



LINCOLN MEMORIAL UNIVERSITY

VALUES • EDUCATION • SERVICE



Strategic Plan

2009 - 2014

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Lincoln Memorial University

Part I

Strategic Plan Overview and Introduction

2009- 2014

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-COC requirements;
5. identified institutional priorities; and
6. utilization of sound institutional effectiveness oversight practices.

Lincoln Memorial University has a strong commitment to an orderly and timely planning, budgeting, and assessment process which facilitates institutional effectiveness. The President, Board of Trustees, Cabinet and other administrative officers, faculty, and staff have responsibilities for and opportunities to participate in the process. The University Mission and Values have provided guidance in the prioritization of activities and funding necessary for the achievement of the overall Vision. Seven Strategic Goals have been identified as critical to achieving regional distinction. These Strategic Goals are consistent with SACS-COC expectations for institutional improvement. These Strategic Goals have been affirmed by the University President and the Board of Trustees. Unit and division planning and budgeting have been aligned with appropriate assessment and analysis of outcomes. Unit and division activities are planned to accomplish the institution's Strategic Goals. Projected budget allocations to support the planned activities are detailed in the Five-Year Budget Pro Forma, (2009-2014). Progress toward the achievement of the Strategic Goals is measured via established benchmarks and monitored by institutional effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an annual Progress Report.

II. Mission and Purpose

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

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

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

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

INSTITUTIONAL GOALS

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

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

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

III. Values

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

Strategic Goal 1: Continue to assess and enhance academic quality

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

Strategic Goal 3: Strengthen planning, budgeting and assessment

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

Strategic Goal 5: Ensure effective and efficient use of technology

Strategic Goal 6: Enhance external resources

Strategic Goal 7: Assess and enhance university-wide research

VI. Benchmarks for Regional Distinction

Strategic Goal 1: Continue to assess and enhance academic quality

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

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

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

Strategic Goal 3: Strengthen planning, budgeting and assessment

- Achieve and maintain accreditation and state approval of programs when external accreditation and/or approval organizations exist.
- Improve faculty (and staff) salaries.
- Fortify faculty scholarly and professional development activity (and staff professional development activities).
- Boost number of grant applications and grant funding.
- Amplify use of instructional technology at all levels for all programs.
- Increase reliability of the faculty evaluation process.

- Enhance use of assessment results for academic program and support service program improvement.
- Create and/or revise academic programs based on assessed/demonstrated need when consistent with the Institutional Mission.
- Intensify use of academic support resources and services.
- Strengthen the library and 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 as appropriate.
- 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: Ensure effective and efficient use of technology

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

Strategic Goal 7: Assess and enhance university-wide research

- Monitor integration of research with institutional planning, budgeting, assessment and evaluation processes.
- Improve infrastructure to support research activities.
- Increase and support research activities of undergraduate, graduate and doctoral faculty.

- Identify and develop appropriate research facilities.
- Reward research efforts in the faculty evaluation system.

2008 Progress Reports for Strategic Goals

Progress Report on Strategic Goal 1

Strategic Goal 1: Continue to assess and enhance academic quality

Objective 1.1: Connect all development, improvement, and implementation of curricula and programs to the University's Mission and Purpose; and planning, budgeting, and assessment processes.

Progress:

- Each program area completed the outcomes assessment process for the previous academic year.
- The budgeting process for 2009 was closely tied to program and area outcomes and goals.
- Schools and academic service areas submitted outcomes and accomplishments for 2007-08 to be included in the Strategic Plan.
- An emphasis on improving instruction through the addition of an Instructional Technologist and a Director of Distance Learning, as well as improvement in IE with the addition of a position dedicated to university institutional research.

Objective 1.2: 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).

Progress:

- New Programs initiated through the approval process: music education, new business majors, online med technology, doctorate in executive leadership, doctor of jurisprudence.
- Program expansions at Kingsport and Sevierville; Program revisions in MBA and MLP; Program deletion at Hiwassee.
- Lincoln Liberal Arts Core objectives revised and initial benchmarks implemented.
- Revised International Admissions requirements and assigned a single academic advisor for international students.
- Accepted invitation to host World School International 2010.
- DCOM workforce development efforts.
- Opened Outpatient Clinic for LMU Community.

- Met 4 times during the year to evaluate extended site services; made team visits to a majority of extended sites; 2 full time student services coordinator positions approved for 2009 budget.
- Level V budget planning and adjustments for additional personnel, equipment, and services.
- Technology improvements for Avery and renovation of Avery Lobby area; continued refreshing of Farr; new offices and updates for Schenck Building.
- Decision made to close Learning Tree Academy.
- Initiated efforts to explore revising of programs offered at WSCC and SKTCS.

Objective 1.3: Bring average faculty compensation to within mid-range of peer benchmark institutions with respect to faculty rank, appointment, academic discipline, experience, and workload.

Progress:

- Identified Level V institutions as benchmark institutions.
- Identified an additional set of schools as regional competitors.
- Met with newly formed Faculty Senate to assist with this project in Fall 2008.
- Reviewed faculty and staff workloads in all academic areas for parity.
- Some personnel request funds for leveling of entry level positions for 2009 budgeting.

Objective 1.4: Continue to strengthen University libraries and museum and their services at all sites.

Progress:

- Approved for new extended sites librarian for 2008-09.
- Dedicated and implemented the Reed Medical and Allied Health Library.
- Conducted academic program and faculty survey to determine library acquisition needs; 142K in electronic resources and 65K in book acquisitions.
- Provided Information Literacy support for QEP leadership and subcommittee groups.
- Increased grant writing efforts for the LLM including a proposal to acquire a significant Lincoln collection for the LFF.
- Designed an online store for LLM supplies and products to be implemented in 2008.

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

Progress:

- DCOM established guidelines and processes that incorporate University faculty evaluation procedures.
- Faculty promotion and multi-year contracts committee reviewed all University faculty applications.
- Position profiles revised and resubmitted to HR for annual review.
- Faculty Senate has agreed to assist in a review of current faculty evaluation processes during the 2008-09 year.
- Benchmark institutions identified for data sharing.

Objective 1.6: Offer a quality college-preparatory educational program.

Progress:

- Completed Phase I of the writing program outlined in the SACS School Improvement Plan.
- Hosted first JFWA Alumni Reunion.
- Initiated Academy focus on including information literacy skills for QEP participation.
- Two students won first place at Tennessee Junior Science Olympiad; Beta Club had 4 state winners and 2 invited to nationals.
- Three students approved to attend 2008 World School in Italy.

Objective 1.7: Integrate information literacy skills across the curriculum.

Progress:

- 25 sections of Information Literacy were taught in 2007-08.
- KISSES pilot project was funded through ACA.
- Information Literacy was chosen as the university's QEP topic.
- QEP leadership team selected and QEP university committee formed.

Progress Report Strategic Goal 2

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

Progress:

- Conducted annual comparative analysis of Public Relations activities.
- Conducted Preview Day/College Day evaluations.
- Utilized student market analysis/trends/demographic measures and research to direct enrollment and retention efforts.
- Increased residential enrollment.
 - The residential population has increased significantly, from 303 students in Fall 2005 (excluding Kanto) to 370 in Fall 2006 (excluding Kanto). All available housing on campus will be full to capacity in Fall 2007.
 - Retention in campus housing was 97% from Fall 2006 to Spring 2007, as compared to 78% for the same time period the previous academic year.
- Improved student academic and racial/ethnic profiles.
- Tracked enrollment patterns, trend analyses for academy, undergraduate, and graduate students.
- Improved retention and graduation statistics for all categories of students. Retention was improved 3% from last year to this year, with the overall retention rate being 84.5 %.
- Survey results measuring students' use of, satisfaction with, and success resulting from student support services. Student satisfaction surveys have been conducted and analysis of the results is underway.
- Improved financial aid participation rates, award profiles, and satisfaction with services. **Accomplished; see section on Financial Aid: 2.7.**

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

Progress:

- Develop a medical scholars program to recruit high caliber math and science students interested in pursuing a medical career. The Medical Scholars Program has been developed and will be used to market to students with an interest in medical careers for students entering Fall 2008.
- Develop brochure to recruit undecided majors. A new LMU search piece was produced and mailed directly to 80,000 prospective students; difficult to target undecided majors in a direct mail campaign.

- Use Lincoln Ambassadors to connect with target groups or individual student recruits by e-mail. Plans are in progress to involve the Lincoln Ambassadors as mentors for “at risk” students.
- Market affordability with need-based financial aid using common verbiage. Not yet accomplished
- Participate by student services setting up a booth at the LMU College Fair to disperse information on services. LMU Student Services were promoted at the annual LMU College Fair and the staff will continue to host a table at this event.
- Conduct an exit interview with transferring student athletics. Not accomplished.
- Academic Coordinator for athletics will advise student athletics. An academic coordinator was designated in the Athletic Department to track Academic Progress of the LMU Athletes.
- Evaluate admissions criteria (scholarship matrix) to be more in line with Level V and DCOM. The Admissions Committee considered raising the standards for the matrix with the lowest acceptable admissions criteria: ACT of 17 and 2.7 High School GPA. The Admissions Committee tabled this decision until further data were considered. The Committee will consider this again in 2007-08.
- On-Going Activities
 - Advertise with local and regional media outlets. Accomplished; specifically participated in the “History of Nursing in Tennessee” media project.
 - Send out timely news releases. Accomplished
 - Publicize the University’s academic programs. Accomplished.
 - Use the World Wide Web for advertisements and news. Accomplished.
 - Link the LMU web page to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished.
 - Maintain direct mail to target markets. Purchased prospect names from PSAT, PLAN and ACT for direct marketing purposes; Direct mailing campaign consisted of 80,000 search pieces being mailed; 40,000 program brochures mailed; 20,000 high school sophomore brochures and 20,000 high school junior brochures.
 - Increase e-mail and e-counseling to applicants and qualified prospects. The admissions office receives numerous general information requests daily by e-mail. All messages are responded to in a timely manner. The office also incorporates bulk e-mails to prospects and applicants on a routine basis.
 - Develop an information packet for Deans and Department Chairs to talk with high-achieving, potential students to recruit for specific programs. An information packet has not been developed for the Deans and Department Chairs.
 - Develop appropriate recruitment materials for the DCOM program following program approval. Accomplished through DCOM Admissions and LMU Public Relations and Marketing office.

- Conduct monthly meetings among the Director of Admissions and academic chairs to engage LMU faculty more in the recruitment process. (e.g., Department letters to potential students, Department telephone calls, etc.).
 - Monthly meetings are not held; however, the Director of Admissions serves on the Academic Council and is able to communicate recruitment information routinely through this Council. The Director of Admissions sends student information from applicants with high ACT scores and GPA's to the Deans and Department chairs of the students' intended major so that follow up letters or e-mails can be sent out to the applicants.
 - Academic Departments need to submit information for the LMU web site about their major so that all departments are adequately and effectively represented. Determine who should be responding to the e-mails that are sent by prospective students. Currently deans and program chairs are listed for e-mail correspondence, but there is no way to capture prospects unless the e-mail responses are also copied to the Admissions Office. A system should be worked out to ensure all interested students are captured for Datatel.
- Host preview days and counselor workshops targeting alumni of LMU graduate programs, such as Guidance and Counseling and Administration and Supervision. A Preview Day was hosted on Campus in April with about 40 prospects participating. Dinners or luncheons for top high school scholars were hosted; Guidance Counselors were hosted to an informative luncheon at Club LeConte in Knoxville in Fall 2006.
- 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. Admissions staff members visit high schools in all areas listed above. Alumni have not been identified to assist with recruiting, however.
- Budget for and produce 100 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. Rather than producing the booklets, the graduate education programs and DCOM information has been added to the general LMU search piece for publication in Fall 2007.
- Maintain recruitment effort into more populated areas. On-going, accomplished in 2006-07.
- Review national, regional and local data to assist in the identification of new markets. Trends are reviewed annually to determine target areas for recruitment of undergraduate students.

- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts. Stein Communications assists LMU with determining the effectiveness of marketing and recruitment; application numbers are increasing annually. To date, 900 freshmen applications have been received for Fall 2007. Many have been received electronically.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship. All high school sophomores and juniors in Tennessee received marketing materials from LMU this year. LMU representatives attended all college fairs held in Tennessee, and many in Kentucky and Virginia as well.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools. Efforts were made to go to high achieving high schools such as Oak Ridge and Alcoa.
- Add appropriate questions to the CIRP survey that are specific to LMU. Accomplished.
- More direct mailing to specific majors and undecided majors. Accomplished. See above regarding direct mailings.
- Develop brochure to recruit undecided majors. New search piece already addressed above.
- Identify offices that could assist undecided majors. Offices that help undecided majors are Student Support Services, Counseling and Career Services. Careers are discussed extensively in the Career Course and options regarding majors are discussed in UACT 100 courses.
- Update major brochures with “subject to change” (reviewed and/or revised annually). Accomplished.
- Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni. Partially accomplished, however, parent information, when available, was entered into Datatel this year on student applicants.
- Budget for and assign recruiting coordinator(s) for extended sites that support multiple programs. Recruiting coordinators were not appointed except for the MLP program at two sites, and the Cumberland site for business and education.
- Conduct survey to determine need for alternative scheduling and/or delivery of classes. Not accomplished. Academic deans are addressing this issue with VPAA.
- Investigate admissions criteria for Level V designation. See note above regarding Admissions Committee response to this action step.
- 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: Two “College Days” at middle schools were conducted. There was very low attendance. This action step was determined to be ineffective.
- Brochure “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the booklet. All new students received this booklet at New Student Orientation sessions.

Objective 2.2: To 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 by 2009.

Progress:

- Target the Eastern Band of the Cherokees. Two meetings were held at LMU and two in Cherokee, NC, with representatives of the Cherokee citizens. Discussions with representatives are continuing.
- Continue to refer and encourage current Upward Bound students to enroll at LMU. On-going. Upward Bound program at LMU is very active. Admissions office works specifically with the Bridge students who are enrolled in actual courses at LMU to recruit them to attend after high school graduation.
- Update and build the following web pages:
 - Perkins Loan – Not developed.
 - Residential Life – Developed.
 - Safety & Security – Developed but needs more work.
 - Pool –Developed.
 - Cheerleaders –Developed.
 - Career Planning –Developed.
 - Lincoln Ambassadors –Developed.
 - Students Service Initiative –Developed.
- Continue to address UB participants concerning admission and enrollment at LMU (duplicate action step—see above).
- Upward Bound will continue to provide monthly newsletters to its participants that promote the University. Accomplished.
- Develop a program to gather information from international students about dining preferences. Accomplished.
- On-Going Activities:
 - Maintain two marketing committees (Board Committee and University Committee).
 - Evaluate current markets and make additions and/or corrections as needed. After two years of using Hobson’s International recruitment services on

- the Web, with no yield of international applicants, it was decided to redirect this funding for 2007-08 to domestic recruiting in the U.S.
- Follow guidelines for ensuring distribution of accurate information. Follow established timelines for the production of recruitment materials for new and transfer students. Follow a plan designated by Stein Communications for all printed publications.
 - Design recruitment materials that are attractive to potential students. Stein Communications has produced attractive and effective materials for LMU.
 - Review latest research on why students choose a college and work with printing companies to incorporate information into materials. Stein Communications uses up-to-date marketing research to develop LMU publications.
 - Maintain and update a comprehensive website for the University and link to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished.
 - Increase the recruitment of undecided majors through career planning services.
 - Career Services assisted 28 students with interest surveys to help them determine their career interests, with 15 students following up for further exploration from the surveys.
 - Increase recruitment of international, Hispanic, and other minorities. The website page “What can I do with this Major” was further expanded for use by all LMU students.
 - Maintain recruitment outside the primary 100-mile radius recruitment area. Accomplished through direct mailings and attendance at College Fairs outside the 100-mile radius.
 - Focus academic scholarship money on new students, academically gifted students and residential students. Housing grant of \$1500 per year if applied for by the priority deadline was effective in helping students to live in campus residence halls. A matrix was used to award academic scholarships (tuition discounts) and scholars were awarded endowed scholarships also.
 - Coordinate the recruiting efforts of athletic coaches and the admissions office. Coaches and the Admissions staff work closely together to recruit athletes to LMU.
 - Continue work on the International Student Web page. Accomplished.
 - Have international snacks available in the book store. Not accomplished.
 - 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:
 - Assimilation into the LMU and Appalachian cultures. Accomplished.
 - Safety and Security issues. Accomplished.
 - Working visas. Accomplished.

- Study strategies. Accomplished.
- Sharing diversity. Accomplished.
- LMU support systems. Accomplished.

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

Progress:

- Enrollment continues to increase in all graduate programs except the M.B.A.

	Fall 2004	Fall 2005	Fall 2006
○ Ed.S. program	771	849	886
○ M.Ed. program	293	306	362
○ M.B.A. program	67	58	55
○ PostBac program	211	250	274
○ Special	9	21	----
○ M.S.N. program	----	----	10
Total Enrollment	1,351	1,484	1,587
- Total increase from Fall 2005 to Fall 2006: 103 students (7% increase in enrollment).
- New Programs
 - The M.S.N. program had a total enrollment of 10 students in Fall 2006. More are expected to enroll in Fall 07.
 - A new Director of the CRNA program in Nursing has been hired, and the curriculum is being developed to begin this program in the future.
- Advertisement
 - Advertisement and publicity for the graduate programs through local media, newspapers, and the Internet have been a planned part of the general advertising budget of the University.
 - A Director of Advising and Recruitment has been hired in the School of Nursing to advise undergraduates and to recruit new master's level students into the programs being offered.
- Graduate recruitment via Hobson's web site that is attached to graduate testing sites (DCOM, MSN, ED and MBA). DCOM is using OD application site for recruitment.
- Completed brochures and other promotions for MSN program. Project is underway.
- Develop MBA program brochures, recruitment posters with reply cards and Knoxville billboard signage. Not accomplished. Radio advertising was used in Knoxville for the MBA program.
- Purchase GMAT testing names for MBA recruitment. Not accomplished.

- Rotate Knoxville billboards and radio ads to include all graduate programs. Accomplished.
- Increase the visibility of DCOM primarily in the Southeast region of the United States. Accomplished.
- Attract students from the Appalachian area who are committed to serving this area. In progress.
- Create a diverse student body. Target recruitment efforts at non-represented student populations.
- Training for deans and department heads by Admissions Director concerning recruitment strategies. Not accomplished.
- On-Going Activities
 - Advertise with local and regional media outlets (specifically M.B.A. and M.Ed. programs). Accomplished.
 - Send out timely news releases. Accomplished.
 - Publicize the University's graduate programs by developing brochures for individual graduate programs. Not accomplished.
 - Use the World Wide Web for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished.
 - Continue to increase the number of MBA students by word of mouth and advertising. Underway.
 - 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). Accomplished.

Objective 2.4: The J. Frank White Academy (5th-12th grades) will increase enrollment to 120 students by 2010.

Progress:

- Begin implementation of the two approved goals for the SACS 2006-2007 School Improvement Plan, specifically the writing improvement program and improvement in the technology at the Academy.
- Goals were changed during the 2006-2007 SACS School Improvement Plan/Site visit process. Goals implemented are the two goals from the 2007 School Improvement Plan.
 - Goal #1: Improving ACT Math and Science scores.
 - Goal #2: Implementing a systematic approach to teaching writing.
- Continue to carefully focus on the quality of newly admitted students.
 - Our 92.3% retention rate and test data indicate that the students we are admitting are students who are working successfully in the program.

- Work with University Advancement to enhance scholarship opportunities for students.
- This should be made a priority item.
- Investigate the feasibility of grades K-4. Continuing; enrollment in the 5th and 6th grades has been very unstable the past two years. The 5th grade did not make last year and it looks like the 6th grade is not going to make this year. 5th grade enrollment to date is very shaky. This should be taken into consideration when looking at the addition of a K-4.

Objective 2.5: The University will improve first-time, full-time freshman retention rate to at least 75%, overall undergraduate retention rate to at least 85% and the graduation rate to at least 51% by 2011.

- Continue to write, publish and distribute the Student Success Newsletter for undergraduates. Six Student Success Newsletters were written and disseminated.
- Continue to assess the retention figures by semester. Retention rates, undergraduates, all campuses:
 - Spring 2006 to Fall 2006: 82.84%
 - Fall 2006 to Spring 2007: 88.78%
- Continue to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services and maintain assessment information documenting the success of those programs. Accomplished.
- Student Support Services will continue to identify “at risk” students and to promote their participation in SSS. Accomplished.
- At risk (semester GPA under 2.8) student-athletes will be required to meet with a Student Athletic Advisor. Accomplished.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services. Accomplished. Data being evaluated for next year’s planning purposes.
- Involve all University stakeholders in the retention process. Accomplished through presentation at Staff Conference and through newsletters and participation in the “Early Warning” system.
- On-Going Activities
 - Continue to schedule workshops using the Noel-Levitz Advising program. Accomplished.
 - Advise new students according to the Noel-Levitz program. Accomplished.
 - Identify and counsel all students who are Tennessee Lottery Scholarships recipients. Director of Retention & Student Success tracked students and counseled those at risk of losing their scholarships due to low grades.
 - Charge the Enrollment Management Committee with the development of an academic advising manual. Not accomplished.

- Increase the number of successful interventions resulting from the early warning system. 72% of undergraduate faculty members participated in the Early Warning system to report 194 students who had attendance problems or academic difficulties. Of the 194 students counseled, 134 (91%) remained in good standing for the year, and 60% of them remained enrolled at LMU. Student Services staff offered study skills and test taking workshops at two extended sites.
- Maintain the high percentage of student-athletes who remain eligible to participate at the NCAA II level. Accomplished.
- Continue to use a systematic process for identifying “students at risk.” Accomplished and on-going. Fall 2006: 1353 of 1394 undergraduate students (97%) remained in good standing after the Spring 2006 semester, with 35 being placed on probation, and 4 suspended; Spring 2007: 1217 of 1394 students (87%) remained in good standing with LMU, with 69 students being placed on probation and 5 students being suspended.

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

Progress:

- On-Going Activities:
 - Inform students of the services provided by the University. New student orientations and campus e-mails, website and distribution of written materials throughout the year inform students of services offered at LMU.
 - Continue to produce 3 ring binders to be distributed to new students and identified high school counselors. Accomplished.
 - Provide courses in specified departments for developmental students. Accomplished.
 - Maintain and update web pages for each department and link the LMU webpage to major search engines (Google, MSN, Yahoo) or through professional agencies. Accomplished.
 - Research current trends by department and report findings to the LMU community. Not accomplished.
 - Seek grants to defray costs of specified departments. Not accomplished.
 - Network with University personnel. On-going and in progress.
 - Share evaluation summaries with the LMU community. Accomplished.
 - Canvas the LMU student body for recommendations concerning activities and programs. Student organizations and SGA are asked for input and direction regarding specific activities and programs they would like to see offered through Student Services resources.
 - Provide on-line materials in the form of catalogs and handbooks. Accomplished.

- Provide programs for students at the Harrogate site and investigate the possibility of more programs at extended sites. Evaluating ways to service students at extended sites in a more effective manner.
- Provide personal, academic and financial information to all students, graduate or undergraduate. On-going and in progress.
- Improve and maintain residential housing facilities and programs. Student retention in housing has increased to 97% in Spring 2007, and satisfaction with all halls except Liles and West has been achieved.
- Provide for the housing needs of DCOM students. University Apartments have been developed and will open in July 2006.
- Continue academic referrals to the Tagge Center for Excellence. Tagge Center continues to be an active and viable academic resource for all students.
- Provide support services to DCOM students as stated in the DCOM Student Handbook. Accomplished.

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

Progress:

- Reassess the Institutional Financial Aid philosophy and improve interdepartmental communications. The institutional aid policy is assessed annually by the Director of Admissions, Director of Financial Aid and VP EM/SS to determine the yield of the current financial aid matrix and to make changes as necessary. A “one-stop” service center for enrollment and finance has been discussed but has been delayed due to space/time constraints.
- Create a customer service survey. The survey was planned as a tool for creating the one-stop service center, which has since been postponed.
- Evaluate current on-line financial aid services annually and add services. Accomplished. Direct links to both the on-line entrance counseling and master promissory notes for loans were added to the LMU website. Students are encouraged to check their Web Advisor accounts for up-to-date financial aid information.
- Investigate the need for training work study students and supervisors. Trainings were held for faculty and staff work-study supervisors in August. Students are sent materials including the policies governing the work-study program, but trainings are not held due to varying schedules and campus locations.
- On-Going Activities:
 - Identify students’ financial needs and meet the needs through a combination of grants, scholarships and self-help aid. Completed and re-evaluated annually.
 - Increase funding of Lincoln Grant component of the Financial Aid budget. Investigated, but not currently possible without a decrease in academic awards or an increase in the institutional discount rate.

- Request additional funding of Federal Supplemental Educational Opportunity Grant. Completed, awarded 16% more FSEOG funds for 2007-08.
- Increase endowed institutional scholarship and loan programs. (University Advancement)
- Continue to employ the financial aid matrix (grid) rewarding students with demonstrated academic potential. Completed and on-going.
- Package financial aid awards for current/returning students prior to end of spring semester each year. Completed for those who filed by the priority deadline (April 1).
- Provide financial aid awards to new students within five days of completing their financial aid files. Completed for approximately 85% of all undergraduate students who filed for financial aid assistance.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients. Completed through mailings from the FA office and contact from Student Success and Retention.
- Identify and reward students whose academic potential has been previously unidentified. Completed through the Awards Committee.
- Investigate the financial possibilities for College of Osteopathic Medicine (COM) students. Identify and train personnel to work with COM students in securing financial assistance. Director of Financial Assistance for DCOM was hired.

Progress Report Strategic Goal 3

Strategic Goal 3: Strengthen planning, budgeting and assessment

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

Progress:

- The Institutional Effectiveness Committee reviewed the institutional mission statement and determined that no recommendations for revision were necessary based on the current character and composition of the institution. The Institutional Effectiveness Committee solicited input and comment from the broader LMU community through its membership as a part of the mission review process.
- The Institutional Effectiveness committee initiated development of an Expanded Statement of Institutional Purpose to more clearly articulating the connections between the Institutional Mission Statement and all components of the university but was unable to complete the project due to the heavy workload in the process of reaffirmation of institutional accreditation.
- The University Institutional Strategic plan was reviewed to reflect any changes in academic programming and instructional site development.
- The mission, goals, and objectives of the colleges, divisions, departments, and units were determined to be aligned with the Institutional Mission Statement and Strategic Plan.
- Budgeting for all units and the institution demonstrates alignment with the institutional mission, goals, objectives, and strategic priorities.
- Expected outcomes at the institutional, college, and DDU (division, department, and unit) levels were assessed through the annual outcomes assessment process.
- Each educational program and administrative unit documented changes and improvements based on assessment results and completed Prior Year Improvement Forms to record progress.
- Cooperated with Academic Affairs to establish a separate Grants and Sponsored Programs Office.

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

Progress:

- The Budget Committee (President's Cabinet) evaluated the University's financial performance and identified strengths and weaknesses which were used in developing a new budget. Improved coordination and planning resulted in significant improvements to institutional pro-forma.

- Each budget officer prepared budget requests and a pro forma consistent with individual unit plans and strategic priorities and submitted the budget requests for consideration by divisional Vice Presidents.
- Budget Committee members (Vice Presidents) reviewed budget requests, the five-year budget pro forma and institutional evaluation results as part of their decision making related to the allocation and reallocation of resources consistent with the strategic plan.
- The Budget Committee considered institutional priorities, goals, and objectives from the institutional strategic plan in the development of the new fiscal year budget.
- Maintained spending in line with budget and revenue, while supporting new programs and strategic initiatives.
- Budget discussions were conducted during which the Budget Committee developed a balanced budget for consideration by the Board of Trustees.
- The President presented the balanced budget to the Board of Trustees for approval.

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

Progress:

- The Budget Committee evaluated the current five-year pro-forma considering the university's recent financial history.
- Budgetary assumptions were developed using expense and revenue trend data.
- The President presented the five-year operating budget pro-forma to the Board of Trustees and received their approval.
- Improved processes to permit capital projects planning to fit more completely into the budgeting process.

Objective 3.4: Make data-based decisions.

- Institutional level assessment results (from selected assessment instruments; including the Graduating Student Surveys and Student Satisfaction Surveys were disaggregated and distributed to individual units for use in program and unit assessment activities.
- Vice Presidents evaluated progress on strategic goals based on assessment.

Objective 3.5: Document status of strategic goals in an annual report.

Progress:

- Vice Presidents (and others) responsible for strategic goals prepared annual progress reports prior to the fall meeting of the Board of Trustees. Annual progress reports for each strategic goal were also prepared prior to the annual strategic planning retreat.

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

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

Progress:

- The construction of the top floor of Debusk College of Medicine is on track and scheduled to begin as soon as drawings are finished and approval from the State Fire Marshall's office is received. This will accommodate the Physicians Assistant Program and has to be substantially finished by Jan. 1, 2009.
- Two new residences halls, Langley and Shelton, were started. Langley will be finished August 1st and Shelton should follow September 1st.
- Apartments, work out area with new equipment, and a lounge has been added to University Apartments. A pavilion was added to house new picnic tables and grills will be installed. A sand volleyball area was constructed. The swimming pool has been painted and the pumping system has been replaced. A new fence will be installed along with a pool side table. The building's wastewater line has been replaced.
- The new soccer field has had a new sprinkler system installed, seeded with Bermuda and should be ready by 1st home game on Aug. 28th.
- Construction of the new smart road continues. Paving behind Tex Turner Arena will be completed soon. A new traffic light has been installed on the intersection of this road and 25E. New lighting has been installed in the boulevard medians, from the traffic light to DCOM.
- The pot shop was torn down to make way for the main collector for the wastewater line project. A new 12" wastewater line was installed from campus to an area below the existing wastewater plant where a duplex force main pumping system was installed. This system pumps wastewater to Claiborne Utility District for treatment. LMU is pumping 100% of our waste to CUD's system. Our existing treatment facility has been closed and removed.
- Offices were constructed in Schenck Building.
- Renovation was started in Avery to be completed August 1st.
- The pond was drained and is currently being filled in to create a site for an indoor athletic facility.

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

Progress:

- Continued participation in TICUA’s peer audit program to ensure compliance with *RCRA, CWA, CAA, EPCRA, SPCC, UST, FIFRA, TSCA-LBP, ACM, PMN * EPA Peer audit scheduled for October 20 – 23, 2008. Had training for SPCC, DOT and HAZMAT. Waste and legacy chemicals to be disposed in July.
- Health and Safety Committee continued work on the safety, health and disaster response policy.
- Pandemic Flu committee was organized and began meeting to discuss a plan of action.
- OSHA 10-hour training was conducted.
- Continued active participation in the Claiborne County Local Emergency Planning Commission.
- Plan to add additional closed circuit camera systems in outside areas around campus. Constructed a new security office in the lobby of Tex Turner Arena allowing guards to monitor cameras and fire alarm panels.
- Hosted Remote Area Medical (RAM)
- Continued wellness program.
 - RCRA.....Resource Conservation and Recovery Act
 - CWA.....Clean Water Act
 - CAA.....Clean Air Act
 - EPCRA.....Emergency Planning and Community Right to Know
 - SPCC.....Spill Prevention, Control and Countermeasure
 - UST.....Underground Storage Tanks
 - FIFRA.....Federal Insecticide, Fungicide, Rodenticide Act
 - TSCA.....Toxic Substances Control Act
 - LBP.....Lead Based Paint
 - ACM.....Asbestos Containing Material
 - PMN.....Premanufacture Notification

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

Progress:

- Met with Academic Deans and Department Chairs to review the Employee Recruitment/Placement Process.
- Reviewed the voluntary dental benefit offering; changed vendors with less cost to employees; better coverage and more choices.

- Moved employment advertising from University Advancement/DCOM to Human Resources.
- Moved internal job postings from University Advancement to Human Resources.
- Signed contract with HigherEdJobs.com for unlimited job postings for 2008-2009.
- Completed pilot program for initiating Administrative Training.
- Discontinued paper printing of salary advises; salary advises now available in WebAdvisor.
- Discontinued paper printing of Faculty/Staff Policy Manual; now available on line at LMU web site.

A number of the above have resulted in a costing savings to the University.

Progress Report Strategic Goal 5

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:

- Installed Power conditioners and battery back-ups for AM, FM/TV Transmitter towers along with Sigmon Communications Building, to protect equipment.
- Purchased and installed new management Windows Enterprise server and implemented SNMP alert system for all switches and servers (Windows & Unix).
- Conducted 4 tech support visits to extended campus at SMMC.
- Conducted 2 tech support visits to extended campus at Alcoa Center.
- Conducted 2 tech support visits to extended campus at Maryville High School.
- Conducted 6 tech support visits to extended campus at West Knoxville.
- Attended multiple student registration sessions at 6 extended sites.
- Increased memory to improve efficiency in 60 Pentium IV PCs issued to LMU employees or located in student access labs.
- Replaced batteries on 45 Pentium IV laptops (Library and MHS).
- Replaced 35 Pentium III (or Howard) PCs with Pentium IV PCs issued to LMU employees.
- Imaged 450 PCs (Harrogate, Corbin, SMMC, West Knox, Cumberland) used for student access (computer labs) to support the curriculum.
- Renegotiated AT&T wireless plan to participate in new college & university plan procuring a 20% discount for LMU, increasing LMU employee savings from 8% to 15%, and adding a student purchase option which will add additional 2% savings to LMU and 5% savings to the student.
- Procured annual maintenance for all infrastructure hardware.
- Added additional IMS-4000 environmental node to Nursing AV room in DeBusk College of Osteopathic Medicine (DCOM).
- Added network monitoring with vendor to monitor demand.
- Added PBX monitoring to phone switch to quickly identify issues.

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

Progress:

- Twice daily scripted uploads of courses and registrations from Colleague to Blackboard to maintain timely and accurate course enrollments in Blackboard. As of May 20, 2008, Blackboard contains 2,769 users and 1,209 course sections.
- Installed conditioned power to IS datacenters and increased UPS capacity for all servers.
- Installed conditioned power for all IS workstations and increased UPS capacity.
- Installed UPS to all edge switch closets to maintain network during small brownouts and power fluctuations.
- Provided technical support and infrastructure integration to bookstore AS400 computer system including 2 POS registers and additional phone lines.
- Increased external network throughput by increasing DS3 pipe from 15M to 33M.
- Upgraded Packteer hardware appliance to support DS3 upgrade.
- Added second Nortel Firewall, configured redundant NAT tables for manual failover as part of disaster recovery.
- Created 35 VPN accounts for faculty/staff.
- Installed and configured 4 Windows Enterprise Servers to support stage 1 of the BLINE project.
- Added BLINE clinical exam room software in the DCOM.
- Installed and configured 2 Windows Enterprise Servers to support Media Site integration for DCOM curriculum, allocated 1 TB for media storage.
- Installed POE switches at Philips Vet Tech and migrated analog phones to VOIP.
- Provided network infrastructure to relocate Allied Health personnel from Farr and Philips Vet Tech to Schenck Building.
- Added additional network infrastructure resources to UI building (4 apartments & additional study areas).
- Provided network infrastructure to relocate the Tagge Center of Excellence from 2nd floor Library to Student Center.
- Provided network infrastructure to relocate Trio program from 2nd floor Library to Student Center.
- Maintained current network hardware by upgrading Nortel Core and edge switches firmware.
- Added additional network drops to Tex Turner (40 in preparation for wireless APs to be installed in FY 08-09) in support of academic growth and to support athletics.
- Increased cell phone plan from 10 Blackberrys to 20, from 12 cell voice only plans to 23, and added 3 air data plans.
- Added wireless access to support athletics at baseball/softball complex.

- Acquired and added 128 eternal IP addresses to the lmunet.edu domain (increased from 16 original which we kept).
- Converted old DNS entries to new DNS with BellSouth NOC group.
- Procured through TICUA year 3 of 3-year Microsoft Campus Agreement for software assurance for all servers and LMU owned desktops.
- Purchased and installed HP plotter to support facilities management and building infrastructure planning.
- Installed multimedia to Bus/Ed classroom 244 to support Teacher Education curriculum.
- Worked with School of Nursing to purchase dedicated technology equipment through HRSA grant.
- Worked with Department of Math and Natural Science to purchase dedicated technology equipment through NSF grant.
- Worked with Athletics Department to purchase dedicated technology equipment through NCAA student grant.
- Negotiated contract and installed dedicated T1 between LMU and UTK to support DCOM curriculum.
- Deployed 160 tablet PCs to students in support of the DCOM curriculum.
- Installed advance patient simulators: SimMan, SimWoman, and SimBaby for team and individual teaching to be used by DCOM and nursing programs.

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

Progress:

- Provided training for new technology to the DCOM faculty and students; training was copied and streamed out via the new MediaSite equipment.
 - Student use of tablet and OneNote software.
 - Faculty and student use of the VPAD clicker software, and BLINE software.
- Programmer Analysts attended 8 Datatel training courses as part of a standardized training plan.
- Systems Analyst attended 4 Datatel and Sun operating system training courses.
- Implemented cross training learning sessions within software development team.
- Installed the Track-It system and PC software auditing.
- Co-sourced with Presidium for help desk services: after hours support; overflow support; knowledgebase website including Blackboard documentation.
- Trained 23 faculty and 8 administrative staff for WebAdvisor on-line registration pilot.
- Implemented on-line registration pilot for undergraduate business and education majors utilizing WebAdvisor (187 pilot students registered, 146 of those registered on-line).

- Developed on-line registration training documentation for students and faculty advisors.
- Developed training classes for student services and campus security for new e2Campus Emergency Alert system (including written documentation).
- Continued Element K, computer based training (web-based) to augment training for faculty and staff.
- Created new education database environment for Datatel Colleague.
- Developed VPN instruction document for faculty and staff.
- ACS personnel and HelpDesk Analyst completed 3 Track-It training courses.
- System Network Administrators completed 4 web-based training courses as part of an annual training plan for System Network Administration.
- Computer Support Technicians completed several Element K Information Technology courses:
 - Both completed all of the Microsoft Certified Desktop Support Technician courses and are preparing to take the Exam.
 - One CST completed Intro to Programming course.
 - One CST completed 1st level of Project Plus course.
 - One CST completed Adobe Audition course.
- Director of ACS completed several Element K Information Technology courses:
 - Level 1 and Level 2 MS Project 2003 and 2007 courses.
 - Intro to SharePoint Design course.
- ACS personnel participated in 2-day Ring Master (Management Software) training
- Procured lmunet.edu domain with Educause.
- Procured 74wcxz.com and 913thegap.com domains with Omnis Network Solutions.

Objective 5.4: Maintain release management of existing software.

Progress:

- Installed the Informer report writer: written over 500 reports, setup 33 users, and trained 20 users to use or build their own reports. Reports executed 6,775 times.
- Revised backup schedule to keep WebAdvisor and other Datatel systems up until 1:00 AM and then resume services by 6:00 AM.
- Maintain weekly patch schedule for Datatel system.
 - 822 software updates applied.
 - 18 patches applied to the v490 Sun Server.
- Converted Colleague from Release 17 to Release 18.
- Migrated Benefactor from the v480 to the v490 Sun Server and configured integration with Colleague Release 18.
- Upgraded unidata to newest release.
- Upgraded Sun OS to new release.

- Upgraded WebAdvisor to newest release.
- Upgraded Informer to newest release.
- Upgraded Datatel User Interface to 2.2 release level utilizing Script Logic push technology.
- Implemented EZSpooler as new Datatel printing solution.
- Installed and configured new disk array storage solution for Datatel systems.
- Installed and implemented CBORD Odyssey ID system.
- Installed and implemented CBORD and MICROS food services software.
- Installed and implemented CBORD Access Control for DCOM and Business Education buildings.
- Created nightly script uploads of faculty, staff, and students for CBORD Odyssey database for ID cards, meal plan, and door access.
- Implemented e2Campus Emergency Alert System.
- Setup billing tables effective Fall 2008 including new student health insurance requirements.
- Setup financial aid processing for 2008-2009.
- Developed DCOM student transcript.
- Developed annual Rank in Class calculation for DCOM students.
- Maintained servers to support food services software (CBORD and MICROS).
- Upgraded JFWA administrative software (A+) to newest release.
- Maintained regular backup schedule of Administrators Plus for JFWA.
- Perform routine upgrades for 27 Windows Enterprise servers.
- Installed beta Windows Virtual Server.
- Installed beta Windows Enterprise Server 2008.
- Performed beta install Office 2007 on IS workstations.
- Completed pilot install of Office 2007 with select group of Faculty/Staff.
- Upgraded CallPilot VM from version 3.0 to version 4.1.
- Upgraded Optivity web-based PBX management from version 4.0 to version 5.0.
- Upgraded Trend Micro antivirus and added web threats option.
- Upgraded JMP statistical software package to current version.
- Upgraded Track-It Helpdesk Software and migrated database from version 7.0 to 8.1.
- Upgraded Optivity Switch Manager Software (Enterprise Switch Management) to current release.
- Upgraded PastPerfect Museum Software to current release.
- Upgraded Crescendo Gift Legacy software and web portal to current release.
- Develop contract to maintain version control of the BLINE software.

Objective 5.5: Plan and implement necessary equipment and upgrades for radio/TV stations.

Progress:

- Installed TV Transmitter.
- Began implementation of Head End for CommuniComm Cable Services.
- Added Channel 20 to television line-up.
- Added two addition closed circuit channels (18 & 19) for Student and D-COM information.
- Replaced and/or added additional computers to AM and FM to support new initiatives.
- Secured name and deployed <http://www.wxcz.com> commercial website.
- Installed and implemented necessary hardware/software to add streaming for 7400 AM.
- Upgraded hardware and software for streaming 91.3 FM.
- Deployed 2 – 1 TB NAS devices to support media storage and archive.

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

Progress:

- Began development of website for compliance with SACS Level V review requirements.
- Upgraded Colleague system for all Federal regulatory releases.
- Installed and implemented 15 user mobile computer lab (laptops) to support Math and Natural Science curriculum in Farr Hall.
- Installed and implemented 12 user mobile computer lab (laptops) to support Teacher Education curriculum on the 2nd Floor of Bus/Ed building.
- Extended campus wireless plan to CMRC and 1st floor Farr Hall to support the Math and Natural Science curriculum.
- Purchased site agreement and deployed SPSS statistical software package for faculty/staff and student computer lab install.
 - Student Computer Labs.
 - West Knox laptops.
 - Library public access computers (desktop & laptop).
 - Corbin desktops.
 - SMMC desktops.
 - Farr Hall (desktop & laptop).
 - Bus/Ed computers (desktop & laptop).
 - Avery computer lab.
 - Installed SPSS on 39 faculty/staff PCs (desktop & laptop).
- Purchased lab simulation software to support Natural Sciences curriculum using mobile computer lab.

- Diffusion & Osmosis.
- Mitosis & Meiosis.
- Plant Pigments.
- Cell Respiration.
- Molecular Biology.
- Genetics of Organisms.
- Population Genetics/Evolution.
- Transpiration.
- Purchased Comsol software to support Natural Sciences curriculum using mobile computer lab.
 - Physics.
 - Chemistry.

Progress Report Strategic Goal 6**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:

- Achieved 100% participation in annual giving from the President's Cabinet and the University Advancement Staff.
- Established four annual scholarships.
- Tracked alumni participation rate throughout the current fiscal year (as of April 29, 2008, our undergraduate alumni participation rate was 5.22%).
- Friends participation rate (which excludes all alumni) was 8.71%.
- Tracked annual fund mailing response rates throughout the year in order to monitor progress and develop strategies to increase participation. Tracking denotes 23.66% increase in the annual fund.
- Continued to track LMU faculty and staff payroll deduction giving throughout the year and we have a 49% faculty/staff giving rate.
- Evaluated and updated all gift receipt letters throughout the year to ensure timely and relevant correspondence with all donors.
- Continue to work with Information Services and Datatel CORE team for preparation and implementation of Datatel Advancement, including the new Dashboard module. These tools will greatly enhance our ability to monitor annual giving, alumni participation, and progress toward giving outcomes.
- As a part of the Benefactor-to-Advancement conversion preparation process, we have continued to improve our overall dataset by working to eliminate duplicate records and other inaccurate information in Benefactor. This has resulted in improved accuracy in all our mailings and other communication.
- Provided a range of giving statistics to University Advancement and developed new internal reporting strategies to provide additional information about outcomes and progress throughout the year.
- Registered 695 people at LMU events, including Homecoming and chapter activities.

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

Progress:

- Five new endowed scholarship funds were established during fiscal year 2007-08.

- Currently processing a \$1 million estate gift for endowed scholarships received in March.
- Completed planned giving training through Crescendo Interactive seminar and CASE webinars.
- Worked with Information Services in preparation to use Benefactor's Planned Giving module in the upcoming fiscal year. This will provide a greatly-increased ability to track gifts made through a variety of planned giving instruments.
- Continued to respond to Awards Day feedback through donor contact and Scholarship Committee consultation as a means to cultivate continued relationships with endowed scholarship donors and families.

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, Kingsport, Madisonville, Maryville, Morristown, and all partnerships).

Progress:

- Launched new web-based newsletter, AlumniLinc, for alumni and friends. The quarterly publication is posted on the website and e-mailed to our alumni and donors. It highlights happenings on campus and alumni achievements, fostering goodwill among University constituents.
- Provided mailing lists and other information from Benefactor as needed to assist in marketing projects, and helped to evaluate outcomes and responses whenever data was available.
- Enrolled 680 alumni in the online network (MySpace).
- Total alumni chapters
 - Active Chapters: Southwest Virginia, Roanoke, Lakeway, Oak Ridge, Atlanta, Campbell County, Atlanta, Chattanooga, Knoxville, Tri-Cities, Maryville, Claiborne County, Savannah, Ft. Walton Beach, Lakeland, Orlando, Titusville, Miami/Ft. Lauderdale, and Nashville.
 - Inactive Chapters: Abingdon, New York, Washington D.C., Richmond, Naples, Tampa, Cincinnati, Cleveland, and Jacksonville.
- Successfully executed the University's strategic marketing plan, placing regional, national and local advertisements. Increased awareness of the University and its mission through billboard, print, television, radio and internet advertising.
- Distributed press releases to promote University programs, events and achievements, resulting in hundreds of media placements.
- Oversaw the announcement of the proposed Law School in Knoxville, resulting in media stories in Knoxville, Nashville and local media.

- Organized the formal dedication and first White Coat Ceremony for the DeBusk College of Osteopathic Medicine, bringing over 1,000 guests to campus for the event.
- Introduced COMmunityLINC, a publication for the LMU-DCOM family, in June. The bi-annual magazine is distributed to faculty, staff, students and student families of the DeBusk College of Osteopathic Medicine. It is also sent to all of the DO's in the state of Tennessee, legislators, government officials, donors and other LMU-DCOM supporters.
- Organized two Remote Area Medical Clinics eight months apart, serving over 1,300 people. Community outreach event yielded multiple media placements and drew news crews to campus.
- Completed business continuity planning through TICUA program and updated Development module.
- Managed crisis communication efforts and media relations through student judicial issue. Helped to minimize negative public opinions during incident and promote safety on campus.
- Created temporary in-house brochure for management and leadership studies program.
- Created high quality brochures for education, management and leadership studies, veterinary technology and medical technology, in cooperation with Stein Communications, the Office of Admissions and the respective department heads.
- Established relationship with Business Graphics in Knoxville to assist with layout and to print alumni magazine, University newsletter, President's Annual Report, Homecoming brochure and other publications. This company offers more services for the same price or less than we were previously paying for printing.
- Convened focus group to assess University's website. Worked with Stein Communications to redesign based on input from focus group and other constituencies.
- Launching new Web design August 2008.

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 and expansion of Farr Chinnock Hall; renovation of Lafrentz Poole Hall; The Duke Hall of Citizenship renovation; new instrumentation at Sigmon Communications Center, Level V attainment and the Doctor of Osteopathy program.

Progress:

- Major Gifts and Grants (\$25,000 and above) for Fiscal Year 2007-2008.
 - 16 major outright gifts, for a total gift amount of \$1,205,281.00
 - Private giving: \$2,170,429.75
 - Irrevocable trusts: \$801,766.00

- Contracts: \$630,542.76
- **Total gifts, grants, and contracts: \$3,602,738.51 (not final yet, but close)**
- Increase for 2007-08, including all gifts, grants, and contracts: **22.2 percent**
- Secured funding for two residence halls through estate plans \$2.450 Million.
- Secured estate documentation for planned gifts of over \$801,766.00 (represents present value of charitable remainder).
- Secured funding for the Brisley Computer Lab in Bus/Ed--\$200,000.
- Received \$250,000 from the BlueCross BlueShield of Tennessee Health Foundation, through collaborative work with Office of Research, Grants, and Sponsored Programs (ORGSP), University Advancement (UA) and LMU-DCOM, to purchase equipment at LMU-DCOM.
- Secured \$250,000 for DCOM scholarships through estate gift.
- Received (June 30) \$478,492 congressionally-directed grant from US Department of Education, through collaborative work with ORGSP, UA, and LMU-DCOM staff to support curriculum development at LMU-DCOM.
- Secured \$80,000 for faculty development and technology in Carter and Moyers School of Education.
- Secured \$284,000 non-cash gifts for building/renovations.
- Duke Hall renovation \$100,000.
- Secured \$75,000 for DCOM general operating.
- Received \$30,500 from the Algernon Sydney Sullivan Foundation for scholarships.
- Worked with Information Services and our Datatel Conversion Specialist to establish “Opportunities for Giving” project codes in Benefactor in preparation for the 2008-09 fiscal year. This will result in a much greater ability to monitor project-based progress toward established giving priorities. Also, we have worked to ensure that our giving priorities as outlined in Objective 6.4 will be fully coded in our new Colleague Advancement system.
- Continued to evaluate and refine non-Cash gift policies, as part of the University Advancement Gift Acceptance Policy, in preparation for overall giving for a variety of University projects.
- Worked collaboratively with Washington sources to provide data and policy information supporting the creation of a service-obligated scholarship for osteopathic medical students.
- Completed second year of the institutional mini-grants program to support faculty in their efforts to develop research agendas capable of obtaining funding from external sources. Awarded \$ 19,660.
- Approved opportunities for Giving:

LINCOLN MEMORIAL UNIVERSITY**CAMPUS IMPROVEMENTS WITH
OPPORTUNITIES FOR GIVING
2008-2009**

Lincoln Memorial University has the opportunity to complete a number of significant improvements to its Harrogate and other campus locations. These projects directly benefit students, faculty and staff as they enjoy the diverse educational opportunities of LMU.

Construct new Engineering, Math and Science Building	\$ 15,000,000
New 60,000 square foot, 3-story educational and research center	
Construct five new residence halls	\$ 8,500,000
State-of-the-art student housing	
Construct a Community Center	\$ 500,000
Located in the center of the new residence halls	
Create New School of Law	\$ 5,000,000
Start-up expenses (\$2 million); library (\$2 million); technology; renovation of existing facilities, including addition of a courtroom	
Improve Athletics Facilities	\$ 3,700,000
Soccer complex with 6,000 square-foot field house, and tennis courts and start-up funds for lacrosse; new 40,000 square-foot multi-purpose athletic facility (indoor tennis, etc.); renovations of existing facilities; geothermal HVAC for Tex Turner Arena	
Construct the Burchett Communication and Information Technology Center	\$ 3,000,000
New 10,000 square foot facility; equipment relocation; climate and security systems	
Renovate Duke Hall of Citizenship	\$ 2,000,000
Wiring & A/C; remodeling for fine & performing arts; new gable roof	
Enhance Veterinary Technology	\$ 1,000,000
New roof; equipment; research space	

Improvements at The Abraham Lincoln Library & Museum **\$ 750,000**

New educational exhibits and replace roof

Complete DeBusk College of Osteopathic Medicine **\$ 2,000,000**

Finish out 4th Floor for PA program; new equipment; research funding

Endowment Funds **\$ 15,000,000**

To increase endowment to provide stable income for **student scholarship** and **faculty excellence** support (including endowed faculty chairs), as well as for continuing support for operations and facilities maintenance (especially for Pope, Mitchell, and Dishner Halls). A net yield of about 4% will be utilized annually for Board-designated purposes, with the balance reinvested to continue building the fund.

TOTAL IMPROVEMENT OPPORTUNITIES **\$ 56,450,000**

Objective 6.5: Continue to utilize the Datatel system in the most efficient manner.

Progress:

- Scheduled training sessions with University Advancement staff and tested data.
- Anticipate a conversion on Datatel for Fall 2008. We continue to make progress on utilizing new modules such as planned giving, capital campaign and adding modules such as DashBoard. We are now working toward a paperless process whereby we place all donor information from call reports on Datatel.

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

Progress:

- Lincoln Memorial University is in compliance with Comprehensive Standard 3.2.12. The University's administrative structure, its Bylaws, and institutional policy all ensure compliance with the comprehensive structure. Lincoln Memorial University's Gift Acceptance Committee comprised of the President, Vice President for University Advancement, and Vice President for Finance has responsibility for the approval of all fundraising initiatives, campaigns, and solicitations, as well as the policies and procedures that govern LMU's fundraising efforts. The Bylaws of the LMU Board of Trustees include the Charter

of the Development Committee, including its purpose and responsibilities. The Vice President for University Advancement serves as a resource for the designated members of the Board of Trustees Development Committee and the Vice President for University Advancement reports directly to the President, as shown on the LMU Organizational Chart. As indicated by this reporting relationship, the President controls the institution's fundraising activities and utilizes the expertise of appropriate professionals to advise her on matters related to fundraising.

- The Board of Trustees Development Committee develops fundraising policy and works in collaboration with the President and other academic representatives to determine the priorities that support the institution's fundraising activities. The President's job description details her duty as the institution's chief executive officer and her responsibilities in that role.
- The duties of the Vice President for University Advancement are outlined in her job description and standards and procedures followed by the Division of University Advancement are outlined in the University's Gift Acceptance Policy and Charitable Gift Planning Policy. This policy was established to govern the acceptance and disposition of all gifts made to Lincoln Memorial University. LMU strongly encourages voluntary contributions and gratefully acknowledges all gifts that enable the University to fulfill its mission and purpose.
- The Division of University Advancement will review and update its fundraising policies and procedures, where appropriate, to reflect best practices in all areas of operation and its expanded role in grant development to support LMU's transition to Level V accreditation status and increased expectations for faculty research.
- Solicitation of gifts is the specific responsibility of the Division for University Advancement, which is administered by the Vice President for University Advancement, serving directly under the President. Any other University department or individual should only solicit with the full knowledge and approval of the Advancement Office.
- In soliciting and accepting gifts, accounting for funds received, and reporting fund-raising totals, it is the desire of the trustees, staff, and volunteers of the University to endeavor to further the mission of the University and to adhere to the approved policies and procedures as set forth by the LMU Board of Trustees. The University adheres to applicable state and federal laws in the acceptance and handling of all gifts. Unrestricted gifts are encouraged; gifts with the fewest possible restrictions allow Lincoln Memorial University to address its most pressing needs.
- Lincoln Memorial University is a 501(c) (3) organization. It is the University, through its Board of Trustees, not departments or individuals that receives gifts by law. The Gift Acceptance Committee is empowered to receive or reject gifts to the University on behalf of the Board and in accordance with Board approved policies.

- Gifts that may expose the University to adverse publicity, require excessive expenditures of the University's resources, or involve the University in unexpected responsibilities because of their sources, conditions, or purposes will be referred to the President's Cabinet before acceptance.
- Gifts are accepted only for purposes consistent with the University's mission and planning. The University will not accept gifts that infringe on its established policies and procedures for admissions, appointments of faculty and staff, the conduct of teaching and scholarship, construction of facilities, or other activities. The final authority to accept or reject gifts rests with the Board of Trustees.
- LMU's Board of Trustees is an active policy-making body for the institution and is ultimately responsible for ensuring that the financial resources of the institution are adequate to provide a sound educational program. The Board of Trustees establishes the broad policies and guidelines for University operation, including its fundraising activities, and appoints the President to implement its policies and guidelines. The President appoints other Officers of the University, including the Vice President for University Advancement, to administer University functions and activities (including fundraising), and these other Officers of the University report directly to the President.
- LMU does not have any institution-related foundations that operate independent of the institution and are separately incorporated.
- The Division of University Advancement desires to expand its staff to more appropriately reflect changes in the University's academic program in anticipation of increased funding needs to best position LMU for SACS-COC reaffirmation.
- The division will continue to monitor changes in the University's academic program and make adjustments in staffing that promote the success of new and continuing programs in meeting the expectations of program and institutional accreditation associations.
- The Division will also study the organizational structure advancement divisions of other SACS-COC Level V accredited institutions and the effectiveness of their development efforts for benchmarking and planning purposes.
- The Division of University Advancement is currently organizing for a major capital campaign to support the University's efforts to strategically strengthen academic and academic support programs and prepare for SACS-COC evaluation in 2009.
- The Division of University Advancement will participate in reaffirmation of accreditation activities and planning through representative membership on committees addressing compliance with specific components of the *Principles of Accreditation: Foundations for Quality Enhancement*.

Progress Report Strategic Goal 7**Strategic Goal 7: Assess and enhance university-wide research.**

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

Progress:

- Designate a Representative of the University's Research Committee to be involved in institutional decision making regarding research at LMU in Fall of 2007. The URC voted that the representative would be Dennis Kiick.
- Combine the University Ad Hoc Research Committee and University Grants and Research Committee into one permanent committee (University Research Committee) that will address current and future research issues, including the mini-grants program. The committees were combined in August 2007.
- Develop an action plan to ensure the University will carry out research in areas that will benefit the people and the communities of the region it serves; e.g., rural Appalachia.
- Revise existing and establish a new comprehensive series of research policies and procedures. Office of Research, Grants and Sponsored Programs Handbook approved by Board of Trustees 5/5/08.
 - Provide information to the University community as well as the region as a whole highlighting research and scholarly activity through various public relations outlets. Currently provided through Advancement/PR and through new ORGSP website under news. The ORGSP webpage on LMU's website went up February 1, 2008.
- Provide an electronic grant budgeting and tracking system which will facilitate the research process to flow efficiently and effectively. Scheduled to be purchased and implemented for FY 2008-09.

Objective 7.2: INFRASTRUCTURE: Identify the need for central research support services; foster their development and manage them to optimize their utility, accessibility and the responsiveness to the campus and extended site research community.

Progress:

- Establish all required federal and state mandated committees (e.g., institutional review board, radiation and chemical safety committee, institutional animal care and use committee) and other agencies as required by law; e.g., OSHA, etc. This is under way. The IRB was established, the IACUC existed before, and the need for additional committees/boards will continue to be evaluated.

- Foster the management of internal grant programs aimed specifically at the support of undergraduate and students' research projects.
 - Pauline Lipscomb gave a two-hour presentation and question and answer session to a senior social work class for Rebecca Patterson January 2008.
- Ensure that all research activities meet professional and regulatory standards. The ORGSP was created in August, 2008.
- Promote institutional interdisciplinary and collaborative projects and to provide avenues and incentives when necessary. The ORGSP was created in August, 2008. ORGSP, with faculty development, provided a "Lunch and Learn" session on grant writing in April 2008. 20 Faculty attended and received a bound guide to grant writing as well as the full power point presentation in a three-ring binder.
- Assist faculty, staff, and students in obtaining external financial support for their research, training, and public service activities. The ORGSP was created in August, 2008, and will work with the Director of Foundation and External Relations. Also, links too many funding sites are provided on the ORGSP website.
- Provide efficient administration of research-related assets in order to contribute to faculty productivity and retention. The ORGSP was created in August, 2008.
- Provide for the creation of a centralized pre- and post-award staff, regulatory and clerical staff, including a Director of Grants Management, Statistician, and additional resources necessary to support the research mission of the University. The ORGSP was created in August, 2008 with a Director and a Post-Award Grants Manager.
 - Pauline Lipscomb came on board as director, August 28, 2007.
 - Served as a member of several committees including IRB, URC, Mini-Grants and QEP Effectiveness.
 - As an ex-officio member to LMU's first Institutional Research Board (IRB), Pauline Lipscomb helped to draft forms and provide website space for the IRB on the ORGSP website.
 - Attended a HRSA workshop in Dallas, TX in October 2007.
 - Carolyn Gulley came on board as post-award grants manager part time November 1, 2007, full time January 1, 2008.
 - Attended a three-day Financial Research Administration workshop in May, 2008.
 - Worked with Debbi Pressnell to acquire all grant files and transition the management of those grants to the ORGSP.
 - Both ORGSP staff, Pauline Lipscomb and Carolyn Gulley attended NCURA three-day workshops in February, 2008.
 - ORGSP attended URC retreat, January 2008.
 - As of 7/1/08 the task of entering grant payments into Benefactor will move from the Gift Processor in Advancement to the Post Award Grants Manager and codes have been set up that will aid in reporting grant dollars more accurately.

- Project-accounting software that will be used for tracking and reporting grants (among other University uses) is scheduled for purchase in the 2008 fiscal year – plans are underway for training and implementation.
- Assisted in the negotiation process for a federally negotiated indirect cost rate for the university.
- Assisted in the preparation and submission for 21 grants - 8 not funded, 4 pending, and 9 funded.
- Managed 51 active grants for FY 07/08 with total grant dollars equaling \$2,172,711.10, including indirects which total \$81,914.00.

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

Progress:

- Review fiscal management procedures and policies relative to external funding. The ORGSP was created in August, 2008.
- Identify the needs of researchers and those expressing interest in scholarly activities from various disciplines. The ORGSP was created in August, 2008, and will work with the Director of Foundation and External Relations. Also, each school was charged with providing a research/scholarly activity plan for the future which is in draft form and will be a starting point for future meeting with ORGSP to specifically identify needs.
- Provide adequate startup funds for new research faculty in all departments for a variety of scholarly activities. The Mini-Grants program is in its second year, administered by the URC. This year \$19, 660 was given to four faculty for scholarly activity.
- Foster the identification and management of internal grant programs aimed specifically at the support of undergraduate students and trainee research projects. Review and refine incentive structures for research and scholarly activity. URC Recommendations & Plans Document April 2008.
- Facilitate the development of new programs that foster research, scholarship, and creative activity in a broad variety of disciplines. URC Recommendations & Plans Document April 2008.
- Make available resources to assist interdisciplinary teams to prepare competitive collaborative project proposals for external research funding. The ORGSP was created in August, 2008.
- Facilitate faculty, graduate student, and undergraduate student recruitment by the strategic employment of research support assets, including the development and support of central support facilities and the growth of the internal grant program. The ORGSP was created in August, 2008.

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

Progress:

- Identify short-term and long-term infrastructure needs in order to support research at LMU. URC Recommendations & Plans Document April 2008.
- Define information technology and support services to facilitate research. URC Recommendations & Plans Document April 2008.
- Identify areas in which to improve and implement laboratory health and safety programs that clearly follow all regulations related to health, safety, and environmental protection.
- Make recommendations regarding how to insure future competitiveness within areas of current strength and of emerging importance. URC Recommendations & Plans Document April 2008.
- Implement a policy for research space allocation for all faculty members conducting research. Science Engineering & Research Building Planning Meeting July 11, 2008.
- Provide and expand library resources including but not limited to accessing electronic journals, research serials, subscriptions and databases to meet graduate, undergraduate and faculty research needs from both campus and extended sites to accommodate graduate, undergraduate and faculty research needs.
- Establish necessary communications systems for interdisciplinary, regional and national collaboration. Appalachian Rural health Care Consortium Meeting June 2008.

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

Progress:

- Establish research/scholarly activity as a component of the evaluation system for promotion and retention. URC Recommendations & Plans Document April 2008.
- Develop an on-campus notification system/public forum of scholarly activity. Currently provided through Advancement/PR and through new ORGSP website under news.
- Ensure funding for the dissemination of research findings. URC Recommendations & Plans Document April 2008.

Part II

Strategic Plan: 2009-2014

(Revised June 2009)

Strategic Goal 1:

Continue to assess and enhance academic quality

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

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

Strategies and Action Plans:

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

Responsibility: Program directors/coordinators, department chairs, deans, assistant VPAA, VPAA, Director of Institutional Research and Accreditation.

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

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

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

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

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

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

Strategies and Action Plans:

- Consider innovative approaches to instructional delivery and student learning.
- Continue the development and implementation of new academic programs including, but not limited to: Master of Science in Nursing (M.S.N.), Nurse Education Concentration; Nurse Anesthesia (N.A.); Physician Assistant (P.A.); Doctor of Juris Prudence (J.D.); online medical technology; and additional undergraduate and graduate programs.
- Continue the investigation of new academic programs including, but not limited to: D.O./Master of Business Administration (M.B.A.) joint degree program; Doctor of Nursing Practice (D.N.P.); Physical Therapy; Healthcare related programs; Bachelor of Science in Special Education; online RN to BSN program; graduate medical education (G.M.E.); undergraduate degree in engineering; graduate degree in mental health counseling, LPC track; explore revitalization of the Appalachian Development Studies program; degree completion teacher licensure program; explore master's program in public health; and additional undergraduate and graduate programs, including degree completion programs.
- Explore opportunities to provide regional offerings and continuing studies in professional workforce development.
- Improve coordination between Harrogate and extended sites with emphasis on community, student support services, technology, learning resources, and comparability of courses/programs.
- Continue changes to support Level V status.
- Continue to explore, secure, and utilize technology to enhance the instructional delivery process.
- Continue to explore options to provide learning opportunities and student services for international students.

Responsibility: Program directors/coordinators, department chairs, deans, assistant VPAA, VPAA, Director of Institutional Research and Accreditation.

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

1.

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

Assessment: Review, by chairs, deans, assistant VPAA and VPAA, 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 1: *Continue to assess and enhance academic quality*

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

Strategies/Action Plans:

- Continue identification of selected peer 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:
 - Adjust the institutional inequities of full time faculty.
 - Develop a plan to bring full time faculty salaries to mid-range of benchmarks from selected peer institutions.
 - Implement and sustain a system of faculty compensation with an evaluation system to support it.
 - Implement and maintain a competitive compensation package for summer instruction.
 - Implement and maintain a competitive compensation package for adjunct faculty.

Responsibility: Program directors/coordinators, department chairs, deans, assistant VPAA, VPAA, Director of Human Resources, V.P. for Finance, Director of Institutional Research and Accreditation, President, Board of Trustees.

Time Frame: Collection, evaluation, and interpretation of data in 2008-09 with planned implementation in stages by 2011-12.

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

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

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

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

Objective 1.4: Continue to strengthen University libraries and museum and their services at all sites.

Strategies/Action Plans:

- Pursue grants and leverage resources to support and extend LMU collections.
- Assess learning resource needs and address the growth and development of new and existent programs, including collaborative agreements with other university/college library systems.
- Secure appropriate library and learning resources to support new and existent programs consistent with Level 5 status, including student, faculty and staff research.
- Support the Quality Enhancement Plan by continuing the 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 and publications; and investigate e-commerce opportunities.
- Provide appropriate cataloging, physical protection, security and space for all university collections.

Responsibility: Directors of the Carnegie Vincent Library and the Abraham Lincoln Library and Museum and their staffs, Security staff, Dean of Students, University Advancement staff, Assistant VPAA, VPAA, Board of Trustees.

Time Frame: Ongoing.

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

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

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

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

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

Strategies/Action Plans:

- Develop and implement a standardized, systematic 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 credit hour production, scholarly activity/research, student advisement, and committee and community service should be considered.
- Continue to utilize selected peer institutional data as benchmarks for review and establishment of LMU's faculty evaluation process.

Responsibility: Department chairs, deans, assistant VPAA, VPAA, faculty senate, Director of Human Resources.

Time Frame: Ongoing.

Resources Required: Time.

Assessment: Annual review of the faculty evaluation process.

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

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

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

Strategies/Action Plans:

- Maintain a School Improvement Plan to monitor progress and provide data to promote and sustain improvement.
- Raise average senior scores to meet benchmark scores of the math and science components on the ACT.
- Maintain a systematic, cooperative approach to teaching writing in grades 5 through 12 to produce confident, open-minded writers who think critically, read considerably, and negotiate differences considerately.
- Continue improvement of full-time and adjunct faculty salary to parity with area public school salaries.
- Investigate the feasibility of the addition of a K-4 component.
- Explore the feasibility of the addition of an International Baccalaureate Program.
- Continue the coordination of the JFWA and the KANTO programs.
- Refine the comprehensive assessment program to incorporate more appropriate assessment of writing skills.
- Develop a stronger collaboration with the Carter and Moyers School of Education.
- Explore use of on-line courses.

Responsibility: Principal of JFWA, Dean of the School of Education, Director of KANTO Program, Assistant VPAA, VPAA, President.

Time Frame: Annually.

Resources Required: JFWA budgets.

Assessment: Annual School Improvement Plan results submitted to SACS/CASI; standardized testing results; college placement completion data; long-term career achievement data.

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

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

Objective 1.7: Integrate information literacy skills across the curriculum.

Strategies/Action Plans:

- Develop a Quality Enhancement Plan (QEP) that has information literacy as the focus for improving student learning.
- Revise existing INFL 100 to incorporate a more skills-based approach to information literacy.
- Create a graduated matrix for use in assessing the development of information literacy skills in SEWS and specifically-identified courses within each undergraduate academic program offering.
- Provide professional development opportunities for faculty in the use of instructional strategies that promote the development of information literacy skills.
- Continue to promote integrated teaching opportunities for academic faculty and information literacy librarians.
- Investigate approaches to integrating information literacy skills at the graduate and postgraduate program levels.
- Identify courses at JFWA that integrate information literacy skills.
- Develop a virtual Center for Teaching and Learning Excellence in support of the Quality Enhance Plan.

Responsibility: Vice President of Academic Affairs; Academic Deans; Principal of JFWA; Quality Enhancement Leadership Team; Academic faculty and Instructional librarians; instructional technologist; director of QEP.

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

Assessment: QEP progress updates; QEP meeting minutes; SAILS and iSkills and other information literacy assessment instruments; Information literacy writing rubrics.

Use of Results: Use assessment data to monitor QEP progress and information literacy integration across the academic programs; improve student learning through information literacy skills.

Strategic Goal 2:

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

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

Objective 2.1: 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:

- Develop a written recruitment plan outlining the annual recruitment process for undergraduate students.
- Market affordability with need-based financial aid using relevant examples.
- Conduct a structured exit interview with transferring students.
- Evaluate admissions criteria to be more in line with Level V designation.
- Develop an information packet for Deans and Department Chairs to assist them with recruiting with high-achieving, potential students to attend LMU and major in their departments.
- Use Datatel Benefactor Component to facilitate, cultivate and maintain relationships with alumni to assist with student recruitment and enrollment.

On-Going Activities

- Staff booths at the LMU college fair to disperse information about LMU campus services.
- Publicize the medical scholars program to recruit high caliber math and science students interested in pursuing a medical career.
- Advertise with local and regional media outlets.
- Send out timely news releases.
- Publicize all of the University's academic programs.
- Use the World Wide Web for advertisements and news.
- Continue to update and 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 E-counseling to applicants and qualified prospects.
- Develop appropriate recruitment materials for the DCOM program for middle and high school students.

- Conduct routine meetings among the Director of Admissions and academic deans and chairs to engage LMU faculty in the recruitment process (Department letters to potential students, Department telephone calls, etc.).
- Host preview days for prospective students and parents.
- 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.
- Expand recruitment efforts into more populated areas.
- Review national, regional and local data to assist in the identification of new markets.
- Conduct student surveys to determine the effectiveness of marketing and recruitment efforts.
- Concentrate admissions efforts to recruit Tennessee students who are eligible for the lottery scholarship.
- Reallocate resources to attract a larger percentage of academically talented students by targeting specific schools.
- Update major brochures with “subject to change” (reviewed and/or revised annually).
- Budget for and assign recruiting coordinator(s) for extended sites that support multiple programs.
- 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
- A brochure, “Preparing for College” will be given to attendees with “Compliments of LMU” stamped on the cover.
- Continue to investigate opportunities with the leadership of the Eastern Band of the Cherokees to encourage students to take courses at LMU or for LMU to deliver courses/programs in Cherokee, N.C.

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

Time Frame: Fall 2007 (all numbers are for undergraduate population only) 415 new students (Total FTE 1258); Fall 2008, 425 new students (Total = FTE 1280); Fall 2009, 435 students (Total = FTE 1300); 435 students total (Total = FTE 1320); Fall 2010, 450 (Total=FTE 1340); Fall 2011, 465 (Total=FTE 1360).

Resources Required: \$150,000 annually from Admissions and \$75,000 Public Relations.

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

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

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

Objective 2.2: 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, 200 will be residential students by 2011.

Strategies/Action Plans:

- Work with local high schools to develop scholarship programs for their students based on incentives for good attendance and good grades.
- Update or build the following web pages:
 - Safety & Security
 - Athletic Hall of Fame
 - Academic Major Home Pages
 - Campus Activities/Intramural Sports
- Target recruitment of high school students with high ACT scores in math and science for the Medical Scholars program.

On-going Activities

- Maintain two marketing committees (Board Committee and University Committee).
- Continue to refer and encourage current Upward Bound students to enroll at LMU.
- Continue to produce a newsletter for Upward Bound participants that promote the University.
- Evaluate current markets for direct mailings and make additions and/or corrections as needed.
- Follow guidelines for ensuring distribution of accurate information.
- Follow established timelines for the production of recruitment materials for new 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 with the admissions and financial aid offices.

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, Deans, Academic Chairs, Upward Bound Director and Director of Financial Aid

Time Frame: Fall 2007 (all numbers refer to undergraduate students), 415 students (Total FTE 1258), Fall 2008, 425 students (Total = FTE 1280) Fall 2009, 435 students (Total = FTE 1300), 435 students total (Total = FTE 1320), Fall 2010, 450 (Total=FTE 1340), Fall 2011, 465 (Total=FTE 1360).

Resources Required: \$400,000 per year, Admissions and Upward Bound.

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 on the main campus, and enrollment at all extended campuses.

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

Objective 2.3: Maintain and achieve appropriate enrollment levels in the graduate programs.

Strategies/Action Plans:

- Link to graduate recruitment via Hobson's web site and to graduate testing sites such as GRE, MAT, GMAT (for MSN, CRNA and MBA prospects)
- Complete brochures and other promotions for MSN and CRNA programs.
- Develop an MBA program brochure.
- Purchase GMAT testing names for MBA recruitment.
- Attract future medical students who are committed to serving Appalachian area.
- Increase the diversity of the student body.
- Provide training for deans and department chairs by Admissions Director concerning recruitment strategies.

On-going Activities

- Advertise with local and regional media outlets
- Increase the visibility of DCOM primarily in the Southeast region of the United States.
- Rotate Knoxville billboards and radio ads to include all graduate programs.
- Send out timely news releases.
- Use the World Wide Web for advertising and news and link to major search engines (Google, MSN, Yahoo) or through professional agencies.
- Host counselor workshops targeting alumni of LMU and recruit them for the graduate programs in Guidance and Counseling and Administration and Supervision.

Responsibility: Deans of the schools of Education, Nursing and Business, Dean of the DeBusk College of Osteopathic Medicine, Director of Public Relations, Director of Publications/Webmaster

Time Frame: Each semester

Resources Required: \$50,000.00 within Public Relations, DCOM and Admissions budgets

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

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

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

Objective 2.4: The J. Frank White Academy (5th – 12th grades) will increase enrollment to 120 students by 2013.

Strategies/Action Plans:

- Improve ACT Math and Science scores.
- Implement a systematic approach to teaching writing.

On-going Activities

- Continue to develop a part-time program for home school students.
- Continue to carefully focus on the quality of newly admitted students.
- Work with University Advancement to enhance scholarship opportunities for students.
- Investigate the feasibility of grades K-4.

Responsibilities: Director of JFWA Recruitment, JFWA Principal

Time Frame: 2008-2013

Resources Required: Undergraduate Admissions (\$10,000.00) and Director of Publications (\$1,200.00)

Assessment: Enrollment statistics

Use of Results: Increased enrollment.

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

Objective 2.5: The university will improve first-time, full-time freshman retention rate to at least 75%, overall undergraduate retention rate to at least 88% and the graduation rate to at least 51% by 2012.

Strategies/Action Plans:

- Utilize student survey results to make improvements to student services.
- Develop and implement a student retention plan to include all sites.
- Develop an Academic Advising manual for undergraduate advising.

On-going Activities

- Continue to write, publish and distribute the Student Success Newsletter.
- Continue to assess the retention figures by semester.
- Continue to teach UACT 100 Strategies for College Success by Student Support Services and the Office of Student Services, and maintain assessment information documenting the success of those programs.
- Student Support Services will continue to identify “at risk” students and to promote their participation in SSS.
- Identify and assist students with undecided majors through SSS and Career Services.
- “At risk” (semester GPA under 2.8) student athletes will be required to meet with a Student Athletic Advisor for advice and guidance regarding available resources.
- Maintain a high percentage of student athletes who remain eligible to participate at the NCAAII level.
- Administer a yearly survey to students to determine their levels of satisfaction with Student Services.
- Involve all University stake holders in the retention process.
- 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 (TELS) Scholarships recipients to help them remain eligible for TELS funding.
- Increase the number of successful interventions resulting from the early warning system.
- Continue to use a systematic process for identifying “students at risk”.

- Continue to schedule an orientation program for international students to be conducted within the first week of the fall semester to include, but not limited to:
 - Safety & Security issues
 - Assimilation into the LMU and Appalachian cultures
 - Working visas
 - Study strategies
 - Sharing diversity
 - LMU support systems

Responsibility: Vice President for Enrollment Management and Student Services; Director of Student Support Services, all EMSS directors, Deans, Department Chairs and all University faculty and staff

Time Frame: by 2013.

Resources Required: \$20,000 annually Student Services, Student Support Services, Financial Aid, and Athletics

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: Improved retention and graduation rates.

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

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

Strategies/Action Plans:

- Create a sense of community among students.
- Improve the overall campus life experience for students.
- Increase intramural sports and recreation opportunities.
- Provide student support services to extended sites.
- Provide support to student organizations for leadership development.
- Provide an active career services program.
- Support and provide opportunities for students to participate in community service activities.

On-going Activities

- Inform students of the services provided by the University.
- Provide a diverse and interesting student activities program.
- Offer a comprehensive student orientation program for new students at all sites.
- Continue to produce 3 ring binders to be distributed to new students and identified high school counselors.
- Provide information and accommodations for students with documented disabilities through the ADA coordinator.
- Provide counseling to students through the Counseling Services department.
- 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).
- 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 on-line materials in the form of catalogs, handbooks and informative web pages.
- Provide personal, academic and financial information to all students, graduate or undergraduate.
- Improve and maintain residential housing facilities and programs.
- Continue academic referrals to the Tagge Center for Excellence.
- Provide support services to DCOM students as stated in the DCOM Student Handbook.

Responsibility: Vice President for Enrollment Management and Student Services, Directors in EMSS division, and the DCOM Assistant Dean of Students.

Time Frame: Annually.

Resources Required: Adequate funding to support Career Planning, Student Advocacy, and Student Activities, Student Support Services and DCOM within the Enrollment Management & Student Services and DCOM budgets

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

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

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

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

Strategies/Action Plans:

- Reassess the Institutional Financial Aid practices/philosophy.
- Enhance on-line Financial Aid services.
- Improve interdepartmental communications.
- Provide web site link to Perkins Loan payment center and DOE information.
- Investigate with IT department to expand the services available through Web Advisor for current and accepted students who have made enrollment deposits.

On-going Activities

- Identify students' financial needs and meet the needs through a combination of grants, scholarships and self-help aid.
- Continue training work study students and supervisors.
- Continually re-evaluate funding level of the Lincoln Grant component of the Financial Aid budget.
- Request additional funding of Federal Supplemental Educational Opportunity Grant.
- Increase endowed institutional scholarship and loan programs.
- Continue to 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.
- Identify and counsel all students who are Tennessee Lottery Scholarship recipients.
- Identify and reward students whose academic potential had been previously unidentified.
- Investigate additional financial resources for DCOM students.

Responsibility: Vice President for Enrollment Management and Student Services, Executive Director of Financial Aid, Admission Staff, Awards Committee, Vice President for Advancement; DCOM Assistant Dean of Students.

Time Frame: Each semester.

Resources Required: Included in the institutional Financial Aid budget each year.

Assessment: Examine financial aid statistics and audits.

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

Strategic Goal 3:

Strengthen planning, budgeting and assessment

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

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

Strategies/Action Plans:

- 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 comments 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 colleges, divisions, departments, and units will demonstrate alignment with the Institutional Mission Statement and Strategic Plan.
- Align budgeting with the institutional mission, goals, objectives, and strategic priorities.
- Assess expected outcomes at the institutional, college, 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: Continuous.

Resources Required: Time.

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

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

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

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

Strategies/Action Plans:

- The Budget Committee (President's Cabinet) evaluates the institution's financial performance, identifying strengths and weaknesses.
- Budget officers prepare budget requests and pro formas consistent with individual unit plans and strategic priorities.
- The appropriate Budget Committee members 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.
- The Budget Committee considers institutional priorities, goals, and objectives from the institutional strategic plan in the allocation and/or reallocation of financial resources.
- Budget discussions will be conducted annually during which the appropriate Budget Committee members present budget proposals and provide supporting documentation to ensure that all estimates are reasonable.
- The President presents the balanced budget to the Board of Trustees for approval.
- Budget officers shall continuously review their budget and make adjustments for deviations from projected revenues and expenses.
- Budget officers and committee members are responsible for assuring that communication and feedback regarding budget matters will occur throughout the budgeting process.

Responsibility: The Vice President for Finance, President, Budget Committee, and Budget officers.

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 and support growth.

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

Objective 3.3: 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 current five year pro forma using recent financial history.
- Develop budgetary assumptions using expense and revenue trend data and specific environmental considerations.
- Use institutional research for trend analysis, unit strategic plans, and outcomes assessment results to assess and update the rolling five-year operating budget pro forma to reflect institutional priorities.
- The President presents the five-year operating budget pro forma to the Board of Trustees each fall for approval.

Responsibility: Budget officers, the Budget Committee, 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 3: *Strengthen planning, budgeting and assessment*

Objective 3.4: To plan and budget for research appropriate to support Lincoln Memorial University as a Level V institution.

Strategies/Action Plans:

- Coordinate with the deans of the various schools to develop budgeting projections in support of research activity.
- Provide support in seeking funding from external sources.
- Monitor compliance with and manage expenditures of grant funded programs.

Responsibility: Director of Research, Grants and Sponsored Programs, Vice President for Finance, and President.

Time Frame: Continuous.

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

Assessment: Documented research results and growth of research funding.

Use of Assessment: To plan effectively and aid in preparing five year pro forma and annual operating budget for research efforts.

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

Objective 3.5: 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 guide 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 assistance to DDU Administrators in use of data.

Responsibility: Office of Institutional Research.

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 3: *Strengthen planning, budgeting and assessment*

Objective 3.6: To document status of strategic goals in an annual progress report.

Strategies/Action Plans

- Evaluate progress on strategic goals based on Institutional assessment.
- Produce an annual progress report prior to the fall meeting of the Board of Trustees.

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 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 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; faculty, research, and program needs; physical maintenance; housing; and facilitate technology infrastructure).
 - Provide additional office and classroom space on and off campus.
 - Current Needs: Adequate faculty/staff offices, science labs, art studios, music space, research facilities, and conference/meeting/seminar area.
 - Future Needs: Advance college and community, educational, cultural and recreational opportunities.
 - Oversee the upgrade of Democrat Hollow with the Alumni Association.
 - Insure for additional general classroom/learning spaces and science laboratory space within the Farr-Chinnock Hall and Avery Hall.
 - Construction of a Science, Math, and Engineering building.
 - Construction of a multi-purpose athletic building.
 - Relocation of the University tennis courts.
 - Construction of a new soccer field and dugout fall 2008.
 - Construction of a new soccer field house fall 2010.
 - Develop a driving range to support the golf management program.
 - Develop plans for the renovation of Duke Hall.
 - Plan and develop a communication building fall 2009.
 - Assess the needs of the Old City Hall building to support the proposed University Law School.
 - Plan and develop the renovation of the campus center and cafeteria 2008-2010.
 - Assessment of Byram and McClelland Halls.
 - Review and update the Facilities Master Plan annually.
- Support academic and career goals by providing and maintaining appropriate faculty/staff equipment, furniture and technology as determined by best practices and professional standards.
 - Current Needs: Continue a comprehensive assessment of faculty/staff/student needs.
 - Future Needs: Budget for and align needs and resources.

- Support the University's plan for a QEP.
- Reevaluate Seiberling Barn to include offices/classrooms and laboratory space to support research initiatives.
- Completion of the 4th floor in DeBusk College of Osteopathic Medicine building to support the PA program January 2009.
- Access and plan for a new maintenance building.
- Renovations of campus social areas Fall 2008.
- Research and develop a plan for the construction of a new science, math and engineering building.
- Construction of additional housing on campus to meet the growing needs of the University.
- Provide adequate space to support the upgrade of the University's IS department.

Responsibility: Director of Properties & Physical Plant, Director of Compliance and Infrastructure Management, President, the President's Cabinet, and the Properties Committee of the Board of Trustees.

Time Frame: Annually and as needed.

Resources: Physical plant budget, plant fund.

Assessment: Minutes of President's Cabinet and Properties Committee; updated Facilities Master Plan; 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 healthy, 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 annually.
- Review, update and communicate the institution's Health and Safety Manual including the University crisis plans.
- Continue to provide opportunities for faculty, staff, and students to improve 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, call boxes, camera systems, security for JFWA and access control).
- Continue construction of security area in Tex Turner Arena.
- Continue training opportunities for health and safety issues.
- Assess, plan for, evaluate and ensure compliance with environmental and safety standards and regulations both state and federal.
- Continue involvement in peer audit process.
- Conduct regular safety reviews of extended sites.

Responsibility: VP F&O, CIO, Director of Properties & Physical Plant, Director of Compliance and Infrastructure Management, President's Cabinet, Dean of Students, Security Supervisor, 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.

Strategies/Action Plans:

- Continue revision of current policies and procedures for the advertising, recruiting and searching for personnel. (HR)
- Update and revise current orientation and acclimation of new personnel to University operational flow. (HR, Supervisors)
- Review faculty orientation for new hires, school/college deans and department chairs. (HR, VPAA)
- Continue review and restructure of the faculty/staff policy manual. (HR, VP Finance and Operations)
- Implement and maintain an informative, user friendly Human Resource web-site. (HR, Broker)
- Design and implement an in-house training/development program for staff. (HR)
- Continue review of University benefits. (HR, VP Finance and Operations)
- Develop and propose a plan to review staff salaries.

Responsibility: HR, VP Finance and Operations, VPAA.

Time Frame: Ongoing

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

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

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

Strategic Goal 5:

Ensure effective and efficient use of technology

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

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

Strategies/Action Plans:

- Develop and maintain a University Technology Plan.
- Evaluate and identify new program technology needs.
- Prepare budget requests for capital expenditures.
- Prepare budget requests for grant proposals.
- Prepare budget requests for adequate staffing, of technology initiatives, at University and extended campus sites.
- Create a budget to support future scholarly activities/research and growth in technology.

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, staff representative, and student representative from SGA).

Time frame: Continuous

Resources required: Included in CIO budget

Assessment: Annual survey by faculty, staff, and students to include but not limited to the budget justification forms.

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

Strategic Goal 5: *Ensure 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:**

- Train new personnel to support technology system.
- Cross-train existing personnel.
- Review and assess all network closets to maintain service.
- Review and assess the computer room environment controls.
- Review and assess the computer related environment control system to alert changing conditions.
- Generate a comprehensive plan to update computer resources for faculty, staff, and student labs, at all campuses.
- Support the future growth of online instruction.
- Review and assess online services for faculty, staff, and students.
- Review and assess business report requirements and conditions.
- Review and assess software functionality for university use.
- Review and assess additional smart classroom needs as required throughout the University and extended campus sites.
- Implement a secure electronic document imaging solution in FY 2010.
- Implement a secure wireless Internet access solution for the entire University per below schedule.
 - Avery Hall, Farr Hall, Schenck, Soccer fields – FY '09
 - Abraham Lincoln Museum, Liles and West residence halls, Tex Turner Arena, Mary Mars Gym – FY '10
 - Grant Lee Hall, Sigmon, Pope, Mitchell, and Dishner residence halls – FY '11
 - St. Mary's (SMMC), University Advancement (Kresge) – FY '12
- Perform network security audit on major changes and annually in February.
- Perform a technology review at extended campus sites annually.
- Support distance learning needs for remote instruction.
- Research the need for an electronic grading package for the entire University.
- Research and implement online instruction and testing security.
- Implement classroom technology plan for new and renovated structures.

- Establish and implement remote broadcast capability to the classroom.
- Review and assess the minimum computer standard for student laptops.
- Create a smart computer classroom for library instruction FY '09.
- Review and assess computer technology in the Library.
- Identify Information Services Policies and Procedures as needed.
- Review and assess Disaster Recovery Plan for Information Services.

Responsibility: Chief Information Officer and staff.

Time frame: Continuous.

Resources required: Basic resources included in CIO budget; additional resources requested through grants.

Assessment: To collect data through survey and management evaluations of performance.

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: *Ensure 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.
- Review and assess a new employee technology training program.
- Provide updated training opportunities for all faculty and staff.
- Support faculty with development of instructional modules that use technology.
- Review and assess a Help Desk solution for the entire University.
- Review and assess Information Technology web site to add support services.
- Review and assess an employee computer replacement plan for the entire University.
- Develop and implement an assessment plan for technology services for faculty, staff, and students.

Responsibility: Instructional Technologist, information services staff.

Time Frame: Continuous.

Resources Required: Included in Academic Affairs and CIO budget.

Assessment: Annual User Survey; Problem Tracking Logs and reporting.

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

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

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

Strategies/Action Plans:

- Routinely audit software life cycles and upgrade when appropriate.
- Upgrade to new release of desktop productivity tools University wide.
- Review, assess and evaluate the adequacy of technology at the main Harrogate campus and all extended sites.
- Integrate approved new services into University systems.

Responsibility: Information Services staff.

Time Frame: Continuous.

Resources Required: Included in CIO budget.

Assessment: Collect data to determine proper patch management of hardware and software systems.

Use of Results: To ensure that systems and firmware are up to date with acceptable patch versions.

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

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

Strategies/Action Plans:

- Develop a plan for future growth in Radio, TV, and LMU support that will align with the LMU mission.
- Review and assess the listener/viewer base.
- Establish new accounts for Radio and TV.
- Maintain (review and update) training plan to address new technology acquired.
- Review and assess building and equipment security needs.
- Establish and implement remote broadcast capability to the classroom.
- Investigate community service opportunities.
- Review and assess sales quotas for additional funding.

Responsibility: General Manager and Staff.

Time Frame: Continuous.

Resources Required: Revenue from advertising and sponsorship or additional budget needs.

Assessment: Annual evaluation of programs to determine the effectiveness to support the LMU Mission.

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

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

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

Strategies/Action Plans:

- Maintain continuous communication with the academic community to identify faculty needs regarding technological infrastructure necessary to support research initiatives.
- Implement electronic research administration capabilities to support pre-award and post-award grant activities.
- Actively participate in the planning and development of research facilities.
- Evaluate adequacy of staffing levels with respect to departmental competencies necessary to support research activities.
- Insure compliance with federal and state regulations regarding management of information and data generated and used during research activities.
- Create adequate budget and staffing to adequately support research and future information technology needs.

Responsibility: Chief Information Officer, Office of Research Grants and Sponsored Programs, and staff.

Time Frame: Continuous.

Resources Required: Not included in CIO budget.

Assessment: To determine user satisfaction levels as measured by annual survey and to identify problems using problem tracking logs.

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

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.
- Support efforts to assess and enhance University-wide research.
- 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 (Goal of 100% participation).
- Encourage University Advancement staff to continue to contribute to the Annual Fund (Goal of 100% participation).
- Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of 100% participation).
- Increase current faculty/staff giving: for FY 2006-2007 participation was 52.8% (Goal for FY 2007-2008 will be 60%).
- Collaborate with departmental chairs to encourage intercampus fundraising opportunities once per semester.
- Increase efforts to solicit potential donors. Target special interest groups, honorary degree recipients, recipients of institutional awards, corporations, and professional organizations. The University president will continue to call on the top 1% of targeted donors.
- Improve donor recognition system to include enhanced Recognition Societies through use of annual events, publications, and personal meetings.
- Continue to market www.lmugifts.org for the purpose of raising annual funds.
- Continue travel within targeted territories for systematic cultivation and solicitation. Through utilization of prospect research, focus on potential major gift level donors such as World War II era groups and those who may be interested in supporting the DeBusk College of Osteopathic Medicine.
- 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 initiative.

- Provide training in “Asking for a Gift” as needed to departments outside of University Advancement; i.e. Museum staff, Library staff, Athletics, Cabinet, Trustees, DeBusk College of Osteopathic Medicine, 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.
- Collaborate with Museum staff will develop a list of contacts for annual support to include the Lincoln Letters, former donors to the Museum, and the Museum visitors’ list. Names will be compiled into a master solicitation list.
- Investigate plans to offer Lincoln General Store items on-line.
- Collaborate with the J. Frank White Academy principal 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.
- 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 and faculty senate to address giving options.
- Establish personal visit goals for athletics, the Lincoln Museum, and the Academy.
- Utilize prospect research to build information about alumni, friends, and potential prospects.
- Use student callers to drive phone-a-thon donations throughout the year.
- Support initiatives to demonstrate adequate resources for accreditation standards.
- Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- Educate all campus constituencies as to the importance of annual giving.

- Develop initiatives to support the University's mission and goal of fostering research.

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

2007-2008: \$120,000

2008-2009: \$130,000

2009-2010: \$140,000

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, Athletic personnel, DCOM, and library.

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:

- Support efforts to assess and enhance University-wide research.
- University Advancement will research, identify, and cultivate potential donors who have the capacity to endow chairs at a minimum of \$1,000,000, endow professorships at a minimum of \$500,000, endow scholarships at a minimum of \$25,000 and endow faculty development funds at a minimum of \$25,000. Review endowed chairs to determine which ones are currently fully funded.
- Increase efforts to solicit potential donors. Target special interest groups, honorary degree recipients, and recipients of institutional awards.
- 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. Set goals for Circle of Friends for Endowment for DeBusk College of Osteopathic Medicine.
- Continue to review prospects with the Development Committee of the Board of Trustees, the President of the University (3.2.12 – Principles of Accreditation), the Chairman of the Board, and the Chairman of the Executive Committee.
- Continue to feature donors who have already made estate plans in the *Alumnus* magazine.
- Continue to market www.lmugifts.org for the purpose of raising endowment funds.
- Continue to collect documentation for planned giving.
- Continue to utilize national prospect research services.
- Continue and expand solicitation of foundations, professional organizations, corporations, and government agencies that support endowment endeavors.
- Continue to code all alumni by their majors.
- 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 Senate and Faculty Senate to address giving options.

- Continue to assist athletics, J. Frank White Academy, the Museum, the Learning Tree Academy, DCOM, and the Library with identifying donors for endowed funds.
- Continue to pursue grants from private foundations government agencies for the Museum, the J. Frank White Academy, DCOM, and the Learning Tree Academy.
- In cooperation with the Vice President for Finance establish endowment levels required for maintenance of each facility on campus.
- Support initiatives to demonstrate adequate resources for accreditation standards.
- Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- Develop plans to endow the Literary Heritage Festival.
- Develop plans to endow the Lee Smith Literary Award.

Responsibility: University Advancement fund-raising staff, President of the University, the Development Committee of the Board, and the Board of Trustees, DCOM, Carnegie-Vincent and Reed Libraries, Abraham Lincoln Museum and Library, and J. Frank White Academy with the cooperation of University faculty and staff.

Time Frame: Annually.

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

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

Use of Results:

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

Strategic Goal 6: *Enhance 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, and to increase pride in the University. (“Extended sites” include: West Knoxville, St. Mary’s, Blount, Corbin, Cumberland, Ducktown, Cleveland State, Kingsport, Madisonville, Maryville, Morristown, and all partnerships.)

Strategies/Action Plans:

- Support efforts to assess and enhance University-wide research.
- Development initiatives to support the University’s selected quality enhancement program (Q.E.P.).
- Investigate honors programs (i.e. Honors Colleges) at peer institutions to determine what resources would be needed to implement a like program at LMU. **<http://www.nchchonors.org/basic.htm>
- LMU has entered into an agreement with Vision Media to participate in its National Education Report.
- Hugh Downs will introduce the segment as part of the National Education Report.
- Six-eight minute custom documentary will also be produced.
- Two minute educational commercial segment will be produced for network distribution. The commercial will be broadcast regionally on CNN, Fox News, MSNBC or equivalent network.
- The educational documentary and the educational commercial will be digitized and encoded for use on our website and will be uploaded to Yahoo Video, Google, MySpace, You Tube and AOL Video.
- Update marketing plan to ensure effective promotion of the University’s programs by sending out timely news releases and by utilizing the World Wide Web and all other media resources.
- Convene meetings each semester with marketing committee to explore additional marketing strategies for all areas.
- Utilize and distribute promotional CD’s for University and DCOM while exploring opportunities to develop departmental CD’s with Sigmon Communications Center.
- Assist in hosting Osteopathic Medicine Awareness Conferences, including invitations and publicity.
- Continue to develop student-led 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 and DCOM by consulting with site coordinators, deans, chairs, Associate Director of Marketing and Public Relations for DCOM, and marketing committee.
- Maintain web pages consistent the new Stein template for each extended campus site.
- Refresh website design consistently with admission publications.
- Communicate regularly with extended campus sites to ensure that their needs with regard to printed material and website presence are met.
- Incorporate musical image into marketing initiatives.
- Encourage representatives from University Advancement to periodically visit extended campus sites.
- Continue to mail the *Blue and Gray* newsletter, the *Alumnus* magazine, and *CampusLinc* via direct mail and e-mail.
- Increase international partnerships through the Kanto Program, World School, parents, faculty exchange programs, and international residents from the community.
- Continue marketing benefits of consortium agreements.
- Foster University pride through continued use of “I am a Railsplitter” campaign.
- Explore corporate endorsements and sponsorship opportunities.
- Utilize members of the Student Service Initiative Program for campus and community outreach, including DCOM opportunities.
- Expand Speakers’ Bureau project.
- Reinforce usage of the University style manual and maintain a consistent identity in all marketing initiatives as defined in the manual.
- Continue to develop strategy for sale of branded items representing the University and individual colleges and departments.
- Publish donor recognition notices in appropriate media.
- Promote LMU through collaboration with LMU-TV and Sigmon Communications Center.
- 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 to demonstrate adequate resources for accreditation standards.

- Identify and solicit individuals concerned with the general well-being of the Appalachian region in accordance with the University mission and purpose.
- Synthesize content of all external media with the University mission, purpose, and products.

Responsibility: Director of Marketing and Public Relations, the Associate Director of Marketing and Public Relations for the DeBusk College of Osteopathic Medicine, Director of Publications, Webmaster, 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, representative 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: Data collected from University Advancement minutes.

- 2007-2008: \$345,753
- 2008-2009: \$398,890
- 2009-1010: \$414,000

Assessment: (Benchmark with CAE report on Level 5 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.
- Continue market research with respect to marketing for admissions at undergraduate and graduate level

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 with respect to new and existing programs.

Strategic Goal 6: *Enhance external resources*

Objective 6.4: Continue preparations for a comprehensive campaign by increasing revenue to meet the identified fundraising priorities: integration, communication, and promotion of the Campus Master Plan; 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 The Duke Hall of Citizenship; new instrumentation at Sigmon Communications Center, DeBusk College of Osteopathic Medicine, and improvements to Democrat Hollow.

Strategies/Action Plans:

- University Advancement will identify, cultivate and solicit donors to provide revenue for initiatives identified in the following three fundraising priorities.
- Support efforts to assess and enhance University-wide research.
- 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.
 - LYBUNT and SYBUNT donors will continue to be targeted.
 - Annual Fund appeals will appear in publications such as *The Insider*, *Alumnus*, and the *Blue and Gray*, and will include self mailer formats where appropriate and direct mail appeals.
- Endowment
 - A healthy endowment allows the University to recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid, and ensuring through endowed scholarships, and ensures that facilities are adequately maintained.
 - 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.
 - Continue to reevaluate fundraisers' respective calls lists, including the President's call list.
 - Increase number of grant proposals for grants to endowment projects.

- Campus Improvements: Lincoln Memorial University has the opportunity to complete a number of significant improvements to its Harrogate and other campus locations. These projects directly benefit students and faculty as they enjoy the diverse educational opportunities of LMU.

Estimated

Construct new Math, Science, & Engineering Building \$ 15,000,000

New 60,000 square foot, 3-story educational center

Construct four new residence halls \$ 6,000,000

State-of-the-art student housing, including geothermal HVAC

Create New School of Law \$ 5,000,000

Start-up expenses (\$2 million); library (\$2 million); technology; renovation of existing facilities, including addition of a courtroom

Improve Athletics Facilities \$ 2,500,000

Soccer complex and start-up funds for lacrosse;

Construct Information Technology Center \$ 3,000,000

New 7,500 square foot facility; equipment relocation; climate and security system

Renovate Duke Hall of Citizenship \$ 2,000,000

Wiring & A/C; remodeling for fine & performing arts; new gable roof

Enhance Veterinary Technology \$ 1,000,000

New roof; equipment; animal research space

Improvements at Abraham Lincoln Library & Museum \$ 750,000

New educational exhibits and replace roof

Contingency (5%) \$ 1,750,000

- **Endowment Fund \$ 15,000,000**

To increase endowment to provide stable income for **student scholarship** and **faculty excellence** support (including endowed faculty chairs), as well as for continuing support for operations and facilities maintenance (especially for Pope, Mitchell, and Dishner Halls). A net yield of about 5% will be utilized annually for Board-designated purposes, with the balance reinvested to continue building the fund.

- **Educational Program Support \$ 1,500,000**

To provide continuing annual support for educational programs during the

campaign period, a portion of campaign gifts may be designated toward the Annual Fund. This helps maintain a healthy balance between capital and annual support.

- **Campaign Expenses** **\$ 500,000**
For printed and other promotional materials, postage, telephone, travel, and professional fees. (less than 1% of campaign goal)
- **Campus Improvements**
Several additional and significant improvements to the campus are needed. These are targeted for the next phase of continuing to develop a first-class physical plant to match the world-class educational opportunities at Lincoln Memorial University.
 - Complete DeBusk College of Osteopathic Medicine** **\$ 5,000,000**
Finish out 4th Floor for PA program; new equipment; research funding
 - Improve Athletics Facilities** **\$ 3,750,000**
New multi-purpose athletic facility (indoor tennis, etc.); renovations of existing facilities; geothermal HVAC for Tex Turner Arena
 - Construct new Communications Center** **\$ 4,000,000**
 - Renovate Farr-Chinnock Hall** **\$ 2,000,000**
 - Renovate J. Frank White Academy** **\$ 500,000**
 - Contingency (5%)** **\$ 750,000**
- **Endowment Fund** **\$ 5,000,000**
To further increase endowment to provide stable income for student scholarship and faculty excellence support (including endowed faculty chairs), as well as for continuing support for operations and facilities maintenance.
- Update Democrat Hollow through efforts of the National Alumni Association Estimate pending.

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.

Strategic Goal 6: *Enhance external resources*

Objective 6.5: Continue to utilize the Datatel system in the most efficient manner.

Strategies/Action Plans: To provide support for the University by accurately recording gifts, maintaining gift records and computer information.

Responsibility: Vice President for University Advancement and staff in cooperation with Finance and IS.

Time Frame: Ongoing.

Resources Required: Costs covered under IS budget.

Assessment: Keep donor information up to date and information is easily accessed in Datatel, including new funds opened for the DeBusk College of Osteopathic Medicine; provide lists to the University Advancement staff and others with needed information due to the implementation of Datatel; detailed gift reports used in tracking donations; been live since August 2005, and we continue to train and update all alumni and giving information; evaluate our budget planning efficiency process through Datatel and align our planning process with the strategic planning process with special attention when doing the budget proforma.

Use of results: Record-keeping process for gifts is more streamlined and the gift letters are easier to produce.

Strategic Goal 6: *Enhance external resources*

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

Strategies/Action Plans

- Continue to monitor changes in the University's academic program and make adjustments in staffing that promote the success of new and continuing programs in meeting the expectations of program and institutional accreditation associations.
- Study the organizational structure advancement divisions of other SACS-COC Level V accredited institutions and the effectiveness of their development efforts for benchmarking and planning purposes.
- Organize a feasibility study to support the University's efforts to strategically strengthen academic and academic support programs and prepare for SACS-COC evaluation in 2009.
- Review and update its fundraising policies and procedures, where appropriate, to reflect best practices in all areas of operation and its expanded role in grant development to support LMU's transition to Level V accreditation status and increased expectations for faculty research.
- Participate in reaffirmation of accreditation activities and planning through representative membership on committees addressing compliance with specific components of the *Principles of Accreditation: Foundations for Quality Enhancement*.

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: 2008-2010.

Resources Required: Estimated \$500,000 to conduct feasibility study and enter into a Comprehensive Capital Campaign.

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

Strategic Goal 7:

Assess and enhance University-wide research

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

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

Strategies/Action Plans

- The designated Representative of the University's Research Committee will continue to be involved in institutional decision making regarding research at LMU.
- The University Research Committee will address current and future research issues, including the mini-grants program.
- Develop an action plan to ensure the University will carry out research in areas that will benefit the people and the communities of the region it serves; e.g., rural Appalachia.
- Revise and update research policies and procedures.
- Continue to provide information to the University community as well as the region as a whole highlighting research and scholarly activity through various public relations outlets including the new Office of Research and Sponsored Programs (ORGSP) page on the LMU Website.
- Provide an electronic grant budgeting and tracking system which will facilitate the research process to flow efficiently and effectively.

Responsibility: Representative of the University Research Committee, Representative(s) of the ORGSP and University Advancement.

Time Frame: Initial and ongoing.

Resources Required: Time commitment, data collection, analysis, and interpretation;
(\$ amount to be determined annually) funding for new positions and for salary adjustments.

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

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

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

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

Strategies/Action Plans

- Continue to evaluate the need for required federal and state mandated committees, establish a radiation and chemical safety committee and other agencies as required by law; e.g., OSHA, etc.
- Foster the management of internal grant programs aimed specifically at the support of undergraduate students' research projects.
- Continue to ensure that all research activities meet professional and regulatory standards.
- Initiate and promote institutional interdisciplinary and collaborative research including international projects (e.g., Belize Foundation Research and Environmental Education, BFREE) and provide avenues and incentives when necessary.
- Assist faculty, staff, and students in obtaining external financial support for their research, training, and public service activities.
- Provide efficient administration of research-related assets in order to contribute to faculty productivity and retention.
- Continue to evaluate the need for additional resources necessary to support the research mission of the University, including a statistician.

Responsibility: President and President's Cabinet; Representative of the University Research Committee, Representative(s) of the ORGSP.

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

Resources Required: Time commitment, data collection, analysis, and interpretation; (\$ amount to be determined) funding for new positions and for salary adjustments.

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

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

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

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

Strategies/Action Plans

- Continue to review fiscal management procedures and policies relative to external funding.
- Continue to identify the needs of researchers and those expressing interest in scholarly activities from various disciplines.
- Provide adequate startup funds for new research faculty in all departments for a variety of scholarly activities.
- Foster the identification and management of internal grant programs aimed specifically at the support of undergraduate students and trainee research projects.
- Review and refine incentive structures for research and scholarly activity.
- Continue to facilitate the development of new programs that foster research, scholarship, and creative activity in a broad variety of disciplines.
- Make available resources to assist interdisciplinary teams to prepare competitive collaborative project proposals for external research funding.
- Facilitate faculty, graduate student, and undergraduate student recruitment by the strategic employment of research support assets, including the development and support of central support facilities and the growth of the internal grant program.

Responsibility: Representative of the University Research Committee, VP of Academic Affairs, VP for Finance, Deans for Schools/Colleges, Chairs of Departments/Program Directors, Representative(s) of the ORGSP.

Time Frame: Initial and ongoing.

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

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

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

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

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

Strategies/Action Plans

- Identify short-term and long-term infrastructure needs in order to support research at LMU.
- Define information technology and support services to facilitate research.
- Identify areas in which to improve and implement laboratory health and safety programs that clearly follow all regulations related to health, safety, and environmental protection.
- Make recommendations regarding how to insure future competitiveness within areas of current strength and of emerging importance.
- Implement a policy for research space allocation for all faculty conducting research.
- Provide and expand library resources including but not limited to accessing electronic journals, research serials, subscriptions and databases to meet graduate, undergraduate and faculty research needs from both campus and extended sites to accommodate graduate, undergraduate and faculty research needs.
- Establish necessary communications systems for interdisciplinary, regional, national and international collaboration.
 - Pursue articulation agreements with current existing international research facilities (e.g., BFREE).

Responsibility: Representative of the University Research Committee, VP for Finance, VP for Academic Affairs, Deans for Schools/Colleges, Chief Information Officer and Director of Library.

Time Frame: Initial and ongoing.

Resources Required: \$ to be determined, Information Technology, Technology Support for on-campus and extended site activity, Library Resources.

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

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

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

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

Strategies/Action Plans

- Establish research/scholarly activity as a component of the evaluation system for promotion and retention.
- Continue to develop an on-campus notification system/public forum of scholarly activity.
- Ensure funding for the dissemination of research findings.
- Review the current faculty rank system and explore the possibility of establishing new faculty ranks specific to the support of the research goal (e.g., research professor).

Responsibility: Chairs of Departments/Program Directors, Deans for Schools/Colleges, VP for Academic Affairs, Representative of the University Research Committee, VP for Finance and Representative(s) of the ORGSP.

Time Frame: Initial and ongoing.

Resources Required: \$ to be determined, Committee for Promotion, Retention, Multi-Year Contracts.

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

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