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# **Lincoln Memorial University**

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## **Part I**

# **Strategic Plan Overview and Introduction**

**2006- 2011**

## **I. Planning Process**

The planning process at Lincoln Memorial University incorporates:

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

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting, and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty, and staff have responsibilities for and opportunities to participate in the process. The University Mission and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Six Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS expectations for institutional improvement. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish these Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five-Year Budget Pro Forma, (2006-2011). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices.

## **II. Mission and Purpose**

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

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

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

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

(Reaffirmed by the Board of Trustees May 2003)

## **INSTITUTIONAL GOALS**

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

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

9. Develop and implement academic programs in response to anticipated or demonstrated educational needs, and to continuously evaluate and improve the effectiveness of current programs.
10. Continue the tradition of providing a caring and nurturing environment where students, faculty, and staff with varied talents, experiences, and aspirations come together to form a community where there is room for diversity and growth in the pursuit of academic and career goals. The university seeks to develop students' potential in a supportive environment while challenging to grow intellectually and personally.
11. Provide high quality educational opportunities through selected undergraduate, graduate, and professional degree programs for students who live or work a significant distance from the Lincoln Memorial University main campus, and for whom other options are not as accessible or satisfactory.

### **III. Values**

- I. Lincoln Memorial University values integrity
  - honesty
  - openness
  - commitment to principles
  
- II. Lincoln Memorial University values excellence
  - teaching
  - learning
  - operations management
  - scholarship
  - leadership
  
- III. Lincoln Memorial University values creativity
  - teaching
  - learning
  - research
  - administration
  - artistic expression
  
- IV. Lincoln Memorial University values diversity
  - ethnic
  - cultural
  - belief systems
  
- V. Lincoln Memorial University values community
  - communication
  - honesty and integrity
  - caring and helpful
  - teamwork
  - responsibility
  - respect
  - safe and secure environment
  
- VI. Lincoln Memorial University values accountability
  - planning
  - assessment
  - evaluation
  - improvement

VII. Lincoln Memorial University values service

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

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

#### **IV. Vision Statement**

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

#### **V. Strategic Goals**

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

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

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

Strategic Goal 3: Enhance Academic Quality

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

Strategic Goal 5: Make Effective and Efficient Use of Technology

Strategic Goal 6: Enhance External Resources

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

Strategic Goal 1: Strengthen Planning, Budgeting and Assessment

- Review/Revise Institutional Mission Statement as appropriate.

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

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

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

Strategic Goal 3: Enhance Academic Quality

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

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

- Update and improve the Facilities Master Plan.
- Conduct Facilities Assessments (specific to building/site physical and learning environment).
- Monitor compliance with Comprehensive Safety and Security Guidelines and Plans.

- Maintain OSHA, ADA, and other regulatory compliance assessments.
- Enhance Human Resources and provide and encourage Staff Development.

Strategic Goal 5: Make Effective and Efficient Use of Technology

- Maintain 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 Operation.

Strategic Goal 6: Enhance External Resources

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

## **Progress Reports for 2005 Strategic Goals**

### **Progress Report on Strategic Goal 1**

#### **Strategic Goal 1: Strengthen Planning, Budgeting and Assessment**

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

Progress:

- Conducted review of the institutional mission statement (with specific attention to the character and composition of the institution). The Institutional Effectiveness Committee recommended no changes to the mission statement.
- Worked toward developing an Expanded Statement of Institutional Purpose clearly articulating connections between the Institutional Mission Statement and all components of the university. The Institutional Effectiveness committee worked with each academic program and administrative office in developing a description of the linkage between unit mission statements and the University's mission statement.
- Reviewed and revised the University Institutional Strategic Plan to reflect changes made at the 2004 Strategic Planning retreat.
- Reviewed and updated the mission, goals, and objectives of all divisions, departments, and units to demonstrate alignment with the Institutional Mission Statement and Strategic Plan.
- Improved alignment of budgeting processes with the institutional mission, goals, objectives, and strategic priorities. Continuing efforts to improve the budgeting process and its integration with University and unit planning and assessment processes.
- Assessed and reported expected outcomes at the institutional and DDU (division, department, and unit) levels through the annual outcomes assessment process. Continuing to refine assessment and reporting processes to ensure institutional effectiveness.
- Documented changes and improvements accomplished through reporting of prior year improvements for each DDU, and at the institutional level through progress reports for each strategic goal.

- Used LMU's Institutional Mission statement as the foundation for drafting the proposed LMU College of Osteopathic Medicine mission statement.

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

Progress:

- Began the operating budget development process in January, with department heads submitting requests for 2005-06 funding through the appropriate Vice President for review and approval.
- Tied funding requests to unit, divisional, and institutional strategic plans and outcomes assessments, and documented those relationships during the budget development process.
- Conducted budget hearings with the President and Vice Presidents to set priorities and refine budget requests. The President's Cabinet served as the Budget Committee and assisted in preparing a balanced budget.
- Presented a \$29.5 million budget to the Board of Trustees and obtained approval. The budget included the following major assumptions:
  - FTE increase (undergraduate & graduate) of 2%
  - Increase of 12 students at JFWA
  - Tuition increase of 4%
  - No increase in undergraduate discount rate
  - Salary increase pool of 5% of 2004-05 budget

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

Progress:

- Updated the five-year budget pro forma to reflect initiatives and priorities in the updated Institutional Strategic Plan.
- Used the five-year pro-forma budget more extensively as the basis for final budget preparation than in previous years.
- Prepared a five year budget pro forma for each new major initiative including the Walters State Teaching site and the proposed Doctor of Osteopathic Medicine program.

**Progress Report Strategic Goal 2 - 2005****Strategic Goal 2: Maintain Enrollment at a Sufficient Level to Support the Fiscal Integrity of Lincoln Memorial University and its Mission**

**Objective 2.1:** To enhance student recruitment by identifying new markets and by distributing high quality marketing and recruitment materials that accurately portray the University. (Fall-2004 enrolled 438 full-time freshmen, transfer and re-admits, exceeded the goal by 38 students) (enrollment actually exceeded the 2008 goal by 13 students).

**Progress:**

- Developed and used radio, newspaper, and/or TV advertisements in Corbin, KY area, Knoxville, Maryville and Morristown, TN.
- Publicized specific majors:
  1. Vet Tech
  2. Lincoln Pre-Law
  3. Wildlife Management
- Contracted with Stein Communications to enhance and upgrade the Admissions web site.
- Targeted direct mailing for recruitment purposes to selected areas in Florida, Pennsylvania, Ohio, and Puerto Rico.
- Sent mass recruitment e-mails nationwide.
- Identified a national conference focused on telemarketing. An admissions counselor attended the conference.
- Hosted three preview days (one in fall-2004 and two in spring-2005)
- Hosted a Financial Aid workshop for area high school counselors and Talent Search counselors.
- Targeted heavily populated areas in Florida, Pennsylvania, Ohio, and Puerto Rico for recruitment.
- Conducted thirteenth annual administration of Cooperative Institutional Research Program's Freshman Survey for entering class and used results in departmental and institutional planning.
- Targeted recruitment of students eligible for Tennessee Lottery scholarships; final results will be analyzed and available in September, 2005.

- Designed financial aid and scholarship matrix to target recruitment of academically talented students.
- Determined and reported projected personnel and training needs for College of Osteopathic Medicine recruiting efforts.

**Objective 2.2:** To increase first-time, full-time freshmen to 275 (with 25 being minorities) and full-time transfer and re-admitted students to 150 (with 175 being residential students) by 2009. Increased the first-time, full-time enrollment from 183 in Fall-2003 to 194 in Fall-2004, a 6% increase. The Datatel system is still being fine tuned to deliver information on re-admitted students.

Progress:

- Contracted with Stein Communications to develop new recruitment publication materials. Began using the new publications in recruitment efforts. Plan to continue contract with Stein and approve new recruitment materials for next recruiting cycle.
- Contracted with Stein Communications to develop new web pages for specific University departments and purposes.
- Subscribed to *Hobsons International Publications and Web Recruitment*. Plan to analyze results of subscription by measuring the impact on the number of international students enrolled from the 2005-06 recruiting class.
- Purchased names from recruiting services for students in Florida and Puerto Rico to increase the number of Hispanic and African American students applying to and attending the University.
- Expanded recruitment from 100-mile radius of LMU to entire state of Tennessee via e-mailings, direct mail, and counselor visits.
- Used a Financial Aid Matrix to attract academically gifted students.
- Maintained open communications between athletic coaches and Admissions Office personnel regarding student eligibility and the distribution of accurate recruitment materials.

Graduate Programs

- Increased graduate enrollment from 1,325 (fall 2003) to 1,351 (fall 2004).
- Filled all Ed.S. and M.Ed. degree programs for fall (2005) and developed waiting lists.

- Filled all graduate level classes for the new Walters State teaching site for fall (2005).

**Objective 2.3:** Improve the first-time, full-time freshman retention rate by an average of 1% per year, overall undergraduate retention rate by an average of 2% per year, and the graduation rate an average of 1% per year. The undergraduate retention rate from Spring-2004 to Fall-2004 dropped to 80.3% from 87.3% between Spring-2003 to Fall-2003. The retention rate from Fall-2004 to Spring-2005 dropped to 88.4% from 93.4% between Fall-2004 to Spring-2005. Freshman retention for those who were enrolled in UACT 100 *Strategies for College Success* was higher than for other student groups— of those enrolled in Fall-2003, 99 (85% were still enrolled for the Fall-2004 semester and 73 (63%) were enrolled in the Spring-2005 semester (after 3 semesters).

Progress:

- Continued development of a freshman advising center.
- Adopted Student Retention as a topic at each Faculty/Staff Conference.
- Established the Enrollment Management Team consisting of staff and faculty from each discipline who report progress and projects back to each department.
- Developed and presented advising workshops (using Noel-Levitz Advising method) for faculty and staff. Twenty one have already participated. The next workshop, scheduled for August 17<sup>th</sup> is specifically for new and returning faculty.
- Retained 167 students in good academic standing with the University representing (85%) of the 196 students reported through the “Early Warning System”.
- Placed 84 of the 160 (53%) athletes on the Gulf South Conference Academic Honor Roll after the 2004-05 academic year. LMU ranked first among the non-football playing institutions, having the highest number of student athletes on the Academic Honor Roll in the conference.
- Identified all students who were served by Student Support Services (150) during 2004-2005 at new student orientation sessions.
- Identified 196 students through the “Early Warning System” and provided counseling through Student Support Services. Sixty-seven (85%) remained in good standing with the University.
- Counseled all students placed on academic probation and provided them with the opportunity to work with an academic counselor throughout the semester.

- Identified students with financial need and meeting the academic standards stated within each scholarship, as part of the Awards Committee's selection process.

**Objective 2.3:** To increase the percentage of students using student services.

Progress:

- Provided all new students on the Harrogate campus with notebooks that included pre-printed tables (Campus Life, Academic Life, Student Success, Commuter issues and Residential issues) containing information to address these key areas of student life.
- Contracted with Stein Communications to enhance and upgrade the LMU web site.
- Enlisted faculty support by asking them to nominate students to serve as Lincoln Ambassadors.
- Continued Staff Senate activities.
- Wrote two successful grants to defray costs:
  1. Japan Foundation for travel costs in International Studies.
  2. A five year commitment of \$1,000.00 per year from the Clayton Family Foundations for the LMU Concert Series.
- Conducted several surveys concerning campus activities that students wanted and used results to make the following improvement:
  1. Paintball equipment was purchased and "wars" conducted about twice each month.
  2. Disk golf was researched and will be a reality before the start of the fall-2005 semester.
  3. Amenities were added to the campus center (large screen TV, coffee tables, ottomans, chairs and couches.
  4. New arcade games were added to the campus center.
  5. Assistant coaches scheduled to assist with the revival of the intramural program for the 2005-06 academic year.
- Involved 13 of 18 (72%) residential life staff members in conducted programs for individual floors or buildings resulting in:
  1. 50 female students attending "sun bathing on the lawn" w/ice cream sundaes.
  2. Video game tournaments being held
  3. Cookouts

4. Meetings the Kanto students from Japan that involved (native food, dress, origami, etc.).
- Reached record number (5029) of students who used the Tagge Center during the 2004-05 academic year (many are repeats), an increase of 594 students over the 2003-04 academic year.
  - Tracked activities of the Career Planning office and documented meetings with 435 students during the 2004-05 academic year, an increase of 11 students over the 2003-04 academic year.
  - Tracked the Office of Student Activities efforts, and documented that office personnel conducted 146 activities throughout the 2004-05 academic year with 5,316 students participating (many repeats). During the 2003-04 academic year there were 123 activities and 4,163 student participants, with many repeats.

**Objective 2.4:** To provide appropriate student aid awards to eligible students.

Progress:

- Awarded 97% of the full-time, undergraduate students and 53% of the full-time graduate students some form of financial aid.
- Decreased the amount of time required for developing award packages (from days to minutes) with auto-packaging using Datatel for all graduate students receiving financial aid.
- Secured an increase in the number of LMU students who received state grant money due to early filing. All financial aid, undergraduate recipients were contacted concerning the benefits of early filing (availability of more state funds prior to the March deadline). LMU students received \$849,037.00 in TSAA for 2004-05, compared to \$742,979.00 in 2003-04, an increase of over \$106,000.00.
- Contacted Tennessee Lottery recipients concerning required GPA necessary to maintain the scholarship (2.75 at the end of the freshman year and 3.0 at the end of the sophomore year).
- Received \$410,000.00 from the Tennessee Lottery with 69% of the recipients maintained their scholarships for the 2005-06 academic year.
- Maintained the discount rate below 38%.
- Distributed \$290,000.00 from endowed scholarships as awarded by the awards committee.

- Distributed 21.4 million dollar in federal, state, and institutional aid through the Financial Aid Office.
- Investigated training opportunities for financial aid counselors with two existing Colleges of Osteopathic Medicine (Pikeville College and Ohio University).

### **Progress Report Strategic Goal 3 – 2005**

#### **Strategic Goal 3: Enhance Academic Quality**

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

Progress:

- Continued implementation of Datatel administrative software for registration, advising, academic records, alumni services, advancement, accounting, assessment, and other institutional processes.
- Conducted workshops to assist undergraduate department chairs and program directors in the areas of assessment, measurement methods, goals and expectations, and use of assessment results for improvement.
- Established a teacher education curriculum committee and a general education curriculum committee to assure mission attainment, program quality, and overall coordination of curricular strategies

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

Progress:

- Implemented a new religion/philosophy major and sports management minor.
- Initiated academic organizational restructuring to facilitate enhanced quality and growth, effective resource utilization, and improve responsiveness to accreditation and state agency requirements.

- Established a Coordinator of Outreach Services position as a communication, marketing, and service support for administrators, faculty, and students at extended sites.
- Employed a terminally degreed music faculty member to create three new majors in the liberal arts and professional areas: music, music education, and music business.
- Instituted significant signage, technology, and student service improvements at the West Knox and Corbin extended sites.
- Secured approval from the Southern Association of Colleges and Schools to sign a partnership agreement with Walters State Community College, offering undergraduate and graduate programs, and opening an office on the school's main campus.
- Notified the Southern Association of Colleges and Schools of LMU's intent to achieve Level 5 (doctoral) status.
- Updated SACS on progress toward new academic initiatives (D.O., M.S.N.) Conducted regular planning meeting and Level V strategy meetings for the College of Medicine Committee working toward Doctor of Osteopathic Medicine program initiation.
- Instituted the position of Writer in Residence and employed accomplished author, Mr. Silas House, as an honored faculty member to hold this position in the English Department.
- Joined the University of Appalachia (VA) in a partnership agreement providing a three-plus-three doctor of pharmacy program for selected LMU students.
- Employed a certified childcare worker to lead the Learning Tree Academy, prompting enhanced ratings for both the academy leadership and program.
- Received exemplary ratings for the medical technology program and the veterinary technology program by external accrediting agencies.
- Supported the College of Osteopathic Medicine feasibility study as linked to the 2003-04 strategic planning process.
- Created and implemented a degree completion program in management and leadership studies, an offering within the Business department.

- Offered focused on-campus faculty development sessions in the areas of effective teaching strategies, teaching accelerated courses, and general education curriculum development.
- Reviewed and re-established pre-professional programs as a viable academic option for LMU students.

#### Future Plans:

- Support the ongoing development of the new academic organizational restructuring.
- Establish mission statements and goals for LMU's new "schools."
- Strengthen faculty development programming.
- Offer additional support for faculty grant writing and faculty research.
- In support of Level 5 (doctoral status), consider the establishment of a dual faculty track that accommodates and rewards both teaching and research.
- Press forward with the development of viable faculty assessment programs linked to improvement, recognition, and compensation.
- Implement an approved general education program supported by program assessment and an improvement loop.
- Give renewed attention to improved office space for faculty.
- Continue the growing emphasis on the arts and sciences as the foundation of LMU's learning enterprise.
- Consider new partnerships with Cleveland State Community College, Mississippi State, and Roane State Community College.
- Provide additional faculty support for the use of technology in the office and classroom.

#### COLLEGE OF GRADUATE STUDIES

#### Progress:

- Maintained strong enrollments in all graduate programs. (Total graduate hours taught in 2004-2005 was 29,658.)
- Continued to grow the MBA program at a steady rate.

- Exceed the 97% level of pass rates for educational administration licensure programs.
- Increased enrollment in the Post Baccalaureate program by 200%.
- Added two new full-time faculty members to the College of Graduate Studies faculty.
- Initiated and field tested the Live Text software program for graduate and undergraduate program assessment, trained the entire faculty, and will have the entire graduate program on the system in fall of 2005.
- Succeeded in helping East Lafollette Elementary school come off the warning list by the State.
- Enlarged Advisory council to include more Superintendents and subject area specialists.

Future Plans:

- Establish the Ed.D. program for submission to SACS when feasible.
- Employ additional faculty for Post Baccalaureate program.
- Employ more faculty to support the doctoral level and to reduce the teaching loads of current faculty.

#### COLLEGE OF UNDERGRADUATE STUDIES

Progress:

- Experienced the highest receipt of Appalachian College Association (ACA) funds by LMU in the history of the institution.
- Increased number of students registered in Undergraduate College programs by 30% in the last three years.
- Employed new Undergraduate faculty with degrees from Harvard, Yale, and other prestigious universities.
- Produced more faculty research and scholarship in 2004-2005 than in any year in recent history.

Future Plans:

- Accreditation Visits: Athletic Training fall 05

- General Education curriculum review and revision
- Review of faculty evaluation systems
- Strengthen programs and enrollments at extended site
- Expand the utilization of advisory councils
- Pursue the marketing and promotion of all academic programs
- Assure that every academic program or department has a mission statement linked to institutional mission
- Consider new interdisciplinary and accelerated programs for the adult learner market
- Support all efforts in academic programs to “close the loop” in pursuit of improvement and excellence.
- Establish and implement a long-range plan to upgrade faculty development funding and faculty salaries.

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

Progress:

- Pursued a recommendation from the Faculty Senate and implemented a compensation link between a one-time bonus and faculty performance.
- Conducted and reported (to the Faculty Senate) a study on LMU faculty salaries at LMU with focused analysis on faculty rank and faculty gender salary levels.
- Identified Benchmark institutions (Institutional Effectiveness Committee).
- Selected the following Peer Institutions:
  - Covenant College
  - Piedmont College
  - Campbellsville University
  - Cumberland College
  - Georgetown College
  - Lindsey Wilson College
  - Union College

- Carson-Newman College
  - Cumberland University
  - Lee University
  - Milligan College
  - Southern Adventist University
  - Tusculum College
- Funded significant salary increases, with implementation of the salary increase plan projected out five years; merit and equity factors represent important criteria for salary increases.

Faculty Salary Analysis:

- Note: Data Source for LMU and Benchmark Institutions: IPEDS Report (2003-04)
  - The overall salary increase for LMU faculty for 2003-04 was 5%.
  - The overall salary increase for LMU faculty for 2004-05 was 5%.
  - The overall salary increase for LMU faculty for 2005-06 was 5%.

	Avg. FT Salary Professor	Avg. FT Salary Assoc. Prof.	Avg. FT Salary Asst. Prof.
Benchmark Mean		Mean	Mean
Institutions	\$50,343	\$43,137	\$39,182
	Median \$52,757	Median \$42,539	Median 38,740
LMU	Mean \$44,312	Mean \$41,426	Mean \$38,050

Faculty Benefits Analysis:

- Note: Data Source for LMU and Benchmark Institutions: IPEDS Report (2003-04)

	9/10-month Retirement plans – avg. expenditure	9/10-month Medical/dental plans – avg. expenditure	9/10-month Group life insurance – avg. expenditure
Benchmark Mean	\$2438	Mean \$3661	Mean \$751
Institutions	Median \$2164	Median \$3781	Median \$45

LMU      Mean \$2009      Mean \$5390      Mean \$44

- Reviewed teaching responsibilities (and other workload factors), with the most current Faculty/Staff Handbook reflecting the general agreements reached.
- Reached level of faculty holding the highest degree in field to approximately 70% of the 2004-05 faculty

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

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

Progress:

- The library director divided the monograph and electronic budget by departments so that the department chairs could accurately manage their faculty's information requests from varied formats and programs. After January 2005, collection development centered on areas of inadequate resources. The collection development contributions of specific faculty members increased to 77% participation.
- Approximately 50,000 core electronic monographic resources in the e-book collections and electronic journal archives were purchased through the Central Library of Appalachia for use by The Carnegie Vincent Library and our distance learning sites. There has been a 64% increase in the number of cataloged e-books. The largest e-book collections are the Evans Early American Imprints (35,114 items) and the net Library Collection (42,016).
- The Carnegie-Vincent Library maintained 84,617 electronic resource records within its bibliographic database as of May 2005.

- There has been a 39% increase in traditional new titles by May 2005, with 5,471 additional volumes cataloged since last year. Books have been contributed to Cleveland State Library at Cleveland State Community College. As of May 2005, 644 items have been cataloged and 63 items have been donated (including 10 periodical subscriptions) to serve the needs of the LMU extended campus population. Librarians have been available during student orientation sessions during 2004-2005 school year distributing access information and user guides to new students. Additional marketing includes mass mailing of user guides and database password cards to all students and faculty at the beginning of each semester.
- The library staff continues to deliver instructional workshops to introduce appropriate research techniques and relevant databases to students within each discipline. The library staff delivered 76 classes this past year. Brown bag library workshops were conducted and well received by LMU Faculty and Staff. Topics included a focus on anti-plagiarism tools.
- Reference statistics reflect a four-fold increase in the volume of computer lab questions during the school year. The University Archives and Special Collections saw a 25% increase in reference appointments in 2004-2005; the number of digital reproductions released to photo editors, publishers and researchers increase by 100%.
- The Carnegie Vincent Library has continued to witness an increase in the volume of book circulation by 10% in the past year. Also, in the past four years, the Library has seen a 25% increase in patron usage.
- This past year, 100 new metadata records and images were loaded to the Digital Library of Appalachia server, with 40 full descriptions. These images are available to a worldwide audience.
- The museum, in conjunction with the History Department, continues to maintain an internship program, using 4 to 5 students each year.
- Museum faculty continue to present the Museum Studies Concentration in conjunction with History Department programs. These three, 3-hour courses are Introduction to Museum Studies, Issues in Collections Management, and Museum Interpretation.
- An NEH grant was received and the result is that 40% of this grant was used to benefit the museum through a collections evaluation provided by a professional conservator. This evaluation focused primarily on the museum environment including HVAC, facilities, collections storage, security, and artifact handling.

- The museum received contributions of \$3,500.00 specifically for the conservation and restoration of three paintings, and two antique frames by trained conservators, with the support of the museum's acquisition fund. This project has been completed.
- The Etherington Conservation Center, a world-renowned conservator, is completing work on several significant documents for a cost of approximately \$10,500.00.
- An additional project to restore 6-rare scrapbooks will be funded through a series of grant-supported activities.
- Selection of an AASLH approved PastPerfect Collection Management System has enabled the Museum to continue implementation of collections recording, increase access, provide digital images, develop complete accession records, and provide a much more accurate method of managing the collection. Nearly 400 of the most significant objects have been catalogued. The process continues daily.
- The museum received \$10,000.00 from the National Endowment for the Humanities to support a Consultants Grant that brought several consultants to the museum from the Library of Congress and the National Park Service, for an exhibit evaluation. This is the first of a three-phase project for a complete restructuring of the core exhibit.
- The Gettysburg Program (educational offering) was attended by 1150 children. This is the second year for this successful program.
- The Black History Program (educational offering) was attended by 625 children. This is the second year for this successful program. The museum will approach several agencies for financial support to obtain funding for the continuation of both the Gettysburg and Black History Programs.
- The museum's traveling exhibit funded by a \$10,000.00 grant, In the Shadow of the Cumberland Gap, was shown at four venues within Tennessee and Illinois, and continues to be scheduled by state and cultural venues.
- The museum staff continues to develop various public programs including the award-winning "Now He Belongs to the Ages: A Memorial to Lincoln."

- Museum faculty provided 75% of teaching and auxiliary support to the University's Elderhostel Program. The staff is scheduled for classes again this year.
- Museum staff gave over 30 speeches to various organizations in Kentucky, Virginia, and Tennessee as a part of the museum's outreach programs. Similar speeches are planned this year.
- The museum is cooperating in a fundraising project with University Advancement and several donors to secure gifts totaling \$12-\$15,000.00 for the restoration of paintings.
- The Lincoln Herald remains on schedule with a stable expense and an increase in subscriptions. The Lincoln Letters remains a vital marketing tool and continues publication. The museum Teacher's Guide (used in pre-visit packets), and other Lincoln and museum-related publications are continually produced to support museum marketing and outreach projects.
- The eighth edition of the *Wilderness Road*, with a new introduction by Dr. Thomas Clark is expected to be released by the fall of 2005.

#### Future Plans:

- The Carnegie Vincent Library staff has begun to incorporate information literacy into the University curriculum. The General Education Core Committee has endorsed two programs, approved by Undergraduate Curriculum and Academic Policy Committee, awaiting faculty approval. The general education core course will provide all students with the requisite skills to understand information organization and retrieval. The Information Literacy Course will be incorporated into the curriculum in the future.
- The Carnegie Vincent Library staff is working to update and improve access to the Periodical and Reference Collections with a major De-Selection Program.
- Computers in the computer lab will be replaced with twenty new laptop and ten hard-drive personal computers; a wireless system will be installed in the library. The overall library interior will be designed to accommodate wireless laptop use with tables and chairs on the first floor and private study carrels on the second floor of the library building.
- Library security systems will be implemented to protect the existing collections and the newly acquired computers.

- The Carnegie-Vincent Library staff will work to appropriately store and protect the Archives and Special Collections on the second floor; a maintenance committee will be convened to address the environmental conditions in the Archives and Special Collections area of the library. A new HVAC System must be acquired for the Archives and Special Collections area.
- Collection development to support Level V status and D.O. program initiation will continue.

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

Progress:

- While the University has a faculty evaluation process that includes self-evaluation, student evaluation, and chair evaluation, (evaluations of chairs), faculty workload agreements, and faculty development activities reports, the division is reviewing the process to ensure inclusion of current and more accurate assessment methods.
- In support of this initiative, faculty leaders participated in a faculty evaluation workshop and reported on new methodologies and systems. Accordingly, LMU continues to pursue the development of a comprehensive faculty evaluation process with broad-based participation in its development, and with the improvement of professional performance as its aim. The University is committed to such a process and has budgeted adequate funds for faculty development opportunities and merit pay considerations. With respect to faculty governance, the faculty senate has been called upon to recommend the development and implementation of changes to the evaluation process.

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

Progress:

- Established an advisory council. Developed parent/teacher organization- Family partnership organization. Intend to use officers as advisory council.
- Achieved 100% college acceptance (and placement) of graduates for the 2004-2005 academic year.

- Achieved 50% to 80% of public school salaries (will be at 80% by end of school year, on the way to gradually achieving 90%. Base salary for new academy faculty (with no teaching experience) will be \$24,000. This is 84% of the Claiborne County salary schedule of \$28,555. This contract year faculty with a master's degree received a merit raise of \$1,000.
- Achieved a 100% pass rate on Algebra I and Biology I (at advanced level): only one student failed to pass English II.  
For the year: Science- 57%- Advanced  
Mathematics 89%- Advanced  
Language Arts 90%- Advanced Level  
No student scored below proficiency in any subject areas.
- Achieved a 99% pass rate on the TCAP.
- Sent two academy students and one LMU student to World School in October 2004. They visited Germany and England.
- Sent a team to the Odyssey of the Mind Word Finals at the University of Maryland in May. For fourth year in a row, JFWA qualified to go to the World Finals of Odyssey of the Mind. Sent two teams to Colorado. JFWA earned a spot in the competition by winning first place in the high school division and second place in the junior high division.
- Strengthened relationship with LMU science department (working with Dr. Aggy Vanderpool) to strengthen academy science program.
- Initiated a community service requirement for all academy students of 10 hours per year.
- Had a national merit scholarship finalist (Sarah Eldridge).
- Qualified (both the middle school and high school) teams for state competition in the Science Olympiad through their second place win at ETSU.
- Mr. David Boyce won second place in state testing in chemistry at UT.
- Mr. Roger Mason won second place in state testing in physics at UT.
- Ms. Heather Hankins-Koppel won fifth place in state testing in Algebra I at UT.

#### Future Plans:

- To use the officers of the Family Partnership organization to do advertising and fundraising for the JFWA.

- To strengthen the college and academic counseling area of JFWA by developing a four-year plan
- To raise all faculty salaries next year, in pursuit of parity with local school systems.
- To strengthen student math and science skills by implementing additional assessments and re-teaching.

### **Progress Report on Strategic Goal 4 - 2005**

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

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

Progress:

- Completed satisfaction surveys with faculty and staff for maintenance, custodial and grounds services. Of a possible 5.0, the mean for satisfaction was Maintenance 4.27, Custodial 4.15, and Grounds 4.47.
- Evaluated the cost of custodial and grounds contract services and decided to handle these responsibilities in-house. Employees were hired and equipment and supplies were purchased. These services were transitioned to LMU on October 1, 2004.
- Attended SGA FYI forums and addressed student issues related to facilities and auxiliary services.
- Responded to SGA bills.
- Hired Partners Development to develop a plan for the renovation of Farr-Chinnock Hall and to perform design work for the science programs.
- Developed a plan for a Campus Operations Center.
- Hired Vaughn and Melton to design additional parking for the Campus Center, Lafrentz-Poole Hall and the Museum (Visitor Center).
- Represented LMU on the newly formed Parks and Recreation Committee of the City of Harrogate.

- Initiated revision of Facility Master Plan for 2006-2011. This initiative continues.
- Identified location for construction and began preliminary planning of facilities for the College of Osteopathic Medicine. University officials visited four existing Colleges of Osteopathic Medicine (Edward Via Virginia College, Pikeville College, Lake Erie-Bradenton, and Nova Southeastern University) to determine most appropriate features to include in building design.
- Specific projects completed:
  1. DAR-Whitford Hall (J. Frank White Academy)
    - 1<sup>st</sup> floor was reconfigured to accommodate the addition of 5<sup>th</sup> and 6<sup>th</sup> grade classes, new offices and a conference room.
    - The biology lab space was refurbished on the third floor.
    - Classrooms were painted.
    - Exterior doors and columns were painted.
    - Installed a new fire escape
    - New light fixtures were installed on the front of the building.
    - J. Frank White Academy lettering was put on the front and sides of the building.
    - New shingles were put on the roof.
  2. Avery Hall
    - New shingles were put on the roof.
    - Refurbished the HVAC system.
  3. Harold M. Finley Learning Resources Center
    - Painted the exterior building trim.
    - Replaced shrubs in the brick planter in front of the building.
  4. Corbin Site
    - LMU signage.
  5. Sigmon Communications Center
    - Purchased new television equipment. Old equipment was put in the radio station allowing the opportunity to air radio shows on the television.
    - Purchased FM radio transmitter.
    - Built dubbing room for studio productions.
    - Reconfigured reception area and built AM radio station area.
    - Replaced the front door with a glass door.
  6. Tex Turner Arena

- Replaced air conditioning unit.
7. Mary E. Mars Gymnasium
    - Sandblasted the building to remove the old gray paint.
    - New gutters, downspouts, windows and doors were installed.
    - Replaced the sewage line to the building.
    - Renovated 2 offices.
  8. Annan Natatorium
    - Re-coated the roof.
    - Purchased new heater and stairs for the swimming pool.
    - Installed new hot water heaters in the restrooms.
  9. Campus Center
    - Furnished with new leather couches, chairs, ottomans, end tables and a wide screen television.
    - Purchased new tables, chairs, couches and ottomans for Splitters Lounge.
    - Furnished Greek patio with sturdy tables chairs and umbrellas.
    - Constructed 2 new restrooms next to the dining hall.
    - Purchased Altoshame cooking center for the dining hall.
  10. Residence Halls
    - Dishner Hall, Mitchell Hall and Pope Hall opened in September 2004.
    - Professionally landscaped Dishner, Mitchell and Pope Halls.
    - Replaced the glass entryways at Liles and West Halls.
  11. Rental Apartments and Houses
    - Painted and did repair work in apartment 1 and 7 in Byram Hall (in preparation for married student housing).
    - Prepared apartment 4 in McClelland Hall (for married student housing). Painted the section of the building occupied by The Learning Tree Academy.
    - Completed the remodeling of the Robertson House.
    - The Sigmon House underwent a complete renovation. The house will be used as an alumni guest house.
  12. President's Home
    - Completely gutted the kitchen area. Re-wired the kitchen and replaced the walls. Installed new flooring, cabinets, countertops, light fixtures, and appliances.
    - Repaired leaky upstairs bathroom and remodeled downstairs powder room.

- Painted the family room and part of the sunroom. Added some new furniture to these rooms.
- Painted the garage and the exterior house trim.
- Replaced some of the landscaping.

#### 13. Kresge Hall

- Installed a heat pump for the University Advancement offices to replace the noisy window air conditioners.

#### 14. Duke Hall of Citizenship

- Replaced the fan windows on boiler room and Registrar's Office.
- Repaired the roof and installed new gutters on the front of the building.
- Replaced the landscaping on the back side of the building.

#### 15. Campus Operations Center

- Prepared the site for a new campus operations center which will house some administrative offices, post office, central receiving, and the print shop.
- Purchased a bulldozer to be used with site preparation and other campus projects.

#### 16. LMU Farm

- Constructed a new barn on the farm along highway 63 near Harrogate City Park.
- Replaced the boards on the barn located along highway 25E.
- Paved the farm road.
- Purchased a bush hog.

#### 17. Campus Roads and Parking Lots

- Installed parking bumps in parking lots near Farr-Chinnock and Avery Halls.
- Installed a few speed bumps.
- Renamed University Parkway (now Mars-DeBusk Parkway) and renamed Mars Drive (now Burchett Drive) and completed work on both.

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

Progress:

- Completed Health and Safety Committee revision of the OSHA Standards and Safety Resources Manual. The Manual is ready to be submitted to the President's Cabinet for final review.

- Conducted Safety Training Sessions with a safety consultant from Willis of Tennessee serving as the presenter:
  1. Forklift Training (February 23, 2005)
  2. Defensive Driving Classes (February 23, March 14, and April 14, 2005)
  3. Annual 2 day OSHA training session for a selected group of faculty and staff (February 28 and March 1, 2005)
  4. Lock Out/Tag Out Training (April 14, 2005)
- Arranged for LMU's OSHA certified employee to conduct weekly sessions on safety in the workplace (Toolbox Tips) with maintenance, custodial and grounds personnel.
- Had a safety consultant from Willis of Tennessee conduct inspections of Farr-Chinnock Hall, JFWA, Mars Gym and the Natatorium which resulted in identifying areas needing safety improvements. Improvements are currently being made.
- Arranged for a Traveler's Insurance loss control consultant and the insurance underwriter to visit campus and evaluate the dining hall, Tex Turner Arena, library, museum, and JFWA from a safety and insurance standpoint and provide a written report. All recommendations in the consultant's report have been addressed.
- Completed chemical and biological waste removal from labs, athletic training, and veterinary technology facilities. (Vendors used: Armor Chemical, Stericycle)
- Maintained membership on the Claiborne County Local Emergency Planning Commission.
- Contracted with SafeT company to monitor and service the fire and burglar alarm systems. All alarm systems have been inspected annually. Camera security systems and panic phones were installed at Dishner, Mitchell and Pope Halls.
- Conducted Adult CPR and First Aid training through the American Red Cross for key personnel from specific areas (August 4 and 11, 2004). Residence Life staff received the same training (August 9, 2004).
- Purchased vehicle for campus security. It has been equipped with a first aid kit, fire extinguisher, lights and siren.
- Distributed First Aid Kits to a designated office in each building.

- Purchased safety glasses, gloves, respirators, and hearing protection for custodians, grounds and maintenance workers.
- Arranged for BlueCross BlueShield of Tennessee to send BlueReview (newsletters) to employees on LMU's health insurance plan containing health care and safety tips. Blue Review also has a website for employees.
- Receive OSHA related rules and information through Willis of Tennessee.
- Contracted with Day Fire and Safety to annually test and maintain all fire extinguishers, fire hoses and dining hall stove hoods.
- Contracted with ThyssenKrupp to annually test and maintain campus elevators.
- Installed new fire alarm systems, based on recommendation from the State Fire Marshall, in Grant-Lee Hall and DAR-Whitford Hall (JFWA).
- Managed to employ a certified water and wastewater operator who operates the filtration and distribution system for the university. He attends classes in the operation and backflow prevention, cross connection control and state compliance. LMU received a 97 out of a possible 100 on the March 2005 sanitary survey for the fresh water system.

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

Progress:

- Developed new policies and procedures for the search process for hiring employees along with the appropriate forms through the efforts of the Office of Human Resources. The information is ready for review by the President and President's Cabinet.
- Developed an orientation checklist for new employees and intend to further develop the orientation checklist to incorporate the 90 day probationary period. This was completed by the Office of Human Resources.
- Budgeted funds under each department for staff development. Staff development and training is documented each year on the staff evaluation forms.
- Completed outcomes assessment and use of prior year assessment reports for each department that document improvement in daily operations and recommendations for further improvement.

- Sent annual staff evaluation forms from the Human Resources Office to relevant vice presidents in January 2005 to be used in conjunction with merit pay increases and personnel budgeting.
- Established LMU as a participant in the American Cancer Society Relay for Life.
- Presented mandatory voluntary benefits meetings in conjunction with Willis of Tennessee in April and May 2005. These meetings provided employees with the opportunity to initially enroll or make changes to voluntary benefits for enrollment (accident, cancer, critical illness, and short term disability insurance). New university discounts (Tri-State Tire and Automotive Center, Enterprise Rent-A-Car, Cingular Wireless) were communicated via email, letters and the Faculty-Staff Handbook. The Office of Human Resources has scheduled the introduction of 2 new benefits (voluntary vision and full flexible spending plan) in August 2005.

### **Progress Report Strategic Goal 5 – 2005**

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

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

Progress:

- Integrated specific requests for technology resources into the budget development process, which were used to specifically inform the development of technology budgets.
- Established the rudiments of an institutional technology plan, which is being further developed and refined on a parallel track with the institutional budget.
- Began planning discussions and evaluation of technology needs for support of the D.O. program and Level V scholarship and research.

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

Progress:

- Continued Datatel conversion, with all principal elements of Colleague now in place, and the Benefactor implementation scheduled early in 2005-06. User training on both Colleague and Benefactor has continued.

- Maintained hardware and software replacements/improvements and updates continuously.
- Completed installment of new classroom technologies (ie; “smart” classrooms, ITV communications) and planned additional installations of additional units.

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

Progress:

- Conducted several training sessions for faculty and staff. Training opportunities are continuously reviewed and scheduled as appropriate both on the administrative system and other computer-based applications.
- Presented specific training for faculty advising students during the 2004 Faculty/Staff Conference.

**Progress Report Strategic Goal 6 – 2005**

**Strategic Goal 6: Enhance External Resources**

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

Progress:

- Added nine new annual scholarships
  1. Veterinary Work Scholarship
  2. Algernon Sydney Sullivan Foundation Annual Scholarship
  3. Dishner Gamble Student Fund
  4. Betty Mason Grubb Memorial Scholarship
  5. DeMarcus Memorial
  6. Rotary Oscar Robertson Memorial Scholarship
  7. Luke Copeland Annual Music Scholarship
  8. Graduate Education Fund
  9. Mission of Hope Annual Scholarship in memory of Dedrick Andrew Courtney
- Increased faculty/ staff giving from 33% to 37%
- Evaluated annual fund activity, and decided to go back to the system of direct mail to alumni and friends for annual fund support instead of placing the annual fund appeal in the alumnus, Blue and Gray and other publications. Every letter is also signed by President Moody.

- Increased alumni chapter activity
  1. Reactivated the Kingsport and Atlanta alumni chapters.
  2. Initiated biographical mailings for new Alumni Directory with Harris Publishing- Due out Spring 2006.
  3. Alumni participation in alumni chapters has increased 64%
  4. Twenty-five alumni events have been held since July 2004

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

Progress:

- Added eight new endowed scholarships
  1. Fay G. Keck Memorial Endowed Scholarship in Elementary Education
  2. Mabel D. Smith Endowed Music Scholarship
  3. L. G. and Carroll Caylor Endowed Nursing Scholarship
  4. Fortner/Diffenderfer Endowed Scholarship
  5. Inez Stiner and James B. Stiner Endowed Scholarship in memory of Mr. and Mrs. H. Clay Stiner and Mr. G. S. Stiner
  6. Robertson Endowed Scholarship for the J. Frank White Academy
  7. Mission of Hope Endowed Scholarship in memory of Dedrick Andrew Courtney
  8. Marion Carter Endowed Music Scholarship
- Added New Residence Hall Endowed Fund
- Increased endowment portfolio by 10.40% during FY 04-05
- Increased fundraising
  1. University fundraisers successfully completed the FY goal of 500 personal calls on alumni and friends. Twenty-one (21) states were visited (Alabama, Illinois, New Jersey, Washington, D.C., Maryland, Georgia, Ohio, Indiana, North Carolina, South Carolina, Florida, Tennessee, Texas, Arizona, Oklahoma, Louisiana, Washington, Alabama, Arkansas, Mississippi, and Virginia), twelve (12) will provisions recorded and 58 of the 500 visits were new prospects. (Includes totals of major gift officers)
  2. Hired a new Assistant Vice President for University Advancement (major gifts officer) who successfully achieved FY 04-05 goal of 200 calls in 11 states; 24 were new prospects, obtained 4 new will provisions, and working with a donor on a seven figure gift for FY 05-06

- Refined travel territory for systematic cultivation and solicitation, especially potential major gift level donors
- Updated and prioritized President's call list; added her call goals to the master travel planning documents; set a goal of 50 calls for the President for FY 05-06.
- Evaluated and updated call goals for the three fund raising officers. Goals for FY 05-06 include:
  1. Each of the three offices will complete 100 hard calls with potential major gift donor, including further cultivation with top prospects identified from last year's calls
  2. Each of the three officers will research and complete calls on 25 new prospects.
- Received Grants
  1. \$42,940 from Tennessee Child Welfare Consortium for social work scholarships, travel and administrative costs
  2. \$40,500 from Algernon Sydney Sullivan Foundation for scholarships and endowed chair in religion
  3. \$29,350 from Appalachian College Association for student research projects in eastern Kentucky
  4. \$22,193 from National Student Nurses Association for scholarships
  5. \$11,760 from Good Samaritan, Inc. for nursing scholarships
  6. \$10,000 from National Endowment for the Humanities for ALLM planning purposes
  7. \$9,720 from SAMAB Foundation for CMRC participation in National Biological Information Infrastructure project
  8. \$8,500 from Tennessee Historical Commission to conduct an archaeological survey of campus
  9. \$7,500 from United States – Japan Foundation for International Studies travel expenses
  10. Assistance in obtaining \$7,000 from Tennessee Department of Agriculture for Claiborne County Animal Shelter spay and neuter funds
  11. \$6,000 from Department of Forestry for CMRC to conduct workshop on land snails
  12. \$5,000 from National Endowment for the Humanities for preservation assistance
  13. \$4,800 from Appalachian College Association for faculty travel grants
  14. \$2,500 from Datatel for scholarships
  15. \$1,000 from Clayton Family Foundation for LMU concert series
- Disseminated grant opportunities to faculty and staff:
  1. ALLM – 13

2. Kinesiology/Athletic Training – 5
3. Learning Tree Academy – 2
4. CMRC – 6
5. MANS – 2
6. Appalachian Studies - 6
7. Library – 3
8. Vet Tech – 3
9. Fine Arts - 10
10. Med Tech – 1
11. Nursing – 5
12. CPPC – 9
13. JFWA – 6

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

Progress:

- Selected theme for 04-05: Preserving the Past, Building the Future
- Increased enrollment and retention
- Publicized many of the 500 face to face calls in Alumnus Magazine and received great response
  1. 5.6% increase in enrollment
  2. 88.40% retention rate
- Demonstrated significant Public Relations/Marketing, Publications and Web Activities:
  1. Participated in press conference announcing partnership with Walters State Community College in Morristown, Tennessee.
  2. Continued locating “lost” alumni through Alumni Finder
  3. Participated in the Lincoln Day Celebration in Washington, D.C.
  4. AP story by Elizabeth Davis (regarding Abraham Lincoln Library and Museum, and LMU heritage and mission) published in various newspapers across the nation
  5. Distributed 187 press releases verse 178 over the previous year
  6. Developed new admissions publications and website development timeline with Stein
  7. Continued publishing “The Insider” electronic newsletter, which allows for regular monthly contact with over 1200 alumni and friends
  8. Increased University awareness through advertising and media activities, including brand-awareness advertising in Knoxville airport; continued print, radio and television campaigns; television

- campaign in Corbin area to promote nursing program; increasing the quantity of press releases distributed to media outlets.
9. Updated and standardized University business card design
  10. Redesigned nursing and social work websites and created criminal justice website.
  11. Developed 2004 President's Annual Report and distributed 14,000 copies to alumni and friends of the University
  12. Developed first full color issue of the Alumnus magazine and distributed 14,000 copies to alumni and friends of the University
  13. Developed a University style manual, which includes University guidelines for writing, use of images and logos, colors, etc.
  14. Developed on-line Speaker's Bureau featuring University faculty and staff members
  15. Purchased listing space in Hobson's Student Guide
  16. Initiating advertising in upcoming U.S. News and World Report
  17. Created flyer for Management and Leadership Studies program to be offered at Walters State Community College campus
  18. Researched and developed a brochure to be released in August 2005 to officially kick off campaign for athletics
  19. Selected and ordered appreciation gifts for Recognition Societies – donor giving clubs.
  20. Designed Center for Professional Collaboration's first newsletter.
  21. Updated University map and made available electronically and in hard copy.
  22. Updated the nursing, West Knoxville campus and Master of Education brochures
  23. Developed table-top display boards for Vet Tech program
  24. Internet advertising in the Morristown Citizen Tribune
  25. LMU-Go TriCities internet promo banner. Go-TriCities Network-Bristol, Kingsport, Johnson City, TN – targeted admissions territory.
  26. Mountain Heritage - Powell River Watershed magazine
  27. Next Step Magazine published an article on Nursing corresponding with our ad
- Advanced Kanto program:
    1. Fall 2004 and Spring 2005 Kanto groups consisted of 135 students.
    2. Revenue generated \$189,759
    3. Curriculum changes were instituted beginning with the spring group, and will continue with future groups. Most notable of these changes was the addition of a listening course, a drama course and considerable and increased involvement with the J. Frank White Academy.
    4. Opportunities for interaction with area youth organizations were greatly increased.
    5. Initial planning is underway regarding a student exchange with the J. Frank White Academy and the Kanto School.

6. Since the inception of the Kanto program in 1979 approximately 5650 students have attended LMU from the Kanto International Senior High School, Tokyo, Japan. This program continues to be unique among institutions of higher learning in the United States.

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

Progress:

- Built three new residence halls – Received gifts to cover all costs
- Began renovation of LP
- Completed power point for campaign discussions
- Completed first draft of the Distinguished Alumni publication as companion piece to Capital Campaign
- Completed first draft of fundraising terminology guide as companion piece to Capital Campaign
- Received other Notable Gifts:

Estate of Elizabeth Parr Reed	\$646,200.52 unrestricted
Don Pope	\$498,809.96 new residence hall
Estate of Paul F. Dishner	\$284,956.87 unrestricted
Sam Mars Jr.	\$251,233.00 in kind
Lamar Hennon	\$216,943.00 Athletics
USDA	\$215,114.00 DLT grant
Estate of E. Oscar Robertson	\$202,880.00 Academy, Mary Mars, Annual Fund
Jamie Lay	\$200,000.00 dist prof history
Sammy Mars	\$125,617.00 in kind
Estate of Alice Stopinski	\$62,568.89 Scholarships
Estate of Charles Edward Poteat	\$60,100.00 Multipurpose facility
J Frank White Estate	\$60,000.00 Academy
R.C. Williamson	\$50,838.25 in kind
Algernon Sydney Sullivan Fdn.	\$40,500.00 scholarships
Appalachian College Assoc.	\$26,522.50 scholarships
Wright Brothers Construction	\$25,000.00 in kind machinery for farm
Stowers Machinery	\$25,000.00 in kind machinery for farm
Good Samaritan Foundation, Inc.	\$23,520.00 Scholarships

Foundation of Nat'l Student Nurses	\$22,193.00 Scholarships
Mission of Hope, Inc.	\$20,000.00 scholarships
Sally Freese	\$17,500.00 in kind painting to museum
Diffenderfer William Doyle	\$15,278.53 scholarships
Inez E. Stiner	\$15,100.00 scholarships
H. T. Hackney Co.	\$15,000.00 In-kind, lumber for barn
Lucy Barcelo	\$15,000.00 in kind painting to museum
David Wood	\$15,000.00 in kind painting to museum
G. L Carter Jr.	\$12,000.00 School of ED Endowment
Virginia Electric Supply, Inc.	\$11,523.60 In-kind, annual fund
Joseph C. Smiddy	\$11,000.00 Scholarships
James W. Bellamy	\$10,000.00 Athletics
Russell W. Lloyd	\$10,000.00 Scholarships/Athletics
Farmers & Miners Bank	\$10,000.00 Concert
Samuel H. Spencer	\$10,291.47 Scholarships
Samab Foundation	\$10,000.00 Ron Caldwell Grant
Pineville Hospital for medical technology fund	\$9,999 Med Tech support
City of Harrogate	\$6,500 Symphony, Library, JFWA, Museum

- Strategic Initiative Fundraising Priorities
  1. Lafrentz Poole Renovation
  2. Duke Hall Renovation
  3. Sigmon Communications Center
  4. New Science facility
  5. Charles Poteat Multiuse facility
  6. Endowment
- Other accomplishments
  1. Continue testing on Datatel going live on August 1, 2005
  2. Progressed on the implementation of the Crescendo Planned Giving Software on the University Advancement Website

## **Part II**

# **Strategic Plan: 2006-2011**

**(Revised August-October 2005)**

**Strategic Goal 1:**

*Strengthen planning, budgeting and assessment*

**Strategic Goal 1: *Strengthen planning, budgeting and assessment*****Objective 1.1:**

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

**Strategies/Action Plans:**

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

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

**Time Frame:** Annually

**Resources Required:** Time

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

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

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

**Objective 1.2:**

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

**Strategies/Action Plans:**

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

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

**Time Frame:** Continuous

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

**Assessment:** Balanced fiscal year operating budget

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

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

**Objective 1.3:**

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

**Strategies/Action Plans:**

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

**Responsibility:** DDU Administrators, the Vice President for Finance and the President

**Time Frame:** Annually

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

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

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

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

**Objective 1.4:**

To make data-based decisions

**Strategies/Action Plans:**

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

**Responsibility:** The President, the Director of Institutional Research and Accreditation, the IE Committee, and the Vice President for Finance.

**Time Frame:** Continuous

**Resources Required:** Institutional Research Departmental Budget

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

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

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

**Objective 1.5:**

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

**Strategies/Action Plans:**

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

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

**Time Frame:** Annually

**Resources Required:** Time

**Assessment:** Annual progress report

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

**Strategic Goal 2:**

*Maintain enrollment at a sufficient level to support the fiscal integrity of  
Lincoln Memorial University and its mission.*

**Strategic Goal 2: *Maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University and its mission***

**Objective 2.1:**

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

**Strategies/Action Plans:**

- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize the University's academic programs.
- Use the World Wide Web for advertisements and news.
- Link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Maintain direct mail to target markets.
- Increase E-mail and telecounseling to applicants and qualified prospects.
- Develop an information packet for Deans and Department Chairs to talk with high-achieving, potential students to recruit for specific programs.
- Develop appropriate recruitment materials for the Doctor of Osteopathic Medicine program following program approval.
- Conduct monthly meetings among the Director of Admissions and academic chairs to engage LMU faculty more in the recruitment process (Department letters to potential students, Department telephone calls, etc.).
- Host preview days and counselor workshops targeting alumni of LMU graduate programs, such as Guidance and Counseling and Administration and Supervision.
- Identify and visit school counselors, teachers and principals who are graduates of LMU in Knoxville, Cleveland, Ducktown, Kingsport and other sites in Georgia, Kentucky and Virginia to assist with the recruitment of students.
- Budget for and produce 1000 information notebooks for distribution to regional high school guidance counselors' offices. An additional information sheet will be added to the mailing detailing the graduate education programs at LMU for the high school teachers.

- Maintain recruitment effort into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools.
- Add appropriate questions to the CIRP survey that are specific to LMU.
- More direct mailing to specific majors and undecided majors.
- Update major brochures with “subject to change” (reviewed and/or revised annually).
- Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni.
- Budget for and assign recruiting coordinator(s) for extended site that supports multiple programs.
- Conduct survey to determine need for alternative scheduling and/or delivery of classes.
- Investigate admissions criteria for Level 5 designation.
- Implement admission processes for new programs (D.O., M.S.N) that recruit students with the academic ability necessary for successful program completion).
- Conduct “College Days” at local high schools and middle schools during the evening hours that might include:
  - How to apply for financial aid
  - Preparing for college
  - Student athlete presentation.
  - Goal Setting
  - Brochure “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on material.

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

**Time Frame:** 400 students (Total = 853 FTE); Fall 2005, 400 students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885), Fall 2008, 425 students (Total = FTE 900) Fall 2009, 435 students Total = FTE 910).

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

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

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

**Strategic Goal 2:** *Maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University and its mission.*

**Objective 2.2:**

To maintain and increase first-time, full-time freshmen to 275 (with 25 being minorities), and increase full-time transfer and re-admitted students to 150. Of those 425 new students, 175 will be residential students by 2009.

**Strategies/Action Plans:**

- Maintain two marketing committees (Board Committee and University Committee).
- Evaluate current markets and make additions and/or corrections as needed.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new and transfer students.
- Design recruitment materials that are attractive to potential students.
- Review latest research on why students choose a college and work with printing companies to incorporate information into materials.
- Maintain and update a comprehensive Web site for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Increase the recruitment of undecided majors through career planning services.
- Increase recruitment of international, Hispanic, and other minorities.
- Maintain recruitment outside the primary 100-mile radius recruitment area.
- Focus academic scholarship money on new students, academically gifted students and residential students.
- Coordinate the recruiting efforts of athletic coaches and the admissions office.
- Continue work on the International Student Web page.
- Have international snacks available in the book store.
- Continue to schedule an orientation class for international students to be conducted within the first week of the fall semester to include, but not limited to:

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

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

**Time Frame:** 400 students (Total = 853 FTE); Fall 2005, 400 students (Total = 860 FTE); Fall 2006, 400 students (Total = 868 FTE); Fall 2007, 415 students (Total FTE 885), Fall 2008, 425 students (Total = FTE 900) and Fall 2009, 435 students Total = FTE 910).

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

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

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

**Strategic Goal 2:** *Maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University and its mission.*

**Objective 2.3:**

Maintain and increase where possible and appropriate enrollment levels in the graduate program; achieve enrollment goals in new programs (including M.S.N and D.O. following appropriate approvals) and at new sites.

**Strategies/Action Plans:**

- Advertise with local and regional media outlets (specifically M.B.A. and M.Ed. programs).
- Send out timely news releases.
- Publicize the University's graduate programs by developing brochures for individual graduate programs.
- Use the World Wide Web for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Continue to increase the number of MBA students by word of mouth and advertising.
- Establish institutional relationship with American Association of College of Osteopathic Medicine Application Service to identify and process potential osteopathic medical students to reach the expected entering class size projections each year (following appropriate approvals).

**Responsibility:** Deans of the schools of education and business, Director of Public Relations, Director of Publications/Webmaster

**Time Frame:** Each semester

**Resources Required:** \$30,000.00 within Public Relations and Admissions budgets (00.140025).

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

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

**Strategic Goal 2:** *Maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University and its mission.*

**Objective 2.4:**

The J. Frank White Academy (5<sup>th</sup> – 12<sup>th</sup> grades) will increase enrollment by 5% annually through 2009 with 120 students.

**Strategies/Action Plans:**

Strategy 1 - Recruitment

- To implement an aggressive recruitment plan incorporating the following methods of targeting students and building a name base of potential students:
  - Referrals - Get names from satisfied people associated with the Academy including current students and their families, alumni and their families, as well as friends of the academy such as businesses, churches, community leaders, and donors
  - Feeder schools (or private schools) in our service area - Get names of potential students directly from their records (visit the students at the school and give presentations about the Academy). Have special days (e. g. St. Julian's Day) specific to the targeted feeder schools.
  - Identify Home School Students - These students' names are available through the local school districts and the state departments of education.
  - Other methods of getting names - Collect names of students visiting the campus for museum tours, sports camps and other programs. Get mailing lists from area sports leagues.
  - Walk-ins and phone inquires - Follow up with parents who visit the school for information or call with inquiries or ask about the school through those associated with the Academy.
  - Continue to plan and present Preview nights.
  - To develop and implement a development plan targeted at offering more scholarships by increasing fundraising.

Strategy 2 - Marketing

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

Strategy 3 - Retention

- To analyze retention information.
- Survey the satisfaction of current students and students who leave or do not choose to attend. (Strengthen the exit interview process by obtaining relevant information on how to improve the JFWA.)

**Responsibilities:** Director of Recruitment, Principal

**Time Frame:** 2005-2009

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

**Assessment:** Enrollment statistics

**Use of Results:** To increase enrollment.

**Strategic Goal 2: *Maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University and its mission.***

**Objective 2.5:**

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

**Strategies/Action Plans:**

- Continue to schedule workshops using the Noel-Levitz Advising program.
- Advise new students according to the Noel-Levitz program.
- Identify and counsel all students who are Tennessee Lottery Scholarships recipients.
- Inform each department (administrative and academic) of their role in the Retention Plan.
- Student Services will assist each department with the development of a departmental retention initiative.
- Educate all faculty and staff on the importance of satisfied students and how improved retention benefits all University constituencies.
- Charge the Enrollment management Committee with the Develop of an Academic Advising manual
- Increase the number of successful interventions resulting from the early warning system.
- Maintain the high percentage of student athletes who remain eligible to participate at the NCAAII level.
- Continue to use a systematic process for identifying “students at risk”.

**Responsibility:** Vice President for Enrollment Management and Student Services; Enrollment Management Team; School Deans, Department Chairs and all University staff

**Time Frame:** Annually

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

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

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

**Strategic Goal 2:** *Maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University and its mission.*

**Objective 2.6:**

To increase the percentage of students using student services.

**Strategies/Action Plans:**

- Inform students of the services provided by the University.
- Provide courses in specified departments for developmental students.
- Maintain and update web pages for each department and link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Research current trends by department and report findings to the LMU community.
- Seek grants to defray costs of specified departments.
- Network with University personnel.
- Share evaluation summaries with the LMU community.
- Canvas the LMU student body for recommendations concerning activities and programs.
- Provide written materials in the form of catalogs, handbooks and other handouts.
- Provide amenities for student use at the Harrogate site and investigate the possibility of amenities at extended sites.
- Provide personal, academic and financial information to all students, graduate or undergraduate.
- Improve and maintain residential housing facilities and programs.
- Investigate the housing needs of doctoral students.
- Continue referrals to the Tagge Center for Excellence.
- Investigate support services needed by doctoral students.

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

**Time Frame:** Annually

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

**Assessment:**

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

**Use of Results:**

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

**Strategic Goal 2:** *Maintain enrollment at a sufficient level to support the fiscal integrity of Lincoln Memorial University and its mission.*

**Objective 2.7:**

To provide appropriate student aid awards to eligible students.

**Strategies/Action Plans:**

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Increase funding of Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.
- Employ the financial aid matrix (grid) rewarding students with demonstrated academic potential.
- Package financial aid awards for current/returning students prior to end of spring semester each year.
- Provide financial aid awards to new students within five days of completing their financial aid files.
- Develop an application to be sent to all students who qualify for endowed scholarships to assist the Awards Committee in awarding those scholarships.
- Investigate the reallocation of unused scholarship funds that could be used by students enrolling in summer classes.
- Investigate the possibilities of reduced tuition for undergraduate students during the summer term giving particular attention to the financial implications on the University.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- Identify and reward students whose academic potential has been previously unidentified.
- Investigate the financial possibilities for College of Osteopathic Medicine (COM) students. Identify and train personnel to work with COM students in securing financial assistance.

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

**Time Frame:** Each semester

Lincoln Memorial University

Strategic Plan 2006-2011

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

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

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

**Strategic Goal 3:**  
*Enhance Academic Quality*

**Strategic Goal 3: Enhance Academic Quality**

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

**Strategies/Action Plans:**

- Proposals (including feasibility studies, staffing plans, mission compatibility, and all budgetary implications) for accreditation substantive changes will go through the appropriate curriculum committee(s), department, school, and then be forwarded to the VPAA/Provost for consideration and presentation to the President's Cabinet. The Institutional Effectiveness Committee will be informed after the Cabinet's review.
- Each department will demonstrate evidence of assessment results used to improve/support curricula, programs, compliance with accreditation criteria, and the annual budget process.
- Where appropriate, departments will use technology (e.g., WebCT or other course management systems) to document assessment results.

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

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

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

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

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

**Strategic Goal 3: Enhance Academic Quality**

**Objective 3.2:** Create/revise academic programs linked to department assessments and university mission at the undergraduate, post baccalaureate and graduate levels at Harrogate and extended sites (e.g., general education core curriculum, adult learning/degree completion programs, courses for global learning, and traditional programs).

**Strategies and Action Plans:**

- Consider creative approaches to student learning, such as accelerated programs, distance education, and teaching/learning technologies.
- Investigate the development and implementation of new academic programs including, but not limited to: Master of Science in Nursing (M.S.N.), Doctor of Osteopathy (D.O.), Bachelor of Science in Special Education, and additional undergraduate and graduate programs.
- Improve coordination between Harrogate and extended sites with emphasis on community and student needs.
- Institute changes toward Level 5 status including renovation of buildings (library, office/classroom spaces, science buildings, etc.) and expanded support services (classroom/instructional technology and support, faculty development funding/scholarship support, full-time faculty and staff, etc.).
- Use appropriate technology to enhance the instructional delivery process (smart classrooms, online course management systems, ITV, streaming video, etc.).

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

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

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

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

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

### **Strategic Goal 3: Enhance Academic Quality**

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

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

- Continue identification of benchmark institutions using such criteria as institutional level, size of budget, endowment, undergraduate/graduate student enrollment, geography, mission, and other relevant criteria.
- Continue development of a plan for faculty compensation with a target faculty salary scale as prioritized below:
  - a. Adjust the institutional inequities of full time faculty.
  - b. Implement the plan to bring full time faculty salaries to mid-range of benchmark institutions.
  - c. Implement and sustain a merit pay system, with an evaluation system to support it.
  - d. Address the issue of competitive compensation for adjunct faculty.

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

**Time Frame:** Collection, evaluation, and interpretation of data in 2005-06, with full implementation in stages by 2009-10

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

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

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

**Strategic Goal 3: Enhance Academic Quality**

**Objective 3.4:** Continue to strengthen the University libraries and museum and their services.

**Strategies/Action Plans:**

- Pursue grants and leverage resources to support and extend LMU collections.
- Assess information needs and address the growth and development of new and existent programs at Harrogate and extended sites.
- Secure appropriate library and learning resources to support the proposed D.O. program.
- Provide a program on information literacy and quality learning resources, evidenced by student research, technology, and communication skills.
- Continue museum outreach to area schools, community groups, tourists, scholars, and consumers by means of exhibits, publications, and e-commerce opportunities.
- Provide appropriate cataloging and physical protection and space for collections.

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

**Time Frame:** Ongoing

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

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

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

### **Strategic Goal 3: Enhance Academic Quality**

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

**Strategies/Action Plans:**

- Develop and implement a faculty evaluation process based on professional and institutional expectations and on “key performance indicators,” such as student, self, and chair evaluations. Other indicators such as student contacts, credit hour production, scholarly activity, student advisement, and committee and community service should be considered.
- Identify peer benchmark institutional data for review and establishment of LMU’s faculty evaluation process.

**Responsibility:** VPAA/Provost, deans,

**Time Frame:** Ongoing

**Resources Required:** Time

**Assessment:** Annual review of process effectiveness.

**Use of Results:** For effective faculty evaluation.

**Strategic Goal 3: Enhance Academic Quality**

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

**Strategies/Action Plans:**

- Maintain a School Improvement Plan that is updated annually, monitors progress, and renders changes due to results that are data-driven.
- Expand the opportunities for JFWA students to take LMU courses in their junior and senior years.
- Review the school improvement plan.
- Continue improvement of faculty salary to parity area public school salaries.

**Responsibility:** President, VPAA/Provost, Dean of the School of Education, Principal of JFWA.

**Time Frame:** Annually.

**Resources Required:** JFWA budgets.

**Assessment:** Annual School Improvement Plan results submitted to SACS; results of all testing (Terra Nova Achievement tests, Gateway tests and ACT tests); college placement results

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

**Strategic Goal 4:**

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

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

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

**Strategies/Action Plans:** Assess, plan for, and evaluate all facilities and grounds in order to respond to needs (such as student demographic fluctuations, program needs, physical maintenance, housing, etc.)

1. Provide additional office and classroom space on and off campus.
  - Current Needs: faculty/staff offices, science labs, art studios, music space
  - Future Needs: science labs for the College of Medicine.
2. Consider the possibility for additional general classroom and science laboratory space with the renovation of Farr-Chinnock Hall.
  - Review and update the Facilities Master Plan annually.

**Responsibility:** Director of Properties & Physical Plant, President, the President's Cabinet, and the Properties Committee of the Board of Trustees

**Time Frame:** Annually and as needed

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

**Assessment:** Minutes of President's Cabinet and Properties Committee; updated Facilities Master Plan; documentation of projects

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

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

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

**Strategies/Action Plans:**

- Assess, plan for, and evaluate all University safety and security operations in order to ensure compliance with regulatory agencies.
- Review and update the institution's OSHA Standards and Safety Resources Manual.
- Provide opportunities for faculty, staff, and students to focus on their health and well-being.
- Conduct an annual assessment of physical plant and facilities, focusing on safety and health issues (lighting, traffic signs, alarm systems, etc.).

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

**Time Frame:** As situations warrant and annually

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

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

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

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

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

**Strategies/Action Plans:**

- Complete and implement policies and procedures for the advertising, recruiting and searching for new personnel. (HR)
- Develop a structured orientation and acclimate new personnel to University operational flow. (Supervisors)
- Provide professional growth opportunities through University and outside resources. (Immediate Supervisor, Division Vice President)
- Link the evaluation process to staff development and merit pay increases. (Immediate Supervisor, Vice Presidents, President and Human Resources Department)

**Responsibility:** (above)

**Time Frame:** Ongoing

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

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

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

**Strategic Goal 5:**

*Make Effective and Efficient use of Technology*

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

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

Strategies/Action Plans:

- Develop and maintain a University Technology Plan.
- Prepare budget requests and grant proposals.
- Prepare and implement technology plans for new D.O. program initiatives.
- Involve D.O. faculty, staff, and administration to ensure that technology planning includes attention to their research needs.

Responsibility:

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

Time frame:

- Continuous

Resources required:

- Included in CIO budget

Assessment:

- Annual survey by students, staff and faculty

Use of results:

- To maximize effective use of computing and telecommunications resources

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

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

Strategies/Action Plans:

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

Responsibility:

- Chief Information Officer and staff

Time frame: Continuous

Resources required:

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

Assessment: User survey and management evaluation of performance monitoring data

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

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

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

Strategies/Action Plans:

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

**Responsibility:** Information Services staff

**Time Frame:** Continuous

**Resources Required:** Included in CIO budget

Assessment:

- Annual User Survey
- Problem Tracking Logs

**Use of Results:**

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

**Strategic Goal 6:**

*Enhance external resources*

**Strategic Goal 6: Enhance external resources****Objective 6.1: Increase unrestricted donations through giving and alumni participation by building a broad base of annual support.**

**Strategies/Action Plans:** University Advancement will identify and cultivate donors who have the potential to give unrestricted gifts annually. The following constituencies will be solicited:

- Continue to solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund; participation will be 100%.
- Ask all members of the President's Cabinet to participate in the Annual Fund; participation will be 100%.
- Encourage University Advancement staff to continue to contribute to the Annual Fund; participation will be 100%.
- Encourage all members of the Alumni Board to contribute to Annual Fund; participation will be 100%.
- Increase current faculty/staff giving: for FY 2004-2005 participation was 37%; .goal for FY 2005-2006 will be 40-45%.
- Explore feasibility of identifying departmental agents and intercampus fundraising challenges. Agents will present giving opportunities during school and departmental meetings at least once per semester.
- Increase current alumni giving (FY 2004-2005 was 5.7%); by the year 2007, the participation will be 33%, to include graduate and undergraduate rates as administered through the class agents program, alumni chapter participation, direct mail campaigns, and other alumni initiatives.
- Increase efforts to solicit friends, defined as potential donors who are not alumni. (Pursue re-visiting our history initiative) FY 2005-2006 face-to-face calls by fundraising staff will be 100 hard calls with potential major gift donors, including further cultivation with top prospects identified from last year's calls. Each of the three officers will research and complete 25 additional calls on new prospects. The President will complete 50 calls.
- Improve donor recognition system to include revising the Recognition Society and adding at least one special event to honor upper level donors. Fundraising officers will hand-deliver recognition gifts to top level donors in their respective territories.
- Continue travel within assigned territories for systematic cultivation and solicitation, focusing on potential major gift level donors and World War II era group.
- Involve parents of current students as volunteers in cooperation with Student Services. Assist with the development of a parents' advisory board to work in conjunction with the pre-existing professional advisory boards.
- Involve current students through a "senior project" or other initiatives.
- Provide training in "Asking for a Gift" as needed to departments outside of University Advancement; i.e. Museum staff, Library staff, Athletics, Cabinet, Trustees and Departmental Chairs.
- Support advisory board activity in academic areas through Cabinet administration.
- Target mailings to new graduates to obtain correct e-mail and physical address.

- Train Human Resources personnel on payroll deduction procedures.
- Continue trustee letters to target groups.
- Solicit LYBUNTS (donors who gave last year but not this year) and SYBUNTS (Donors who gave some year, but not this year) by state according to divided territory.
- Museum staff will develop a list of contacts for annual support to include the Lincoln Herald list, the Lincoln Letters, the Lincoln Scholars, East Tennessee Historical Society, Tennessee Historical Commission, the Lincoln groups, Lincoln Bicentennial Committee, Lincoln Diploma of Honor, former donors to the Museum, and the Museum visitors' list. Names will be compiled into a master solicitation list.
- Offer Lincoln Mercantile items on-line and add email addresses to master contact list.
- J. Frank White Academy staff will continue to develop a list of contacts for annual support to include parents and relatives and graduates of the Academy.
- Continue to develop a list of contacts with the Athletics staff for annual support to include graduates who participated in athletics. Former athletes may do targeted mailings. Continue planning for \$1 million dollar campaign with athletics to keep LMU athletics competitive; kickoff planned for August 5.
- Partner with athletics on annual golf tournament, auction, charitable gaming activities, and other fundraising events.
- Continue to develop the role of volunteers in the overall fundraising program.
- Address needs through the academic council to encourage giving
- Work with staff assembly to address giving options.
- Establish face-to-face visit goals for athletics, the Museum, and the Academy.
- Continue to cultivate international interests, including Kanto International High School, and monitor revenue and expenditures of these programs.
- Build historical information about alumni, friends and potential prospects by reviewing newspaper clippings and other media sources.
- Hire prospect researcher.
- Support initiatives necessary for anticipated Level V accreditation status through fund raising efforts.

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

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

**\*Resources Required:** (0100-63003.61100 – Postage

61200 – Printing

61300 - Travel

61325 - Entertainment/Donor Recognition

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

\*Calculated at \$.20/dollar

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

- Review call reports and task sheets at weekly staff meetings.
- Continue to track on-line giving.
- Continue to review and compare on-line weekly giving reports with direct mail and phone-a-thons.
- Continue to review LYBUNT and SYBUNT reports monthly.
- Compile and review call reports from Academy, Museum and Athletic personnel.

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

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

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

**Strategies/Action Plans:**

- University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at a minimum of \$500,000, endow professorships at a minimum of \$250,000, endow scholarships at a minimum of \$15,000 and endow faculty development funds at a minimum of \$15,000. Review endowed chairs to determine which ones are currently fully funded.
- Continue recognition of donors who contribute to endowment funds.
- Continue to increase the number of the Circle of Friends for Endowment gift club by 10 or more each year.
- Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University, the Chairman of the Board, and the Chairman of the Executive Committee.
- Continue to feature donors in the *Alumnus* magazine who have already made estate plans.
- Continue to target the Classes of 1974 and prior classes to receive the new Legacy newsletter.
- Investigate feasibility of utilizing a national prospect research service.
- Continue and expand solicitation of foundations and corporations that support endowment endeavors.
- Continue prospect research to identify prospects in various areas, such as honorary degrees holders, Algernon Sydney Sullivan recipients, etc.
- Continue to code all alumni by their majors.
- Continue to sponsor concerts to benefit endowed scholarships.
- Seek to endow all physical projects to ensure funds will be available for future maintenance.
- Address needs through the academic council to identify potential donors and to encourage giving to an endowed fund.
- Work with Staff Assembly and Faculty Senate to address giving options.
- Continue to assist athletics, J. Frank White Academy, the Museum, the Learning Tree Academy and the Library with identifying donors for endowed funds.
- Continue to aggressively pursue grants from private foundations and government agencies for the Museum, the J. Frank White Academy, and the Learning Tree Academy.
- In cooperation with Vice President for Administration establish endowment levels required for maintenance of each facility on campus.

- Support fund raising and other initiatives necessary for achieving Level V degree granting status and D.O. program initiation.

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

**Time Frame:** Annually

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

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

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

**Use of Results:**

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

**Strategic Goal 6: Enhance external resources**

**Objective 6.3:** Market and promote the University locally, regionally, nationally and internationally by use of all electronic and non-electronic media sources to support current recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans. (“Extended sites” include: West Knoxville, St. Mary’s, Blount, Corbin, Cumberland, Ducktown, Cleveland State, Madisonville, Maryville, Morristown, and all partnerships.)

**Strategies/Action Plans:**

- Update marketing plan to ensure effective promotion of the University’s programs through the assistance of the Director of Public Relations, the Director of Publications and Webmaster, Director of Marketing, Director of Recruitment for the J. Frank White Academy, Abraham Lincoln Museum, Learning Tree Academy, Sigmon Communications Center, and the Sports Information Director by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Convene monthly meetings with marketing committee to explore additional marketing strategies for all areas.
- Assist Sigmon Communications with the creation of a promotional CD for every academic department.
- Continue initiative to design promotional posters for each program and also each extended campus site. The front side will depict career opportunities related to the programs; the backside will list contact information. Posters could be distributed by admissions staff to prospective students and guidance counselors.
- Develop and coordinate effective marketing strategies for extended campus sites by consulting with site coordinators, deans, chairs faculty, and marketing committee.
- Design web pages consistent the new Stein template for each extended campus site.
- Improve navigation of on-line class schedules for extended sites.
- Encourage representatives from University Advancement to periodically visit extended campus sites.
- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, and the *Legacy* (planned giving) newsletter and publish the *Insider* via direct mail and e-mail.
- Increase international partnerships through the Kanto Program, parents, faculty exchange programs, international residents from the community.
- Explore corporate endorsements and sponsorship opportunities.
- Utilize members of the Student Service Initiative Program for campus and community outreach.
- Expand Speakers’ Bureau project.
- Disseminate the University style manual and maintain a consistent identity in all marketing initiatives as defined in the manual.
- Continue to promote the University through items such as t-shirts and other branded items.
- Publish donor recognition notices in appropriate media.

- Investigate the possibility of using PEG (Public, Educational, and Governmental) cable channels in the service area.
- Investigate the feasibility of a “traveling” product display from the bookstore for extended campus sites.
- Explore marketing Lincoln Memorial University merchandise through selected retailers.
- Support initiatives necessary for anticipated Level V accreditation standards. Develop and implement effective promotional campaign for new Doctor of Osteopathic Medicine program following approval processes.

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

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

**Resources Required:**

2004-2005:	\$205,065.00
2005-2006:	\$212,932.72
2006-2007:	\$215,341.86
2007-2008:	\$248,095.20

Data collected from University Advancement divisional task sheets and Marketing Committee minutes.

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

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

**Use of results:**

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

- Improve marketing efforts at extended sites.

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

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

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

- **Annual Fund:**  
The Annual Fund allows LMU to place resources where they are most immediately needed or where opportunities are greatest. Strategies for meeting the Annual Fund goal include:
  - University Advancement will continue the Recognition Societies.
  - Direct mailings for the Annual Fund will reflect target groups designations, such as class years, special interests and majors and will be closely monitored for success rate, and all letters will be signed by the President.
  - Annual Fund appeals will appear in publications such as *The Insider*, *Alumnus*, *Blue and Gray*, and will include self mailer formats where appropriate, and direct mail appeals will be added.
- **Endowment:**  
A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid through endowed scholarships, and ensures that facilities are adequately maintained.
- Systematic cultivation and solicitation of the “World War II” era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff.
- Increase in proposals for grants to endowment projects.
- **Capital Projects:**  
Lincoln Memorial University currently has five major capital projects in the strategic plan.  
  
University Advancement staff will seek to secure an endowment goal of \$500,000 for Pope Hall, Mitchell Hall, and Dishner Hall from new gifts or unrestricted gifts thorough the reallocation of geographic areas and the intensification of solicitation of

donors capable of making major gifts level donations (\$25,000 and above).

- Lafrentz Poole (\$1 million goal)  
Place \$100,000 each year from the strategic initiative fund into this project.
- Duke Hall of Citizenship (\$1.+million goal)  
Continue to solicit class of 1940 to support this project through annual gifts and estate plans.
- Sigmon Communications Center (\$500,000 goal)  
Consider strategic initiative dollars for the improvement of instrumentation at Sigmon Communications Center.
- Renovation and expansion of Farr Chinnock  
Increase diversity among the faculty, staff, advisory boards, and trustees to strengthen proposals to private foundations, federal agencies and other funding sources.

Increase the broad base of support in FY 2005-2006 through increased personal calls by the University Advancement fundraising staff. Total face to face, non-repeat calls goal for FY 2005-2006 fiscal year is 425.

Discuss with the Executive Committee plans for costing this project

Prepare for call to The Kresge Foundation on this project

Submit a challenge grant to the Kresge Foundation for bricks and mortar and science instrumentation

Consult with academics regarding curricular restraints and needs.

- Support initiatives necessary for anticipated Level V status and establishment of D.O. program.

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

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

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

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

**Use of results:**

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