained additional administrative users in the use of the Informer reporting product.
- Provided onsite technical support for SkillsOne Site Setup and Administration to support EdD students.
- Provided basic training/orientation on email, wireless access, network login and printing to support EdD students.
- Provided onsite tech support for 44 sessions of nursing ERI online testing at Cedar Bluff and Harrogate campuses.
- Completed upgrades on all video conferencing appliances.
- Upgraded TMS to support new model codecs for Abraham Lincoln Library and Museum and President's conference rooms.
- Provided tech support for 79, 2-way internal video conferences.
- Provided tech support and scheduling for 31 external video conferences.
- Replaced 63 Desktop systems that were 3 years or older.
- Replaced 45 Laptop solutions that were 3 years or older.
- Replaced or added 45 computer lab workstations or laptops that were 3 years or older.

- Processed 141 new hire requests (74 FT, 68 PT).
  - Configured and deployed workstations and telephones for new hires.
- Logged 12,407 work orders, an increase of 2,845.
- Completed 12,277 work orders, an increase of 2,747.

#### Duncan School of Law

- The Dean has increased faculty training from one day to five days. An entire day of the training will be related to technology.

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

#### **Progress**

- Created a Blackboard test server with production data and migrated to Release 9 for additional testing.
- Tested, installed and implemented 186 Datatel software updates in multiple databases.
- Maintained timely updates of Solaris on the v490 Sun server.
- Performed routine network monitoring of LMU's switched network for performance and high availability.
- Performed routine maintenance, firmware upgrades and monitoring of LMU Windows servers for performance and availability.
- Performed routine maintenance, firmware upgrades and monitoring of LMU's hardware appliances to assure security, optimum performance and high availability.
- Maintained timely updates on over 1000 Windows workstations (faculty, staff and students). At least 350 are supported remotely.
- Implemented additional security measures on the Sun Server in accessing the Datatel database.
- Performed periodic reviews of Colleague user security setup and modified security as required.
- Supported timely year end patching including the creation and submission of 1098, 1099 and W-2.
- Maintained and verified timely and valid backups of the Datatel systems on a daily basis.
- Maintained and verified timely and valid backups of email, mission critical Server Query Language (SQL) and Oracle databases.
- Installed ten additional EzSpooler licenses to support University growth.

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

#### **Progress**

- Additional remodeling of Sigmon Communications Center
  - Staff offices; and
  - AM and FM station facelifts.
- Supported all University functions via audio/video as needed.

- Supported academic division with equipment, studio space/time and training.
- Provided non-commercial FM radio station (WLMU) use for academics.
- Teamed with CommuniComm to be able to provide live coverage of certain events.
- Aired live basketball games and local graduations via internet stream and TV production.
- Continued re-broadcast of community efforts such as Board of Mayor and Aldermen and School Board meetings.
- Installed new Radio station equipment in both Radio stations.
- Added additional Avid workstation/upgraded several existing Avid workstations/retired 1 Avid workstation.
- Added 2<sup>nd</sup> Tri-Caster.

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

### **Progress**

- Supported Institutional Effectiveness in American Bar Association (ABA) electronic reporting needs for the Duncan School of Law.
- Provided an in-depth analysis of financial aid data for the Common Data Set.
- Upgraded Colleague system for all Federal regulatory releases.
- Updated Institutional Effectiveness website to contain most recent institutional, state, and federal reports.
- Provided enrollment and financial data from the Colleague system to Institutional Research, vice president for Enrollment Management and Student Services and Director of Financial Aid to support institutional, state and federal reporting requirements.
- Developed and implemented temporary document storage solution for Institutional Effectiveness needs.

**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**

University Advancement

- Maintained best advancement practices with the University Advancement division and adhered to established fundraising code of ethics by Council for Support and Advancement of Education (CASE) and National Association of College and University Business Owners (NACUBO).
- Maintained all annual and endowed scholarship documentation, scholarship agreements and awarding criteria, and worked with the LMU Awards Committee to coordinate the annual Student Awards and Recognition Program. Also, worked with other campus offices to improve scholarship communication and accessibility to necessary scholarship financial information.
- Expanded planned giving outreach, including regular print and email donor communications. Researched planned giving topics using Crescendo Interactive resources and other training tools to develop increased competency for work with donors in the planned giving process. Crescendo Interactive products continue to be used on an ongoing basis, and plans for planned giving outreach and marketing are implemented throughout the year.
- Improved gift reporting and analysis, including alumni giving rates, donor segmentation, QualPro Multivariable Test (MVT) analysis and other metrics as required. Also, continued to improve our ability to track donor return on investment (ROI) by adding all points of donor contact (including visits, phone calls, correspondence, campus events, gifts and other items) as searchable, reportable elements within Colleague Advancement.
- Implemented calls to non-donors using outside vendor RuffaloCODY which is a professional calling company.
- Implemented fund raising education plan at all 11 extended learning sites with posters featuring alumni, friends and students.
- Achieved 100% participation in giving from the President's Cabinet and 100% participation from University Advancement staff.
- Achieved 75% participation in giving from the LMU alumni board as of May 31, 2011.
- Total giving in Calendar Year 2009 versus 2010 showed a 52% increase.
- Registered 1,731 people at LMU alumni events, including Homecoming, reunions and chapter activities.
- Established six new annual/endowed scholarships during 2010-11 with contributions of \$6,590.00.
- Increased undergraduate alumni participation rate to 6.61 percent (as of May 31) for fiscal 2010-11 (up from 6.46 percent in 2009-10).
- Increased active friends participation rate to 12.62 percent giving rate for fiscal 2010-11, as of May 31, 2011 (up from 11.31% in 2009-10).

- Expanded annual fund mailing response tracking throughout the year as part of QualPro MVT analysis.
- Completed five comprehensive phases of MVT analysis testing multiple annual fund, personal visits, Blue & Gray and President’s Reports and AlumniLinc Quick Fact email variables in fall 2010 and spring 2011.

<b>Total Gifts Received per Time Period</b>		
	<b>Pre-MVT (12/01/08 - 11/30/09)</b>	<b>Post-MVT (12/01/09 - 04/30/11)</b>
<b>Annual Fund</b>	\$ 88,718.25	\$ 133,193.86
<b>Outright</b>	\$ 871,513.87	\$ 1,881,894.56
<b>Total</b>	\$ 2,563,485.08	\$ 5,153,426.32
<b>Monthly Average per Time Period</b>		
	<b>Pre-MVT (12/01/08 - 11/30/09)</b>	<b>Post-MVT (12/01/09 - 04/30/11)</b>
<b>Annual Fund</b>	\$ 7,393.19	\$ 7,834.93
<b>Outright</b>	\$ 72,626.16	\$ 110,699.68
<b>Total</b>	\$ 213,623.76	\$ 303,142.72
<b>Percent Increase from Pre-MVT to Post-MVT</b>		
	<b>Percent Increase</b>	
<b>Annual Fund</b>	<b>6.0%</b>	
<b>Outright</b>	<b>52.4%</b>	
<b>Total</b>	<b>41.9%</b>	

- 187 full-time faculty and staff gave back to LMU in 2010-11 (a 40.6 percent giving rate).
- Established a calendar of stewardship and cultivation events to help create and broaden LMU-DCOM’s foundation for annual donor support.
- Held annual Dean’s VIP Reception at LMU-DCOM Spring Gala to steward and cultivate major gift prospects. Ninety-five (95) guests in attendance (11% increase).
- Created a calendar of annual solicitations for LMU-DCOM donors including White Coat Solicitation, End of Year Appeal, Last Year but Unfortunately Not This Year (LYBUNT) and Commencement.
- Implemented a thank-you call program for the Board of Trustees with 20 board members signing commitment cards.
- Instituted a thank-you call process for Dean of LMU-DCOM to help steward gifts of \$1,000 or more and develop major gift prospects from preceptor pool.
- Reinstated President’s Luncheons during 2010-11, providing on- and off-campus opportunities for current and prospective donors to meet with Dr. Dawson with a future Women of Service component.
- Maintained a presence at the annual American Osteopathic Association (AOA) Convention (San Francisco) with intent to recruit faculty, potential students and create a tradition for LMU-DCOM alumni annual reception.

- Established inaugural LMU-DCOM Alumni Board of Directors with by-laws and meeting structure.
- Instituted a LMU-DCOM Alumni Giving program that rewards gifts of \$100+ with an alumni lapel pin.
- Created LMU-DCOM Alumni Fund and Preceptor Appreciation Fund according to alumni interest.
- Launched online alumni sub community for LMU-DCOM inaugural class registering 40% of the class in less than two weeks post-graduation.
- Created official LMU-DCOM Alumni Facebook group with 30% of the class currently connected.
- Maintained and increased following of LMU-DCOM Twitter (48 followers or 86% increase), LinkedIn (36 members or 20% increase) and Facebook pages (466 Fans or 126% increase).
- RotationsLINC e-newsletter to medical students on clinical rotations consistently had a 51% open rate (industry standard is less than 20%).
- Maintained quarterly newsletter for LMU planned giving donors as well as online newsletters.
- Maintained LMU Alumni Connection with news announcements and alumni events which included registration pages for all alumni activities.
- Implemented email marketing campaign to all alumni with the “AlumniLinc Quick Fact.”
- Featured alumni each month on the LMU Alumni Connection with the “Alumni Spotlight.”
- Began project of creating an LMU alumni directory.
- Began project of creating alumni e-newsletter to be distributed via the LMU Alumni Connection.
- LMU Alumni Connection new member registration up 99% with 236 new members.
- Florida chapter alumni event participation rate increased 29%. Lakeway chapter participation rate increased 59%. Southwest Virginia chapter participation rate increased 37%. Tri-Cities chapter participation rate increased 44%.
- Worked in conjunction with Career Services to host job fair at Cedar Bluff site and Harrogate campus with 145 total attendees and 58 employment vendors.
- Held “Meet LMU’s 20<sup>th</sup> President” event in Townsend with 42 attendees.
- Coordinated LMU travel program with trip to the Bahamas with 55 attendees.
- Held alumni tailgate party at Tennessee football game at DSOL location with 60 attendees.
- Began coordination of LMU alumni golf tournament to raise funds for LMU alumni board Democrat Hollow project and other projects.
- Raised \$2,997 at silent auction during homecoming to raise funds for alumni board projects.
- Held homecoming event at Duncan School of Law (DSOL) and Cedar Bluff with 265 total attendees.
- Conducted prospect research on specific geographic areas, as well as special interest groups, in relation to alumni chapter meetings, development meetings and in researching guests for monthly President’s Luncheons.



- Annual fund solicitations were mailed quarterly as part of our MVT testing. LYBUNT / Some Year but Unfortunately Not This Year (SYBUNT) mailings were mailed.
- Worked with the school of business and the school of education to solicit graduate and undergraduate alumni, as well as to promote new academic programs.
- Implemented and facilitated donations from alumni and friends by text message using MGive.com, and promoted through direct mail marketing, email, web and special events.

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

## Progress

### University Advancement

- Total endowment giving has increased an average of 33.23 percent year-to-date over the past five fiscal years.
- Established two new endowed scholarship funds during fiscal 2010-11 with contributions of \$50,695.00.
- Coordinated LMU Student Awards Day Program, awarding 181 annual and endowed scholarships for a total of over \$310,000.00.

**Objective 6.3:** Market and promote the University locally, regionally, nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention and fund raising goals cited in appropriate departmental strategic plans, and to increase pride in the University (Extended learning sites include: Cedar Bluff, Duncan School of Law, Mercy Medical Center St. Mary's, Blount County, Corbin, Middlesboro, Ducktown, Cleveland, Kingsport, Sevierville, Morristown and all partnerships) (1.1 and 4.6—Principles of Accreditation).

## Progress

### University Advancement

- Extended comprehensive campaign to recruit students for the BSN program in Knoxville. Included print, television, web and radio ads.
- Promoted LMU-DCOM's appearance in *People Magazine* resulting in multiple follow-up stories in media from Knoxville to Toledo and a development deal for a documentary production.
- Followed June grand opening event for LMU-Cedar Bluff with branding campaign for newest extended learning site.
- Developed ad campaign to support DSOL, focusing on Knoxville market.
- Maintained LMU branding campaigns in Knoxville, Sevierville, Morristown and Kingsport.

- Promoted campus events in local media resulting in standing room only crowds for events like The Knoxville Symphony/Tree Lighting.
- Implemented the policy for posting information on LMU's electronic sign. Maintained up-to-date messaging on sign.
- Assisted with MVT campaign on leveraging national and regional PR for fundraising.
- Facilitated over 100 tours throughout the year to donors, alumni, executive guests, school groups and more thru LMU-DCOM.
- Continued branding efforts for the University Medical Clinic and its planned expansion in New Tazewell.
- Facilitated media interviews for faculty, students and administrators.
- Visited Knoxville media outlets to meet with news directors, assignment editors and higher education reporters. Established relationships that resulted in greater awareness of LMU and more frequent visits to LMU campuses for stories. Established Duncan School of Law as "go-to" place for legal experts during Judge Baumgartner controversy.
- Assisted with planning and execution of Inauguration gala.
- Developed marketing materials including post cards, tri-fold brochure and digital viewbook for Duncan School of Law.
- Assisted with printing of covers and spines for ABA documentation for DSOL.
- Worked with LMU-DCOM Graduation Committee to plan and execute successful inaugural class commencement. Facilitated placement of three feature stories on the event.
- Working with Physician Assistants (PA) Program Graduation Committee to plan and execute successful PA inaugural class commencement, to be held July 30, 2011.
- Promoted the University with over 230 press releases, 30 feature stories and 400+ individual recognition releases resulting in 1295 media placements worth over \$292,839 in ad value.
- Assisted with the promotion and launch of the internal portal, Pathway.
- Published first edition of LMU-DCOM Annual Report to coincide with LMU-DCOM inaugural class graduation.
- Published *Alumnus* magazine, *Blue and Gray* newsletter (two issues) and the President's Annual Report.
- Created tri-fold information brochures for the Management and Leadership Studies Program (MLP), energy management program, nursing (ASN, BSN, family nurse practitioner, nurse anesthesia) post-baccalaureate medical sciences program and larger brochures for green programs, med tech, education and business, and the athletic department golf tournament.
- Updated the admission viewbook, general search brochure, sophomore search and junior search brochures.  
Developed brochures for EdD program concentration areas for online posting.
- Developed design for *Raising the Bar*, the newsletter written by the chairman of the board of trustees. Set up the newsletter for distribution every other month (six times per calendar year).
- Coordinated four photo days (two in fall and two in spring) for campus to build image library for use in publications and on the website.

- Created “LMUnews” account on Twitter to distribute all LMU press releases, news and accolades
- Created official LMU Facebook page which now has 1500+ followers.
- Created LMU Alumni Facebook page and Twitter account to communicate with LMU alumni.
- Developed guidelines of best practices with social media for campus units and departments.
- Expanded LMU image database on the image sharing site flickr.com.
- Created a print and web awareness campaign for National Philanthropy Day.
- Completed AlumniLinc Quick Facts which were emailed monthly.
- Successfully completed the 2010 Mountain Heritage Literary Festival to promote LMU’s literary history and to secure recognition within modern regional literature.

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

## Progress

### University Advancement

- Major Gifts and Grants (\$25,000 and above) for Fiscal 2010-11:
  - 27 major outright gifts and grant disbursements for a total gift amount of \$1,844,117.91.
  - Total giving as of May 31, 2011: \$2,803,524.40.
  - Researched prospective donors to aid fundraising.
  - Held regular President’s Luncheons to facilitate interaction between Dr. Dawson and prospective donors and planned a Women of Service component for the Knoxville market.
  -
- Foundation report:
  - 10% success rate for foundation proposals during 2010-11.
  - July 1-Apr 30: 71 proposals submitted.
  - 2 cross-campus proposals in process.
  - 0 research grants written.
  - 4 capital proposals submitted.
  - 1 undergraduate research grant submitted.
  - Pathways Team Site accessible to campus grant writers.

- Director of Foundations maintains a regular meeting schedule with Office of Research, Grants, and Sponsored Programs (ORGSP) and LMU-DCOM for grant reporting, stewardship and communication.
- Procedures followed in accordance with ORGSP.
- Developed good relationships with most foundation program officers.
- Conducted prospect research on specific geographic areas, as well as special interest groups, in relation to alumni chapter meetings, development meetings and in researching guests for monthly President's Luncheons.

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

### **Progress**

#### University Advancement

- Over 3,100 gift records created in Colleague Advancement during 2010-11.
- Maintained library of over 140 Implemented Entrinsik Informer reports for University Advancement reporting needs.
- Expanded ability to track and report MVT outcomes in Colleague Advancement.
- Maintained and expanded planned gift tracking in Colleague Advancement.
- Supported University Advancement mailings, MVT projects and other fundraising initiatives with over 160 mailing lists and reports during 2010-11.
- Initiated the process of coding J. Frank White Academy alumni in Datatel.
- Implemented Colleague Advancement Communication Management for system letter production and direct mail correspondence history tracking.
- Continued to support call report creation and reporting needs for gift officers.
- Continue to work with Direct Mail Services to maintain current addresses for all alumni and friends in Datatel.
- Continued to maintain and update alumni and friend mailing records in a timely manner.

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

### **Progress**

#### University Advancement

- Lincoln Memorial University is in compliance with Comprehensive Standard 3.2.12. The University's administrative structure, its Bylaws and institutional policy all ensure compliance with the comprehensive structure. Lincoln Memorial University's Gift Acceptance Committee comprised of the President, Vice President for University

Advancement and Vice President for Finance has responsibility for the approval of all fundraising initiatives, campaigns and solicitations, as well as the policies and procedures that govern LMU's fundraising efforts. The Bylaws of the LMU Board of Trustees include the Charter of the Development Committee, including its purpose and responsibilities. The Vice President for University Advancement serves as a resource for the designated members of the Board of Trustees Development Committee and the Vice President for University Advancement reports directly to the President, as shown on the LMU Organizational Chart. As indicated by this reporting relationship, the President controls the Institution's fundraising activities and utilizes the expertise of appropriate professionals to advise her on matters related to fundraising.

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

**Objective 6.7:** Enhance legislative relationships.

### **Progress**

#### University Advancement

- Completed weekly phone conferences with the Director of Major Gifts and External Relations to keep abreast of legislative updates in Washington, Nashville and with our local legislators.
- Discontinued contract with lobbyist.
- Strengthened relationships with our elected representatives on the local, state, and the federal levels.
- Supported efforts to secure funding through federal dollars by building a strong relationship with Senator Alexander to award \$250,000 in fiscal 2009-10 and \$2 million for fiscal year 2010-11 for LMU green energy projects.
- Aided in securing a \$20 million loan from the USDA through our relationship with Rep. Peterson and others in Washington.
- Supporting efforts with Representative Clyburn to secure a \$4 million loan from Rural Electric Foundation.
- Completed 25 legislative contacts.

**STRATEGIC GOAL 7:**  
***Assess and enhance University-wide research and scholarly activity.***

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

**Progress**

- University Research Committee (URC) Membership included each school or college dean or the appropriate dean's representative, the Director of the Abraham Lincoln Library and Museum, as well as the Executive Director of the Office of Research, Grants, and Sponsored Programs (ORGSP).
- The URC met five times during the 2009-2010 academic year.
- The URC developed and submitted to the President their schools and colleges' Research Recommendations and Plans.
- Continued to refine and update the routing and approval form for grant submissions that streamlined signature requirements while ensuring that deans and divisional vice presidents were informed of grant submissions in their areas.
- Continued to encourage self-reporting of research and scholarly activity by reporting such activity in ORGSP newsletter.
- ORGSP newsletter highlighting faculty research and scholarly activity is electronically distributed monthly to faculty.
- ORGSP coordinates with Office of Public Relations on publicizing grants.
- Continued to work with University Advancement on developing donors for research and scholarly activity.

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

**Progress**

- Worked with auditors when appropriate to ensure all policies and required documentation are in place.
- The ORGSP has worked with faculty on six grants which include undergraduate students.
- The recently updated Cumberland Mountain Research Center (CMRC) building is operational and occupied by three faculty members for scientific research with undergraduate student participation.
- Continue to update the ORGSP website listing undergraduate research opportunities in all academic areas.
- The recently-built field station at Belize Foundation for Research in Environmental Education (BFREE) is fully operational.
- ORGSP continues to work with CMRC researchers on grants or contracts.
- ORGSP continuously updates its website to provide the best faculty support possible.

- ORGSP continues to provide a comprehensive list of grant opportunities listed on the ORGSP website and updated monthly.
- Together, ORGSP, University Advancement and LMU-DCOM continue to sort Grant opportunities according to faculty expertise and interest and notify appropriate faculty of the opportunities.
- Together the ORGSP, University Advancement and LMU-DCOM assisted in the preparation and submission of 97 grant applications for a total of \$6.585 million requested dollars in fiscal year 2009-2010.
- The ORGSP continues to work with the Chair of the Institutional Review Board (IRB) and the School of Education to refine the IRB application process for EdD students.
- ORGSP provided two IRB workshops for EdD students.
- Faculty publications increased from 17 in 2008 to 24 in 2009.
- The laptop loan program for faculty was discontinued.

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

#### **Progress**

- 43 Publications and 50 Presentations by LMU faculty as listed by schools and colleges are as follows:
  - Arts & Sciences: 13 Publications & 19 Presentations
  - Business: 11 Publications & 8 Presentations
  - Allied Health: 4 Publications & 4 Presentations
  - Education: 4 Publications & 6 Presentations
  - DCOM & CSON: 8 Publications & 10 Presentations
- Mini-Grants were awarded by the URC to five faculty members in the total amount of \$19,500.

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

#### **Progress**

- CMRC research space is fully functional after extensive renovations.
- Dedicated research space will be provided faculty with research appointments. Other researchers needing space will share laboratory facilities in the CMRC.
- A list of journals where faculty can publish their education research compiled by the Medical Librarian for the URC is available on the ORGSP website.
- The relationship between the CMRC and BFREE was strengthened with the building of a field station at BFREE.
- Approximately 4700 sq. ft. of dedicated research space in the new Math and Science building was designed by three LMU faculty/administrators working with a laboratory

consultant. The design plan including bench furniture has been incorporated into the current building plans. Building is scheduled for completion in 2012.

- The LMU and HealthCare 21 Business Coalition (HC21) announced plans for the two non-profit organizations, whose similar missions aim to improve the lives and well-being of the Tennessee and Appalachian people, to develop health care programs. The initial agreement is underway. The partnership aims to create a Center for Health Care Effectiveness to conduct research and provide education that will maximize the efficiency and effectiveness of health care delivery. LMU and HC21 will pursue grant funding to establish the Center. Once fully established, the Center will be administered by the LMU Division of Health Sciences and housed within its facilities.

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

### **Progress**

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



## **Part II**

# **Strategic Plan: 2012-2017**

## **Strategic Goal 1:**

*Continue to assess and enhance academic quality.*

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

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

### **Strategies and Action Plans**

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

**Responsibility:** Program directors/coordinators, department chairs, deans, assistant vice president for Academic Affairs, vice president for Academic Affairs, and appropriate vice president.

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

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

**Assessment:** Annual review by program directors/coordinators, department chairs, deans, appropriate Institutional Research and Accreditation staff, and appropriate vice president, of budget proposals in light of departmental and program plans and needs identified by assessment activities and corresponding program outcomes.

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

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

**Objective 1.2:** Create/revise/support academic programs linked to program assessments and University mission at the undergraduate, post baccalaureate and graduate levels at Harrogate and extended learning sites.

**Strategies and Action Plans**

- Review and revise general education core during academic year 2011-2012.
- Consider and implement innovative approaches to instructional delivery and student learning.
- Continue the development and implementation of new academic programs including, but not limited to: continuing medical education (CME); graduate medical education (GME); Honors Program; Doctor of Veterinary Medicine, and additional undergraduate and graduate programs.
- Continue/begin investigation of new academic programs including, but not limited to: Doctor of Nursing Practice (DNP.); online Registered Nurse (RN) to Bachelor of Science in Nursing (BSN) program; Bachelor of Science in Special Education; Masters of Public Health (MPH); Master of Science in Professional Health Education; Bachelor of Science in Health Sciences; Master of Science in Biomedical Sciences; Doctor of Osteopathic Medicine/Juris Doctorate (DO/JD); Doctor of Physical Therapy; Doctor of Occupational Therapy; Master/Doctorate in Kinesiology; Bachelor of Science in Energy Science and Engineering; Healthcare Master of Business Administration (MBA); other healthcare related programs; Licensed Professional Counselor (LPC); Doctorate in Business Administration; JD/MBA joint degree program; Management and Leadership Studies Program (MLP)/JD joint program; political science; undergraduate engineering; online MBA; and additional undergraduate and graduate programs, including degree completion programs.
- Explore opportunities to provide regional academic program offerings.
- Continue to improve coordination between Harrogate and extended learning sites with emphasis on budget development, human resources, community, student support services, technology, learning resources, and comparability of courses/programs.
- Continue to support Level V status, while pursuing implementation of Level VI requirements.
- Continue to explore, secure, and utilize technology to enhance the instructional delivery process.

**Responsibility:** Program directors/coordinators, department chairs, deans, assistant VPAA, VPAA, and appropriate VP.

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

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

**Assessment:** Annual review by program directors/coordinators, department chairs, deans, Institutional Research and Accreditation staff, and appropriate VP, of budget proposals in light of departmental and program plans and needs identified by assessment activities and corresponding program outcomes.

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

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

**Objective 1.3:** Develop and implement online learning programs.

**Strategies and Action Plans**

- Continue to work with online learning consultant
- Establish an online learning committee
- Perform market analysis
- Identify infrastructure, student services, and other resources needed to ensure quality online programs
- Develop a pro forma
- Develop an online learning strategic plan

**Responsibility:** Online Learning Committee, Director of Online Learning, Instructional Technologist, assistant VPAA, VPAA, program directors, Information Services, Student Services, and Institutional Research and Accreditation staff.

**Time Frame:** Complete online learning strategic plan by August 2011.

**Resources Required:** Time, budgeted resources for program development, assessment, appropriate technology, learning resources, and accreditation processes.

**Assessment:** Annual review by Online Learning Committee, Director of Online Learning, Instructional Technologist, VPAA, program directors, Information Services, Student Services, and Institutional Research and Accreditation staff of budget proposals in light of departmental and program plans and needs identified by assessment activities and corresponding program outcomes.

**Use of Results:** Program improvement, academic planning, mission fulfillment, and budgetary decision making.

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

**Objective 1.4:** Bring average faculty and academic professional staff compensation to upper quartile of benchmarks from selected peer institutions with respect to faculty rank, appointment, academic discipline, experience, and workload.

**Strategies/Action Plans**

- Continue development of a plan for faculty and professional academic staff compensation with a target salary scale as prioritized below:
  - Adjust any institutional inequities of full time faculty.
  - Develop a plan to bring full time faculty salaries to upper quartile of benchmarks from selected peer institutions.
  - Sustain a system of faculty compensation with an evaluation system to support it.
  - Implement and maintain a competitive compensation package for summer instruction.
  - Implement and maintain a competitive compensation package for adjunct faculty.
  - Develop lists of peer institutions at both Level V and Level VI for Lincoln Memorial University (LMU) disciplines. To be completed by Institutional Research
  - Collect benchmark data on compensation by level and discipline.
    - To be completed by the academic deans.
    - Present the findings to the Deans Council.
    - Make recommendations to the appropriate VP for consideration by the President's Cabinet.

**Responsibility:** Program directors/coordinators, department chairs, deans, vice president for Academic Affairs, assistant VPAA, Institutional Research and Accreditation staff, appropriate vp, director of Human Resources, and VP for Finance, president.

**Time Frame:** Collection, evaluation, and interpretation of data in 2011-2012 with planned implementation in stages by 2012-2013. Ongoing cycle of review occurs every five years or as needed.

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

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

**Use of Results:** Use data provided by deans to chart improvement and suggest needed actions to promote and sustain improvement.

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

**Objective 1.5:** Continue to strengthen University libraries and museum and their services at Harrogate and extended learning sites.

**Strategies/Action Plans**

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

**Responsibility:** Directors of the Carnegie Vincent Library, LMU-DSOL Library and the Abraham Lincoln Library and Museum and their staffs, security staff, academic deans, University Advancement staff, assistant VPAA, VPAA.

**Time Frame:** Ongoing.

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

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

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



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

**Objective 1.6:** Continued use of a comprehensive faculty evaluation process, based on a clear understanding of both professional and institutional expectations, relative to teaching, research/scholarly activity, and service.

**Strategies/Action Plans**

- Use the current evaluation process based on professional and institutional expectations and on key performance indicators, such as student, self, and chair evaluations. Other indicators such as credit hour production, research/scholarly activity, student advisement, and committee and community service should be considered.
- Review faculty evaluation form for alignment with key performance indicators.
- Review and assess the faculty evaluation process.

**Responsibility:** Deans, appropriate VP, director of Human Resources.

**Time Frame:** Complete review of faculty evaluation form by end of Fall 2011 semester.

**Resources Required:** Time.

**Assessment:** Annual review of the faculty evaluation process.

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

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

**Objective 1.7:** Offer a quality college-preparatory educational program at the J. Frank White Academy (JFWA).

**Strategies/Action Plans**

- Maintain a School Improvement Plan to monitor progress and provide data to promote and sustain improvement.
- Maintain average senior scores to meet or exceed benchmark scores on the ACT.
- Maintain a systematic, cooperative approach to teaching writing in grades 5 through 12 to produce confident, open-minded writers who think critically, read considerably, and negotiate differences considerately.
- Improve full-time and adjunct faculty salary to parity with regional private college-preparatory academies.
- Explore the feasibility of the addition of an International Baccalaureate Program.
- Improve the coordination of the JFWA and the KANTO programs/World School.
- Refine the comprehensive assessment program to incorporate more appropriate assessment of writing skills.
- Integrate the University's QEP into the academy curriculum.
- Develop a stronger collaboration with the University at large.
- Explore use of on-line learning.
- Pursue more systematic data collection to determine college completion rates/career information and other pertinent data for graduates.
- Explore expanding fine arts curriculum options.
- Maintain accreditation through AdvancED.
- Consider establishing a JFWA endowment fund

**Responsibility:** Assistant principal and principal of JFWA, dean of the School of Education, assistant coordinator and director of KANTO Program, Institutional Research and Accreditation staff, assistant VPAA, VPAA.

**Time Frame:** Ongoing. The School Improvement Plan will be revised and implemented in Fall 2012.

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

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

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

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

**Objective 1.8:** Integrate information literacy skills across the curriculum.

**Strategies/Action Plans**

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

**Responsibility:** All VPs; academic deans; principal of JFWA; academic faculty and instructional librarians; instructional technologist; director of Online Learning; director of QEP, Institutional Research and Accreditation staff; SEWS Rubric Committee.

**Time Frame:** Ongoing.

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

**Assessment:** QEP progress updates; Standardized Assessment of Information Literacy Skills (SAILS) and Information Literacy Test (ILT) and other information literacy assessment instruments; indirect and direct assessments; Information literacy writing rubrics.

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

## **Strategic Goal 2:**

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

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

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

- Create a system-wide recruitment council
  - Evaluate system wide potential for maximum enrollment
    - Facility needs
    - Faculty resources
    - Staff resources
    - Budgetary needs
    - Direct cost to revenue (operational expense)
- Create a Recruitment Plan for Harrogate undergraduate programs
  - Increase regional outreach
  - Enhance interaction via website delivery
  - Earlier and enhanced outreach within the local community
  - Integration of Multivariate Testing (MVT) results
  - Implementation of honors students recruitment program
  - Continue recruitment efforts for pre-professional students
- Create a Recruitment Plan for extended learning sites
  - Create infrastructure, budget, and list of individual's responsibilities
  - Integrate/create marketing plan for individual sites
- Create a Recruitment Plan for graduate programs
  - Efforts to include faculty and alumni as well as a more definitive infrastructure
  - Increase participation in graduate fairs, programs, etc.
- Promote professional programs
  - Increase outreach
  - Create marketing plan
- Promote the J. Frank White Academy
  - Create bridge programs with undergraduate, graduate, and professional programs to develop an area of academic emphasis.

### **Strategies/Action Plans**

- Update the annual recruitment plan for undergraduate, graduate and professional students.
- Promote the affordability of attending the University through multiple media such as letters, podcasts, e-mails, etc.
- Develop an information packet for deans and department chairs to assist with recruiting high-achieving, potential students to attend LMU.
- Use Advancement software to identify and develop Alumni Recruitment Teams by regions, states, etc.
- Utilize market research to identify new opportunities for undergraduate programs.
- Utilize name searches to identify students that would be good fits for undergraduate/graduate and professional academic programs.

- Expand the number of high school students taking dual credits.
- Research the feasibility of homeschoolers to take University classes.
- Explore summer programs for new students and current students.
- Implement a database that tracks prospects as well as inquiries.

### **On-Going Activities**

- Staff booths at the LMU college fair to disperse information about LMU campus services.
- Publicize the pre-professional programs to recruit high caliber students.
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize all of the University's academic programs.
- Use the internet for advertisements and news.
- Update the LMU website
- Link the LMU website to major search engines (Google, MSN, and Yahoo).
- Maintain direct mail to target markets.
- Increase email and e-counseling to applicants and qualified prospects.
- Conduct routine meetings among the dean of Enrollment Management and academic deans and chairs to engage LMU faculty in the recruitment process (department letters to potential students, department telephone calls, etc.).
- Host preview days for prospective students and parents. Increase the number of admission events for undergraduate students to include preview days and discovery days. Host Free Application for Federal Student Aid (FAFSA) nights, basic financial aid and application sessions on campus, at external sites and at local high schools.
- Identify and contact school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport and other sites in Georgia, Kentucky and Virginia to assist with the recruitment of students. Host counselor lunches in regional areas in conjunction with regional yield receptions.
- Expand recruitment efforts into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools. Identify magnet schools in Tennessee and contiguous states.
- Consider budget for and assign recruiting coordinator(s) for extended sites that support multiple programs.
- Partner with local high schools to conduct "College Days" at local high schools and middle schools during the evening hours that might include:
  - How to apply for financial aid.
  - Preparing for college.
  - Student athlete presentation.
  - Goal Setting.

- Produce a brochure, “Preparing for College” for attendees with “Compliments of LMU” stamped on the cover.
- Investigate opportunities with the leadership of the Eastern Band of the Cherokees to encourage students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, N.C.

**Responsibility:** Dean of Enrollment Management, director of Admissions and Admissions staff, department chairs, faculty, director of Public Relations and Marketing, director of Publications/Webmaster.

**Time Frame:** To be determined.

**Resources Required:** To be determined.

**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:**

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

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

- Increase first-time, full-time freshmen to 300 on the Harrogate campus (with 25 being minorities)
- Increase full-time transfer to 200 on the Harrogate campus.
- Increase full-time re-admitted students to 20. Of those 520 new students, 300 will be residential students by 2013.
- Target overall enrollment of 4,250 by 2013.

### **Strategies/Action Plans**

- Publish merit scholarships to students and high school counselors
- Begin and/or update the academic major web pages (student and faculty profiles on the web pages).
- Update the following as needed:
  - Safety & security.
  - Athletic hall of fame.
  - Academic major home pages.
  - Campus activities/intramural sports.
- Target recruitment of high school students with high ACT scores in math and high grade point averages (GPA's).
- Conduct follow-up with non-completed registrations.
- Maintain two marketing committees (Board Committee and University Committee).
- Refer and encourage current Upward Bound students to enroll at LMU.
- Produce a newsletter for Upward Bound participants that promote the University.
- Evaluate current markets for direct mailings and make additions and/or corrections as needed.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new freshmen and transfer students.
- Design recruitment materials that are attractive to potential students.
- Review latest research on why students choose a college and incorporate information into materials.
- Maintain and update a comprehensive website for the University and link to major search engines (Google, MSN, and Yahoo).
- Increase diversity of students for undergraduate programs.
- Maintain recruitment outside the primary 120-mile radius recruitment area.
- Focus academic scholarship money on new students, academically gifted students and residential students.
- Coordinate the recruiting efforts of athletic coaches with the admissions and financial aid offices.



- Develop a plan to recruit from the two-year schools with formalized articulation agreements.

**Responsibility:** Director of Admissions and Admissions staff, director of Publications/Webmaster, director of Marketing and Public Relations, Athletics staff, deans, academic chairs, Upward Bound director and director of Financial Aid

**Time Frame:** To be determined.

**Resources Required:** To be determined.

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

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

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

**Strategies/Action Plans**

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

**On-going Activities**

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

**Responsibility:** Deans of the Schools of Education, Nursing and Business, dean of the Lincoln Memorial University-DeBusk College of Osteopathic Medicine (LMU-DCOM), dean of LMU-DSOL, dean of the School of Allied Health Sciences, director of Public Relations, director of Publications/Webmaster.

**Time Frame:** Each semester.

**Resources Required:** To be determined.

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

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

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

- Increase enrollment to 100 students by 2013.
- Work with University Advancement to enhance scholarship opportunities for students.
- Maintain a part-time program for homeschooled students.
- Explore the addition of middle school athletic participation for Academy students in grades 5-7.
- The athletic director is investigating the feasibility of an intramural program for younger students who are eligible for Tennessee Secondary School Athletic Association (TSSAA) sanctioned sports currently offered at the Academy.

**Responsibilities:** Director of JFWA Admissions, JFWA principal, JFWA guidance counselor, JFWA athletic director

**Time Frame:** 2009-2014.

**Resources Required:** Undergraduate admissions (\$10,000.00) and director of Publications (\$1,200.00)

**Assessment:** Enrollment statistics.

**Use of Results:** Increased enrollment.

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

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

### **Strategies/Action Plans**

- Form a Student Services Council composed of all the extended learning site coordinators.
- Benchmark data to determine the annual persistence and progression rates.
- Present data outcomes to academic programs and Cabinet.
- Utilize student survey results to make improvements to student services.
- Utilize satisfaction data to make improvement in the quality of life and learning across all sites.
- Develop and implement a student retention plan to include all sites.
- Research the best advising model for LMU across all programs. Revise the Academic Advising manual for undergraduate advising. Offer more advising workshops for faculty.
- Determine what academic success programs are benefitting students and measure outcomes. Conduct an audit of what the campus and extended learning sites are doing for academic success and the programs targeted toward “at-risk” students.
- Provide strong orientation programs that describe academic support systems and the persons to contact for the service to include student health services
- Identify the needs of the extended learning sites students across all programs and implement a plan to deliver programs, calendars and strategies etc.
- Explore the feasibility of a decentralized model to address student success and conduct a pilot at the Cedar Bluff extended learning site.

### **On-going Activities**

- Develop living-learning communities.
- Offer academic success programs in residence halls.
- Consider having an ombudsman position for all students.
- Write, publish and distribute the Student Success Newsletter.
- Retain the LMU Parents Club.
- Assess the retention figures by semester and fall to fall with longitudinal tracking.
- Teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services, and maintain assessment information documenting the success of those programs. Consider having faculty or other staff to teach UACT 100 as part of load.
- Consider 1 hour of UACT 100 in fall and 1 hour for Career Services in spring. Consider putting this course back into general education as an option.
- Develop more mentoring programs.
- Host academic receptions for majors to meet faculty.
- Identify “at risk” students and to promote participation in Student Support Services (SSS).

- Identify and assist students with undecided majors through Student Support Services (SSS) and Career Services.
- Require “At risk” (semester GPA under 2.5) student athletes to meet with a Student Athletic Advisor for advice and guidance regarding available resources.
- Maintain a high percentage of student athletes who remain eligible to participate at the NCAA Division II level.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services.
- Involve all University stake holders in the retention process.
- Schedule workshops using the Noel-Levitz advising program.
- Advise new students according to the Noel-Levitz program.
- Identify and counsel all students who are Tennessee Lottery Scholarships (TELS) recipients to help them remain eligible for TELS funding.
- Increase the number of successful interventions for at risk students resulting from the early warning system. Automate the early warning system.
- Ensure that coaches continue to notify student services for changes in athletic status (dropping courses, withdrawals, disciplinary dismissal).
- Schedule an orientation program for international students to be conducted within the first week of the fall semester to include, but not limited to:
  - Safety & security issues.
  - Assimilation into the LMU and Appalachian cultures.
  - Working visas.
  - Study strategies.
  - Sharing diversity.
  - LMU support systems.

**Responsibility:** Student Services Council and Directors, Retention Committee, Director of Student Support Services, and Financial Aid.

**Time Frame:** By 2013.

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

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

**Use of Results:** Improved retention and graduation rates.

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

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

**Strategies/Action Plans**

- Create a sense of community among undergraduate, graduate, and professional students.
- Improve the overall campus life experience for Harrogate campus students.
- Increase intramural sports and recreation opportunities.
- Provide student support services to extended learning sites that are consistent and comparable.
- Provide support to student organizations for leadership development.
- Maintain the freshman leadership institute.
- Provide an active career services program. Maintain a career software program for use by all students.
- Support and provide opportunities for students to participate in community service activities on all campus sites.
- Expand honors residence halls to attract students for the Honors Program.

**On-going Activities**

- Inform students of the services provided by the University.
- Provide a diverse and interesting student activities program.
- Offer a comprehensive student orientation program for new students at all sites.
- Provide a USB drive with relevant student services information on it to be distributed to new students.
- Provide information and accommodations for students with documented disabilities through the Americans with Disabilities Act (ADA) coordinator.
- Provide counseling to students through the Counseling Services department.
- Canvas the LMU student body for recommendations concerning activities and programs.
- Improve and maintain residential housing programs.
- Promote usage of the Tagge Center for Excellence.
- Provide support services to graduate and professional students as stated in the student handbook.
- Identify challenging courses and provide tutoring for those courses to all sites.

**Responsibility:** Dean of Student Services and Campus Life, directors in SS division, and the deans of Graduate and Professional Studies.

**Time Frame:** Annually.

**Resources Required:** Adequate funding supporting Career Planning, Student Advocacy, Student Activities, Student Support Services and graduate and professional programs within the Enrollment Management & Student Services and applicable budgets.

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

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

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

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

**Strategies/Action Plans**

- Reassess the Institutional Financial Aid practices/philosophy.
- Assess retention rates.
- Review the required steps for full tuition scholarship recipients to include one or more of the following: personal interview, essay, letters of support, and change in criteria.
- Utilize the Enrollment Revenue Management System to develop and assess multiple econometrics.
- Seek ways to enhance service to students.
- Automate packaging for undergraduate population.
- Improve interdepartmental communications.

**On-going Activities**

- Identify and meet the students' financial needs through a combination of grants, scholarships and self-help aid.
- Train work study students and supervisors.
- Re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.
- Monitor federal and state financial aid funds annually. Possible decreases in these funds over the next several years.
- Seek ways to increase endowed institutional scholarship and loan programs, and work programs by collaborating with Advancement Staff.
  - Send award letters via LMU email or Web Advisor for all undergraduate students and consider feasibility for graduate students
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- Identify and award students whose academic potential had been previously unidentified.
- Review and assess financial literacy programs for students.
- Refine document imaging processes.

**Responsibility:** Dean of Enrollment Management, executive director of Financial Aid, Admissions staff, Awards Committee, vice president for Advancement and Financial Aid staff.

**Time Frame:** Each semester.

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



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

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

## **Strategic Goal 3:**

*Strengthen planning, budgeting and assessment.*

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

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

**Strategies/Action Plans**

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

**Responsibility:** The chair of Institutional Effectiveness (IE) Committee, the Cabinet, the president, and the Board of Trustees.

**Time Frame:** Continuous.

**Resources Required:** Time.

**Assessment:** The President's Cabinet and the Institutional Effectiveness Committee will determine that the Institutional mission is the foundation for all planning, budgeting, and assessment.

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

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

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

**Strategies/Action Plans**

- Evaluate the Institution's financial performance, identifying strengths and weaknesses by the Budget Committee (President's Cabinet)
- Prepare budget requests consistent with individual unit plans and strategic priorities.
- Review budget requests, institutional priorities, the ten-year pro forma and institutional evaluation results specific to his/her department to make informed decisions related to the allocation and reallocation of resources consistent with the strategic plan.
- Conduct annual budget discussions during which the appropriate Budget Committee members present budget proposals and provide supporting documentation to ensure that all estimates are reasonable.
- Present the balanced budget to the Board of Trustees for approval.
- Review the financial performance for deviations from projected revenues and expenses and make spending adjustments accordingly.
- Assure that communication and feedback to appropriate persons regarding budget matters will occur throughout the budgeting process and each fiscal year.

**Responsibility:** The vice president for Finance, president, Cabinet, and budget officers.

**Time Frame:** Continuous.

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

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

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

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

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

**Strategies/Action Plans**

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

**Responsibility:** Budget officers, Office of Institutional Research, Cabinet, the vice president for Finance and the president.

**Time Frame:** Annually.

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

**Assessment:** Review the alignment of ten year operating and cash flow pro forma with institutional priorities as reflected in Cabinet minutes.

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

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

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

**Strategies/Action Plans**

- President and vice president for Finance will include, as part of the budget development, line items for debt service, strategic initiatives and contingencies.
- President and vice president for Finance will establish parameters for the allocation of budgeted contingency funds in support of strategic goals of the Institution.
- President and vice president for Finance may designate a portion of remaining cash balances at year end as restricted for future debt service requirements.
- The vice president for Finance will develop a forecasting process to provide a foundation for decision making.

**Responsibility:** President and vice president for Finance.

**Time Frame:** Continuously.

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

**Assessment:** Review the ability of the Institution to meet unexpected financial events and plan for debt service requirements.

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

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

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

**Strategies/Action Plans**

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

**Responsibility:** Vice president for Finance, Cabinet and budget officers.

**Time Frame:** Annually and continuously.

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

**Assessment:** Review budget management performance across the Institution.

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

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

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

**Strategies/Action Plans**

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

**Responsibility:** Vice president for Research-Division of Health Sciences, The Office of Research, Grants and Sponsored Programs, vice president for Finance, director of Foundations, director of Health Sciences Research and Grants, and president.

**Time Frame:** Continuous.

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

**Assessment:**

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

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



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

**Objective 3.7:** To make data driven decisions.

**Strategies/Action Plans**

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

**Responsibility:** Office of Institutional Research, Office of Grants and Sponsored Programs, Information Services, and vice president for Finance.

**Time Frame:** Continuous.

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

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

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

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

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

**Strategies/Action Plans**

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

**Responsibility:** The president and the vice president for Academic Affairs.

**Time Frame:** Annually.

**Resources Required:** Time.

**Assessment:** Annual progress report.

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

## **Strategic Goal 4:**

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

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

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

**Strategies/Action Plans**

- Review and update the Facilities Master Plan annually.
- Assess, plan for, and evaluate facilities and grounds at the Harrogate and extended learning sites in order to respond to fluctuations in student demographics; support faculty/staff research and scholarly activities; and support for community program needs by providing excellent physical maintenance, housing, furniture and technology infrastructure.
- Develop a timeline for upcoming capital expenditures.
  - Review office and classroom space annually...
    - Avery
    - Farr-Chinnock
    - Kresge Hall
    - Sevierville extended campus
  - Upgrades to Democrat Hollow annually (support through the Alumni Association)...
  - Multi-purpose athletic facility to include wellness and recreational activities
  - Provide support for the Honors College.
  - Complete construction of Math & Science to begin use Fall 2012.
  - Plan for expansion at the Cedar Bluff site.
  - Soccer field house construction Fall 2012.
  - Track and field facilities.
  - New roof on Carnegie-Vincent Library
  - Roof on Mary Mars Gym and Annan Natatorium.
  - Grant Lee renovation to accommodate additional student rooms
  - Relocate Harrogate campus data and power infrastructure underground.
  - Site preparation for Communication, Instruction and Technology (CIT) facility.
  - Renovate Student Center.
  - Remodel Abram Lincoln Library and Museum to install new roof and relocate HVAC rooftop components.
  - New maintenance building.
  - Five additional residence halls on campus to meet the growing needs of the University by 2012.
  - Complete the first floor apartments, weight room, study area and lounge for University Inn Spring 2012.
  - Continue to Remodel Veterinary & Comparative Medicine facility located in the historic barn adding labs, lecture halls and office space Fall 2012.
  - Additional water storage to support irrigation and fire sprinkler systems.
  - Evaluate the possibility of relocating J. Frank White Academy (JFWA) to a new or existing facility.
  - Campus lighting and security call phones.

- Campus sidewalks and crosswalks.
- Plan for new Student Center (as part of the new residence halls complex).

**Responsibility:** Director of Properties & Physical Plant, dean of Administration, and director of Security & Facilities Management, director of Infrastructure Management, president, the President's Cabinet, and the Properties Committee of the Board of Trustees.

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

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

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

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

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

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

**Strategies/Action Plans**

- Assess, plan for, and evaluate University safety and security operations in order to ensure compliance with regulatory agencies annually.
- Seek funding from outside sources to ensure additional health and safety opportunities and resources.
- Review, update and communicate the Institution's Health and Safety Manual including the University crisis plans.
- Support opportunities for faculty, staff, students, and community to improve their health and well-being.
- Conduct an annual assessment of physical plant and facilities, focusing on safety and health issues (posted evacuation plans, lighting, traffic signs, alarm systems, call boxes, and camera systems, security for JFWA and access control).
- Support training opportunities for health and safety issues including hazmat training.
- Develop and implement protocols for handling hazardous materials and biological waste in compliance with applicable local, state and federal regulations.
- Work collaboratively with Environmental Management System (EMS), Local Emergency Planning Committee (LEPC), fire, law enforcement, and 911 to revise University health, safety and crisis plans awareness which may include mock disaster training.
- Implement an Environmental Management System.
- Conduct regular safety and security reviews of extended learning sites
- Assess intrusion detection, fire and smoke detection, and surveillance and camera monitoring for campus and extended learning site facilities.
- Develop a plan for restricted door access at JFWA.

**Responsibility:** vice president for Finance, Chief Information Officer, director of Properties & Physical Plant, dean of Administration, director of Security & Facilities Management, director of Infrastructure Management, President's Cabinet, dean of Students, security supervisor, and the Health and Safety Standards Committee.

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

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

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

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

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

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

**Strategies/Action Plans**

- Support the strategy for a compensation committee
- Review employee orientation process for new hires.
- Maintain the HR information site on LMU's internal portal website.
- Review in-house training and development programs for employees.
- Evaluate and enhance University benefits/compensation annually.
- Propose a plan to review salaries with support from a compensation committee.
- Review existing Faculty/Staff Policy based on current laws and upcoming legislation.
- Support the financial audit process.
- Assess a technology-based process for application review by Search Committees.
- Maintain and participate in job fairs to present LMU as a career opportunity.
- Enhance the Human Resources presence at extended learning sites.
- Develop a Human Resources communication tool.
- Research and addresses current health care reform annually.
- Research and address current payroll legislation.

**Responsibility:** HR, dean of Administration

**Time Frame:** Ongoing.

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

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

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

## **Strategic Goal 5:**

Ensure effective and efficient use of technology.



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

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

**Strategies/Action Plans**

- Identify and prioritize department and program technology requests.
- Develop university purchasing, life-cycle management, and maintenance schedule.
- Assess technology initiatives to determine adequate staffing.
- Support research and scholarly activity.
- Include opportunities to provide service to the community.

**Responsibility:** Information Services (IS) staff, Technology Planning Committee, vice presidents.

**Time frame:** Continuous.

**Resources required:** Included in Information Services budget.

**Assessment:** Annual survey of faculty, staff, and students. Annual assessment of technology request forms and an annual itemized review of technology expenditures.

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

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

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

**Strategies/Action Plans**

- Review and assess all network closets.
- Maintain appropriate computer resources for faculty, staff, and students.
- Review, assess and modify online services for faculty, staff, and students.
- Review, assess and modify software and database functionality for University use.
- Review, assess and modify additional classroom technology needs.
- Continue planned implementation of secure electronic document imaging solution.
- Maintain appropriate wireless network and wireless network security.
- Perform network security audit annually.
- Review, assess, and analyze network monitoring reports.
- Identify additional or new technology in new and renovated buildings.
- Review, assess and modify Information Services Policies and Procedures as needed.
- Review, assess, and modify the student and employee handbooks for technology policy changes.
- Review, assess and modify Disaster Recovery Plan for Information Services.

**Responsibility:** Information Services staff, Technology Planning Committee.

**Time frame:** Continuous.

**Resources required:** Basic resources included in Information Services budget; additional resources requested through budget process and grants. Adherence to national standards and regulatory guidelines.

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

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

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

**Objective 5.3:** Provide training opportunities for faculty, staff, student, and technology support staff.

**Strategies/Action Plans**

- Train and cross-train technology support staff.
- Create an annual training schedule in collaboration between IS and Center for Teaching and Learning Excellence (CTLE).
- Train new employees on basic productivity tools.
- Provide new and emerging technology training opportunities.
- Support CTLE with the development of instructional resources that use technology.

**Responsibility:** Information Services staff, CTLE, Instructional Technologist, and e-Learning staff

**Time Frame:** Continuous.

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

**Assessment:** Training assessment survey. User training satisfaction survey.

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

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

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

**Strategies/Action Plans**

- Review, assess, and modify Information Services Helpdesk support.
- Review and analyze Helpdesk service and support logs.
- Create and analyze Helpdesk FAQ and Knowledge Base.
- Encourage the use of campus portal (Pathway) in order to enhance user support.
- Analyze trends for user support highs and lows and staff appropriately.

**Responsibility:** Information Services staff.

**Time Frame:** Continuous.

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

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

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

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

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

**Strategies/Action Plans**

- Initiate research and planning for new communication center.
- Provide 99.99% air time.
- Develop a safety plan including access control, video surveillance and fire and smoke detection.
- Establish additional advertising accounts and programming opportunities.
- Support academic instructional programs.
- Support the Broadcast and Communication (BCOM) degree program.
- Support campus-wide events, public relations and marketing and community events.
- Maintain Federal Communications Commission (FCC) and other regulatory guidelines.
- Maintain required music memberships.

**Responsibility:** Sigmon Communication staff

**Time Frame:** Continuous.

**Resources Required:** Sigmon Communication budget and revenue from advertising and sponsorship.

**Assessment:** Annual review of memberships. Annual review and analysis of program offerings. Review of logs and regulatory requirement updates. Assess and survey listener-viewer base.

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

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

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

**Strategies/Action Plans**

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

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

**Time Frame:** Continuous.

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

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

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

## **Strategic Goal 6:**

*Enhance resources.*

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

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

### **Strategies/Action Plans**

- Maintain best advancement practices with the University Advancement division and adhere to established fundraising code of ethics by Council for Advancement and Support Education (CASE) and National Association of College and University Business Officers (NACUBO).
- Identify and cultivate donors who have the potential to give unrestricted gifts annually.
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Support efforts to enhance University-wide research. (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation).
- Solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund (Goal of 100% participation).
- Request all members of the President’s Cabinet to participate in the Annual Fund (Goal of 100% participation).
- Encourage University Advancement staff to continue to contribute to the Annual Fund (Goal of 100% participation).
- Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of 100% participation).
- Increase current faculty/staff giving (Goal of 100% participation for FY 2011-12).
- Collaborate with deans and departmental chairs to encourage intercampus fundraising opportunities.
- Increase efforts to solicit potential donors. Target special interest groups, honorary degree recipients, recipients of institutional awards, corporations, and professional organizations. The University president will continue to call on the top 1% of targeted donors and host monthly President’s Luncheons.
- Improve donor recognition system to include enhanced Recognition Societies through use of annual events, publications, and personal meetings.
- Travel within targeted territories for systematic cultivation and solicitation. Through utilization of prospect research, focus on potential major gift level donors such as World War II era groups.
- Assist with the development of a parents’ advisory board to work in conjunction with the pre-existing professional advisory boards.
- Involve students in philanthropy from the time of enrollment through legacy programs.
- Educate the University’s community on importance of speaking with consistent message. Create enhanced revenue streams and synergy through education on philanthropy. Stress the importance of working through the University’s president, major gift officers and deans to culminate the giving process.
- Evaluate future composition of advisory boards with vice president for Academic Affairs. Encourage advisory board giving.
- Target mailings to new graduates to obtain correct e-mail and physical address.



- Target inaugural classes of LMU-DCOM, Physician Assistant (PA) program, EdD and the Duncan School of Law (DSOL) to facilitate transition from current students to University alumni with emphasis on giving.
- Explore new affinity programs.
- Train Human Resources personnel on payroll deduction procedures.
- Disseminate trustee letters to target groups.
- Solicit Last Year but Unfortunately Not This Year (LYBUNTS) (donors who gave last year but not this year) and Some Year but Unfortunately Not This Year (SYBUNTS) (donors who gave some year but not this year) by state according to divided territory.
- Collaborate with Abraham Lincoln Library and Museum (ALLM) staff to develop a list of contacts for annual support to include the Lincoln Letters, former donors to the Museum, and the Museum visitors list. Names will be compiled into a master solicitation list.
- Collaborate with the J. Frank White Academy (JFWA) principal to develop a list of contacts for annual support to include parents and relatives and graduates of the Academy.
- Develop a list of contacts with the Athletics staff for annual support to include graduates who participated in athletics.
- Investigate Links Across America program
- Partner with athletics on annual golf tournament, auction, and other fundraising events.
- Develop the role of volunteers in the overall fundraising program.
- Work with staff senate and faculty senate to address giving options.
- Establish personal visit goals for athletics, the Abraham Lincoln Library and Museum (ALLM), and JFWA in cooperation with their supervisors.
- Utilize prospect research to build information about alumni, friends, and potential prospects.
- Support initiatives to demonstrate adequate resources for accreditation standards.
- Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- Cultivate a sense of stewardship as part of an overall philanthropy education program including poster campaign at Harrogate and extended learning sites.
- Pursue private foundation dollars to fund University projects.
- Educate all campus constituencies as to the importance of annual giving.
- Evaluate mGive texting campaigns to increase giving.
- Employ RuffaloCODY or other professional phonathon callers to convert nondonors.
- Use student callers as part of an overall phonathon program
- Maintain a calendar of stewardship and cultivation events to help create and broaden the DeBusk College of Osteopathic Medicine's (LMU-DCOM) foundation for annual donor support.
- Maintain dean's VIP Reception at LMU-DCOM Spring Gala to steward and cultivate major gift prospects
- Maintain calendar of annual solicitations for LMU-DCOM donors including White Coat Solicitation, End of Year Appeal, LYBUNT and Commencement.
- Maintain Thank-You call program for the Board of Trustees with 20 board members signing commitment cards.

- Maintain Thank-You Call process for dean of LMU-DCOM to help steward gifts of \$1,000 or more and develop major gift prospects from preceptor pool.
- Maintain President's Luncheons during 2011-12, providing on- and off-campus opportunities for current and prospective donors to meet with The President with a future Women of Service component.
- Maintain presence at the Annual American Osteopathic Association (AOA) Convention with intent to recruit faculty, potential students, and continue LMU-DCOM alumni annual reception.
- Work with LMU-DCOM Alumni Board of Directors.
- Strengthen LMU-DCOM Alumni Giving program.
- Solicit funds for LMU-DCOM Alumni Fund and Preceptor Appreciation Fund.
- Maintain and expand online alumni sub community for LMU-DCOM.
- Maintain LMU-DCOM Alumni Facebook group.
- Maintain and increase *LMU-DCOM Twitter, LinkedIn* and *Facebook* pages.
- Maintain RotationsLINC e-newsletter to medical students on clinical rotations.
- Expand the use of iModules Alumni Community as an online registration tool.
- Expand alumni chapter membership and events, and investigate new locations for chapters.
- Expand alumni travel program.
- Implement Multivariate Testing (MVT) test factors for 2011 Homecoming.

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

**Time Frame:** Ongoing.

**Resources Required:**

- 0100-630003.61100 – Postage
- .61200 – Printing
- .61300 – Travel
- .61325 - Entertainment/Donor Recognition
  - 2009-2010: \$135,000
  - 2010-2011: \$153,000
  - 2011-2012: \$165,000
- Adequate staff to ensure prospect visits is completed on a timely basis.

\*Calculated at \$.096/dollar

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

Review call reports and task sheets at weekly staff meetings.

- Track on-line giving.
- Review and compare on-line weekly giving reports with direct mail and phone-a-thons.

- Review LYBUNT and SYBUNT reports monthly.
- Compile and review call reports from the Academy, the ALLM, Athletics personnel, LMU-DCOM, and the Carnegie-Vincent Library.

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

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

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

### **Strategies/Action Plans**

- Support efforts to enhance University-wide research 3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation).
- Research, identify, and cultivate potential donors who have the capacity to endow chairs at a minimum of \$1,000,000, endow professorships at a minimum of \$500,000, endow scholarships at a minimum of \$25,000 and endow faculty development funds at a minimum of \$25,000. Review endowed chairs to determine which ones are currently fully funded.
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Target special interest groups, honorary degree recipients, and recipients of institutional awards.
- Recognize donors who contribute to endowment funds. Explore a unified system of donor recognition that provides enhanced visibility.
- Increase the number of the Circle of Friends for Endowment gift club.
- Review prospects with the Development Committee of the Board of Trustees, the president of the University (3.2.12 – Principles of Accreditation), the chairman of the Board, and the chairman of the Executive Committee.
- Feature donors who have already made estate plans in the *Alumnus* magazine.
- Feature long-term donors in publications and on the website.
- Collect documentation for planned giving.
- Develop philanthropy presentations for Homecoming and other events.
- Utilize national prospect research services.
- Expand solicitation of foundations, professional organizations, corporations, and government agencies that support endowment endeavors.
- Pursue private foundations.
- Establish endowment levels required for maintenance of each facility on campus with coordination with the vice president for Finance.
- Investigate funding sources for proposed Honors Program.
- Educate University community on importance of speaking with consistent message.
- Coordinate LMU Student Awards Day program.

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

**Time Frame:** Ongoing.

**Resources required:**

2009-2010: \$135,000

2010-2011: \$153,000

2011-2012: \$165,000

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

**Use of Results:**

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

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

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

### **Strategies/Action Plans**

- Support efforts to promote University-wide research and scholarly activities (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation).
- Support the University’s Quality Enhancement Plan (QEP), Linc-ON, with development initiatives through promotion and marketing.
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Update marketing plan to ensure effective promotion of the University’s programs by sending out timely news releases and by utilizing the world wide web and all other media resources.
- Utilize web analytics to optimize website to support University programs and initiatives.
- Utilize social media sites including Facebook and Twitter to market and brand the University.
- Market the University to alumni through the Alumni Online Community.
- Educate University community on importance of speaking with consistent message.
- Identify human interest stories throughout the University to pitch to national media, with the goal of five or more per year. Work with University departments to cultivate projects of national interest.
- Convene meetings each semester with marketing committee to explore additional marketing strategies for all areas.
- Meet individually with each dean once per year and develop specific marketing plans for each school.
- Attend the Board of Trustees Academics and Marketing Committee meetings to identify emerging programs in need of marketing, and to assist in developing long-range plans.
- Produce video segments to be loaded on the LMU website and YouTube for individual departments, schools, and faculty.
- Develop high quality promotional materials including posters for specific programs for wide distribution, including community colleges, career centers, and employers.
- Refresh website design consistent with admission publications.
- Communicate regularly with extended learning sites to ensure that their needs with regard to printed material and website presence are met.
- Distribute the *Blue and Gray* newsletter, the *Alumnus* magazine, *CommunityLinc*, *AlumniLinc*, *AlumniLinc Quick Fact*, *Bridge Builder Heritage Society Newsletter*, *CampusLinc* and *Raising the Bar*.
- Promote international studies programs including the Kanto Program, World School, parents, and international residents from the community.

- Take advantage of marketing benefits of consortium agreements.
- Market the University through the “I Am...” campaign.
- Promote Student Service Initiative Program.
- Expand Speakers’ Bureau Project.
- Reinforce use of the University style manual and maintain a consistent identity in all marketing initiatives as defined in the manual available on the LMU Pathway and the website.
- Cooperate with the Director of Risk Management and Contracts in trade marketing the University marks and logos, and rolling out these marks and logos internally and externally.
- Publish donor recognition notices in appropriate media.
- Distribute planned giving materials by web, newsletter and other media.
- Plan and coordinate community service initiatives including Rural Area Medical center (RAM) to help promote the University’s mission of service to humanity.
- Cultivate a culture of service among faculty staff and students through participation in external charitable events including Relay for Life and United Way.
- Promote LMU through collaboration with LMU-TV and Sigmon Communications Center.
- Support initiative to demonstrate adequate resources for accreditation standards.
- Promote the proposed Veterinary and Comparative Medicine program.
- Promote the Honors Program through web, social media, and all print media.
- Promote and facilitate increased use of LMU Pathway Portal.
- Expanding use of flat-screen TV’s on campus to display announcements.
- Integrating JFWA marketing in TV spots and on-campus, and on public-access local channels.
- Create a YouTube channel for JFWA.
- Create a YouTube channel for JFWA parents (JFWA and Communications will work together on content).
- Publish LMU alumni directory.
- Continue to produce comprehensive marketing strategies for all LMU programs and events.

**Responsibility:** Director of Marketing and Public Relations, the associate director of Marketing and Public Relations for LMU-DCOM, the assistant director of Marketing and Public Relations, director of Publications, webmaster, director of Alumni Services, web developer, social networking specialist and the sports information director in cooperation with the Marketing Committee and designated faculty and staff.

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

**Resources Required:** Data collected from University Advancement minutes.

- 2009-1010: \$414,000
- 2010-2011: \$475,000
- 2011-2012: \$480,000

- With added funds for access by approval of the president

**Assessment:**

- Continue market research with respect to marketing for admissions at undergraduate and graduate level.
- Use VOCUS data.

**Use of Results:**

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



**Strategic Goal 6: Enhance resources.**

**Objective 6.4:** Continue aggressive fundraising to meet identified fundraising priorities, including increased annual fund donor base; increased endowment fund; capital projects for facility construction, maintenance and improvement; flexibility to meet unforeseen needs, utilizing MVT in all areas to track outcomes and maximize return on investment (ROI). (2.11.2, 3.10.5—Principles of Accreditation).

**Strategies/Action Plans**

- Identify, cultivate and solicit donors to provide revenue for initiatives identified in the following fundraising priorities.
- Review and revise (if necessary) the 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:
  - Maintain the Recognition Societies.
  - Target group designations for direct mailings for the Annual Fund such as class years, special interests and majors and will be closely monitored for success rate and all letters will be signed by the President.
  - Target LYBUNT and SYBUNT donors.
  - Publish Annual Fund appeals publications such as *CampusLinc*, *Alumnus*, the *Blue and Gray*, and other publications as needed, and will include self-mailer formats where appropriate and direct mail appeals.
- Review and revise (if necessary) the Endowment
  - Recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid, and ensuring through endowed scholarships, and ensures that facilities are adequately maintained.
  - Cultivate and solicit the World War II era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff.
  - Re-evaluate fundraisers’ respective calls lists, including the president’s call list.
  - Increase number of grant proposals for grants to endowment projects.
    - Campus Improvements: Lincoln Memorial University has the opportunity to complete a number of significant improvements to its Harrogate and extended learning sites. These projects directly benefit students and faculty as they enjoy the diverse educational opportunities of LMU.

	<i>Estimated</i>
<b>Construct five new residence halls</b>	<b>\$ 8,500,000</b>
State-of-the-art student housing, including geothermal HVAC	
<b>Construct a Student Center</b>	<b>\$10,000,000</b>
<b>LMU-DSOL</b>	<b>\$ 5,000,000</b>
Library (\$2 million); technology; including addition of a courtroom	
<b>Proposed College of Veterinary and Comparative Medicine</b>	<b>TBD</b>
<b>Improvements at the Abraham Lincoln Library and Museum</b>	<b>\$750,000</b>
New educational exhibits; replace roof	
<b>Historic Preservation</b>	
<b>Avery Hall Technology/Classroom Enhancement</b>	<b>\$680,000</b>

<b>LMU-DCOM</b>	<b>\$2,000,000</b>
New equipment; research funding	
<b>Renovate Grant-Lee Hall</b>	<b>TBD</b>
<b>Construct New Math and Science Center</b>	
Construct 140,000 square foot, four-story educational and research center	
<b>Burchett Communications and Technology Center</b>	<b>TBD</b>
Construct the 30,000 square foot communications and information technology center	
<b>Improve Athletic Facilities</b>	<b>\$3,700,000</b>
Soccer complex with 6,000 square foot field house, tennis courts and start-up funds for track and field; new 40,000 multi-purpose athletic facility (indoor tennis, etc.) ; renovations of existing facilities; geothermal HVAC for Tex Turner Arenas)	
<b>Endowment Funds</b>	<b>\$15,000,000</b>
To increase endowment to provide stable income student scholarship and faculty excellence support (including endowed faculty chairs); as well as for continuing support for operations and facilities maintenance (especially for Pope, Mitchell and Dishner Halls)	
A net yield of about 4% of a three-year moving average will be utilized annually for Board-designed purposes, with the balance reinvested to continue building the fund.	
<b>Honors Program</b>	<b>TBD</b>
For travel, scholarships, internships, housing, laptop computer, sponsored summer program.	

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

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

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

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

### **Strategies/Action Plans**

- Code all alumni by major, parents of current students and alumni, and add other codes as needed.
- Provide ongoing training for all members of University Advancement staff of all Datatel and Informer tools and processes as needed.
- Use Datatel's Foundation Profile system and Planned Giving modules.
- Enhance reporting and data analysis by 1) reviewing information needs of University Advancement staff on a regular basis; 2) implementing existing Datatel tools and developing standing reports and queries available for Division use as needed; and 3) developing new strategies to maximize the system's benefit for University Advancement.
- Implement Dashboard
- Convert LMU-DCOM external databases
- Incorporate new methods of tracking meaningful points of alumni and donor contact, including call reports, visits, mailings and phone/e-mail contacts.
- Expand use of Informer reporting tool

**Responsibility:** vice president for University Advancement, assistant vice president for University Advancement and staff in cooperation with Finance and Information Services (IS).

**Time Frame:** Ongoing.

**Resources Required:** Costs covered under IS budget.

**Assessment:** Keep donor information up to date and easily accessible in Datatel, including new funds opened for the LMU-DCOM. Provide lists to the University Advancement staff and others with needed information due to the implementation of Datatel. Produce detailed gift reports used in tracking donations. Continue to train and update all alumni and giving information. Evaluate our budget planning efficiency process through Datatel and align our planning process with the strategic planning process with special attention when doing the budget pro forma.

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

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

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

**Strategies/Action Plans**

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

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

**Time Frame:** Ongoing.

**Resources Required:** Budgeted under the Institutional Effectiveness (IE) budget

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

**Use of results:**

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

**Objective 6.7:** Enhance legislative relationships.

**Strategies/Action Plans**

- Identify opportunities to meet regularly with federal, state and local officials and their staff.
- Act as primary resource for local and regional data as requested by external legislation.
- Monitor state and federal policy capable of impacting University functions and programs.
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Investigate funding opportunities for the proposed College of Veterinary and Comparative Medicine facility

**Responsibility:** Vice president of University Advancement and director of Major Gifts in cooperation with the president and Board of Trustees.

**Time Frame:** Ongoing.

**Resources Required:** Included in University Advancement travel budget

**Assessment:** Impact of legislation in relation to LMU's funding priorities, and dollars received.

**Use of results:**

## **Strategic Goal 7:**

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

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

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

**Strategies/Action Plans**

- Examine membership of University Research Committee (URC) to ensure adequate representation of academic colleges/schools and entities.
- Explore the option of two separate internal grants programs, one for scholarly activity and one for research.
- Revise and update research and scholarly activity policies and procedures.
- Develop efficient method of ensuring the Office of Research, Grants and Sponsored Programs (ORGSP) receives notice of research and scholarly activity.
- Evaluate and refine methods of disseminating research and scholarly activity both internally and externally including coordination with the Office of Public Relations.
- Explore the development of two Institutional Review Board (IRB) subcommittees in the areas of biomedical and social sciences.

**Responsibility:** Director of Research and Service, vice president for Research-division of Health Sciences, University Research Committee, executive director of the Office of Research, Grants, and Sponsored Programs (ORGSP) and University Advancement.

**Time Frame:** Initial and ongoing.

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

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

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



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

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

**Strategies/Action Plans**

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

**Responsibility:** Director of Research and Service, vice president for Research-division of Health Sciences, University Research Committee, executive director of the ORGSP, Office of Finance, Information Services, director of Compliance and Infrastructure Management, post-award grants manager.

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

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

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

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

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

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

**Strategies/Action Plans**

- Initiate discussions within the URC encouraging the deans to establish guidelines concerning research and scholarly activity expectations of existing faculty and new hires.
- Set up mechanisms within the URC for identifying, communicating, and prioritizing research and scholarly activity needs.
- Initiate discussions within the URC encouraging the deans to establish guidelines for levels of startup funds for new faculty tailored to research and scholarly activity expectations of that faculty member.
- Review and refine incentive structures for research and scholarly activity.
  - Scholarly travel funding
  - Individual membership in scholarly associations, societies and councils.
  - Sabbatical leave policy and funding
  - Rank advancement standards and incentive compensation increments
  - Reassignment time/Progress to a 3+3 undergraduate course load
  - Expected incremental scholarly output increase
  - Scholarship Support Services
- Facilitate the development of new programs that foster research, scholarship, and creative activity in a broad variety of disciplines.
- Develop a policy for salary savings pertaining to grants and contracts.

**Responsibility:** University Research Committee, vice president of Academic Affairs, vice president for Finance, director for Research and Service, vice president for Research-Division of Health Sciences, representative(s) of the ORGSP.

**Time Frame:** Initial and ongoing.

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

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

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

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

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

**Strategies/Action Plans**

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

**Responsibility:** University Research Committee, Institutional Animal Care and Use Committee (IACUC), vice president for Finance, vice president for Academic Affairs, Abraham Library and Lincoln Museum staff.

**Time Frame:** Initial and ongoing.

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

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

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

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

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

**Strategies/Action Plans**

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

**Responsibility:** Chairs of departments/program directors, deans of individual Schools and Colleges, vice president for Academic Affairs, University Research Committee, and representative(s) of the ORGSP.

**Time Frame:** Initial and ongoing.

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

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

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