Section I
Strategic Plan Overview and Introduction
2020-2025
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 (SACSCOC) 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 provide guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Eight Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACSCOC expectations for institutional improvement. The University President and the Board of Trustees affirmed these Strategic Goals. 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, (2016-2021). 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 comprehensive values-based learning community dedicated to providing quality educational experiences at the undergraduate, graduate, and professional levels.

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.

While primarily committed to teaching, the University supports 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, service, and research opportunities available to students, Lincoln Memorial University seeks to improve life for the students it serves. While the University retains its historical commitment to enrich the lives of people and communities in the Appalachian region, it also serves students from throughout the state, nation, and many other countries, through a variety of instructional modalities.

Revised July 6, 2017; approved by Board of Trustees, November 10, 2017.
Reviewed July 9, 2018 at University Strategic Planning Retreat
Revised July 11, 2019 at University Strategic Planning Retreat
III. 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 strengthen student recruitment and retention by fostering an academic and social environment that facilitates success and rewards achievement.

2. Maintain fiscal integrity in all University activities, programs and operations through efforts to increase endowment and financial standing.

3. Provide quality educational experiences that have their foundation in the liberal arts and professional studies, promote high personal standards and produce graduates with relevant career skills to compete in an ever-changing, increasingly global society.

4. Advance Cumberland Gap, Appalachia, and other communities through public service and outreach activities in continuing education, healthcare, leadership development, recreation and the fine and performing arts.

5. Serve as a critical educational, cultural, and recreational center for the area and develop and maintain facilities, which are safe, accessible, and conducive to the development of body, mind, and spirit.

6. Attract and retain a diverse and highly qualified faculty and staff, committed to teaching, research and service.

7. Commit resources to support the Institution’s primary role of teaching, and, as appropriate, research and service.
8. Support faculty and staff development programs with priority for allocation of resources determined by institutional needs.

9. Improve technological resources for faculty, staff, and students in all academic programs regardless of where or how programs are delivered.

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

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

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

Revised July 11, 2019 at University Strategic Planning Retreat
IV. Values

1. Lincoln Memorial University values integrity
   a. Honesty
   b. Openness
   c. Commitment to principles

2. Lincoln Memorial University values excellence
   a. Teaching
   b. Learning
   c. Operations/management
   d. Scholarship
   e. Leadership

3. Lincoln Memorial University values creativity
   a. Teaching
   b. Learning
   c. Scholarship
   d. Administration
   e. Artistic expression

4. Lincoln Memorial University values diversity
   a. Ethnic
   b. Cultural
   c. Belief systems

5. Lincoln Memorial University values community
   a. Communication
   b. Honesty and integrity
   c. Caring and helpful
   d. Teamwork
   e. Responsibility
   f. Respect
   g. Safe and secure environment

6. Lincoln Memorial University values accountability
   a. Planning
   b. Assessment
   c. Evaluation
   d. Improvement

7. Lincoln Memorial University values service
   a. LMU community
   b. Appalachian region
   c. Off-Campus sites and online communities
   d. Academic and intellectual communities
   e. Humanity

8. Lincoln Memorial University values the process of life-long learning wherever offered and however delivered
V. 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.

VI. Strategic Goals*
Lincoln Memorial University has identified eight Strategic Goals. The Strategic Goals were developed from a review of SACSCOC expectations, internal outcomes assessment data and external factors influencing the University. These eight 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: Assess and enhance academic quality
• Strategic Goal 2: 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 budgeting, financial planning and assessment
• Strategic Goal 4: Ensure the adequacy and efficient use of physical and human resources on campus and at off-campus sites
• Strategic Goal 5: Ensure effective and efficient use of technology
• Strategic Goal 6: Enhance resources
• Strategic Goal 7: Assess and enhance University-wide research and scholarly activity
• Strategic Goal 8: Provide academic and student services that foster academic and social integration to promote retention and student success

*Approved by Board of Trustees
VII. Benchmarks for Regional Distinction

Strategic Goal 1: 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: 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 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 activities, and staff professional development activities
• Increase 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 all University libraries and the 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 environments)
- 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 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 fundraising
- Monitor comprehensive capital campaign and capital projects status

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

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

Strategic Goal 8: Provide academic and student services that foster academic and social integration to promote retention and student success

- Improve learning experience for residential students
- Improve learning experience for commuter students
- Improve learning experience for students at extended learning sites
- Utilize survey results measuring students’ use of, satisfaction with and success resulting from student support services
- Improve retention and graduation rate statistics for all categories of students
Progress Report on 
2020-2025 Strategic Plan
Strategic Goal 1:

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

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

Strategies and Action Plans:

- Submit all proposals for accreditation substantive changes/approvals sequentially through the appropriate curriculum committee(s), program(s), department(s), school(s)/college(s), division(s), Academic Council, President’s Cabinet, and Board of Trustees. As necessary and at the appropriate step in the accreditation process, the appropriate vice president will inform the Office of Institutional Effectiveness. This review includes, but is not limited to, feasibility studies, adequacy of faculty, staffing plans, mission compatibility, budget pro forma and all other resource implications.

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

- Distribute, review, and use the Outcomes Assessment Report to guide program improvement and support, or discontinuation.

- Appropriate adequate funding for marketing existing programs

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

Time Frame: Ongoing. Curricular changes should be completed by March 1, with inclusion in the new catalogs, web pages, and the 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, marketing, learning resources, academic support services, appropriate technology, assessment, and accreditation processes.

Assessment: Review appropriate minutes of school(s)/college(s), Academic Council, Institutional Effectiveness Committee, President’s Cabinet, and Board of Trustees; Outcomes Assessment Reports; marketing plans; and budgets.

Use of Results: To document the connection among mission, academic planning, and budgetary decision-making, as these relate to continued assessment and enhancement of academic quality.
Strategic Goal 1: Assess and enhance academic quality

Objective 1.2: Create, revise, and support, or discontinue academic programs.

Strategies and Action Plans:

- 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: (1) Doctor of Occupational Therapy; (2) DO/MBA; (3) DVM/MBA; Continuing Medical Education (CME); (3) Graduate Medical Education (GME); (4) Master of Science in Business Analytics; (5) Doctor of Business Administration (DBA); (6) Master of Public Health; (7) DVM/PhD with University of Kentucky; (8) 3+4 DVM with Daemen College (Buffalo, NY) (9) Doctor of Medical Science (DMS); (10) PhD in Clinical Anatomy; (11) BS in Computer Science; (12) MSN NA; (13) PhD in Integrative Biosciences; (14) MEd Teaching Adult Learners; (15) MBA with Healthcare Administration concentration; (16) MBA with Operations Management concentration; (17) MS in Biomedical Science; (18) BA and BS in Biomedical Science; (19) BS in Exercise and Rehabilitation Science; (20) BS in Exercise Science with Coaching concentration; (21) BS in Exercise Science with Sport Therapy Concentration; (22) Rural Health Certificate program for 4th-Year DVM Students; and (23) additional undergraduate, graduate, and professional programs.

- Continue/begin investigation of new academic programs including, but not limited to: (1) Master of Science in Psychology; (2) Doctor of Osteopathic Medicine/Juris Doctor (DO/JD); (3) JD/MBA and JD/MPA joint degree programs; (4) JD/DVM joint degree program; (5) international programs and other collaborative efforts; (6) BA in Professional Communication Arts; (7) Additional concentrations and programs in Mental Health and Counseling; (8) Medical Laboratory Science to off-campus learning sites; (9) School librarian endorsement; (10) Health Sciences Institute; (11) Doctor of Psychology (PsyD); (12) Speech-Language Pathology; (13) Doctor of Physical Therapy (DPT); (14) 3 + 3/4 professional programs and undergraduate programs to include law, medicine, and veterinary programs (15) DVM/MPH joint degree; (16) MEd in Veterinary Medical Education (17) MSN Nursing Education; (18) PhD Management; (19) Dentistry (DDS or DMD); and (20) additional undergraduate, graduate and professional programs, including degree completion programs, bridge programs, and licensure programs.

- Continue to explore opportunities to provide academic program offerings at existing or new learning sites.

- Continue to improve coordination between Harrogate and other learning sites with emphasis on budget development, human resources, marketing, facility operations, student and academic support services, technology, learning resources, and comparability of courses/programs.
• Continue to explore, secure, and utilize technology to enhance the instructional delivery process.
• Continue to provide relevant professional development opportunities for all faculty, including training to support recruitment and retention.
• Continue the process for maintaining full accreditation for all professional programs.

**Responsibility:** Instructional Technologist, Director of Online Learning, Program Directors/Coordinators, Department Chairs, Deans, VPAA, and appropriate VPs

**Time Frame:** Ongoing. Curricular changes and program creations should be completed by March 1, with inclusion in the new catalogs, web pages, and 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, academic and student services, library, and other learning resources and accreditation processes.

**Assessment:** School (s)/ College (s) minutes and Academic Council minutes.

**Use of Results:** To document creation, revision, and support, or discontinuation of academic programs.
Strategic Goal 1: Assess and enhance academic quality.

Objective 1.3: Ensure that new and revised programs have clearly articulated student learning outcomes.

Strategies and Action Plans:

- Define student learning outcomes for each new and revised program.
- Publicize academic student learning outcomes via appropriate media.
- Ensure accuracy and consistency of information in all published media.
- Collaborate with marketing, academic and student support services, and student recruitment to publicize academic student learning outcomes.
- Document and demonstrate a systematic plan of evaluation for new and revised programs.
- Standardize and communicate college/school-specific accountability processes that demonstrate course-specific academic student learning outcomes.

Responsibility: Program Directors/Coordinators, Department Chairs, Deans, VPAA, and appropriate Vice Presidents.

Time Frame: Ongoing. Curricular changes and program creations should be completed by March 1, with inclusion in the new catalogs, web pages, and 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, academic and student services, learning resources, and accreditation processes.

Assessment: Annual review of budget proposals in light of departmental and program plans, and needs identified by assessment activities and corresponding program outcomes.

Use of Results: To ensure clearly articulated academic student learning outcomes.
Strategic Goal 1: *Assess and enhance academic quality.*

Objective 1.4: Use a comprehensive evaluation process, based on professional and institutional expectations, relative to teaching, research/scholarly activity, service, and as applicable clinical activity.

Strategies and Action Plans:
- Implement a revised faculty evaluation process.
- Enhance participation in electronic course and advising assessment processes for academic programs.
- Encourage faculty peer evaluation of instruction.
- Create and implement an evaluation system for academic leaders.

Responsibility: Department Chairs, Program Directors, Deans, appropriate Vice Presidents, Office of Institutional Effectiveness, Director of Online Learning, Instructional Technologist, and Human Resources.

Time Frame: Ongoing.

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

Assessment: Periodic review of the faculty evaluation process.

Use of Results: To provide a comprehensive faculty evaluation process.
Strategic Goal 1: Assess and enhance academic quality

Objective 1.5: Enhance the Abraham Lincoln Library and Museum (ALLM), and its services.

Strategies and Action Plans:

- Pursue grants and leverage resources to support and expand library, archival and artifact collections at the ALLM.
- Facilitate the use of ALLM exhibits and programs by area schools, community groups, tourists, and other constituencies through media.
- Provide appropriate physical protection and space for ALLM collections.
- Promote scholarly activity opportunities at the ALLM to internal and external researchers.
- Implement a comprehensive exhibits plan.
- Integrate ALLM resources with LMU academic programming.

Responsibility: Director of the Abraham Lincoln Library and Museum (ALLM), University Advancement staff, and the Special Assistant to the President.

Time Frame: Ongoing.

Resources Required: Time commitment; funding both from institutional budgets and from external grants and gifts.

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

Use of Results: To ensure enhancement of the ALLM and its services.
Strategic Goal 1: Assess and enhance academic quality.

Objective 1.6: Pursue international collaborations to enhance the diversity and quality of the University community and academic programs.

Strategies and Action Plans:

- Continue to develop and expand student exchange programs.
- Continue to develop and expand faculty exchange programs.
- Continue to develop and expand a visiting scholars program.
- Continue to recruit, enroll and retain international students.
- Continue to develop relationships with language institutes.
- Continue to support collaborations and other initiatives.
- Explore opportunities for international learning sites.
- Develop professional programs’ student clinical year integration at LMU.
- Explore opportunities for support of scholarship abroad.

Responsibility: Program Directors/Coordinators, Department Chairs, Deans, Director of International Programs, Assistant Director of International Programs, International Recruitment Executive, Advisor to the President, and appropriate Vice Presidents.

Time Frame: Ongoing.

Resources Required: Commitment of time; collection and analysis of data; and budgeted resources for program development, student and academic services, library and other learning resources, accreditation processes, and travel.

Assessment: Annual review by Director of International Programs, International Recruitment Executive, appropriate Deans and Vice Presidents, Special Assistant to the President.

Use of Results: To enhance the diversity and quality of the University community and academic programs.
Strategic Goal 1: Assess and enhance academic quality

Objective 1.7: Implement the Quality Enhancement Plan focusing on transparent instruction to enhance student success in general education and gateway courses.

Strategies and Action Plans:

- Collect and synthesize existing data on persistence of students participating in general education and gateway courses at LMU.
- Implement the assessment plan for measuring student success in general education and gateway courses; this includes specific definition and measures of student success.
- Implement the assessment plan for measuring persistence of students participating in general education and gateway courses at LMU; this includes specific definition and measures of student success and target groups of students.

Responsibility: QEP Steering Committee, Academic Affairs, Academic Services, Student Affairs, CTLE, QEP Director, Campus-wide involvement in a variety of levels.


Resources Required: Budgetary allocation for the implementation and completion of the QEP. Involvement of constituencies across campus to implement Transparent Learning methodologies throughout selected General Education and Gateway courses.

Assessment: Data collected during the initial development of the QEP establishes the baseline for an assessment of the existence and level of transparent principles already found throughout LMU’s undergraduate curriculum (specific to General Education and Gateway courses). Transparency will be assessed across the curriculum as additional transparent principles are added to the curriculum with the intent of improving student success through the breaking down of barriers to understanding.

Use of Results: Data will be used to measure improvements in student learning/success compared to the baseline data.
Strategic Goal 2:
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: 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 through the development of a global, comprehensive recruitment plan.

Strategies and Action Plans:
- Expand the institution-wide Strategic Enrollment Task Force to include graduate/professional schools, Alumni, Public Relations, Athletics, and one student representative from all academic levels.
  - Regular meetings with representatives from undergraduate/graduate/professional colleges/schools/programs
  - The committee will collaborate with essential LMU offices
  - Investigate an undergraduate common application.
  - Continue the utilization of Multivariable Testing (MVT).
  - Prioritize our regional market (175-mile radius) and secondary market.
  - Investigate an undergraduate common application.
  - Continue the utilization of Multivariable Testing (MVT).
  - Prioritize our regional market (175-mile radius) and secondary market.
  - Investigate establishment of a position dedicated to the development of financial literacy at all academic levels.
  - Partner with strategic divisions of the institution to evaluate potential for maximum enrollment, taking into consideration:
    - Continue to evaluate facility needs, including co-curricular space (classroom audit by department, student center, study space, etc.); facilities optimized for current and future student populations.
    - Investigate an outline of study space by building/facility (and student access).
    - Availability of courses and classrooms at optimal times for undergraduate/graduate/professional student requirements.
    - Balance Faculty/Staff resources to ensure optimal instruction for student-to-teacher ratio
    - Alternative delivery and advising models (Online/Virtual/Hybrid)
    - Targeted budgeting to maximize student recruitment reach and marketing exposure
    - ROI of targeted student recruitment efforts and multimedia marketing campaign
    - Incorporate intensive sales training for all recruitment and front-line customer service personnel.
  - Build out community outreach plan:
    - Movies in the Park, Lincoln’s Leadership Summit,
  - Continue to promote and proactively communicate a consistent LMU brand through publications and communications.
  - Create templates that show acceptable options for brand usage for student clubs and organizations
• Utilize technology to optimize messaging across various mediums to maintain and accelerate student enrollment levels.
• Continue to partner with graduate/professional colleges/programs to host recruitment and yield events for all levels of the Institution.
• Maintain and enhance contact with high school counselors, teachers and principals.
  o Continue to host counselor lunches to establish a stronger partnership and showcase all levels of the University’s programs.
• Pursue opportunities to expand the diversity of our student population at the undergraduate, graduate and professional level.

**Responsibility:** Vice President & Dean for Enrollment & Student Affairs, Director of Special Projects & Operations for, Enrollment Management Team, Senior Director of Marketing and Public Relations, Senior Director of Alumni Services, and Strategic Enrollment Task Force (comprised of aforementioned positions plus representatives from the various student government associations).

**Time Frame:** Annually.

**Resources Required:** To be determined.

**Assessment:** Compare enrollment patterns through trend analysis for undergraduate, graduate and professional students each semester; minutes from Strategic Enrollment Task Force meetings, minutes from various admissions committees, copies of advertisements, publications, and news releases; review survey results.

**Use of Results:** Consistently improve recruitment efforts for all academic programs at LMU.
Strategic Goal 2: Recruit and retain students so that enrollment, integrity and the mission of Lincoln Memorial University will be maintained to produce knowledgeable and productive citizens.

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

Enrollment Goals:

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<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<td>1953</td>
<td>1985</td>
<td>2020</td>
<td>2030</td>
<td>2040</td>
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<tr>
<td>Graduate</td>
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<td>1192</td>
<td>1207</td>
<td>1227</td>
<td>1010</td>
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<tr>
<td>Professional</td>
<td>1672</td>
<td>1823</td>
<td>1873</td>
<td>1948</td>
<td>2200</td>
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<tr>
<td>Total</td>
<td>4798</td>
<td>5000</td>
<td>5100</td>
<td>5205</td>
<td>5250</td>
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* These numbers reflect the following increased projections:
  o 2019: DCOM at LMU Knoxville will add: 150 next year

Strategies and Action Plans:

- Strategic Enrollment Task Force will create and implement strategic plans, such as:
  - Assist in the coordination of an undergraduate retention plan
  - Continue to coordinate with financial aid to maximize all financial resources available

Responsibility: Vice President & Dean of Enrollment & Student Affairs, Director of Special Projects & Operations for Enrollment & Student Affairs, Enrollment Management Team, Senior Director of Marketing and Public Relations, Senior Director of Alumni Services, and Strategic Enrollment Task Force.


Resources Required: To be determined.

Assessment: Track through minutes of marketing committee meetings, Strategic Enrollment Task Force meetings, various admissions committee meetings; publications, news releases, and advertising; data from housing reports, weekly admissions reports, and athletic reports.
Strategic Goal 2: 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.

Enrollment Goals:

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<tr>
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</table>

Strategies and Action Plans:

- Continue to recruit medical, veterinary, and law students who are committed to serving the Appalachian area
- Increase the diversity of the faculty, staff and student body through targeted marketing initiatives that encompass multiple mediums.
- Promote graduate programs and implement matriculation strategies from undergraduate to graduate/professional programs
- Explore the potential of admitting new undergraduate students to graduate and professional programs as they enter as freshmen, provided they meet certain criteria
- Develop and communicate industry partnerships to explore tuition reimbursement programs and other non-financial incentives (e.g. internships, mentoring opportunities, etc.).
- Increase community awareness of graduate/professional programs through professional organizations, school districts, community involvement and open houses

Responsibility: Vice President & Dean of Enrollment & Student Affairs, Director of Special Projects & Operations for Enrollment & Student Affairs, Enrollment Management Team, Senior Director of Marketing and Public Relations, Senior Director of Alumni Services, and Strategic Enrollment Task Force.

Time Frame: Each semester.

Resources Required: To be determined.

Assessment: Compare enrollment reports from each semester; copies of advertisements, publications, and news releases.
Strategic Goal 2: 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: To provide appropriate student aid awards to eligible students.

Strategies and Action Plans:

- Reassess the undergraduate institutional financial aid practices/philosophy
  - The institutional financial aid policy will be reviewed and revised annually to maintain consistency with University goals and resources.
  - Student Financial Services will continue to use a Noel Levitz model to package new and transfer students.
  - A target date of mid-December will be set for new student Financial aid packages. Student Financial Services will continue to have a very coordinated effort with Enrollment and Student Affairs.
  - A cap will be established for returning students who lost academic or state-based aid and received LMU need-based aid.
  - Institutional financial aid will be increased along with the annual cost of attendance if the budget allows.
  - Finance and Student Financial Services will monitor spending continuously to try and keep the discount rate within budget. Trending data will be utilized.

- Continue Perkins Loan liquidation process.
- Investigate establishing a program dedicated to the development of financial literacy at all academic levels.
- Continue to assess retention rates.
- Continue to participate in the full tuition scholarships process.
- Improve interdepartmental communications.
  - Continue First Stop Approach with Financial Aid and Student Accounts.
  - Continue communication and collaboration with Admissions and Athletics.

- On-going activities:
  - Continue with an active approach to collect past due accounts and have a goal to collect no later than 60 days late. Take a conservative approach with credit extension to high risk borrowers.
  - Continue to identify students’ financial needs and meet those needs through a combination of grants, scholarships and self-help aid.
  - Re-evaluate the funding level of the Lincoln Grant component of the Financial Aid budget.
  - Continue training work study students and supervisors. Spend all allocated federal funds. Make sure departments communicate if they can utilize work study students.
  - Continue to monitor Federal and State funds annually.
  - Work with the Consumer Information Taskforce which created single webpage for all Consumer Information requirements for LMU.
  - Keep a close eye on the political environment. Student loan interest rates decreased for 2019-2020 (4.529%, 6.079%, and 7.079%). Investigate interest rates in the
private student loan market. Potential elimination of PSLF, Loan Subsidy and
Parent Plus Loan, and one income based repayment plan.

**Responsibility:** Vice President & Dean for Enrollment & Student Affairs, Executive
Director of Student Financial Services, Enrollment & Student Affairs, Awards
Committee, Vice President for Advancement, and Student Financial staff.

**Time Frame:** Each semester.

**Resources Required:** Included in the institutional budget each year.

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

**Use of Results:** Improved enrollment, retention and student satisfaction.
Strategic Goal 3

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

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

**Strategies and Action Plans:**

- Align the budget with the University Mission, Values, Goals, Objectives and Strategic Plan.
- Ensure the assessment of expected outcomes across the University, including college, school and departmental levels.
- Make continuous changes and improvements as dictated by the assessment results.

**Responsibility:** Strategic Planning Retreat attendees, IEC, President’s Cabinet, President and Board of Trustees.

**Time Frame:** Continuous.

**Resources Required:** Time.

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

**Use of Results:** To document alignment of planning, budgeting, and assessment process or make appropriate revisions.
Strategic Goal 3: Strengthen budgeting, financial planning and assessment

Objective 3.2: To prepare a balanced fiscal year operating and cash flow budget annually for Board of Trustees’ approval.

Strategies and Action Plans:
- Evaluate the Institution’s financial performance, identifying strengths, weaknesses, opportunities and threats.
- Prepare budget requests consistent with individual unit plans and strategic priorities.
- Review budget requests, institutional priorities, the five-year pro forma, and institutional evaluation results specific to each department and/or program to make informed decisions related to the allocation and reallocation of resources consistent with the strategic plan.
- Conduct annual budget discussions during which the Vice Presidents and their respective budget officers present 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 timely communication and feedback to appropriate persons regarding budget matters will occur throughout the fiscal year.

Responsibility: Vice President for Finance and Administration, President, Vice Presidents, and Budget Officers.

Time Frame: Annually.

Resources Required: Adequate data and time.

Assessment: Balanced fiscal year operating and cash flow budget.

Use of Results: To 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 five-year pro formas, which sustains financial stability, complies with debt service requirements and supports growth.
Strategic Goal 3: Strengthen budgeting, financial planning and assessment

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

Strategies and Action Plans:

- Evaluate the current five-year operating pro forma and cash flow using recent financial and economic 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 five-year operating pro forma and cash flow to reflect institutional priorities.
- Present the five-year operating pro forma and cash flow to the Board of Trustees each fall for approval.

Responsibility: Budget Officers, Office of Institutional Effectiveness, and President’s Cabinet.

Time Frame: Annually.

Resources Required: Adequate data and time.

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

Use of Results: To plan effectively and aid in preparing annual operating and cash flow budgets.
Strategic Goal 3: Strengthen budgeting, financial planning and assessment

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

Strategies and Action Plans:
- Ensure, as part of the budget development, line items for debt service, strategic initiatives, contingencies, and capital expenditures.
- Establish parameters for the allocation of budgeted funds in support of debt services, strategic initiatives, contingencies, and capital expenditures.

Responsibility: Vice President for Finance and Administration and President.

Time Frame: Continuous.

Resources Required: Adequate data and time.

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

Use of Results: To assure institutional financial flexibility, compliance with debt service requirements and support strategic growth.
Strategic Goal 3: Strengthen budgeting, financial planning and assessment

Objective 3.5: To enhance budget management.

Strategies and Action Plans:
- Include evaluation of budget management performance as a regular component of each budget officer’s annual evaluation.
- Facilitate comprehensive communication of financial performance among Finance, budget officers and department members through periodic forecasting.
- Review and, where appropriate, revise expenditure approval process.
- Review the financial performance for deviations from projected revenues and expenses and make spending adjustments accordingly.
- Implement and utilize budgeting software for evaluation and assessment of financial data at both the departmental and university levels.

Responsibility: Vice President for Finance and Administration, President’s Cabinet and Budget Officers.

Time Frame: Continuous.

Resources Required: Adequate data and time.

Assessment: The President’s Cabinet will review budget management performance across the Institution.

Use of Results: To more effectively manage institutional financial operations.
Strategic Goal 3: Strengthen budgeting, financial planning and assessment

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

Strategies and Action Plans:
- Coordinate with the Vice President for Academic Affairs, through the Committee on Scholarly Activities (COSA), to develop budget projections in support of scholarly activity.
- Coordinate with the administrative personnel to develop budget projections in support of infrastructure needs.
- Coordinate with enrollment management personnel to develop budget projections in support of student services’ needs.
- Provide support in seeking funding from external sources.
- Monitor compliance and manage expenditures of grant-funded programs.
- Review levels of scholarly activity and align budget to provide adequate support, including intramural, and start-up funding.

Responsibility: President’s Cabinet, Office of Research, Grants and Sponsored Programs, and President.

Time Frame: Continuous.

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

Assessment:
- Documented outcomes of scholarly activities and growth of funding.
- Documented infrastructure support requirements through project plans.

Use of Results: To plan effectively and aid in preparing five-year operating pro forma and cash flow and annual operating budget for scholarship efforts for Level VI requirements.
Strategic Goal 3: Strengthen budgeting, financial planning and assessment

Objective 3.7: To utilize financial data to make informed decisions.

Strategies and Action Plans:

- Collect and analyze appropriate data from internal and external sources.
- Develop allocation methods to support activity-based costing.
- Provide appropriate access to results of analysis to guide the decision-making process for improvement of the Institution.
- Maintain a repository of institutional data to ensure consistency in official reporting.
- Ensure consistency of data provided in support of the decision-making process.
- Provide assistance to faculty and staff in interpretation and use of data.
- Utilize a forecasting process to provide a foundation for decision-making.
- Implement and utilize budgeting software for evaluation and assessment of financial data at both the departmental and university levels.

Responsibility: Office of Institutional Effectiveness, Finance, and President’s Cabinet.

Time Frame: Continuous.

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

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

Use of Results: To improve the planning, budgeting, and assessment processes.
Strategic Goal 4: 
Ensure the adequacy and efficient use of physical and human resources on main campus and at off-campus sites
Strategic Goal 4: Ensure the adequacy and efficient use of physical and human resources on main campus and at off-campus sites

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

Strategies and Action Plans:
- Develop a vetting process for prioritization that can align with a 5-year budget projection in order to assess, plan for, and evaluate facilities and grounds at the Harrogate campus and off-campus sites to respond to fluctuations in student demographics; support faculty/staff research and scholarly activities; support community program needs by providing physical maintenance, housing, and furniture to the following:

Existing Facilities
- Continue to review and identify office, classroom, and study space on the main campus and throughout the off-campus sites.
- Continue improvements to the Student Center.
- Continue to remodel, renovate, and expand the Abraham Lincoln Library and Museum, to include ADA compliancy.
- THP complete.
- Complete installation of windows in order to complete remodel of Liles Hall.
- Continue to complete HVAC renovations for Duke.
- Continue to pursue funding through University Advancement for Democrat Hollow upgrades (Newly named “Alumni Park”).
- New roof on Business Education Building.
- New roof for Liles and West Residence Halls; planning in process to combine the 2 buildings with a glass area and elevator.
- Road completion by Garden Center to Highway 63.
- New roof on Schenck Building.
- Complete building upgrades to Schenck.
- Remove maintenance building and construct new building below Valley of Sports. Building to include Central Receiving.
- Planning discussions to remodel space to accommodate 4 classrooms in Duke Hall.
- LMU-Knoxville Building 1 site remodel is complete. Clean-up from Ross being completed. Building 2 and Building 3 remodel planning is underway.
- Demolition of Byram House completed.
- Repurpose of Munson House planning in process and Kresge repurposed to lower school, completion date of August 1 anticipated.

New Facilities
- Lacrosse facilities, consideration for artificial turf.
- Auxiliary Gymnasiums in planning. 1st one Fall 2019.
- Communication, Instruction and Technology (CIT) facility- Ongoing.
- Construct on-campus (Harrogate) Veterinary Medicine facility, including labs, lecture halls and office space- Completed.
• New Water Plant facility with office space, additional water storage to support irrigation and fire sprinkler systems.
• one million-gallon tank- Ongoing.
• Continue plans for construction of facility for Conservation Biology teaching and research.
• Investigate renovation of CMRC building.
• Construct additional instructional/laboratory spaces for DeBusk Veterinary Teaching Center.
• Feasibility of Exercise Science Lab in Parkway AT Bldg.
• New Electronic Library & Commons- Ongoing.
• Acquire St. Mary’s Towers 2019, continued negotiations with the city.

Campus Enhancements
• Ongoing campus lighting enhancements- In progress.
• Campus sidewalks and crosswalks- In progress.
• Campus Signage in progress.
• Continue to monitor utilities to enhance fiscal responsibility- In progress.
• Evaluate and identify facilities with potential Accessibility compliance issues- In progress.
• Continue to renovate Student Center- In progress.
• Reconfigure campus road schematics- In progress.
• Continue to identify site-specific enhancements at off-campus sites where feasible- In progress.
• Continue construction of Pioneer Village.

Responsibility: Vice President for Finance and Administration, Director of Physical Plant Safety and Facilities Coordination, Director of Infrastructure Management, the President, President’s Cabinet, and 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; minutes from the Physical Plant Operations Group 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 main Campus and at off-campus sites

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

Strategies and Action Plans:
• Continue to assess, plan for, and evaluate University safety and security operations in order to ensure compliance with regulatory agencies annually and as needed.
• Continue to seek funding from outside sources to ensure additional health and safety opportunities and resources.
• Communicate the University’s Health and Safety Manual, including the University Crisis Plan.
• Continue to 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 and access control).
• Continue to support training opportunities for health and safety issues.
• Continue to coordinate and implement handling of hazardous materials and biological waste in compliance with applicable local, state and federal regulations.
• Continue to implement access control in all new and existing facilities on campus.
• Continue to expand the security call phone system and utilization of campus siren.
• Continue to encourage participation in Emergency Alert System.
• Continue to conduct current fire drill procedures for administrative buildings.
• Continue to identify a designated shelter or place for each facility. Completed and posted in buildings.
• Continue to conduct mock emergency drill table top training exercises annually for compliance with the Clery Act.
• Continue to assist with educating students about campus, personal and situational safety.
• Continue enhancement of safety and maintenance support at off-campus learning sites.
• Continue to ensure evacuation routes on all floors of all buildings are up to date.
• Continue to coordinate with all departments for compliance with the Clery Act.
• Continue to certify faculty, staff, and students as Campus Safety Authorities (CSA) on all LMU sites per the Clery Act.
• Continue training with the Critical Incident Response Team (CIRT).
• Compliance with POST Peace Officer Standards and Training Commission (State of Tennessee requirements for Police).

Responsibility: Director of Physical Plant Safety and Facilities Coordination, Dean of Campus Safety Operations, Director of Infrastructure Management, President’s Cabinet, Risk Manager, and Insurance Manager, and Chair of the Institutional Biological and Chemistry Safety
Committee, Vice President for Finance and Administration, Off-Campus Sites Coordinator of Safety and Security/Assistant Chief of Police.

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

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

**Strategies and Action Plans:**

- Continue to enhance employee orientation process.
- Continue to provide and enhance in-house training and development programs for employees.
- Continue to evaluate and enhance University benefits.
- Continue to review and ensure compliant procedures for Faculty/Staff based on current local, state, and federal agency regulations and laws in coordination with Office of the General Counsel.
- Continue to support the financial audit process.
- Continue to participate in job fairs to present LMU as a career opportunity.
- Continue to enhance the Human Resources physical presence at off-campus sites.
- Continue to research and address current healthcare reforms.
- Maintain digital employee file system to aid in retention documentation (Laserfiche).
- Continue to recognize employee service and promotions through celebrations—In progress.
- Continue to implement human resources technology (as budget permits) to reduce manual processes.
- Beginning to review and enhance the current Performance Evaluation process.
- Continue to develop employee contract process to become automated.

**Responsibility:** VP for Finance and Administration, Director of Human Resources, Office of the General Counsel, IS Representative.

**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 4: Ensure the adequacy and efficient use of physical and human resources on main campus and at off-campus sites

Objective 4.4: Evaluate non-faculty administrators and staff compensation against benchmark salary/benefit levels of peer institutions with respect to position, appointment, experience, workload requirements, and similar activity to support competitive excellence in staffing practices.

Strategies and Action Plans:
Strategic Goal 5:  
Ensure effective and efficient use of technology
Strategic Goal 5: Provide and maintain effective and efficient utilization of technological resources.

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

Strategies and Action Plans:

- Participate in the budgeting process of new and proposed initiatives.
- Identify and prioritize department and program technology requests for existing programs.
- Identify cost-effective solutions to meet technological needs.
- Identify resources for upgrades, maintenance, support and training.
- Develop university purchasing, life-cycle management, and maintenance schedule.
- Assess technology initiatives to determine adequate resources.
- Procure instructional technology to support adjunct faculty.
- Support instruction, research and scholarly activity.
- Include opportunities to provide service to the community.
- Identify, plan and support resource needs (including both physical and personnel needs) for online and hybrid course and program offerings.
- Improve communication between Finance, Information Services and appropriate departments regarding funded and unfunded technology budget requests.
- Negotiate technology resource agreements to provide comparable support and access at extended learning sites.
- Explore opportunities for external funding for IT related projects.

Responsibility: Vice President of Finance and Administration, Information Services (IS), CTLE, and President’s Cabinet.

Time Frame: Continuous.

Resources Required: Included in IS budget.

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

Use of Results: To justify, plan and communicate budgeting for technology.
Strategic Goal 5: Provide and maintain effective and efficient utilization of technological resources.

Objective 5.2: Provide and maintain technology infrastructure.

Strategies and Action Plans:
- Review and assess all network closets.
- Provide and maintain appropriate technology resources for faculty, staff and students.
- Review, assess and modify online services for faculty, staff and students.
- Review, assess and modify software, website and database functionality for University use.
- Review, assess and provide additional classroom technology needs.
- Continue planned implementation of secure electronic document imaging solution.
- Maintain appropriate network and network security.
- Perform a quarterly network security audit.
- Review, assess and analyze network monitoring reports.
- Identify technology needs in new and existing buildings.
- Identify technology needs for new and existing programs.
- Review, assess and modify the Disaster Recovery Plan for Information Services.
- Maintain appropriate support for security services.
- Partner with vendors to identify and improve bandwidth and performance on applications hosted off-site.
- Develop a cloud computing strategy based on benefits, return on investment, security, and data privacy risks.
- Identify and implement improvements that reduce power consumption within the IT environment.

Responsibility: IS

Time Frame: Continuous.

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


Use of Results: To ensure adequate technology infrastructure for faculty/staff/students.
Strategic Goal 5: Provide and maintain effective and efficient utilization of technological resources.

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

Strategies and Action Plans:
• Create an annual training schedule in collaboration between IS and Center for Teaching and Learning Excellence (CTLE).
• Train new employees on productivity applications.
• Train and cross-train technology support staff.
• Support online learning initiatives.
• Provide new and emerging technology training opportunities.
• Support CTLE with the development of instructional resources that utilize technology.
• Coordinate training opportunities with vendors.
• Coordinate training and orientation opportunities with professional, graduate and undergraduate students.
• Develop and enhance training using various modalities for students, faculty, and staff.
• Work with departments to provide training on enterprise technologies.
• Enhance communications to keep the University community informed of changes in the IT environment.

Responsibility: IS, CTLE, Academic Affairs, Office of Institutional Effectiveness, and Student Affairs

Time Frame: Continuous.

Resources Required: Basic resources included in the IS budget and Academic Affairs budget.

Assessment: Training assessment surveys and Annual Software utilization assessment.

Use of Results: To determine user satisfaction levels as measured by continuous survey and identify training needs of faculty, staff, and students; to identify problems which additional user training could improve user satisfaction.
Strategic Goal 5: Provide and maintain effective and efficient utilization of technological resources.

Objective 5.4: Provide user support for technology services.

Strategies and Action Plans:

- Review, assess, and modify IS Helpdesk support.
- Continue university-wide campaign to communicate Helpdesk support procedures.
- Review and analyze Helpdesk service and support logs.
- Assess and analyze Helpdesk FAQ and online support documentation.
- Encourage the use of the university portal (MyLMU).
- Analyze trends for user support frequency and staff appropriately.
- Review, assess and modify IS Policies and Procedures as needed.
- Review, assess, and modify the student and employee handbooks for IS policy changes.
- Develop policies and procedures for granting appropriate guest access to technology, facilities and services.
- Support the technology needs for university and community events.
- Provide ongoing support for existing administrative processes and business systems.
- Streamline workflow and automate processes to improve business efficiency and reduce the use of paper.
- Enhance interfaces between administrative systems to optimize efficiency and ensure the integrity of shared data.
- Provide access to data and analytical tools to support administrative decision making and compliance.
- Provide technical and leadership professional development opportunities for IT employees.
- Provide flexibility in scheduling and projects to allow staff time to work with innovative technologies.
- Recruit, develop, and retain a strong permanent staff and student staff.

Responsibility: IS and President’s Cabinet.

Time Frame: Continuous.

Resources Required: Basic resources included in the IS 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: Provide and maintain effective and efficient utilization of technological resources.

Objective 5.5: Provide appropriate scholarly activity support

Strategies and Action Plans:

- Provide responsive support and innovative technical solutions to meet the needs of faculty and departments.
- Expand expertise in high-performance computing, open-source, and open-standard environments.
- Identify opportunities to administer centralized software licenses for cost-savings and operational efficiency.

Responsibility: IS and the Office of Research, Grants, and Sponsored Programs.

Time Frame: Continuous.

Resources Required: IS 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 5: Provide and maintain effective and efficient utilization of technological resources.

Objective 5.6: Develop and maintain a high-quality external website.

Strategies and Action Plans:

- Maintain communication with a web design firm on the redesign of the external website.
- Provide support and training for website content management system (CMS).
- Develop a dynamic and responsive website to allow viewing on all electronic devices and comply with ADA regulations.
- Consult with the office of PR and Marketing to facilitate the consistent design and brand use across all LMU web pages.
- Maintain the content management system.
- Investigate software options to enhance University website, including e-Commerce (beyond what is currently available through iModules/alumni community).
- Empower department heads or designee to review, assess and modify website content.
- Review web analytics on an ongoing basis to determine security threats and marketing opportunities.
- Expand the use of AI (Artificial Intelligence) in conjunction with the external website.

Responsibility: IS, Office of Marketing and Public Relations, department heads or designees

Time Frame: Continuous

Resources: IS budget, personnel

Assessment: Web analytics, AI reports, Heat maps

Use of Results: To create a consistent dynamic website accessible to all constituents via all web access devices
Strategic Goal 6:  
*Enhance resources*
Strategic Goal 6: Enhance resources

Objective 6.1: Create an environment of practical, helpful collaboration and service across the main campus and all off-campus sites and the community

Strategies and Action Plans:

- Work with Faculty Senate and Staff Senate Committees to plan and host fall and spring social events including a September 2019 event scheduled in Harrogate City Park, in order to foster a sense of faculty/staff community, share new program initiatives and provide collaborative and social opportunities.
- Coordinate with Deans for speaking opportunities at school meetings
- Continue to provide opportunities for local high school teachers to meet faculty/staff and coordinate with faculty to provide opportunities for guest lectures.
- Continue to develop/utilize appropriate tools for effective communication across campus
- Employ surveys and focus groups to identify ways to engage commuter students (such as facilities, programs, services and other strategies).
- Employ surveys and focus groups to identify faculty/staff needs (such as recruitment, retention, etc.).
- Work with Director of International Programs to enhance international recruiting and cultivate alumni participation.
- Partner with LMU Women of Service to host international women on campus to encourage enrollment.
- Continue to identify and partner with LMU departments that are offering opportunities for practical continuing education.
- Partner with areas on campus to expand family-centered opportunities on- and off-campus in order to build community involvement.
- Collaborate with student clubs and organizations to enrich student experiences.
- Assist with service initiatives including Remote Area Medical center (RAM) to help promote the University’s mission of service to humanity.
- Promote a culture of service among faculty, staff and students through participation in external charitable events.

Responsibility: Vice President for University Advancement, Assistant Vice President for University Advancement, Prospect Research, I.S., Assistant Vice President for Academic and Student Support Services, President’s Cabinet, Academic Deans, Program Directors, Department Chairs, Faculty Senate President, Staff Senate President, Athletics and Administrative Assistants.

Time Frame: Ongoing

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

Assessment:

- Track service hours.
- Surveys to assess interest, participation and awareness.
• Monitor attendance at forums and events.

**Use of Results:** Enhance campus image through marketing and promotion.
Improve formal and informal campus and community communication. Revise future activities based on results of assessment.
**Strategic Goal 6:** Enhance resources.

**Objective 6.2: Increase alumni participation**

- Expand alumni chapter membership and events, and investigate new locations for chapters.
- Expand alumni travel program
- Expand opportunities for alumni to participate in the Alumni Recruitment Initiative
- Facilitate alumni involvement in recruiting prospective students and mentoring, networking, and retaining current students
- Support students in efforts to bring alumni back to campus for special events
- Track attendance at all events and programs for alumni and friends
- Conduct annual Homecoming events including programs for off-campus sites
- Conduct and evaluate special events throughout the year with potential for alumni interest and participation
- Employ social media (Facebook, Instagram, LinkedIn and other platforms) and traditional media tools to maximize outreach to alumni and friends

**Responsibility:** Vice President for University Advancement, Senior Director of Alumni Services, President’s Cabinet, UA, Athletics Director/Representative and Board of Trustees in cooperation with deans, chairs, program directors and other designated faculty and staff.

**Time Frame:** Ongoing.

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

**Assessment:**
- Successful completion of items scheduled on the UA Mailings and Events calendar.
- Alumni surveys, event evaluation feedback and Homecoming committee follow-up review.
- Event registration and attendance totals.

**Use of Results:** To maximize the effectiveness of events and programs for alumni engagement.
Strategic Goal 6: Enhance resources

Objective 6.3: Increase unrestricted donations by building a broad base of annual support.

Strategies and 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.
• Focus fundraising messaging throughout the year on themes of Growth, Impact and Trust.
• Support efforts to enhance University-wide research.
• 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).
• Collaborate with deans, departmental chairs and all campus constituencies to increase current faculty/staff giving rates with the goal of 50% participation for FY 2019-20, and 100% participation for schools/departments and off-campus sites.
• Work with deans, departments and student groups throughout the year to identify fundraising opportunities, and provide information about fundraising best practices.
• Establish an internal advisory board with representatives from each school and administrative area, to meet quarterly as a means to share fundraising priorities, materials and needs/goals.
• Continue to monitor fundraising strategies for the Annual Fund, including the following:
  o Maintain the Recognition Societies.
  o 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.
  o Continue to target LYBUNT and SYBUNT donors.
  o Publish Annual Fund appeals in publications such as, AlumniInsider, the Alumnus with the Honor Roll of Donors, the Blue and Gray, and other publications as needed, and will include self-mailer formats where appropriate and direct mail appeals.
• Increase efforts to solicit potential donors, including the following:
  o Target special interest groups, honorary degree recipients, recipients of institutional awards, corporations, professional organizations and parents.
  o The University President and President Emeritus will call on targeted donors.
• 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.
• Focus on potential major gift level donors using prospect research.
• Educate alumni about the increased need for scholarship funding for veterans and Dependents.
• Explore ways to recognize LMU’s alumni veterans at special events such as Homecoming or Inauguration.
• Involve students in philanthropy from the time of enrollment through programs such as the Student Alumni Association and UACT courses.
• Identify ways to increase annual scholarship support through current student education and fundraising, using tools such as GiveCampus and others.
• Educate the University’s community on the importance of speaking with a consistent Message.
  o Create enhanced revenue streams and synergy through education on philanthropy.
  o Stress the importance of working through the University’s president, major gift officers and deans to enhance the giving process.
• Evaluate future composition of advisory boards with the 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 new program initiatives to facilitate transition from current students to University alumni with emphasis on giving.
• Continue communication with Human Resources personnel on payroll deduction Procedures.
• Disseminate trustee letters to target groups.
• Collaborate with Abraham Lincoln Library and Museum (ALLM), J. Frank White Academy (JFWA), Athletics staff and other areas to identify prospects and enhance funding including special events and activities.
• Continue to develop the role of volunteers in the overall fundraising program.
• Work with staff senate and faculty senate to address giving options.
• Maintain and publicize a calendar of stewardship and cultivation events to help create and broaden the foundation for annual donor support.
• Maintain calendar of annual solicitations for DCOM donors including White Coat Solicitation, End of Year Appeal, LYBUNT and Commencement.
• Continue Thank-You call program for the Board of Trustees with 20 board members signing commitment cards.
• Maintain thank-you call process for deans and other faculty to help steward gifts of $1,000 or more and develop major gift prospects.
• Maintain presence at the Annual American Osteopathic Association (AOA) Convention with intent to recruit faculty, potential students, and continue DCOM alumni annual reception.
• Maintain all undergraduate and graduate Alumni Boards and giving programs as needed.
• Maintain and expand online alumni sub-communities as needed.
• Maintain e-newsletter to medical students on clinical rotations.
• Expand the use of iModules Alumni Community as an online registration tool, and provide educational opportunities for administrative users and students on iModules best practices.
• Implement Multi-Variable Testing (MVT) factors during 2019-20.
• Coordinate LMU Student Awards Day program.
• Utilize prospect research to build information about alumni, friends, and potential prospects.
• Support initiatives to demonstrate adequate resources for accreditation standards.

**Responsibility:** Vice President for University Advancement, President, President Emeritus, President’s Cabinet, UA, Athletics Director/Representative and Board of Trustees in cooperation with deans, chairs, program directors and other designated faculty and staff.

**Time Frame:** Ongoing.

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

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

• Review call reports at staff meetings and development meetings.
• Monitor all giving totals.
• Review LYBUNT and SYBUNT reports as needed.

**Use of Results:** To support current operating expenses.
Strategic Goal 6: Enhance resources

Objective 6.4: Increase endowment giving by 5% annually for student scholarships, faculty development, research, endowed chairs, continuing education and physical plant.

Strategies and Action Plans:
• Support efforts to enhance University-wide research and scholarly activity
• Research, identify, and cultivate potential donors who have the
capacity to endow chairs at a minimum of $2,000,000, endow
professorships at a minimum of $1,000,000, endow scholarships at a
minimum of $25,000 and endow faculty development funds at a
minimum of $25,000.
  o Review endowed chairs to determine which ones are currently
    fully funded
• Emphasize the concepts of Values – Education – Service as it applies to giving.
• Identify and cultivate special interest groups, honorary degree recipients, and recipients
  of institutional awards.
• Recognize donors who contribute to endowment funds.
• Continue to monitor fundraising strategies for the Endowment.
  o 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.
  o Cultivate and solicit targeted generations for increased gifts through estate plans
      by the fundraising arm of the University Advancement staff.
  o Re-evaluate fundraisers’ respective call lists, including the president’s call list.
  o Increase number of grant proposals for grants to endowment projects.
• 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, 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.
• 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.
• Support additional scholarship funding for Honors Scholars.
• Educate University community on importance of speaking with consistent message.
• Continue to coordinate LMU Student Awards and Recognition program and recognize
  endowed scholarship donors.

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

Time Frame: Ongoing.
Resources required: University Advancement Travel, Postage, Printing, Publications and Honors and Awards budget lines; similar budget lines within the DCOM budget are also required.

Assessment:

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

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 fundraising 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: Promote the University locally, regionally, nationally and internationally to alumni and friends constituents to support fundraising and participation goals.

Strategies and Action Plans:
- Emphasize the concepts of Values – Education – Service as it applies to giving.
- Utilize social and traditional media including Facebook, Twitter, YouTube and LinkedIn to promote fundraising.
- Promote the University to alumni through the Alumni Online Community.
- Identify human-interest stories throughout the University to include in the alumni and fundraising publications.
- Develop fundraising promotional materials.
- Communicate regularly with off-campus sites to ensure that their needs with regard to fundraising needs.
- Continue to distribute the Blue and Gray newsletter, the Alumnus magazine, CommunityLinc, AlumniInsider, VetTails and a planned giving newsletter.
- Recognize donors in appropriate media.
- Produce a minimum of one story per week for each of the academic schools, the JFWA and ALLM to provide diverse content to be shared on LMU Social Media Channels, distributed to the media and posted on the LMU Facebook page.
- Research, shoot and produce a series of 12 alumni video profile to highlight alumni success and graduates who are continuing the University’s mission.
- Coordinate with Enrollment Division to support the Communication Blueprint with the development of video content, branded marketing materials and other collateral.
- Maintain consistent brand standards.
- Develop school-specific alumni publications for Duncan School of Law, School of Business and Carter and Moyers School of Education.
- Expand community outreach through special events like Movies in the Park.

Responsibility: Vice president for university advancement and all gift officers, Director of Special Projects and Foundations, Director of Alumni Services, Director of Social Networking, and the Sports Information Director in cooperation with designated faculty and staff.

Time Frame: Annually. Resources Required: University Advancement Travel, Postage, Printing, Publications budget

Assessment: Successful completion of items scheduled on the UA Mailings and Events calendar Use of Results: Improve goodwill through improved personal relationships between regional community leaders and University officials, faculty and staff. Provide accurate information to aid effective promotion of the University.
Strategic Goal 6: *Enhance resources*

**Objective 6.6:** Continue targeted fundraising to meet identified priorities and new opportunities

**Strategies and Action Plans:**
- Identify, cultivate and solicit donors to provide revenue for identified initiatives

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

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

**Resources Required:** University Advancement Travel, Printing, Postage, and Entertainment budget lines.

**Assessment:**
- Review monthly giving reports.
- Meet monthly with Finance to review capital projects and budget pro formas for new projects to ensure adequate resources for the division.

**Use of results:**
- Plan effectively as we target our fundraising territory and major donors.
- Document ROI of fundraising travel plan for major donors.
- Review fundraising priorities and ensure that priorities align with academic and non-academic division planning.
- Utilize fundraising data to chart our progress on approved projects.
- Review Campus Master Plan as needed to make the connection between fundraising and capital projects.
- Demonstrate that best practices in fundraising 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, are provided.
Strategic Goal 6: Enhance resources

Objective 6.7: Provide support for the University by accurately recording gifts and maintaining alumni and demographic information through the use of appropriate technology and software.

Strategies and 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 Ellucian and Informer tools and processes as needed.
- Expand tracking of foundations and other organizations.
- Expand planned giving tracking using appropriate software.
- Enhance reporting and data analysis to meet the needs of the Division.
- Continue tracking meaningful points of contact with alumni and donors.
- Continue to use and assess platforms including Informer, GiveCampus, DonorSearch, FoundationSearch, ImageNow, iModules and others as needed.
- Work with I.S. to transition to Salesforce product.
- Provide alumni and donor data as requested for departmental fundraising efforts.
- Work with areas across campus to centralize alumni/donor information, so that it can be tracked in Colleague.

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

Time Frame: Ongoing.

Resources Required: Costs covered under Information Services budget.

Assessment:

- Document the completion of address updates, gift records and contact reports.
- Track and evaluate the dissemination of information for fundraising efforts.

Use of results: Improved return on investment for all forms of interaction with alumni, friends and donors.
Strategic Goal 6: Enhance resources

Objective 6.8: Continue to support the accreditation processes of the University.

Strategies and Action Plans:

- 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.
- 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 of advancement divisions of other SACSCOC Level VI accredited institutions and the effectiveness of their development efforts for benchmarking and planning purposes.
- Review and update fundraising policies and procedures, where appropriate, to reflect best practices in all areas of operation to support LMU’s Level VI status with development of additional programs and scholarly activities.
- Review program accreditation as it relates to student scholarship support.

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

Time Frame: Ongoing.

Resources Required: Budgeted under the Institutional Effectiveness budget.

Assessment: Provide required completed outcomes assessment documents to meet University schedule.

Use of results: Continued accreditation.
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: Connect all development, improvement and implementation of University research and scholarly activity initiatives to the University mission, planning, budgeting, academic programs, assessment and evaluation processes.

Strategies and Action Plans:

- Ensure appropriate representation of academic colleges/schools and entities on the Committee on Scholarly Activities (COSA).
- Deans will develop processes and support for faculty, staff and student scholarly activities.
- The Dean, or an appointed designee, will serve as the Director of Research and Scholarly Activity for each school.
- Develop a standardized online portal (the LMU Scholarly Activity Portal) for submission of faculty, staff and student research and scholarly activity for use by the ORGSP, Office of Public Relations, and the University.
- Deans will facilitate the integration of research and scholarly activities throughout the University’s curricula and report to COSA.
- Develop intra-institutional collaborative networks.
- Develop multi-institutional local, state, national and international partnerships.

Responsibility: Vice President for Academic Affairs, Deans of Schools/Colleges, Executive Director of the ORGSP, and COSA.

Time Frame: Ongoing.

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

Assessment: Documentation of presentations, exhibitions, publications, internal and external grant activity, course syllabi with research integration, and COSA agendas and minutes.

Use of Results: The continued development and support of research and scholarly activities related to the University’s 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 off-campus sites research community.

Strategies and Action Plans:

- The IS department will provide appropriate support for research and scholarly activity through:
  - Providing responsive support and innovative technical solutions to meet the needs of faculty and departments
  - Expanding expertise in high-performance computing, open-source, and open-standard environments
  - Identifying opportunities to administer centralized software licenses for cost-savings and operational efficiency

- Explore electronic options to automate and streamline the submission, tracking, and processing of applications (e.g., IRB, IBC, IACUC, mini-grants).

- Establish the LMU Scholarly Activity Portal for faculty to report research and scholarly activity including grant submissions, awards, presentations and publications.

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

- Review biological, chemical and radiation safety policies and procedures to ensure compliance with federal and state guidelines and regulations.

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

- Review and create as appropriate internal grant programs to support undergraduate/graduate students’ research projects and scholarly activity.

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

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

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

- Develop and maintain a research and scholarly activities budget for each school/college.

- Develop and grow institutional support for attracting and hosting scholarly conferences.

- Maintain and negotiate the cost and purchase of service contracts for core equipment in the Math and Science research laboratories and other core facilities across campus and the off-campus sites.

- Support a visiting scholar program.
- Ensure that investigators complete Collaborative Institutional Training Initiative (CITI) training as appropriate.
- Support the activities as outlined in the strategic plan for the Dr. Robert L. Kincaid Endowed Research Center.
- Continue to fund a writer-in-residence program.

**Responsibility:** Vice President for Academic Affairs, Deans of Schools/Colleges, Office of Finance and Administration, Risk and Insurance, Director of Library, Executive Director of the ORGSP, Post-Award Grants Manager, IS, Chair of Institutional Biological and Chemical Safety Committee, Chair of Institutional Animal Care and Use Committee (IACUC), Chair of Institutional Review Board (IRB), Attending Veterinarian (AV), and Committee on Scholarly Activities (COSA).

**Time Frame:** Ongoing. Any changes with fiscal impact must be included in the budget planning process.

**Resources Required:** IS budget and revenue from grants and sponsored programs, time commitment, data collection, analysis, and interpretation ($ amount to be determined).

**Assessment:** Documentation of professional development, CITI training, compliance with federal and state regulations.

**Use of Results:** The continued development and support of research and scholarly activities related to the University’s mission.
Strategic Goal 7: Assess and enhance University-wide research and scholarly activity

Objective 7.3: FACULTY/STAFF/STUDENTS: Support campus and off-campus site faculty to initiate, grow and sustain undergraduate, graduate, and professional research and scholarly activities.

Strategies and Action Plans:

- ORGSP works with COSA to support grant-related research and scholarly activities.
- Contribute to the development of guidelines for startup funds for new faculty tailored to research and scholarly activity expectations of the new faculty member(s).
- Review and refine incentive structures for research and scholarly activity
  - Scholarly funding for travel and publications.
  - Individual membership in scholarly associations, societies and councils.
  - Sabbatical leave policy and funding.
  - Rank advancement standards and incentive compensation increments.
  - Reassignment of time in order to achieve a 9-hour undergraduate semester instructional workload and 6-hour scholarly activity/service workload.
  - Expected incremental scholarly output increase.
- Develop new programs that foster interdisciplinary, multidisciplinary and interprofessional research and scholarly activities.
- Maintain funding for a University statistician to support faculty/staff research, statistical design and data analysis.
- Promote the External Funding Incentive Pay Plan.
- Review the university Intellectual Properties Policy.
- Review the institutional conflict of interest policy regarding research.
- Continue to develop and support national and international programs that foster student scholarly activities including academic honor societies and Honors Scholars Program.
- Support and mentor the professional development of all faculty to become regionally, nationally and internationally recognized leaders in their academic disciplines.

Responsibility: VPAA, Vice President for Finance and Administration, Deans of Colleges/Schools, Committee on Scholarly Activities (COSA), ORGSP and University Counsel.

Time Frame: Ongoing.

Resources Required: Cost to be determined.

Assessment: Documentation of the Strategies and Action Plans related to this objective through the Outcomes Assessment Report of the ORGSP.

Use of Results: The continued development and support of research and scholarly activities related to the University’s 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 and Action Plans:
• Identify short-term and long-term facility needs ensuring future competitiveness of research and scholarly activities across campus and at off-campus sites in conjunction with Deans, Chairs, and faculty conducting research and scholarly activities.
• Ensure adequate information technology, library and support services are in place to facilitate research and scholarly activities across campus and at off-campus sites.
• Ensure that all facilities across campus and at off-campus sites comply with laboratory health, safety and environmental protection regulations.
• COSA will work with relevant leadership to develop and communicate policies and procedures for space allocation of dedicated laboratory research facilities across campus and at off-campus sites.
• Review library resources for campus and off-campus sites to ensure graduate, undergraduate and faculty research and scholarly activity needs are adequate.
• Ensure ADA and USDA compliance of research facilities across campus, including the Abraham Lincoln Library and Museum, and at off-campus sites.

Responsibility: Deans of Colleges/Schools, appropriate Vice Presidents, Director of Abraham Lincoln Library and Museum, Chief Information Officer, Director of Accessible Education Services, Director of Environmental Health and Safety, Chairs of IACUC, IBC and IRB, AV and Director of the Library.

Time Frame: Ongoing.

Resources Required: Cost to be determined, Information Services, Technology Support for on-campus and off-campus site activity, Carnegie-Vincent Library and Abraham Lincoln Library and Museum resources.

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

Use of Results: The continued development and support of research and scholarly activities related to the University’s mission.
Strategic Goal 7: Assess and enhance University-wide research and scholarly activity

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

Strategies and Action Plans:
- Encourage the Deans to establish guidelines, expectations, and incentives concerning research and scholarly activities (including start-up funds for research and scholarly activities).
- Continue to ensure research and scholarly activities criteria are a component of the annual faculty evaluation.
- Review procedures to record and report research and scholarly activity including grant submissions, awards, presentations and publications for all personnel and students utilizing the online Scholarly Activity Portal.

Responsibility: VPAA, Deans of Schools/Colleges, Chairs of departments/program directors, ORGSP, COSA, Information Services.

Time Frame: Ongoing.

Resources Required: Cost to be determined; user friendly software solution for regular reporting of all scholarly activity.

Assessment: Documentation of presentations, exhibitions, publications, internal and external grant activity, press releases, and course syllabi with research integration; COSA agenda and minutes; ORGSP Outcomes Assessment Reports.

Use of Results: The continued development and support of research and scholarly activities related to the University’s mission.
Strategic Goal 7: Assess and enhance University-wide research and scholarly activity

Objective 7.6: Broader Impacts: Facilitate the development of research and scholarly initiatives that produce discoveries that benefit academia and society.

Strategies and Action Plans:

- Identify key areas of research strength at LMU and facilitate the development of concentrated research programs in these areas
- Foster the creation of research programs that include outreach/service components that engage the public across LMU’s service region
- Foster the creation of research programs that provide opportunities for elementary and secondary students across LMU’s service region to expose them to discovery research
- Collaborate with the Division of University Advancement and IS to establish various communication outlets to highlight the results of LMU’s research to the public with emphasis on increasing scientific literacy and engagement
- Promote the development of exhibits and programs that highlight discovery scholarship and the ways it can improve the well-being of individuals in society
- Develop standards to assess the broader impact of LMU’s research and scholarship on student learning, curricular development and the external community

Responsibility: VPAA, Deans of Schools/Colleges, Chairs of departments/program directors, ORGSP, COSA, PI & CoPI.

Time Frame: Ongoing.

Resources Required: Budget to support the dissemination and promotion of scholarly activities and research

Assessment: Documentation of presentations, exhibitions, publications, citations, internal and external grant activity, press releases, and course syllabi with research integration; documentation of outreach activities; COSA agenda and minutes; ORGSP Outcomes Assessment Reports.

Use of Results: The continued development and support of research and scholarly activities related to the University’s mission.
Strategic Goal 8:

Provide academic and student services that foster academic and social integration to promote retention and student success.
Strategic Goal 8: Provide academic and student services that foster academic and social integration to promote retention and student success.

Objective 8.1: Improve the retention, progression, and graduation rates for students in undergraduate, graduate, and professional programs.

Strategies and Action Plans:

- Continue to collect, interpret, and present data outcomes to academic leadership and Cabinet members.
- Continue to utilize student survey results in addressing student satisfaction and engagement as coordinated by Institutional Research; Utilize the Office of Institutional Research to improve or supplement surveys based on evolving student/office need.
- Increase participation in student surveys.
- Utilize institutional benchmarks with regard to retention, progression, and graduation rates to create a student retention, progression, and graduation plan.
- Continue to improve upon new student orientation programs.
- Continue the fifth-year program for student-athletes to promote degree completion.
- Continue to encourage faculty participation in three-week and mid-term grade assessment for all undergraduate students; continue Student Welfare Alert for Academic Concerns.
- Continue to promote and discuss retention initiatives with faculty.
- Maintain and promote the early warning system.
- Continue to expand and improve academic support and student services at the Off-Campus Sites.
- Continue to assess and track retention figures by semester and Fall-to-Fall.
- Enhance utilization of peer support programs through UACT courses.
- Continue to identify “at-risk” students and promote the use of available student services.
- Enhance our coordinated effort to identify and serve students with undecided majors.
- Encourage “at risk” (semester GPA under 2.5) student-athletes to meet with an Athletic and academic support representative for advice and guidance regarding available resources.
- Continue and evaluate the expansion and success of the Cornerstone and Invitee programs.

Responsibility: Academic Services, Student Affairs, Deans, Directors, Undergraduate Student Success Committee.

Time Frame: By 2019.

Resources Required: Academic Services, Student Affairs, Financial Aid, Academic Affairs, Advancement, and Athletics.

Assessment: Evaluation of the institutional research data, utilization of annual Outcome Assessment Reports, establishment of institutional benchmarks.

Use of Results: Improved retention, progression, graduation rates, and enhanced culture.
Strategic Goal 8: Provide academic and student services that foster academic and social integration to promote retention and student success.

Objective 8.2: To improve the student experience by developing and promoting available services.

Strategies and Action Plans:
- Increase opportunities for cooperation between undergraduate, graduate, and professional communities.
- Continue to provide leadership development opportunities for students.
- Continue to enhance intramural sports and recreation opportunities.
- Continue to evaluate the effectiveness of student leadership organizations.
- Expand involvement of Career Services to include early intervention academic advising.
- Develop and maintain a living and learning community through Residence Life.
  - Budget for phased-in addition of access control to the campus residence halls and apartments to enhance security and increase efficiency of housing office.
- Provide intentional and effective information to students about University services and activities.
- Enhance a comprehensive student activities program; enhance a student-led programming committee/board.
- Provide educational information to facilitate appropriate accommodations for students with documented disabilities through the Accessible Education Office.
- Provide counseling and mental health awareness to students through the Office of Mental Health Counseling.
- Provide Accessible Education services to students through the Office of Accessible Education Services.
- Educate the campus community on requirements and responsibilities pertaining to Accessible Education Services, FERPA, and mental health issues.
- Encourage the Student Government Association to effectively evaluate student issues and advocate on students’ behalf.
- Promote knowledge and integration of the Tagge Center for Academic Support and other academic support services into the campus community.
- Coordinate and partner with faculty and key staff to develop theme events to increase awareness of and involvement in the Tagge Center for Academic Support.
- Proactively budget for housing management software.
- Develop initiatives and services that target the LMU commuter population in Harrogate and at the Off-Campus Sites.

Responsibility: Academic Services, Student Affairs, Academic Affairs, Legal Counsel, and Deans of Undergraduate, Graduate, and Professional Programs.

Time Frame: Annually.

Resources Required: Adequate funding to support the Academic Services, Student Affairs, collaboration and participation by other offices across campus; budget allocation for housing management software.

Assessment: Collect and analyze data for continuous improvement of student experience.
1966 Use of Results: Use assessment data to enhance student experience for improvement of retention, progression, and graduation rates.
1967
1968
Strategic Goal 8: Provide academic and student services that foster academic
and social integration to promote retention and student success.

Objective 8.3: Promote the service component of our mission statement
to the University community.

Strategies and Action Plans:

- Explore opportunities for outreach in LMU’s service area and beyond.
- Strengthen communication and coordination with University Advancement and Marketing to increase community awareness of existing service by faculty, staff and students.
- Continue to track Student Service Initiative (SSI) hours from undergraduate, graduate, and professional programs for accountability purposes.
- Continue to support student groups conducting fundraising efforts for local charities.
- Continue to support student groups conducting health fairs, wellness and health awareness outreach programs for community groups.
- Continue programs on campus to enhance individual well-being.
- Review and enhance service requirements for university student programs.
- Investigate the possibility of gaining Carnegie Community Engagement Classification and/or President’s Higher Education Community Service Honor Roll as a University based on service to the Appalachian Region.

Responsibility: VP for Academic Services and Institutional Effectiveness, VP and Dean for Enrollment and Student Affairs, Student Support Services, Institutional Research Office, Vice President for Advancement, Athletics, and Public Relations.

Time Frame: Each semester.

Resources Required: Collaboration from academic programs for reporting service hours, community partners for service opportunities.

Assessment: Analysis of student satisfaction survey results, data relevant to the impact of community service, and other relevant data.

Use of Results: Improved community involvement, enrollment, retention, and student satisfaction.
Strategic Goal 8: Provide academic and student services that foster academic and social integration to promote retention and student success.

Objective 8.4: Provide individualized academic support services.

Strategies and Action Plans:

• Continue to offer graduate/professional school preparation for standardized tests and admission processes.

• Further investigate grant opportunities for the incorporation of online tutoring to better service our campus community, online, and Off-Campus Sites.

• Continue to develop and implement specialized study resources to enhance service to Cornerstone and Invitee student populations.

• Expand availability of Mental Health Counseling and Accessible Education services as appropriate for the university’s continued expansion at Off-Campus locations.

• More effectively utilize Institutional Research data sources to assess Academic Services and Student Affairs functions at all Off-Campus Sites to improve upon services.

Responsibility: Academic Services, Student Affairs, Director of Academic Support; Director of Counseling; Director of Accessible Education Services; Director of Career Services; appropriate Deans and Vice Presidents; Assistant Vice President for Academic Support Services.

Time Frame: Ongoing.

Resources Required: Budgets for Academic Services, Student Affairs, Academic Support, Mental Health Counseling, Career Services, Cornerstone, Student Support Services, appropriate Deans and Vice Presidents, Assistant Vice President for Academic Support Services.

Assessment: Outcomes Assessment Reports for offices reporting through the divisions of Academic Services and Institutional Effectiveness, Enrollment and Student Affairs; other offices rendering such services through professional schools; and Off-Campus Sites.

Use of Results: To improve academic support services.
Strategic Goal 8: Provide academic and student services that foster academic and social integration to promote retention and student success.

Objective 8.5: Enhance University libraries and their services.

Strategies and Action Plans:

- Pursue grants and leverage resources to support and extend LMU collections at the Carnegie-Vincent Library, Reed Health Sciences Library, the Duncan School of Law Library, and other off-campus site library resource collections.
- Assess learning resource needs and address the growth and development of new and existing programs, including collaborative agreements with other University/college library systems.
- Secure appropriate library and learning resources to support new and existing programs consistent with accreditation standards for Level VI requirements, including student, faculty and staff research/scholarly activity.
- Support integrated information literacy and quality learning resources, evidenced by student research/scholarly activity, technology and communication skills.
- Integrate the Association of College & Research Libraries “Framework for Information Literacy for Higher Education” into existing information literacy assessment procedures.
- Provide appropriate cataloging, physical protection, security and space for all University collections.
- Emphasize the integration of electronic resources to extend the availability of the collections to all constituencies.
- Provide faculty training opportunities on library resources through Faculty Staff Conference Week, New Faculty Academy, and through ad hoc requests.
- Continue to investigate enhancing the use of CVL student study space to include a more social -snack friendly - first floor.
- Finalize, with Legal, the implementation of an Institutional Repository (LMU scholarly research database) for the purpose of enhancing access to and archiving of new faculty, staff, and student developed scholarly work, university scholarly resources, digital archival images.

https://digitalcommons.lmunet.edu/

Responsibility: Directors of the Carnegie Vincent Library, LMU-DSOL Library, Security Staff, Academic Deans, University Advancement staff, Assistant Vice President for Academic Support Services, Vice President for Academic Services and Institutional Effectiveness.

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.