

LMU

Lincoln Memorial University

Section I

1
2 **Strategic Plan Overview and Introduction**
3 **2017- 2022**



VALUES • EDUCATION • SERVICE

4 **I. Planning Process**

5

6 The planning process at Lincoln Memorial University incorporates:

7

- 8 1. commitment from the President and Board of Trustees;
- 9 2. broad-based participation at all institutional levels;
- 10 3. an integrated planning, budgeting and assessment schedule;
- 11 4. compliance with Southern Association of Colleges and Schools Commission on
- 12 Colleges (SACSCOC) requirements;
- 13 5. identified institutional priorities; and
- 14 6. utilization of sound institutional effectiveness oversight practices.

15

16 Lincoln Memorial University has a strong commitment to an orderly and timely planning,
17 budgeting and assessment process, which facilitates institutional effectiveness. The President,
18 Board of Trustees, Cabinet, and other administrative officers, faculty, and staff have
19 responsibilities for and opportunities to participate in the process. The University Mission and
20 Values provide guidance in the prioritization of activities and funding necessary for the
21 achievement of the overall Vision. Seven Strategic Goals have been identified as critical to
22 achieving regional distinction. These Strategic Goals are consistent with SACSCOC expectations
23 for institutional improvement. The University President and the Board of Trustees affirmed these
24 Strategic Goals. Unit and division planning and budgeting have been aligned with appropriate
25 assessment and analysis of outcomes. Unit and division activities are planned to accomplish the
26 Institution's Strategic Goals. Projected budget allocations to support the planned activities are
27 detailed in the Five-Year Budget Pro forma, (2016-2021). Progress toward the achievement of
28 the Strategic Goals is measured via established benchmarks and monitored by institutional
29 effectiveness practices. Progress toward achievement of the Strategic Goals is documented in an
30 annual Progress Report.

31 **II. Mission and Purpose ..**

32

33 Lincoln Memorial University is a comprehensive values-based learning community dedicated
34 to providing quality educational experiences.

35 The University strives to give students a foundation for a more productive life by upholding
36 the principles of Abraham Lincoln's life: a dedication to individual liberty, responsibility, and
37 improvement; a respect for citizenship; recognition of the intrinsic value of high moral and ethical
38 standards; and a belief in a personal God.

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

45 The University believes that one of the major cornerstones of meaningful existence is service
46 to humanity. By making educational, service, and research opportunities available to students,
47 Lincoln Memorial University seeks to advance life throughout the Appalachian region and beyond.

48

49 *Revised July 8, 2015; approved by Board of Trustees, May 6, 2016.*

INSTITUTIONAL GOALS

50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81

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

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

- 82 8. Support faculty and staff development programs with priority for allocation of resources
83 determined by institutional needs.
84
- 85 9. Increase technology for all educational sites. Specifically, the University seeks to
86 continuously improve its computer and other technological resources for faculty, staff
87 and students.
88
- 89 10. Develop and implement academic programs in response to anticipated or demonstrated
90 educational need, and to continuously evaluate and improve the effectiveness of current
91 programs.
92
- 93 11. Provide a caring and nurturing environment where students, faculty and staff with varied
94 talents, experiences and aspirations come together to form a diverse community that
95 encourages students to grow intellectually and personally to meet their academic and
96 career goals.
97
- 98 12. Provide quality educational opportunities through selected degree programs for students
99 who live or work a significant distance from the Lincoln Memorial University main
100 campus, and for whom other options are not as accessible or satisfactory.
101

102 **III. Values**

103

104 **1. Lincoln Memorial University values integrity**

105

- honesty

106

- openness

107

- commitment to principles

108

109 **2. Lincoln Memorial University values excellence**

110

- teaching

111

- learning

112

- operations management

113

- scholarship

114

- leadership

115

116 **3. Lincoln Memorial University values creativity**

117

- teaching

118

- learning

119

- research

120

- administration

121

- artistic expression

122

123 **4. Lincoln Memorial University values diversity**

124

- ethnic

125

- cultural

126

- belief systems

127

128 **5. Lincoln Memorial University values community**

129

- communication

130

- honesty and integrity

131

- caring and helpful

132

- teamwork

133

- responsibility

134

- respect

135

- safe and secure environment

- 136 **6. Lincoln Memorial University values accountability**
137 • planning
138 • assessment
139 • evaluation
140 • improvement
141
- 142 **7. Lincoln Memorial University values service**
143 • LMU community
144 • Appalachian region
145 • academic and intellectual communities
146 • humanity
147
- 148 **8. Lincoln Memorial University values the process of life-long learning**

149 **IV. Vision Statement**

150
151 Lincoln Memorial University strives to achieve regional distinction as a student-centered,
152 educational and service-oriented intellectual and cultural community defined by excellence,
153 creativity and diversity in its people, procedures and programs.

154
155 **V. Strategic Goals***

156
157 Lincoln Memorial University has identified seven Strategic Goals. The Strategic Goals were
158 developed from a review of SACSCOC expectations, internal outcomes assessment data and
159 external factors influencing the University. These seven goals reflect the University Mission,
160 Purpose and Values and are crucial to achieving regional distinction. Section II of this plan
161 describes the activities, responsibility for accomplishment, time frames, required resources,
162 assessment methods and use of results for each objective related to each Strategic Goal.

- 163
- 164 **Strategic Goal 1:** Assess and enhance academic quality
- 165
- 166 **Strategic Goal 2:** Recruit and retain students so that enrollment, integrity and the mission of
167 Lincoln Memorial University will be maintained to produce
168 knowledgeable and productive citizens of society
- 169
- 170 **Strategic Goal 3:** Strengthen planning, budgeting and assessment
- 171
- 172 **Strategic Goal 4:** Ensure the adequacy and efficient use of physical and human resources on
173 campus and at extended learning sites
- 174
- 175 **Strategic Goal 5:** Ensure effective and efficient use of technology
- 176
- 177 **Strategic Goal 6:** Enhance resources
- 178
- 179 **Strategic Goal 7:** Assess and enhance University-wide research and scholarly activity
- 180

181 **Approved by Board of Trustees*

182

183 **VI. Benchmarks for Regional Distinction**

184

185 **Strategic Goal 1: Assess and enhance academic quality**

186

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

196

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

200

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

215

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

217

- 218 • Achieve and maintain accreditation and state approval of programs when external
- 219 accreditation and/or approval organizations exist
- 220 • Improve faculty and staff salaries
- 221 • Fortify faculty scholarly and professional development activities, and staff professional
- 222 development activities
- 223 • Increase number of grant applications and grant funding
- 224 • Amplify use of instructional technology at all levels for all programs
- 225 • Increase reliability of the faculty evaluation process
- 226 • Enhance use of assessment results for academic program and support service program
- 227 improvement
- 228 • Create and/or revise academic programs based on assessed/demonstrated need when
- 229 consistent with the Institutional Mission
- 230 • Intensify use of academic support resources and services
- 231 • Strengthen all University libraries and the Abraham Lincoln Library and Museum and
- 232 their services

233

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

236

- 237 • Update and improve the Facilities Master Plan as appropriate
- 238
- 239 • Conduct Facilities Assessments (specific to building/site physical and learning
- 240 environments)
- 241 • Monitor compliance with Comprehensive Safety and Security Guidelines and Plans
- 242 • Maintain Occupational Safety and Health Administration (OSHA), Americans with
- 243 Disabilities Act (ADA) and other regulatory compliance assessments
- 244 • Enhance Human Resources and provide and encourage Staff Development
- 245

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

247

- 248 • Maintain a Comprehensive Technology Plan
- 249 • Use technology user survey results to make improvements
- 250 • Monitor technology problem tracking logs

- 251 • Assess effectiveness of technology training for faculty, staff and students
- 252 • Improve Technology for both Academic and Administrative Operations

253

254 **Strategic Goal 6: Enhance resources**

255

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

265

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

267

- 268 • Monitor and evaluate research activities
- 269 • Improve research capacity and infrastructure to support research
- 270 • Improve support for faculty research efforts
- 271 • Improve facilities for research

272

273

274

Progress Report on 2016- 2021 Strategic Plan

275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319

STRATEGIC GOAL 1:
Assess and enhance academic quality

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

Progress:

Academic Affairs

Institutional Effectiveness:

- Received approval from Kentucky (KY-CPE) for Online Campus
- Received approval from Kentucky (KY-CPE) to deliver RN-BSN & DNP programs
- Received approval from Alabama Commission on Higher Education for DCOM and Carter and Moyers School of Education
- Received approval to participate in NC-SARA
- Submitted application for Florida Provisional License (CSON programs in Tampa)
- Assisted Academic Affairs with SACSCOC Substantive Changes (DBA, MS Business Analytics)
- Assisted with Master of Public Health (MPH) prospectus

Allied Health Sciences

Athletic Training Program (ATP)

- 2014-2015 CAATE annual report submitted on October 14, 2015
- Progress report related to the May 26, 2015 rejoinder was submitted to CAATE on December 1, 2015
- Formally accepted probation status from CAATE on March 22, 2016 due to continued non-compliance with standard 11, regarding below-average Board of Certification (BOC) examination performance by ATP students
- 100% (5/5) students passed the BOC examination on first attempt in April 2016
 - The revised three-year aggregate pass rate is now 81.8% (9/11)

Medical Laboratory Science Program (MLSP)

- Achieved 16 consecutive classes with 100% first attempt pass rate on the American Society for Clinical Pathology (ASCP) Board of Certification (BOC) examination
- The next National Accrediting Agency for Clinical Laboratory Sciences (NAACLS) self-study is due April 1, 2018, with a site visit scheduled in the fall of 2018

Veterinary Health Science Program (VHSP)

- Program awarded its first associate degree in May 2015
- Four VHSP students applied to the LMU CVM for the Fall 2015 semester; all four were accepted and seated
- Program awarded its first bachelor degree in May 2016
- Three VHSP graduates (one AS, two BS) and one non-degree seeking student applied to the LMU CVM for the Fall 2016 semester
 - All four were accepted; three accepted seats at LMU, one accepted a seat at another college of veterinary medicine

Veterinary Medical Technology Program (VMTP)

- 320 • VMTP submitted a Substantive Change report to the American Veterinary Medical
- 321 Association (AVMA) Council on Veterinary Technician Education and Activities
- 322 (CVTEA) in August 2015 reflecting the Program Director change
- 323 • Self-study was submitted to the AVMA-CVTEA in February 2016
- 324 • AVMA-CVTEA site visit took place on March 30 – April 1, 2016; while the program
- 325 will not receive an official report of evaluation until November 2016, the preliminary
- 326 report is positive
- 327 • In 2015, 69% (20/29) of VMTP graduates passed the Veterinary Technician National
- 328 Examination (VTNE) on first attempt
- 329 • 100% (3/3) of VMTP graduates passed the VTNE on first attempt in the March-April
- 330 2016 testing window

331

332 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 333 • Expanded sites for the Psychology program were approved in Tennessee: Peninsula
- 334 Mental Health, Ridgeview Mental Health, Cherokee Health Center; and Kentucky: Chip-
- 335 Hale Center, Trillium Center of Baptist Hospital, and Pineville Hospital
- 336 • The Political Science program hired its first full-time faculty member; developed new
- 337 course offerings in International Relations, Political Philosophy, the American
- 338 Presidency, American Foreign and Security Policy, and Public Administration
- 339 • The Criminal Justice program revised the undergraduate program around two
- 340 concentrations of Law Enforcement and Law & Society
- 341 • The History Program sponsored the ISIL/ISIS forum on Thursday, October 29; faculty
- 342 and students participated on a panel in front of a full audience
- 343 • Beginning Fall 2016 the English Program will offer two freshman composition courses
- 344 and three sophomore literature options to replace the current General Education English
- 345 requirements (ENGL 110, 210, and 310)
- 346 • Through the cooperation of the English program, History program and the Carter and
- 347 Moyers School of Education, a new humanities course has been designed that will focus
- 348 on secondary education teaching methods and improved content training for secondary
- 349 education majors
- 350 • The LMU Players and Theater program presented the play "Alice in Wonderland" in
- 351 Spring 2016; in Fall 2015, it presented "The Three Musketeers"
- 352 • The LMU Select Vocal Quartet performed at the Lincoln Birthday Celebrations in
- 353 Washington DC in February 2016, including a performance at the Lincoln Memorial
- 354 • The LMU Pep Band traveled to Frisco, Texas in March 2016 in support of the Men's
- 355 basketball team at the NCAA Division II Tournament finals
- 356 • The History program initiated the use of a national standardized test to assess student
- 357 learning

358

359 Carter & Moyers School of Education

- 360 • Preparations are being made for the 2016 year of record for CAEP
- 361 • Collecting and preparing data and narrative for 2017 CACREP mid-cycle report
- 362 • J. Frank White Academy
- 363 ○ AdvancEd Reaffirmation Visit

- 364 ▪ JFWA will host AdvancEd for a Quality Assurance Review (QAR) in
- 365 April 2017
- 366 ▪ JFWA will seek Science, Technology, Engineering and Math (STEM)
- 367 certification

368

369 Caylor School of Nursing (CSON)

370

- 371 • ASN NCLEX-RN pass rate is approximately 91% for calendar year 2015
- 372 • BSN NCLEX-RN pass rate for 2015 is 96.39%, the highest pass rate for any nursing
- 373 school offering a BSN program in East Tennessee
- 374 • Certification rates for the MSN program are all above the national level:
 - 375 ○ Family Nurse Practitioner (FNP) pass rate for 2015 is 100%
 - 376 ○ Family Psych Mental Health (FPMHNP) pass rate for 2015 is 100%
 - 377 ○ Trended data for Nurse Anesthesia (NA) concentration pass rates for the last three
 - 378 years is approximately 84%
- 379 • The CSON received two HRSA awards for the 2015-2016 academic year totaling
- 380 approximately \$350,000: the Advanced Education Nursing Traineeship (AENT) grant
- 381 was funded for \$324,000 each year for July 2014-June 2016 (total \$648,000), and the
- 382 Nurse Anesthesia Traineeship (NAT) grant was funded for \$25,997 for 2015-16
- 383 • The CSON budget increased and was appropriate to support the record high CSON
- 384 program enrollments and further program development

385

386 Duncan School of Law

- 387 • DSOL continues to be provisionally approved by the American Bar Association (ABA)
- 388 • DSOL's first ABA site evaluation visit as a provisionally approved institution will be
- 389 held on March 26-29, 2017
- 390 • University and DSOL administration will decide by March 2017 whether to apply for full
- 391 ABA approval during the 2017-2018 academic year; if not, then DSOL will apply for full
- 392 approval during the 2018-2019 academic year
- 393 • DSOL continues to be approved by the Tennessee Board of Law Examiners (TBLE)
- 394 through May 31, 2018
- 395 • A five-year pro forma detailing revenue projections, personnel expenses, and operating
- 396 expenses has been created for DSOL with the input and approval of the President, the
- 397 Provost, the Vice President for Finance, and the Board of Trustees
- 398 • In compliance with new ABA Standards on learning outcomes and formative and
- 399 summative assessment, the DSOL Curriculum Committee developed, and the faculty
- 400 approved, revised institutional learning outcomes for the DSOL in 2015-16
- 401 • The Curriculum and Assessment Committees are currently in the process of mapping the
- 402 learning outcomes on to the required curriculum and developing an assessment plan
- 403 • Course-level formative and summative assessment is performed in every course and is
- 404 submitted by each faculty member to the Associate Dean for Student Learning and
- 405 Assessment for consideration of the programmatic assessment

406 School of Business

- 407 • Quality Assurance Report approved by Accreditation Council for Business Schools and
- 408 Programs (ACBSP) and previous conditions and notes removed (February 2016)
- 409 • The School of Business developed the Organizational Learning and Leadership (ORLL),
- 410 Master of Science in Business Analytics (MSBA), and Doctor of Business
- 411 Administration (DBA) programs
- 412 • The School of Business developed budget and assessment plans for new programs
- 413

414 School of Mathematics and Sciences

- 415 • The Department of Biology completed a curriculum overhaul of the Wildlife and
- 416 Fisheries Biology program, resulting in the planned inclusion of elements of
- 417 Environmental Science and Wildlife and Fisheries Biology programs to create a
- 418 Conservation Biology major with tracks for graduate program preparation and direct
- 419 workforce readiness
 - 420 ○ The Conservation Biology major will also include certification preparation for
 - 421 prospective Fisheries or Wildlife Biologists
 - 422 ○ Student learning outcomes and course titles were redefined to improve this
 - 423 program while retaining its historically successful aspects of hands-on
 - 424 experiences and certifications
- 425 • In response to student and faculty feedback indicating the need to provide more research
- 426 opportunities and a required graduate physiology course, the Master of Science program
- 427 created a separate Veterinary Biomedical Sciences major program
 - 428 ○ The budgetary process included a financial pro forma outlining funding for
 - 429 graduate student scholarship under the supervision of CVM faculty and thesis
 - 430 supervisory committees
 - 431 ○ The proposal included Student Learning Outcomes specific to this program
 - 432

433 DeBusk College of Osteopathic Medicine (DCOM)

- 434 • Successful submission and review of class size increase 3rd progress report on July 1,
- 435 2015
 - 436 ○ No deficiencies found during site visit on September 30 – October 1, 2016; all
 - 437 standards met
 - 438 ○ Approval of continued progress report of class size increase granted during the
 - 439 December 5-6, 2015 COCA review
- 440 • Doctor of Medical Science (DMS) program prospectus approved November 11, 2015 by
- 441 SACS for Fall 2016 commencement
 - 442 ○ Matriculation of first class is scheduled for August 2016
- 443 • Rotation affiliation agreements were made with 23 core hospitals
 - 444 ○ There are currently 247 slots per discipline for 219 students (projected to start
 - 445 rotations end of July 2016); all students are assigned to a core clinical training site
- 446 • Based on data collected from National Board of Osteopathic Medical Examiners
- 447 (NBOME) 99.3% of the graduating class of 2015 who have completed all curricular
- 448 requirements have passed the COMLEX Level 1 and Level II CE and PE licensing
- 449 exams; 95.42% of graduates in 2015 have passed COMLEX Level 3; 95% of PA students
- 450 have passed PANCE

- 451
- LMU-DCOM has placed 99.5% of its graduating class into postgraduate training
452 programs; 61% osteopathic programs; 37% allopathic programs and 2% military
453 programs; 27% Appalachian region; 9% in the State of Tennessee
 - Graduate Medical Education match information – 82% of 2015 graduates chose
454 primary care residency programs; 27% in Appalachian region; 9% in TN
 - As of Fall 2015, LMU-DCOM alumni tracking analysis found:
 - 97% (686/709) of DO graduates were located based on licensure information
 - 45% (310/686) of DO graduates practice in an underserved area
 - 12% (79/686) of DO graduates practice in a rural area
 - 67% (460/686) of DO graduates practice a primary care specialty
 - 27% (186/686) of DO graduates practice in Appalachia
 - 85% (255/301) of PA graduates were located based on licensure information
 - 47% (119/255) of PA graduates practice in an underserved area
 - 30% (76/255) of PA graduates practice in a rural area

465

466 **Objective 1.2:** *Create, revise and support or eliminate academic programs at the*
467 *undergraduate, post-baccalaureate, and graduate levels located at Harrogate and extended*
468 *learning sites. All programs will be linked to program assessments and the University mission.*

469

470 **Progress:**

471

472 Academic Affairs

473 *Carnegie-Vincent Library (CVL):*

474

- Library instructional sessions
 - During the last six months, the librarians have taught 80 library information sessions reaching 1,900 students, including 19 sessions in Fall 2015 at extended learning sites
- Print and electronic collections
 - DeRoyal Industries cleaned approximately 25,000 reference and special collections books via their sterilization process; books have been returned to LMU and re-shelving is ongoing
 - The “Get It Now” service has been implemented, allowing expedited access to journal articles not held in LMU collections

475

476

477

478

479

480

481

482

483

484 *New General Degrees, Fall 2015:*

485

- Associate of Science (AS)

486

- Associate of Arts (AA)

487 *Center for Teaching and Learning Excellence (CTLE):*

488

- Completed over 150 one-on-one faculty trainings/consultations related to instructional technology and online course design and delivery

489

490

- Initiated training for faculty in the new DMS online degree program

491

- Adopted, evaluated, and refined a new online course review format based on the Blackboard Exemplary Course Rubric for evaluation of online course content and instructional methods

492

493

494

- Completed 119 online course evaluations to assess the quality of online courses

495

- Organized fifty-three group sessions on instructional technology, Blackboard, digital literacy, teaching online and hybrid classes, ADA compliance, academic advising, and library resources

496

497

498

- Finalized and implemented Instructional Continuity plan across campus

499

- Provided individualized training sessions on iSpring Suite 7 for DCOM faculty

500

- Facilitated technology and training for Carter and Moyers School of Education Writing Webinar Series

501

502

- Added additional resources for faculty on the Center for Teaching and Learning Excellence website referencing teaching and learning online and 21st Century Teaching

503

504

- Launched Blackboard Collaborate Ultra, Office Mix, and VoiceThread for digital course material delivery and communication

505

506 *Online Learning:*

- 507 • LMU joined two consortia allowing for online courses and programs to be delivered in
508 member states:
- 509 ○ NC-SARA (National Council for State Authorization Reciprocity Agreements, 30
510 states)
 - 511 ○ SECRRRA SREB's Electronic Campus Reciprocity (Agreement, 16 states)
- 512 • Offered 67 online courses in Fall 2015 (largest number of online courses offered at LMU
513 in one semester)
- 514 • Reviewed 85 online courses for Summer and Fall 2015
- 515 • 96% of online courses during Spring 2016 met the quality benchmark for online courses
516 (highest score since the CTLE began evaluations and training in 2013)

517 *Institutional Effectiveness:*

- 518 • Coordinated Outcomes Assessment Reporting & Program Reviews for all
519 schools/departments/divisions

520

521 Allied Health Sciences

522 *Athletic Training Program (ATP)*

- 523 • Concluded implementation of major program curriculum revision that aligns and adheres
524 to the CAATE 5th edition matrix
- 525 • All five senior students attended the ACES Preparatory Workshop in January 2016 at
526 Union College to help with BOC exam preparation
- 527 • All five senior students attended the SEATA Athletic Training Student Symposium in
528 February 2016 in Atlanta, GA, including a BOC exam preparation workshop
- 529 • In accordance with updated CAATE standards for 2016-17, the Master of Science in
530 Athletic Training (MSAT) will become the entry-level degree
- 531 ○ All programs must transition from BSAT to MSAT before 2022
- 532

533 *Medical Laboratory Science Program (MLSP)*

- 534 • The MLSP cohort at the Kingsport Center for Higher Education (KCHE) in Kingsport,
535 TN continues to successfully enroll a strong academic cohort each spring semester
- 536 • The MLSP will formally begin exploring expansion to the Corbin, KY site as many
537 hospitals in the area are facing impending retirement of large portion of medical
538 laboratory scientists

539 *Veterinary Health Science Program (VHSP)*

- 540 • Over 100 students have expressed interest in the VHSP program for Fall 2016

541 *Veterinary Medical Technology (VMTP)*

- 542 • VMTP-AS curriculum revised in April 2016 to include greater concentration in VTNE
543 content areas in which VMTP graduates have had poor performance (dentistry and
544 emergency/critical care)
 - 545 ○ Curriculum revision to be implemented in Fall 2016
- 546 • VMTP continues to use HESI mock VTNE examination and VetTechPrep course to
547 prepare graduates for VTNE

548

549 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 550 • Master of Science in Criminal Justice (MSCJ) is in its second year and meeting program
551 goals
- 552 • The Media-Communications program (MCOM) offered special topics on sports
553 journalism to engage significant number of students who have shown interest in this field
- 554 • The Master of Public Administration degree (MPA) program was introduced at the
555 Duncan School of Law in Fall 2015
 - 556 ○ The MPA program has enrolled 12 students so far and is meeting its proforma
557 goals
- 558 • The MPA and Master of Science in Criminal Justice (MSCJ) catalogs have been updated
- 559 • The English program will incorporate a Bachelor of Fine Arts (BFA) degree in writing
- 560 • The Master of Science in Criminal Justice program graduated its first student in May
- 561 • Conducted interviews with 12 prospective Honors freshman and one transfer student for
562 Fall 2016 entry
- 563 • New 3 + 3 tracks were created in Political Science, English, and Criminal Justice which
564 will allow students to complete the last year of their bachelor's degree and the first year
565 at Duncan School of Law, concurrently
- 566 • A Psychology medical-related track will be available in Fall 2016

567

568 Carter & Moyers School of Education

- 569 • Conducted faculty training in rubric development and standard alignment
- 570 • Continued work on maintaining NCATE/CAEP and CACREP accreditation, as well as
571 State of Tennessee Department of Education approval of all licensure programs
- 572 • Launched new Special Education Licensure Program
- 573 • Launched new English as a Second Language (ESL) Licensure Program
- 574 • Teaching methods courses imbedded in all undergraduate programs that offer initial
575 teacher licensure except for business
- 576 • Program adjustments made based on outcomes data

- 577 • MEDITL Program collaborated with ITLU Program to offer additional professional
- 578 development for LMU faculty, candidates, and area school faculty
- 579 • Counseling and Guidance Program revised curriculum to reflect 2012 ASCA and 2014
- 580 ACA ethics standards, and clarified impact of Tennessee HB 1840 on professional ethics
- 581 • Co-teaching training module for mentoring teachers and candidates now offered online
- 582 • Assessment personnel attended professional conference/workshops/meetings that
- 583 included relevant topics on assessment and technology
- 584 • Maintain and continue to improve assessment processes to enhance culture of assessment
- 585 and to meet CAEP requirements
- 586

587 Caylor School of Nursing (CSON)

- 588 • The ACEN Spring 2016 site visit team recommended full initial accreditation for the full
- 589 five years to the Evaluation Review Panel in June 2016, and the panel agreed with the
- 590 recommendation
 - 591 ○ Formal notification of ACEN's decision will be received following the
 - 592 Commission meeting in July 2016
- 593 • The DNP program will graduate its first students in August and December 2016
 - 594 ○ Several of these will be doing poster presentations at Sigma Theta Tau
 - 595 International as invited students at the September conference
- 596 • Notification regarding the relocation of the Corbin, KY extended learning site has been
- 597 sent to SACS and the KY Board of Nursing
 - 598 ○ The required substantive change documentation has also been sent to ACEN
 - 599 ○ The move to the new and improved facility is anticipated for August 2016
- 600 • The University has received and signed an Operations Agreement from Florida Hospital,
- 601 West Florida Region, to deliver CSON programs in Tampa
 - 602 ○ LMU has contributed efforts for the anticipated over 15,000 square feet build out,
 - 603 and an initial five year pro forma has been developed
 - 604 ○ The University and the CSON are currently working on securing the appropriate
 - 605 licenses and accreditations/approval processes for this endeavor
- 606 • A Dedicated Education Unit (DEU) commenced in Fall 2015 at Parkwest
 - 607 ○ Parkwest has since requested two DEU's for the Covenant system, and UT
 - 608 Medical Center requested a DEU for 2016
- 609 • Exploration of both growth and relocation of Kingsport extended learning site is under
- 610 consideration
- 611

612 College of Veterinary Medicine

- 613 • Cooperative Agreements between The University of Kentucky College of Agriculture,
- 614 Food and the Environment, Department of Veterinary Science (Gluck Equine Research
- 615 Center) and Veterinary Diagnostic Laboratory and Lincoln Memorial University College
- 616 of Veterinary Medicine which were fully executed in March 2014 continue to be
- 617 implemented
- 618 • Association of American Veterinary Medical Colleges (AAVMC) Member since July
- 619 2013
- 620 • 821 Total Qualified Applications through the Veterinary Medical Colleges Application
- 621 Service (VMCAS) to the CVM for the Third CVM Class
- 622 ○ The CVM will enroll 115 students in Fall 2016

- 623 • The College of Veterinary Medicine received Provisional Accreditation status
624 notification from the American Veterinary Medical Association Council on Education
625 (October 2014)
- 626 • The LMU-CVM submitted a biannual report to the American Veterinary Medical
627 Association Council on Education (COE) in July 2015 and an October 2015
628 comprehensive self-study document to the COE
- 629 • An American Veterinary Medical Association Council on Education Site Visit was
630 conducted December 13-17, 2015
- 631 • The LMU-CVM submitted a biannual report to the American Veterinary Medical
632 Association Council on Education (COE) in January 2016 and a CVM Research Plan in
633 February 2016
- 634 • All three students accepted from the 2014-2015 MS program are now in the CVM Class
635 of 2019
 - 636 ○ There are currently 20 students in the veterinary track and all 19 that applied to
637 LMU-CVM Class of 2020 were accepted
- 638 • The CVM is working with the LMU School of Business to offer the dual degree DVM-
639 MBA program
 - 640 ○ The program is the 3rd in the country of its kind
- 641 • DVM- PhD offered in collaboration with the University of Kentucky (UK)
642 ○ The PhD will be awarded from UK

644 Duncan School of Law

- 645 • The law school has restructured its legal research, legal writing, and academic success
646 programs for first-year and second-year students, beginning in the Fall 2016 semester
- 647 • Students will take one credit of Legal Research and two credits of Legal Communication
648 in each of the first three semesters
- 649 • The goals of these changes are to develop LMU-DSOL students' legal communication
650 skills at an earlier stage, link legal research more closely to legal writing, and increase the
651 effectiveness of our academic success program
- 652 • The ASP courses have been renamed as Legal Foundation courses and continue to evolve
653 ○ LMU-DSOL's Bridge Week has been remodeled to impart many of the skills
654 admitted students will need during their legal education before they matriculate
- 655 • Two faculty members were added in 2015-16 who focus primarily on the legal writing
656 and academic success programs
 - 657 ○ Increased resources and changes to these foundational courses helped the law
658 school cut its first-year attrition by more than 50 percent in 2015-16, relative to
659 2014-15
- 660 • Courses offered for the first time at DSOL in 2015-16 include Intellectual Property,
661 Legislation and Regulation, Estate Planning, Domestic Violence Law: Clinical
662 Experience, Interviewing and Counseling, and Comparative Legal Traditions

663 School of Business

- 664 • Associate of Business Administration degree (reinstated Fall 2015)
- 665 • Sport Management Program with undergraduate, graduate, and doctoral degrees (courses
666 to begin Fall 2016)
- 667 • Business Analytics Program with undergraduate and graduate degrees (courses to begin
668 Fall 2016 at Duncan School of Law site)
- 669 • Doctor of Business Administration (DBA) degree; general DBA to be offered initially
670 with potential for concentrations (courses to begin Fall 2016 at Duncan School of Law
671 site)
- 672 • Doctor of Veterinary Medicine and Master of Business Administration dual degree
673 program (courses to begin Summer 2016)
- 674 • The School of Business completed Outcomes Assessment Reports for all its programs
675 which will communicate program improvements to be implemented in the next academic
676 year.

677 School of Mathematics and Sciences

- 678 • Created a Conservation Biology major as indicated by program review and feedback
679 from our constituencies
 - 680 ○ This was an outgrowth of existing majors in Environmental Science and in
681 Wildlife and Fisheries Biology
- 682 • Created a Veterinary Biomedical Science program in collaboration with the College of
683 Veterinary Medicine following the model of the successful Biomedical Professions
684 program (both designed to bridge between undergraduate and professional school
685 programs)
 - 686 ○ The core curriculum of the Master of Science program is used along with a
687 required scholarly research project or thesis as well as LSCI 510 Advanced
688 Physiology
 - 689 ○ The research students in this program received support for research supplies and
690 for presentation at a scholarly meeting

691 DeBusk College of Osteopathic Medicine

- 692 • The Office of Educational Development and Assessment conducted 11 programs for 1st
693 and 2nd year faculty
- 694 • The LMU-DCOM CME/Preceptor Development Office conducted 14 faculty
695 development programs for physicians who supervise students on clinical rotations
696
 - 697 ○ Most programs were conducted at the distant regional locations
 - 698 ○ Additionally, eight enduring materials are available online for preceptor
- 699 • An Interprofessional Education (IPE) pilot was conducted at the LMU Medical Clinic
700 that included DO, PA, and Graduate Nursing students

701 **Objective 1.3:** *Pursue international collaborations to enhance the diversity and quality of the*
702 *University community and academic programs.*

703

704 **Progress:**

705

706 Academic Affairs

707 *International Programs:*

- 708 • LMU signed memoranda of understanding with three new partner schools:
 - 709 ○ Jiangxi Normal University (China)
 - 710 ○ Liaochang University (China)
- 711 • LMU joined four international consortia:
 - 712 ○ Study Tennessee
 - 713 ○ Cooperative Center for Study Abroad (CCSA)
 - 714 ○ Kentucky Institute for International Studies
 - 715 ○ Consortium for Global Education (CGE)
- 716 • LMU-Chukyo University Student Exchange Program (Japan): four LMU students to
717 attend the Fall 2016 semester at Chukyo's Nagoya campus (up from two students during
718 the previous year)
- 719 • Sixteen LMU students attended credit-bearing study abroad programs (up from one
720 student during the previous year)
- 721 • Six LMU students awarded scholarships from the President's Study Abroad Scholarship
722 fund
- 723 • Six teachers from Gannan Medical University (China) attended Fall 2015 Immersion
724 Program.
- 725 • 70 students from Kanto International High School (Japan) attended Spring 2016
726 Immersion Program
- 727 • J. Frank White Academy sent four people (three students, one teacher) to Busto Arsizio,
728 Italy, as part of World School delegation

729

730 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 731 • Classes in beginning and intermediate Chinese and Japanese continue to be offered by the
732 Department of Literature and Language
- 733 • In Summer 2015 an LMU student (History major) was selected for a Ledford Grant to
734 visit and work at an archeological dig in Rome, Italy
- 735 • The Religion/Philosophy program created a new course, Islam, for the coming academic
736 year
- 737 • An AHSS faculty member is currently working with several colleagues and students to
738 translate his two criminal justice books into other languages (Spanish, French, Traditional
739 Chinese, and Japanese)
- 740 • An AHSS faculty member is currently teaching two courses, Mass Communication
741 Theory and Communication and Journalism at Ramkamhaeng University in Bangkok,
742 Thailand.

- 743 • An AHSS faculty member taught criminal justice courses for three weeks in China this
744 summer.
745 • Three Humanities students are currently participating in a summer abroad program in
746 England
747 • Two Chinese students are enrolled in the MSCJ program; one Chinese student is enrolled
748 in the MPA program

749 Carter & Moyers School of Education

- 750 • Scheduled EdD concentrations in Higher Education and Executive Leadership on
751 Harrogate campus for international students
752

753 Duncan School of Law

- 754 • DSOL sent a tenured faculty member and five law students to China for two weeks in
755 Summer 2016 as part of the University's exchange program with Liaocheng University
756 • Two Special Topic elective courses were developed by the faculty member, with input
757 from DSOL's Associate Dean for Academics and the Program Director
758 • The faculty member and students were exposed to lectures by Liaocheng University
759 faculty, the Chinese judicial system, and tours to significant Chinese historical sites,
760 among other cultural exchange opportunities

761 School of Business

- 762 • The School of Business sent three faculty to China and two faculty to England for
763 inaugural international visit exchange
764 • The School of Business signed memorandums of development and understanding, and
765 student and faculty exchanges were discussed
766

767 School of Mathematics and Sciences

- 768 • A legal agreement with the University of Costa Rica (UCR) for faculty research
769 exchange should be signed by August 1, 2016
770 ◦ Included activities will commence in the 2016-2017 academic year
771 • A legal agreement with the UCR for student exchange in the form of a course taught by
772 faculty of both universities and portions at LMU and in Costa Rica should be signed by
773 August 1, 2016
774 ◦ These activities are anticipated in the 2017-2018 academic year
775 • An undergraduate biology student is conducting research in Costa Rica during Summer
776 2016
777

778 DeBusk College of Osteopathic Medicine

- 779 • Continued affiliation agreement with James Cook University College of Medicine and
780 Dentistry, Queensland, Australia and Gannan Medical University in Ganzhou City,
781 Jiangxi Province, China
782 • The LMU-DCOM PA program is currently in the process of developing an affiliation
783 agreement with the University of the West England in Bristol, England
784 • LMU-DCOM students (DO and PA students) are involved in the International Medicine
785 Program

- 786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
- The number of students involved in International medical outreach and international rotations for this reporting period is listed below
 - Two (2) DO students received \$2,500 scholarship each to cover expenses to complete a 4-week rotation in Australia; two (2) students also received \$7,500 scholarship each to cover expenses to complete a four-week rotation in China
 - Medical Outreach
 - Honduras- 15 students (PA), one faculty
 - Honduras – 18 students (DO), two faculty
 - Peru- 27 students (PA), one PA alumnus, two faculty
 - International Rotations:
 - Australia (James Cook University) – six students (Mixed Internal Medicine specialties) (DO and PA)
 - China (Gannon Medical University) – four students (Mixed Internal Medicine specialities) (DO and PA)
 - United Kingdom – two students (Orthopedic Trauma Care) (PA)
 - India – one student (Internal Medicine) (DO)
 - Isreal/Palestine – one student (Family Medicine) (DO)

804 **Objective 1.4:** *Ensure that all programs have clearly articulated academic expectations.*

805

806 **Progress:**

807

808 Academic Affairs

809 *Institutional Effectiveness:*

810

- Aided with MPH prospectus
- Coordinated Outcomes Assessment Reporting & Program reviews for all schools/departments/divisions

813

814 Allied Health Sciences

815 *Veterinary Health Science Program (VHSP)*

816

- Program will institute and academic progression policy in Fall 2016, requiring all VHSP students to maintain a 3.0 overall GPA

817

818 *Veterinary Medical Technology Program (VMTP)*

819

- Academic progression policy revised in Fall 2015 to identify academically struggling students early in the curriculum rather than towards the end

820

821

822 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

823

- History program initiated the use of a national standardized test to assess student learning
- Arts In The Gap (AITG) program advisory council met in November and made progress toward focusing the direction of the program and its many events

824

825

826

- The AITG website has been updated and a new webpage for enrolling in events is available

827

828

- The Social Work program collaborated with the School of Education (EdD Program), the TN Department of Human Services, and the US department of Agriculture, in developing a Hunger Solutions section for the Rural Innovations Center, developing goals and objectives accordingly

829

830

831

832

- All programs in AHSS completed Outcomes Assessments Reports for the current school year

833

834

- Six AHSS programs are utilizing ETS major field achievement tests for feedback on learning outcomes; the History program is using an outcomes test from the ACT

835

836

- Program reviews for Art and Philosophy/Religion were completed this academic year

837

838

Carter & Moyers School of Education

839

- All course syllabi have course objectives aligned with appropriate accreditation and licensure standards

840

841

842

843 Caylor School of Nursing (CSON)

- 844 • All CSON academic policies and program expectations are reviewed and published
845 annually in appropriate catalogs and handbooks

846

847 Duncan School of Law

- 848 • DSOL curricular requirements are published on the DSOL website and in its catalog
849 • The Associate Dean for Enrollment Services and Assistant Dean for Student and Career
850 Services are required to attend DSOL faculty meetings to ensure that they remain
851 apprised of all academic expectations for incoming and current students
852 • Incoming students are made aware of DSOL's academic expectations through
853 presentations at Orientation and Bridge Week and follow-up meetings with their faculty
854 academic advisors, academic success professionals, and the Associate Dean for
855 Academic Affairs

856

857 School of Business

- 858 • All School of Business expected program outcomes are published in that program's
859 academic catalog

860

861 DeBusk College of Osteopathic Medicine

- 862 • The Learning Outcomes Assessment Plan includes core competencies and objectives for
863 the LMU-DCOM curriculum and is reviewed annually
864 ○ Outcomes objectives align with learning objectives for the course and lecture
865 objectives
866 ○ A curriculum mapping program is currently under review
867 • Each core rotation has developed a learning contract signed by the student that outlines
868 learning expectations at each core clinical training site

869 **Objective 1.5:** *Evaluate faculty and professional staff compensation against benchmark salary*
870 *levels of peer institutions with respect to faculty rank, appointment, academic discipline,*
871 *experience, workload requirements and scholarly activity.*
872

873 **Progress:**

874

875 Caylor School of Nursing (CSON)

- 876 • CSON faculty and staff salaries are comparable to institutions in the region

877

878 Duncan School of Law

- 879 • DSOL is considering revisions to the faculty evaluation process to make it more objective
880 and more clearly tie yearly cost-of-living adjustments to merit
 - 881 ○ As part of these processes, DSOL is considering evaluation process and
882 compensation models at peer law schools.

883 School of Business

- 884 • School of Business staff conducted a study on behalf of Accreditation Council for
885 Business Schools and Programs (ACBSP) examining faculty and staff salaries for
886 ACBSP schools in the United States
 - 887 ○ The results were published on ACBSP's website

888

889 DeBusk College of Osteopathic Medicine

- 890 • The administrative office utilizes three sources for monitoring faculty salaries – the
891 Medical Group Management Association Physician Compensation Data, AAMC Report
892 on Medical School Faculty Salaries, and AACOM salary survey data
 - 893 ○ The professional staff compensation is based on market reviews through searches
894 on the Internet, comparable compensation from other peer institutions, and
895 comparable compensation within LMU

896 **Objective 1.6:** *Strengthen University libraries and the Abraham Lincoln Library and Museum*
897 *(ALLM) and their services at Harrogate and extended learning sites.*

898

899 **Progress:**

900

901 Academic Affairs

902 *Abraham Lincoln Library & Museum:*

- 903 • Applied for project grants through National Quilting Association for Quilting in the Gap
- 904 and Humanities Tennessee for a traveling exhibit
- 905 • Expanded Facebook promotion to introduce teachers to ALLM education materials
- 906 • All education groups at ALLM are given ALLM education packages at the conclusion of
- 907 their tours
- 908 • ALLM began Dr. Robert L. Kincaid Endowed Research Center student research
- 909 fellowship during Summer 2015
- 910 • Museum staff members assist with both student and faculty research requests

911 *Carnegie-Vincent Library (CVL):*

- 912 • Obtained an Innovation & Enrichment Development Opportunities Grant from the
- 913 Appalachian College Association during 2015
 - 914 ○ Implemented the project in 2015-16 by acquiring mobile devices and providing
 - 915 training workshops on using the devices for accessing library resources
- 916 • Provided information on library services and resources as needed to all preparers of
- 917 documents for accreditation purposes including Nursing, Veterinary Medicine, and
- 918 programs within Allied Health Sciences
- 919 • Carnegie-Vincent Librarians taught 153 information literacy sessions reaching 2,473
- 920 students
- 921 • Extended Learning Sites (ELS) librarian assessed the (ELS) library services for 2015-16,
- 922 comparing our services to the Association of College & Research Libraries' Standards for
- 923 Distance Learning Library Services
 - 924 ○ Of note, 48 of the 153 information literacy sessions were taught for extended
 - 925 campus students
 - 926 ○ More than 25 emails as informative/collaborative outreach to faculty were sent by
 - 927 Extended Learning Sites Librarian
- 928 • Memorandum of Understanding completed with Southeast Kentucky Community and
- 929 Technical College regarding libraries
- 930 • Continued to provide access to 230 databases
- 931 • Acquired back files of journals through acquisition of JSTOR Life Sciences Collection,
- 932 JSTOR Arts & Sciences V and XI
- 933 • The Books at JSTOR, a demand-driven e-book acquisition system allowing access to
- 934 30,000 quality academic books, is now accessible through our membership in the
- 935 Appalachian College Association
- 936 • Established license agreement with ProQuest for ebrary, EBL, and ebrary PDA in order
- 937 to provide more options for acquiring ebooks
- 938 • Acquired online version of Bates' Visual Guide to Physical Examination
- 939 • Purchased new resources in support of Veterinary Medicine

- 940 • Catalog record cleanup activities due to vendor error evolved into long range updates to
- 941 records in the WorldShare Management System
- 942 • Internal website expanded to include usage statistics
- 943 ○ Content improved with focus centering on team engagement, workflows, how-to
- 944 content, and procedures
- 945 ○ Access was also expanded to more staff to improve breadth of site and ensure
- 946 regular updates
- 947 • Began regular utilization of new workflow and communication tool, allowing librarians
- 948 to have online meetings and share short messages
- 949 ○ Messages are archived and available to all team members for clear, documented
- 950 communication
- 951 • Tracking tool used regularly to record a problem with online access to journals,
- 952 troubleshooting, and necessary URL updates
- 953 ○ This feeds into a spreadsheet that allows the electronic resources team to be able
- 954 to access the issues at a glance as well as share common issues and fixes with the
- 955 rest of the staff, improving communication and up-to-date changes
- 956 • Electronic resources are integrated through the use of the library website and use of the
- 957 WorldShare Management System
- 958 ○ CVL continues to refine the LibGuides website (SpringShare) and continues to
- 959 report errors in the WorldShare Management System (OCLC)
- 960 ○ Librarians monitor appropriate discussion lists from SpringShare and OCLC in
- 961 order to stay abreast of developments in those products
- 962 • The Carnegie Vincent and Reed Health Sciences library websites (SpringShare) were
- 963 migrated to the new version and the sites were rebuilt
- 964 ○ Exponential increase in website traffic across all disciplines during high volume
- 965 months compared to previous years
- 966 • A-Z Databases list increased from 208 to 234, improving access for all users
- 967 ○ Individual databases' URLs updated, new descriptions created, and division of
- 968 database by type, subject, and vendor improved access significantly
- 969 • Created a program to advertise and share ebook workshops at the main and extended
- 970 sites, as well as on the library website
- 971 ○ This program provides posters and book displays with QR codes for each book
- 972 that lead users to the ebook directly on their device (phone, tablet, email, etc.)
- 973 expanding ebook availability through education sessions
- 974 • Direct communication via chat, email, phone and online tutorials available to all
- 975 constituents
- 976 • Through the use of the Interlibrary Loan online request system, the Library borrowed
- 977 1299 items from other libraries for our students and faculty, and loaned 656 items from
- 978 our collection to other libraries
- 979 • Outreach Team created a year-long monthly activities plan which includes regular
- 980 utilization of social media, programs for students across each discipline
- 981 ○ Social media campaign expanded to include Facebook, Twitter, and Instagram
- 982 • Carnegie-Vincent librarians taught 12 sessions with 76 faculty participants

983 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 984 • The Carnegie Vincent library worked with the directors of the MSCJ program and the
- 985 MPA program to ensure the adequacy of holdings
- 986 • The Carnegie Vincent library has consulted with the Paul V. Hamilton School of Arts,
- 987 Humanities, and Social Sciences for suggestions on culling the stacks and contracting for
- 988 applicable journal indices
- 989 • Criminal Justice faculty submitted a list of necessary peer reviewed journals to library
- 990 staff
- 991 • Social Work reviewed primary reference holdings and requested updates
- 992 • History faculty evaluates library holdings annually and makes recommendations
- 993 • English faculty worked with library staff to secure use of University of Tennessee library
- 994 resources
- 995

996 Caylor School of Nursing (CSON)

- 997 • The CSON and its students continue to utilize the LMU library services including the
- 998 Lon and Elizabeth Parr Reed Medical and Allied Health Library
- 999

1000 Duncan School of Law

- 1001 • The DSOL library added the following titles to its digital collections: Proquest U.S. Bills
- 1002 and Resolutions 1789 –present; Congressional Record, 1998-present; Cambridge Law
- 1003 Books 2016; Crime Punishment and Popular Culture, 1790-1920
 - 1004 ○ The DSOL library also acquired the Lexis OverDrive e-book platform, which will
 - 1005 give students access to Lexis study aids and Tennessee practice materials
 - 1006 ○ The DSOL library’s federated search platform, Aquabrowser, was upgraded in the
 - 1007 fall to a new version that provides a more streamlined and visually appealing
 - 1008 access point to all of the law library’s digital resources
- 1009 • DSOL librarians worked with the writing faculty and curriculum committee to restructure
- 1010 the former 3-credit hour Lawyering Skills I legal research course into three 1-credit hour
- 1011 courses, Legal Research I, II, and III, taught concurrently with three integrated writing
- 1012 courses, Legal Communication I, II, and III
 - 1013 ○ The new structure will begin in Fall 2017
- 1014 • DSOL librarians taught the following courses at DSOL: one section of Legal Research
- 1015 (Fall 2015) and Interviewing and Counseling (Spring 2016); one section of Legal
- 1016 Research (Fall 2015), Advanced Legal Research (Spring 2016), and guest lectures on
- 1017 subject-specific legal research to three upper-level writing courses: Education Law
- 1018 (Spring 2016), Comparative Legal Traditions (Spring 2016), and Law, Economics, and
- 1019 Criminal Justice in the U.S. and China (Summer 2016)
- 1020 • DSOL librarians also taught outside of DSOL: two sections of MBA 515 (Summer 2015)
- 1021 and online (Fall 2016); two Continuing Legal Education (CLE) seminars to Tennessee
- 1022 attorneys: *Legal Research on a Dime*, Knoxville Bar Association (Sept. 2015) and *Find it*
- 1023 *Free and Fast on the Net: Strategies for Legal Research on the Web*, National Business
- 1024 Institute (Dec. 2015)
- 1025 • DSOL librarians represented DSOL at numerous conferences:
 - 1026 ○ Law Library Innovation: How Law Libraries are Adapting to New Standards and
 - 1027 Institutional Challenges at the American Association of Law Schools, Jan. 8, 2016

- 1028 and Transitioning to the Revised ABA Law School Accreditation Standards
 1029 American Association of Law Libraries, July 21, 2015
- 1030 ○ SEAALL/SWALL conference in Dallas in April 2016 on Mining and Refining
 1031 Your Library: Data-Driven Decision Making for Librarians and to the MALLCO
 1032 Director's Meeting on the Revised ABA Standards and Library Assessment,
 1033 Conference Call June 5, 2015
 - 1034 ○ *Got Research? There's an App For That – Read it Later Apps and Visual*
 1035 *Presentations and Microlearning Legal Research*, both at the CALI Annual
 1036 Conference in Atlanta, GA, June 2016
 - 1037 ○ *Microlearning Legal Research* at the CALI Annual Conference in Atlanta, GA,
 1038 June 2016.
 - 1039 ● DSOL librarians represented DSOL through numerous publications:
 - 1040 ○ Book review of Rowena Oligario's *The Engine of Enterprise: Credit in America*,
 1041 forthcoming, vol. 108, no. 4 of the Law Library Journal (Fall 2016); and an
 1042 update to the chapter on Marriage and Divorce for ProQuest's *Magazines in*
 1043 *Libraries* annual edition, forthcoming, 2016
 - 1044 ○ Submitted for publication in "Millennial Leadership in Libraries" *Chapter 18:*
 1045 *Maintaining Confidence in the Face of Rejection: The Millennial Job Market*,
 1046 forthcoming, Hein Publishing
 - 1047 ● The DSOL library continued to provide research, editing, and cite-checking support to its
 1048 faculty via librarians and student Research Assistants (RAs)
 - 1049 ○ During FY2015-2016, the RAs provided 1,112 hours of research support to our
 1050 faculty scholarship projects
 - 1051 ● The DSOL library provided 60 hours of reference coverage in person and through virtual
 1052 reference during the fall and spring semesters
 - 1053 ● The DSOL library has updated its Instructional Design capabilities by adding the
 1054 Springshare LibWizard Suite
 - 1055 ○ This software, which allows instructors to create live tutorials, will provide
 1056 greater opportunity for formative assessment in all coursework in accordance with
 1057 the new ABA learning guidelines
 - 1058 ○ The DSOL library has also updated and redesigned all of their digital course
 1059 guides with the LibGuides software, providing students with a comprehensive
 1060 listing of the resources available to them
 - 1061 ● The DSOL library continues to provide all students with digital versions of study aids
 1062 through contracts with West Academic for the West Study Aids subscription and Lexis
 1063 for study aids and ebook treatises in the Overdrive collection
 - 1064 ● The DSOL library provides on-campus access to WestlawNext and Lexis Advance to our
 1065 graduates through Patron Access subscriptions, as well as remote access to Fastcase,
 1066 which includes Loislaw treatises, and the extensive HeinOnline Law Journal collection

1067 School of Business

- 1068 ● The School of Business worked with the University librarians to improve the School of
 1069 Business collection
- 1070 ● The School of Business requested Social Sciences Citation Index

1071

1072 DeBusk College of Osteopathic Medicine

- 1073
- 1074
- 1075
- 1076
- 1077
- 1078
- 1079
- 1080
- 1081
- 1082
- 1083
- 1084
- 1085
- 1086
- 1087
- 1088
- 1089
- Medical Library and Health Science library staff are asked to make a presentation to 1st year osteopathic medical students during the Foundations of Modern Health Care Course and also provide additional training and review for students in the 2nd year getting prepared for 3rd year clinical rotations
 - A Medical Librarian is dedicated to provide support for both on-campus and off-campus osteopathic medical students
 - The Health Sciences Librarian is dedicated to also provide support for Physician Assistant students through presentations during the Public Health Course, Research Methods, Capstone Courses, and also extends support to them during the 2nd year clinical rotations
 - The Reed Health Sciences Library has the following offerings for DO students: 230 databases; 262+ non-database suggested resources; 102 mobile apps; 4,496 books; 18,255 ebooks
 - Services include 404 interlibrary loans; 210 internally delivered articles; 1,037 item checkouts
 - A total of \$400,000 was requested and approved for FY17; all alumni and TOMEK members are provided library resources as allowed by vendors

1090 **Objective 1.7:** *Use a comprehensive faculty evaluation process, based on a clear understanding*
1091 *of both professional and institutional expectations, relative to teaching, research/scholarly*
1092 *activity and service.*

1093

1094 **Progress:**

1095

1096 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 1097 • Established measurable goals for all faculty in the faculty evaluation process
 - 1098 ○ Each area of faculty responsibility will be evaluated using at least one
 - 1099 measureable goal
- 1100 • The AHSS Mentoring Program is successful
 - 1101 ○ Two meetings will be held each academic year for new faculty to have access to
 - 1102 administration, HR, and other resources
 - 1103 ▪ All new faculty have in-class reviews and are required to attend classes of
 - 1104 other more established faculty once per semester

1105

1106 Carter & Moyers School of Education

- 1107 • Continue to conduct face to face reviews with faculty based on faculty evaluations

1108

1109 Caylor School of Nursing (CSON)

- 1110 • The CSON follows the University guidelines for the faculty evaluation process

1111

1112 Duncan School of Law

- 1113 • Consistent with the University's timeline, DSOL faculty members were evaluated in
- 1114 Spring 2016 through the evaluation process outlined in the DSOL faculty handbook
- 1115 • All members were analyzed relative to teaching, research/scholarly activities, and
- 1116 service; and recommendations for continued employment
- 1117 • DSOL is considering revisions to the faculty evaluation process to make it more objective
- 1118 and more clearly tie yearly cost-of-living adjustments to merit

1119 School of Business

- 1120 • The School of Business combined student course evaluation data with classroom visits
- 1121 • The School of Business supported the publication efforts of multiple faculty members

1122

1123 School of Mathematics and Sciences

- 1124 • Implemented Academic Advisor Satisfaction Inventory as a required activity in the
- 1125 workflow of student online registration
 - 1126 ○ Resulting data will be formatted and reported to each Academic Advisor and
 - 1127 his/her supervisor

1128

1129 DeBusk College of Osteopathic Medicine

- 1130 • Faculty are reviewed annually through the LMU evaluation process on teaching
- 1131 research/scholarly activity and service
 - 1132 ○ These activities are quantified in a faculty workload form for review by
 - 1133 supervisors and administration to determine level of commitment from each
 - 1134 faculty and to also identify any workload issues

1135 **Objective 1.8:** *Offer a quality college-preparatory educational program at the J. Frank White*
1136 *Academy (JFWA).*

1137

1138 **Progress:**

1139

1140 Carter & Moyers School of Education

1141 *J. Frank White Academy:*

- 1142 • ACT (Composite): JFWA – 25.18; State – 19.8; National – 21
- 1143 • SAT (Composite): JFWA – 1910; State – 1714; National – 1497
- 1144 • Fall 2015 enrollment increased to 128 students (114 students – Spring 2015)
- 1145 • School improvement plan was revised to reflect current goals and initiatives for the 2016-
- 1146 17 academic year
- 1147 • JFWA exceeded state and national ACT scores in all areas; exceeded all benchmarks
- 1148 • On-demand writing prompts are being implemented in all JFWA courses to increase
- 1149 writing in all content areas while promoting critical thinking skills by using writing as a
- 1150 formative assessment
- 1151 • Multiple Kanto students with English proficiency were integrated into the JFWA student
- 1152 population during the Kanto students' visit to LMU's campus
 - 1153 ○ The remainder of the Kanto students spent one day embedded with the JFWA
 - 1154 students in various classes and groupings
 - 1155 ○ Three JFWA students will travel to Tokyo, Japan to participate in the World
 - 1156 School International Forum 2016
- 1157 • JFWA maintains an Information Literacy Initiative to ensure goals are being met during
- 1158 daily instructional activities
 - 1159 ○ Information Literacy is also taught as a stand-alone course during Flexblock
 - 1160 ■ Other offerings include intervention courses, capstone courses, and
 - 1161 enrichment courses (such as Digital Citizenship)
- 1162 • JFWA Professional Learning Communities (PLCs) are required to meet with University
- 1163 librarians periodically throughout the school year to identify resources
- 1164 • Implemented Plus Portals software to enhance JFWA's blended instruction capabilities
- 1165 • In collaboration with the Confucius Institute at the University of Tennessee, Knoxville
 - 1166 ○ Plans are in development to acquire a full-time Mandarin Chinese teacher from
 - 1167 China for the 2017-2018 academic year
- 1168 • Accreditation through AdvancEd is in good standing
 - 1169 ○ Undergoing a Quality Assurance Review (QAR) in April 2017 to maintain
 - 1170 accreditation through AdvancEd
 - 1171 ○ JFWA will also request evaluation of STEM indicators for an additional
 - 1172 certification through AdvancEd to become a STEM certified school
- 1173 • JFWA Advisory Boards meet periodically and represent a broad base of JFWA stake
- 1174 holders
- 1175 • JFWA is working in conjunction with LMU to apply to become a K-12 charter school in
- 1176 the achievement district
 - 1177 ○ This application has been filed with the Claiborne County Board of Education and
 - 1178 the Tennessee Department of Education
 - 1179 ○ Charter school status approval would end residential program exploration

1180

1181 **Objective 1.9:** *Emphasize information literacy skills across the curriculum.*

1182

1183 **Progress:**

1184

1185 Academic Affairs

1186 *Carnegie-Vincent Library (CVL):*

- 1187
- 1188 • Continued to emphasize information literacy as a focus for improving student learning
 - 1189 • Used the Sequential Enhancement of Writing Skills (SEWS) rubric to assess the
 - 1190 development of information literacy skills in specifically identified courses within each
 - 1191 undergraduate academic program offering
 - 1192 • Provided professional development opportunities for faculty in the use of instructional
 - 1193 strategies that promote the development of information literacy skills
 - 1194
 - 1195 ○ Information Literacy Librarian attended an ACA professional development for
 - 1196 instruction librarians workshop
 - 1197 ○ Librarians began implementation of the use of the ACRL's (Association of
 - 1198 College and Research Libraries) Framework for Information Literacy in Higher
 - 1199 Education
 - 1200 • Promoted integrated teaching opportunities for academic faculty and information literacy
 - 1201 librarians
 - 1202
 - 1203 ○ Information Literacy Librarian participated in selected English classes through
 - 1204 integrating information literacy along with faculty member into three class
 - 1205 sessions
 - 1206 • Provided appropriate instruction on information literacy skills at the graduate and
 - 1207 postgraduate program
 - 1208
 - 1209 ○ Total library instruction sessions for undergraduate, graduate and postgraduate
 - 1210 programs totaled 153 sessions reaching 2,493 students
 - 1211 • Information Literacy Librarian met with all the JFWA faculty to provide a short
 - 1212 presentation of the library website and JFWA LibGuides in Fall 2015
 - 1213
 - 1214 ○ JFWA continues to embed information literacy throughout the curriculum
 - 1215 ○ A new LibGuide was created specifically for library resources in support of the
 - 1216 middle grades
 - 1217 • Utilized the Virtual Center for Teaching and Learning Excellence (CTLE) in support of
 - 1218 information literacy – website contains QEP and SEWS information which is used by
 - 1219 librarians and faculty
 - 1220 • Utilized a diversified assessment approach to gauge student learning in information
 - 1221 literacy
 - 1222
 - 1223 ○ Primarily used the SEWS rubric; used a one-minute paper assessment to compare
 - 1224 the results in two English classes using two methods of teaching information
 - literacy (using the ACRL Standards for Information Literacy and using the ACRL
 - Framework for Information Literacy)
 - Provided support services for students through reference services in person and chat
 - services for up to 92 hours per week plus provided appointments with librarians as
 - requested by students

1225
1226
1227
1228
1229
1230
1231
1232
1233
1234
1235
1236
1237
1238
1239
1240
1241
1242
1243
1244
1245
1246
1247
1248
1249
1250
1251
1252
1253
1254
1255
1256
1257
1258
1259
1260
1261
1262
1263
1264
1265
1266
1267

Allied Health Sciences

Athletic Training Program (ATP)

- Current curriculum includes evidence based practice course, requiring students to independently research a topic and present his/her findings in the form of a research paper and presentation.

Veterinary Health Science Program (VHSP)

- Junior and senior writing requirement courses are integrated to allow student to identify, research and report on a selected research topic

Veterinary Medical Technology Program (VMTP)

- All students in the AS VMTP are required to complete series of case studies in many classes
 - Students must document all resources used for research and must score at least an 85% on all case studies
- Junior and senior writing requirement courses are integrated to allow student to identify, research and report on a selected research topic

Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- AHSS continues to use SEWS guidelines as a component of determining student and program success

Carter & Moyers School of Education

- All programs integrate information literacy skills by requiring academic research projects
- ITLU reassigned SEWS requirements to appropriate courses and established a one hour credit course leading to the junior SEWS requirement

Caylor School of Nursing (CSON)

- Implementation of the QEP continues in both the ASN and BSN programs
- Graduate students in the MSN program are required to complete a research course that integrates information literacy skills

Duncan School of Law

- The DSOL librarians worked with the writing faculty and the Curriculum Committee to restructure the former three-credit hour Lawyering Skills I legal research course into three separate one-credit courses, Legal Research I, II, and III, taught concurrently with three integrated writing courses, Legal Communication I, II, and III. The new structure will begin Fall 2017
 - While students will still receive three credit hours of legal research instruction, the new design will encourage legal research skill development over three semesters, integrating information literacy skills with the legal writing curriculum
- The DSOL librarians worked with the Curriculum Committee to incorporate two in-class hours of subject-specific research instruction into the curriculum of all 4000-level writing courses

- 1268 • The existing two-credit hour Advanced Legal Research course will continue to be offered
1269 every spring and has been re-classified as a 5000-level course to meet the hands-on,
1270 experiential learning objectives of American Bar Association Standards 303 and 304
1271

1272 School of Business

- 1273 • The School of Business participated in SEWS program on the junior and senior level
1274

1275 School of Mathematics and Sciences

- 1276 • Information literacy librarians helped orient and support students in Biology, Chemistry
1277 and Wildlife and Fisheries Biology in writing required junior-level proposals and final
1278 senior research project reports
1279 • In the Master of Science program, information literacy librarians provided orientation and
1280 support for using the library resources and developing better competencies for use of the
1281 primary scientific literature

1282 DeBusk College of Osteopathic Medicine

- 1283 • Information literacy is first introduced to the DO students in the Foundation of Modern
1284 Health Care Course I offered Fall of the first year of the program
1285 ○ Students learn to review the literature on clinical studies and must evaluate the
1286 study methods
1287 ○ Students are also required to produce an analysis of their review
1288 ○ Throughout the systems courses and clinical rotation courses (i.e., Rural
1289 Hospital), students continue to hone their literature review skills through various
1290 courses
1291 • Information literacy is included in the Public Health and Research Methods courses for
1292 the PA program with formal application in the graduate projects and portfolios

1293 **Objective 1.10:** *Provide appropriate academic support services*

1294

1295 **Progress:**

1296

1297 Academic Affairs

1298 *Academic Support:*

1299 • The Office of Academic Support and the Cornerstone Program are providing academic
1300 services and support to students University-wide

1301 ○ Tutoring services and hours have been expanded on the main campus and at
1302 extended learning sites

1303 ○ Concerned conferences and Third Week Assessment continue to be used to help
1304 intervene with at-risk students

1305 • The Cornerstone Program continues to see success at LMU

1306 ○ There were 30 new Cornerstone students who enrolled for Fall 2015

1307 • Implemented Academic Warning system which targets students whose semester GPA
1308 drops below 2.0; in Fall 2015, 74 students were placed on Academic Warning, and
1309 intervention efforts contributed to a 71.6% retention rate from Fall to Spring

1310 • Weekly meetings are held with students placed on academic probation.

1311 *Career Services:*

1312 • Placement statistics for the May 2015 graduating classes:

1313 ○ Undergraduate success rate: (finding a job in major/attending graduate school
1314 within six months) 91% (69% of this class were employed in a job in their major)

1315 ○ Graduate success rate: 90%

1316 ○ National success rate of colleges as reported by NACE (National Association of
1317 Colleges and Employers, 2014) was 58.4%

1318 ○ LMU success rate above the national average

1319 • Attended annual conference of the Tennessee Career Development Association

1320 • Participated in New Student Weekend to introduce incoming students to the benefits and
1321 goals of Career Services

1322 • Career Services information presented at all New Student Registrations

1323 • Attended transfer student orientation

1324 • Held annual Graduate School Fair on Harrogate campus

1325 • Participated in Interstate Career Fair at ETSU

1326 • Continued to link graduates to potential jobs through postings on Career Services
1327 Facebook page and targeted emails

1328 • Hosted individual companies on campus to target specific majors

1329 • Final undergraduate and graduate numbers of class of December 2015 show that
1330 graduates succeed in either finding a job in major or attending graduate school

1331 • Numbers for May 2016 graduates are in progress as it has not yet been six months from
1332 graduation

- 1333 *Counseling:*
- 1334 • Provided clinical mental health counseling for more than 265 people in the LMU campus
 - 1335 community
 - 1336 • Provided suicide prevention training to faculty, staff, and students in the LMU
 - 1337 community

1338 *Office of Disability Services:*

- 1339 • Provided direct contact services for physical, learning and testing accommodations to
- 1340 100% of the 103 students requesting these services
- 1341 • Federally mandated harassment, Title IX & ADA services seminars presented to
- 1342 approximately 450 administrators, faculty and staff members

1343

1344 Allied Health Sciences

1345 *Veterinary Medical Technology Program (VMTP)*

- 1346 • All first semester students are required to attend weekly mandatory study hall sessions,
- 1347 held by VMTP faculty and staff members
 - 1348 ○ Students with satisfactory academic progress in subsequent semesters are no
 - 1349 longer required to attend
 - 1350 ○ Students with academic deficiencies are required to attend

1351

1352 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 1353 • The Honors Scholars Program (HSP) has enrolled an additional 12 students for Fall 2015;
- 1354 most will receive some amount of scholarship
 - 1355 ○ HSP students receive peer support, support from the HSP director and from the
 - 1356 deans of the undergraduate colleges in moving forward in the programs of their
 - 1357 choice
- 1358 • The HSP implemented a “common reading” program this year, beginning with *Eli the*
- 1359 *Good*, by Silas House
 - 1360 ○ The author will be on campus this fall to discuss the book and direct a workshop
 - 1361 for the HSP students and all others interested in attending

1362 Carter & Moyers School of Education

- 1363 • All programs are fully staffed for academic support
- 1364 • Extended learning sites are sufficiently supported

1365

1366 Duncan School of Law

- 1367 • LMU-DSOL continues to require all students to participate in a semester-long course
1368 dedicated to providing academic success skills to all incoming students free of charge
 - 1369 ○ DSOL continues to offer subsequent courses that are mandatory for at-risk
1370 students and elective for other higher performing students (Legal Foundations II
1371 and Academic Intervention Directed Studies)
 - 1372 ○ Additional support outside of formal classes is available to all students (e.g.,
1373 individual meetings)
- 1374 • During Summer 2015, hired two additional visiting assistant professors of law to assist
1375 with academic success services
- 1376 • Beginning Fall 2015, the mandatory “Academic Success Program I” course was
1377 revamped to provide more individualized instruction to students
 - 1378 ○ Students in ASP I met twice weekly: as a group, where general skills were taught;
1379 and in smaller groups, led by ASP professors, where students were given
1380 opportunities to practice the skills they learned in the group sessions
- 1381 • Beginning Fall 2016, the mandatory ASP I course will build upon the success of the prior
1382 Fall and be renamed “Legal Foundations I” and provide skills instruction independent of
1383 substantive law that students will be learning in their other courses
- 1384 • To provide students with many of the academic success skills necessary for the beginning
1385 of law school, the one-week Orientation and Bridge Week program for all incoming
1386 students has been revamped to include additional in-depth instruction of certain skills like
1387 reading effectively, synthesizing rules, and briefing case
- 1388 • The law school continues to incorporate ExamSoft to deliver assessments, including
1389 diagnostic exams, and provide detailed strength and improvement opportunities reports to
1390 students
- 1391 • The three-credit, mandatory Bar Exam Skills course has been expanded to four credits to
1392 provide additional instruction on essay writing on Multistate Bar Exam subjects
1393 (historically a weakness of the law school’s examinees)
 - 1394 ○ The three-credit Tennessee Bar Studies I and II electives have been reduced to
1395 two credits each to reflect recent changes to the Tennessee bar exam

1396

1397 School of Business

- 1398 • The School of Business hired an undergraduate recruiter and student success coordinator

1399

1400 DeBusk College of Osteopathic

- 1401 • The clinical exam area which handles standardized patients and patient models monitors
1402 numbers and usage:
 - 1403 ○ Standardized patients recruited include 20 males and 25 females with at least five
1404 in each age group (18-30, 30-40, 40-60, 60-80)
 - 1405 ○ Records indicate the following number of exams offered: 69 Objective Structured
1406 Clinical Exams (OSCEs); six Patient Model Exams; and six Practical Exams

- 1407 ○ All supporting the 480 Doctor of Osteopathic Medicine (DO) students, 96
1408 Physician Assistant (PA) students, 104 Family Nurse Practitioner (FNP) students
1409 and five Social Work students (BSSW) and Veterinary program (CVM), equaling
1410 6898 hours of experiences
- 1411 The American Heart Association (AHA) training center provided 256 renewals and
1412 courses

1413
1414
1415
1416
1417
1418
1419
1420
1421
1422
1423
1424
1425
1426
1427
1428
1429
1430
1431
1432
1433
1434
1435
1436
1437
1438
1439
1440
1441
1442
1443
1444
1445
1446
1447
1448

1449
1450
1451
1452
1453
1454
1455
1456

STRATEGIC GOAL II

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

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

Progress:

Admissions (undergraduate)

- Increased regional outreach through name purchases and recruitment in Florida, Alabama and Ohio
- Expanded nationwide outreach through Cappex partnership
- Continue to revise and refine the communication flow to prospective freshmen
- Implemented an LMU virtual tour on the University website
- Implemented clearinghouse review of annual recruitment pool to determine which school, if any, students attend after failing to matriculate at LMU
- Participated in NACAC College Fairs in Ohio, Tennessee, Kentucky and Florida
- Evaluated and updated travel territories to enhance focus on out-of-state students
- Improved Preview Day programming based on participant feedback received on prior event evaluation forms
- Increased attendance – additional events were added to allow more opportunities for participation
- University affordability addressed in emails, letters, presentations, and brochures
- Hosted multiple Financial Aid/FAFSA completion events at the Harrogate main campus and Cedar Bluff extended learning site; provided on-site FAFSA support at high schools in Tennessee, Kentucky, and Alabama
- Hosted visits to campus by the Eastern Band of Cherokee Indians
- Hired recruiters for each school (modeled after the nursing recruiter position)
 - These recruiters will also work with current students and retention
- Purchased one eight-passenger golf cart for use during tours
- Due to increased interest, an extra overnight visit was incorporated (Railsplitter for a Day)
- More use of social media (Facebook, Instagram, Twitter) to interact with prospects
- Developed transfer-specific recruitment tactics
- Recruiter software updated to provide enhanced services
- Incorporated the new recruiters in weekly admissions staff meetings to keep all informed

Duncan School of Law (DSOL)

- DSOL facilities have been evaluated for potential for maximum enrollment
 - When consistent with the adequate delivery of the program of legal education, classrooms, offices, and meeting spaces are being utilized by other LMU programs
- DSOL Admissions staff increased e-mail outreach to potential applicants through the use of the list of LSAT examinees provided by the Law School Admission Council
 - DSOL previously had limited access to this list due to the lack of provisional ABA approval

- 1457 Targeted Facebook and LMU website advertisements were posted by the DSOL
- 1458 Admissions staff or in coordination with the University Advancement staff
- 1459 A part-time social media staff member was hired to assist DSOL with marketing its
- 1460 program of legal education
- 1461 DSOL added a part-time flex program option to its part-time offering in an attempt to make
- 1462 the day-time part-time program more attractive to working professions

1463

1464 College of Veterinary Medicine (CVM)

- 1465 Aggressive recruitment for prospective DVM students by the 30th national CVM
 - 1466 The CVM target demographic is the top half of the 1,400 US applicants who do
 - 1467 not receive in-state subsidized seats
 - 1468 CVM hired a full time recruiter to attend national conferences, pre-vet club
 - 1469 meetings, and offer on-site tours and meetings
 - 1470 Increase efficiency and effectiveness of recruiting activities
- 1471 Conduct recruitment efforts to prospective students throughout Appalachia and beyond
- 1472 Consistently collect prospective student and college advisor data to use for follow up
- 1473 communication
- 1474 Use technology to increase reach and visibility
 - 1475 Enhance social media as a recruitment tool
 - 1476 Enhance website to be more focused on recruiting students
 - 1477 Enlist an online meeting program to begin recruiting virtually using pre-vet
 - 1478 presentation and Q&A sessions for prospective students, applicants, and accepted
 - 1479 students
 - 1480 Create an admissions newsletter to use as a recruitment tool
 - 1481 Marketing brochures, rack cards, tear sheets, banners, and swag to be updated and
 - 1482 disseminated
- 1483 Continue to improve engagement with prospective students throughout the application
- 1484 process
- 1485 Increase the number of highly qualified applicants
 - 1486 Grow strong partnerships both locally, regionally and nationally
 - 1487 Sustain and enhance existing relationships while establishing new ones
 - 1488 Cultivate recruiting relationships with colleges where other LMU-CVM
 - 1489 departments have a relationship
 - 1490 Regional schools with robust pre-veterinary programs, as well as the
 - 1491 largest national pre-vet programs, will be targeted for visits, presentations,
 - 1492 and relationship building with CVM advisors and club leaders
 - 1493 LMU-CVM Branding Efforts
 - 1494 CVM representatives to conduct local, state, and executive board VMA
 - 1495 presentations, host state CE conference tables, and make numerous local
 - 1496 practice contacts
- 1497 CVM stresses the hands-on nature of the CVM curriculum, the family feel of LMU and
- 1498 the campus community, and the relative value in comparison to out-of-state and other
- 1499 private school tuitions
- 1500 Further development of Master of Science degree program in Biomedical Professions to
- 1501 provide a potential pathway to gain admission to CVM

- 1502 A dual degree DVM/MBA program to provide the essential business acumen to our
1503 students
- 1504 • A “hub” for clinical affiliate rotations is being developed in the Northeast, which will
1505 also be attractive to Northeast applicants where few veterinary colleges exist
- 1506 ○ CVM’s first affiliate agreement with Daemen College was initiated Spring 2015
1507 and could deliver additional Northeast qualified applicants

1508 International Programs

- 1509 Six teachers from Gannan Medical University (China) attend Fall 2015 Immersion
1510 Program
- 1511 LMU approved for J-1 visa status by the U.S. Department of State, June 2016
- 1512 English Language Institute (ELI) enrolled 14 students (up from one student during the
1513 previous year)
- 1514 Seven international students recruited (up from two students during the previous year)
- 1515 International Programs tutored/mentored 13 students (up from six during the previous
1516 year)

1517 Academic Affairs

1518 *Abraham Lincoln Library & Museum:*

- 1519 ALLM participates in yearlong recruitment by hosting recruiting tours and managing
1520 information kiosk

1522 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 1523 The School has created a comprehensive recruitment plan inclusive of goals, tasks and
1524 approaches to student recruitment and student success
- 1525 ○ The plan is in full operation and goals are measureable and determinable
- 1526 The Master of Public Administration (MPA) program has developed a recruitment plan
1527 for the Knoxville region
- 1528 The Master of Science in Criminal Justice program recruitment plan was created in fall of
1529 2014 and currently is being revised
- 1530 ○ The program originally was to be located in Knoxville but since has been housed
1531 on main campus in Harrogate
- 1532 Faculty work closely with the Recruiter/Student Success Coordinator in following the
1533 recruitment plan and in creating ways to attract new applicants
- 1534 Faculty have greater involvement in Preview Days and new student registration programs
- 1535 Faculty have been encouraged to increase their advising skills with training provided by
1536 the School of AHSS the first week in August
- 1537 ○ This training is required for new faculty
- 1538 Recruitment plans include dual degrees programs and 3+3 programs
- 1539 • The radio program, “American Culture: Arts, Humanities, and Social Sciences,” is a
1540 weekly half-hour program that details the programs available within the School of AHSS
1541 and explains how to apply and obtain information about the School’s programs

1543 Carter & Moyers School of Education

- 1544 Two part-time graduate faculty assigned to visit regional schools to develop partnerships,
1545 LMU visibility, and recruit graduate education students

1546

- 1547 Comprehensive recruitment plan developed
1548 Currently targeting teacher shortage areas for recruitment into initial teacher licensure
1549 programs
1550

1551 Caylor School of Nursing (CSON)

- 1552 The CSON developed a strategic plan for recruitment in all four programs: ASN, BSN,
1553 MSN, and DNP
1554 Advertising and information sessions have increased for the RN-BSN and, as a result,
1555 applications are up significantly
1556

1557 School of Business

- 1558 The School of Business developed a recruitment and retention plan to support a global
1559 comprehensive recruitment plan
1560

1561 School of Mathematics and Sciences

- 1562 The School of Mathematics and Sciences created a Recruitment and Retention Plan and
1563 contributed to university-wide meetings
1564 The Master of Science program implemented a background check process in the
1565 admissions workflow for all students entering the Master of Science program
1566 The Master of Science program and undergraduate Mathematics and Sciences programs
1567 were marketed at numerous college fairs and national meetings including the National
1568 Association of Advisors for the Health Professions and the Southern Association of
1569 Advisors for the Health Professions
1570 The Third Annual LMU STEM Academy was conducted for rising seniors from the
1571 Clinch-Powell Educational Cooperative Districts May 17-19, 2015

1572 **Objective 2.2:** *Meet benchmark goals as established by recruitment plans for individual*
1573 *populations.*

1574

1575 **Progress:**

1576

1577 Admissions (undergraduate)

1578 Final Fall 2015 applications were down 4.13%, acceptances were down 15.39% and
1579 deposits were down 10.03% (all new undergraduates at all locations) over all final Fall
1580 2014 numbers

1581 Fall 2015 new undergraduate students on the main campus: 493 (goal was 425); total Fall
1582 2015 new undergraduate students: 684 (goal was 766)

1583 Fall 2015 housing occupancy was at 86.78%; (goal was on target to meet budgeted
1584 revenue)

1585

1586 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

1587 Benchmark goals are set for each major, undergraduate and graduate programs

1588 There are 10 undergraduate programs as well as two graduate programs that have
1589 measurable goals set

1590 Web pages have been updated and linked to pages with full explanations regarding
1591 programs, goals, initiatives and expectations

1592 Curricular information has been clarified on all four-year plans in line with the TBR
1593 pathways programs and LMUs requirements for all four-year degrees

1594

1595 Carter & Moyers School of Education

1596 Updated all recruiting materials

1597 Developed a system for reporting recruitment and admission data

1598

1599 Caylor School of Nursing (CSON)

1600 The CSON met enrollment goals for academic year 2015-2016

1601

1602 College of Veterinary Medicine

1603 CVM application pool increased from 637 to 822, an increase of 29.04% in the 2015-
1604 2016 application cycle with high quality applicants continuing to seek seats

1605 Efforts in the Appalachian region have yielded over 30% of the incoming class
1606 originating from our regional target area

1607 Targeted regional schools with strong pre-veterinary programs, as well as the largest
1608 national pre-vet programs, for visits, presentations, and relationship building with
1609 advisors and club leaders

1610 During this recruiting season, CVM recruiters presented at 30 schools, hosted fifteen
1611 visits, and conducted three Skype presentations

1612 Redesigned the CVM website to enhance the digital presence and focus on recruitment

1613 Increased social media presence; added an additional social media outlet

1614 Marketing brochures, rack cards, tear sheets, banners, and swag were updated and
1615 disseminated locally, regionally and nationally by CVM recruiter, Clinical Relations and
1616 Outreach team, and travelling faculty and staff

1617 Duncan School of Law (LMU-DSOL)

- 1618 DSOL exceeded incoming student enrollment projections for Fall 2015 and has already
- 1619 met its Fall 2016 enrollment projections based upon the number of acceptances received to
- 1620 date
- 1621 Fifty-five (55) students accepted offers of admission, of which nine are minority students
- 1622 (16.4%)
- 1623 Twenty-one (21) additional students accepted offers to the Admission Through
- 1624 Performance Program for possible consideration for admission to LMU in the Fall 2016
- 1625 semester
- 1626 Recruitment efforts throughout the Southeast Region continue to increase, and articulation
- 1627 agreements have been signed by eleven colleges and universities whereby eligible
- 1628 applicants from those schools receive tuition discounts at DSOL
- 1629 New marketing pieces are being redesigned for use at Open House events, college outreach
- 1630 meetings, career fairs and applicant meetings
- 1631 Recruitment of minority applicants remains a priority at the law school through
- 1632 relationships with organizations such as CLEO, the National Black Pre-Law Conference,
- 1633 the National Hispanic Pre-Law Conference, and the National HBCU Pre-Law Summit
- 1634

1635 School of Business

- 1636 The School of Business hired two recruiters responsible for recruiting at the undergraduate
- 1637 and graduate levels to meet recruitment goals
- 1638 The School of Business experienced 100% growth in the MBA program
- 1639

1640 School of Mathematics and Sciences

- 1641 The Master of Science program enrolled a total of 158 students in Fall 2015 and 160 in
- 1642 Spring 2016 which exceeded program goals
- 1643 A Recruitment and Student Success Coordinator for undergraduate Mathematics and
- 1644 Sciences programs was hired May 19, 2016
- 1645
 - o This person is charged with helping accepted undergraduates enroll with and then
- 1646 graduate from LMU

1647 DeBusk College of Osteopathic Medicine

- 1648 • DO Program: AACOMAS data – 5129 applications received which is a 1% increase from
- 1649 last year; 604 interviews; 302 matriculates include 65% males and 35% females; 57 from
- 1650 TN; 19 from KY and 8 from VA; 28% diverse population; 44% from Appalachia region
- 1651 • PA Program: CASPA data – 1600 applications received; 240 students interviewed; 105
- 1652 matriculates include 25% males, 75% females; 42 from TN, five from KY and five from
- 1653 VA (60% from Southern Appalachia region)
- 1654
 - o Class filled with 96 matriculates as expected

1655 **Objective 2.3:** *Achieve and maintain appropriate enrollment levels in the graduate and*
1656 *professional programs to meet program capacity goals.*

1657
1658 **Progress:**

1659
1660 College of Veterinary Medicine (CVM)

- 1661 Recruit and retain a diverse student body
- 1662 Increase our focus on recruiting applicants with diverse qualities to veterinary medicine
- 1663 including male and ethnically diverse applicants
- 1664 Increase focus on recruiting applicants in the Appalachian region
- 1665 Focused efforts on educating competent and confident, productive graduates for diverse
- 1666 careers
- 1667 86 students compose the inaugural CVM class of 2018
- 1668 107 students compose the CVM class of 2019
- 1669 115 students have matriculated and will begin in August 2016 for the class of 2020
- 1670 Over 150 clinical practice sites have signed CVM contracts, and continuing to
- 1671 aggressively recruit additional locations
 - 1672 ○ Diverse options for clinical year placement
- 1673 The Master of Science Biomedical Professions (Pre-Veterinary Medicine option) enrolled
- 1674 20 students in the Fall 2015 semester
 - 1675 ○ Twenty of these students were accepted to the CVM for the Fall 2015 semester
 - 1676 ○ Forty seats will be available for the Fall 2016 semester
- 1677 The DVM/MBA enrolled two students in the Spring 2016 semester
- 1678 36 students involved in 2016 summer research programs
 - 1679 ○ (16) University of Kentucky
 - 1680 ○ (12) LMU Summer Research Scholars
 - 1681 ○ (4) CAHA Summer Student Scholars
 - 1682 ○ (4) Clinical Relation Student Scholars

1683 DeBusk College of Osteopathic Medicine (DCOM)

- 1684 DCOM received 5,129 applications for the Class of 2020 and interviewed 604 applicants
- 1685 DCOM will matriculate 243 new students for the DCOM Class of 2020; the class is still
- 1686 fluid but so far there are 73 from TN, 13 from KY and 16 from VA
 - 1687 ○ 42% from the KY-TN-VA tristate area
- 1688 DCOM graduated 191 students
- 1689 99.5% of the Graduating Class of 2016 were placed in residency programs:
 - 1690 ○ 61% placed in osteopathic residencies
 - 1691 ○ 37% placed in allopathic residencies
 - 1692 ○ 2% placed in military residencies
 - 1693 ○ 82% in a primary care track
 - 1694 ○ 27% in Appalachian region
 - 1695 ○ 9% placed in programs in TN
- 1696 DCOM participated in monthly Enrollment Management Meetings
- 1697 DCOM will continue to work closely with LMU MS Students in Biomedical Sciences
- 1698 and Anatomical Sciences

- 1699 ○ This cycle is still fluid but so far DCOM has accepted 75 MS students which is
- 1700 close to 70% of the MS students who interviewed
- 1701 During recruitment trips, DCOM also takes material for other graduate programs
- 1702 including PA, MS, Nursing and Vet
- 1703 • DCOM students participated in Community Service or “Touch” hours for around 6,000
- 1704 hours
- 1705 ○ 52 students contributed over 50 service hours each (silver touch pin)
- 1706 ○ 22 students contributed over 100 service hours each (gold touch pin)
- 1707 ○ One DCOM student contributed 300 hours of service (platinum touch pin)
- 1708 100% of the DCOM Clubs participated in a community outreach or service project
- 1709 • Numerous fundraisers took place for the community (most recent-\$16,000 for
- 1710 Servolution Health Services from the PA program’s “Sundown Rundown” 5K race)
- 1711 DCOM participated in the following high school events
- 1712 ○ GearUP Tennessee
- 1713 • DCOM and PA students spoke to this group of local high school students about
- 1714 their journey to medical school and offered helpful tips for the high school
- 1715 students for their own journey
- 1716 ○ Summer Scrubs Camp (two sessions)
- 1717 ○ LMU-DCOM Wellness program students taught CPR to local high school students
- 1718 ○ Three-day camp for exceptional science high school students
- 1719 • Toured DCOM, the Hamilton Mathematics and Sciences Building, and
- 1720 participated in other activities on campus
- 1721 The PA program matriculated 96 new students and five returning students for the Class of
- 1722 2017

1723

Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 1725 MPA program director is developing a recruitment plan for the greater Knoxville area
- 1726 and region
- 1727 Enrollment in both graduate programs (MPA and MSCJ) is in line with both proforma
- 1728 budgets
- 1729 Team site information details the status of all applicants and registered students so to aid
- 1730 in contacting all applicants to graduate and undergraduate programs
- 1731 Team site information includes the registration report, funnel report, applicant report, re-
- 1732 engagement report and other documents for guiding faculty and the recruiter toward
- 1733 meeting enrollment goals
- 1734 The recruiter is a member of the local chambers of commerce and has established
- 1735 contacts with all regional two-year colleges, local high schools and the multi-county
- 1736 home schooling council

Carter & Moyers School of Education

- 1737 Along with the implementation of the Comprehensive Recruitment Plan, the School of
- 1738 Education also participates in the following activities to promote enrollment:
- 1739 ○ Associate Dean continues to serve on the Board of the Clinch Powell Educational
- 1740 Cooperative to keep professional relationships and partnerships active with
- 1741 surrounding school systems
- 1742

- 1743 ○ School of Education hosts monthly meetings of the Clinch Powell Educational
1744 Cooperative Advisory Committee and the School deans attend meetings
1745 ○ School of Education hosts the Carter & Moyers School of Education Advisory
1746 Council meetings each semester
1747 ▪ The Council is comprised of regional and surrounding state school
1748 officials

1749
1750 Caylor School of Nursing (CSON)

- 1751 The CSON continues to try to maintain enrollment goals for graduate nursing

1752
1753 School of Business

- 1754 The School of Business experienced 100% growth in the MBA program

1755
1756 School of Mathematics and Sciences

- 1757 MS specific recruitment materials were rebranded and updated to accurately
1758 communicate current programs
1759 ○ Video testimonials were created and linked and a student-to-student mentoring
1760 program was continued

1761

1762 **Objective 2.4:** *Achieve and maintain appropriate enrollment levels at the J. Frank White Academy*
1763 *(JFWA) to meet program capacity goals.*

1764

1765 **Progress:**

1766

1767 Carter & Moyers School of Education

1768 *J. Frank White Academy:*

- 1769 • Continue to market the Academy and its programs in targeted locations using social
1770 media, signage, and commercial advertising
- 1771 • Maintain and periodically evaluate a marketing plan for the Academy
- 1772 • Pursue a diverse enrollment (e.g., community students, international students, etc.)
- 1773 • JFWA has worked in coordination with Academic Affairs to submit a charter school
1774 application for Fall 2017
 - 1775 ○ The first ruling from Claiborne County was to deny the application
 - 1776 ■ Further action may be taken by LMU and JFWA if an appeal is desired
- 1777 • Fall 2015 enrollment for JFWA reached 136 students
- 1778 ○ Spring 2016 Enrollment dropped to 134
- 1779 • JFWA hosted a preview night for interested prospective students and families
- 1780 • JFWA hosted a high volume of preview students throughout the academic year
- 1781 ○ During the Spring semester, JFWA averaged 1.5 preview students each week
- 1782 • JFWA administration collaborated with LMU Marketing to maintain and execute the
1783 JFWA Marketing and Recruitment Plan
- 1784 • Maintained part-time homeschool program
- 1785 • The JFWA middle school basketball program started Fall 2015 and will continue forward
1786 into 2016
- 1787 • World School International Forum initiated development of a study abroad exchange
1788 program
 - 1789 ○ JFWA was invited to participate in development and participation
 - 1790 ■ Participation will be contingent upon the development of a homestay
1791 program for families interested in exchange opportunities

1792 **Objective 2.5:** *Improve the persistence and progression rates for students in undergraduate,*
1793 *graduate, and pre-professional programs.*

1794
1795 **Progress:**

1796
1797 Paul V. Hamilton School of Arts, Humanities and Social Science (AHSS)

- 1798 • The School of AHSS engaged students in academic and quasi-academic programs and
1799 events in a wide variety of ways which improved persistence and academic success rates,
1800 including:
 - 1801 ○ Hosting Social Work practitioners for panel discussions for junior students
 - 1802 ○ Hosting “Diversity Day” speaker
 - 1803 ○ Inviting speakers on community assessment and organizational development for
1804 seniors
 - 1805 ○ Supporting an Art student who received the best SEWS paper award
 - 1806 ○ Re-establishment of the LMU Players theatrical group
 - 1807 ○ Encouraging Criminal Justice students to attend the national ACJ conference
 - 1808 ○ Implementing a faculty mentoring program to improve awareness of advising
1809 opportunities for curricular and student service’s needs

1810 Carter and Moyer School of Education (CMSE)

- 1811 • Retained freshman and sophomore undergraduate education students within the School of
1812 Education
 - 1813 ○ The School of Education recruiter conducted monthly cafeteria visits and
1814 provided School materials
 - 1815 ○ Encouraged students to follow and interact with CMSE Facebook and Twitter
1816 pages
 - 1817 ○ Invited students to a yearly, informal gathering with the Dean and/or Associate
1818 Dean and Department Chair, Program Director

1819 Duncan School of Law (DSOL)

- 1820 • DSOL provided academic advising manuals to all faculty members
- 1821 • DSOL provided annual faculty advisement training during faculty training events
- 1822 • Course evaluations were performed in every course
- 1823 • DSOL participated in an annual engagement and satisfaction survey (LSSEE)
- 1824 • DSOL appointed an ad hoc committee to study rising attrition
 - 1825 ○ The committee consists of representatives of the DSOL administration and faculty as
1826 well as LMU administration
 - 1827 ○ Final recommendations for improving attrition rates will be completed by August
1828 2015
- 1829 • Modifications to the DSOL administrative structure were made, combining the position
1830 of Career Services, Alumni Relations, and Student Services, thereby allowing continuity
1831 of student services from matriculation through post-graduation
- 1832 • Returning students are being offered increased tuition discounts when their academic
1833 performance warrants the same
- 1834 • Presidential discretionary funds are being sought and provided when students experience
1835 extraordinary and unexpected financial hardships that jeopardize continued enrollment
1836

1837
1838
1839
1840
1841
1842
1843
1844
1845
1846
1847
1848

1849
1850
1851
1852
1853
1854
1855
1856
1857
1858
1859
1860
1861
1862
1863
1864
1865
1866
1867
1868
1869
1870
1871
1872
1873
1874
1875
1876
1877
1878

1879
1880

School of Mathematics and Sciences

- An advising workshop was provided to all faculty during Fall 2014 Faculty Conference Week
 - The Dean of Math and Science provided an advising workshop session for new faculty (and returning) who served as academic advisors
 - The materials provided constitute about 15 pages of help for advisors
- There were two faculty-taught sections of UACT 100 in Fall 2014
 - Six or more faculty will teach UACT 100 sections in Fall 2015
 - This course is now required of all new freshman with less than 15 credits of college course work excluding AP and dual-enrollment courses taught at the high schools

Student and Enrollment Services

- Persistence Rates
 - First-time, full-time Freshman Fall 2015 to Spring 2016 persistence rate: 87%
 - First-time, full-time Freshmen Fall 2014 to Spring 2015 persistence rate: 89%
 - First-time, full-time Freshmen Fall 2013 to Spring 2014 persistence rate: 87%
 - First-time, full-time Freshmen Fall 2012 to Spring 2013 persistence rate: 85%
 - New transfer students Fall 2015 to Spring 2016 persistence rate: 87%
 - New transfer students Fall 2014 to Spring 2015 persistence rate: 88%
 - New transfer students Fall 2013 to Spring 2014 persistence rate: 79%
 - New transfer students Fall 2012 to Spring 2013 persistence rate: 67%
- Retention Rates
 - First-time, full-time Freshman Fall 2014 to Fall 2015 retention rate: 67%
 - First-time, full-time Freshman Fall 2013 to Fall 2014 retention rate: 72%
 - First-time, full-time Freshman Fall 2012 to Fall 2013 retention rate: 66%
 - First-time, full-time Freshman Fall 2011 to Fall 2012 retention rate: 71%
 - Fall 2014 to Fall 2015 overall undergraduate retention rate: 78%
 - Fall 2013 to Fall 2014 overall undergraduate retention rate: 75%
 - Fall 2012 to Fall 2013 overall undergraduate retention rate: 76%
 - Fall 2011 to Fall 2012 overall undergraduate retention rate: 73%
- Graduation Rates
 - Six year graduation rate for the 2010 cohort: 52% (unofficial)
 - Six year graduation rate for the 2009 cohort: 53% (IPEDS Data)
 - Six year graduation rate for the 2008 cohort: 47% (IPEDS Data)
 - Six year graduation rate for the 2007 cohort: 53% (IPEDS Data)
 - Six year graduation rate for the 2006 cohort: 49% (IPEDS Data)
 - Six year graduation rate for the 2005 cohort: 49% (IPEDS Data)
 - Six year graduation rate for the 2004 cohort: 32% (IPEDS Data)
- Advising meetings were held for faculty before every New Student Registration to enhance the experience for incoming freshmen

- 1881 • The New Student Registration program was updated for Fall 2015 (based on completed
1882 evaluations from Fall 2014 NSR program) to enhance the experience for incoming
1883 freshmen, transfer students and parents/family of new students

1884 Academic Affairs

1885 *Academic Support:*

- 1886 • The Office of Academic Support contacted all students on Third Week Grade or Midterm
1887 Report who had at least one D or F
- 1888 ○ The Third Week Grade Report included 137 students who had at least one D or F
 - 1889 ○ This is 9 % of all undergraduates (137/1500)
 - 1890 ○ 100% of all qualifying students were contacted by either Academic Support staff
 - 1891 or their academic advisor by email to meet and recommend tutoring
- 1892 • The Office of Academic Support contacted all students on Midterm Report with at least
1893 one D or F
- 1894 ○ The Midterm Report included 103 students who had at least one D or F
 - 1895 ○ This is 6.9%, which was a 2% improvement (103/1500) over Third Week Grade
 - 1896 Report totals
 - 1897 ○ 100% of all qualifying students were contacted by either Academic Support Staff
 - 1898 or their academic advisor to meet and recommend tutoring
- 1899 • The Office of Academic Support ran a Final Grade report of students who had at least
1900 one D or F
- 1901 ○ On the Final Grade Report 82 students had at least one D or F
 - 1902 ○ This was 5.5%, revealing a 3.5% improvement (82/1490) over Midterm Report
 - 1903 totals
- 1904 • The Tagge Center for Academic Support provided 2182.65 hours of tutoring for the Fall
1905 2015 and Spring 2016 semesters
- 1906 • During the academic year (Fall 2015 to Spring 2016) the Office of Academic Support
1907 responded to 289 student welfare alerts generated by professors who felt the student(s)
1908 had an academic need that warranted extra attention
- 1909 ○ 100% of all alerts generated an email to the student asking them to meet with
 - 1910 Academic Support staff
 - 1911 ○ Appropriate information was shared with the referring professor
 - 1912 ○ 100% of all students identified by the Student Welfare Alert system were offered
 - 1913 academic counseling
 - 1914 ○ 100% of all students on Academic Warning or Academic Probation were offered
 - 1915 academic counseling
 - 1916 ○ Of the 79 students on Academic Warning for Fall 2015, 27 did not register for the
 - 1917 Spring Semester 2016
 - 1918 ■ Of the remaining 52 students, contact was made with 41 students (79%)
 - 1919 ○ Of the 17 students on Academic Probation for Fall 2015, five did not register for
 - 1920 the Spring 2016 semester
 - 1921 ■ Of the remaining 12 students, contact was made with students (83%)
- 1921 • Continued to develop and offer academic support programs
- 1922

- 1923 ○ A new pilot program, the Bridge program, was designed to provide additional support to students who do not meet the admission standards of the Cornerstone program and are considered at-risk
- 1924
- 1925
- 1926 ■ These students will only be allowed to declare an academic program in an associate of science or associate of arts degree track; these students will then transition into a bachelor degree program at LMU
- 1927
- 1928
- 1929 • The Office of Academic Support maintained and promoted the early warning system
- 1930 • Requested additional funds for the purpose of providing additional tutoring services to extended learning sites
- 1931
- 1932 ○ Some tutors for extended learning sites were hired for the 2015-2016 academic year.
- 1933

1934 *International Programs:*

- 1935 • Tutored six international students
- 1936

1937 *Cornerstone:*

Incoming Fall 2015	# Placed on Academic Suspension	# Placed on Academic Probation	# added in Spring 2016	# Enrolled in Spring 2016	# Transferred after fall 2015 semester
27	7	1	1	20	1

- 1938
- 1939 • Retention rate from Fall 2015 to Spring 2016 = 70.37%
- 1940 • Retention rate with one academic suspension from Fall 2015 returning in Spring 2016 = 74.07%
- 1941
- 1942 • Items of note:
- 1943 1. Two Cornerstone students made the Dean's List
- 1944
- 1945

Overview of Cornerstone Program – Spring 2016 to Summer 2016

Incoming Spring 2016	# Placed on Academic Suspension	# Placed on Academic Probation	# Placed on Academic Warning	# Enrolled for Fall 2016	# Transferred after Spring 2016 semester
20	2	3	1	16	2

- 1946
- 1947 • Retention rate from Spring 2016 to Summer 2016 = 80%
- 1948 • Items of note:
- 1949 2. Six Cornerstone students made the Dean's List (3.5 or better in Spring Semester)

Overview of Cornerstone Program – Fall 2015 to Summer 2016

Incoming Fall 2015	# added in Spring 2016	# Placed on Academic Suspension for year	# Placed on Academic Probation for year	# Placed on Academic Warning for year	# Enrolled for Fall 2016	# Transferred during 2015-2016
27	1	9	4	1	16	3

- 1951
- 1952 3. Retention rate for 2015-2016 = 59.25%

- 1953 4. Items of note:
 1954 a) Seven distinct Cornerstone students made the Dean's List in 2015-2016 (3.5 or
 1955 better)
 1956 b) One Cornerstone student made the Dean's list both semesters
 1957

1958 Allied Health Sciences

- 1959 • All Programs have processes in place to identify struggling students (academic, social,
 1960 etc.) early in their progression through their respective curriculum
 1961 ○ Once identified, faculty members work closely with the student and appropriate
 1962 Student Services office (s) to ensure students receive needed support
 1963 • All Programs have academic progression policies in place
 1964 • Any student that faces dismissal from his/her program meets with his/her academic
 1965 advisor to identify an alternative major at LMU in an effort to support University
 1966 retention
 1967 • Two faculty members participate in instruction of sections of UACT 100
 1968

1969 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 1970 • The School of AHSS engages students in academic and quasi-academic programs and
 1971 events in a wide variety of ways, which improves persistence and academic success rates;
 1972 some examples from this past year include:
 1973 ○ Hosting Social Work practitioners for panel discussions for junior students
 1974 ○ Inviting speakers on community assessment and organizational development for
 1975 seniors
 1976 ○ Supporting several students visiting other countries during the year and this
 1977 summer
 1978 ○ Re-establishment of the LMU Players theater group
 1979 ○ Engaging students in student travel to places such as: Las Vegas, Orlando,
 1980 Washington DC, Kingsport, Nashville, and international cities
 1981 ○ Implementing a faculty mentoring program to improve awareness of advising
 1982 opportunities for curricular and student service's needs
 1983 ○ AHSS provides opportunities for internships and work with faculty on current
 1984 research

1985 Carter & Moyers School of Education

- 1986 • Undergraduate programs continue to have good retention rates
 1987 • Graduate programs continue to have a high retention rate due to the cohort design of
 1988 programs
 1989

- 1990 Duncan School of Law
- 1991 • During Summer 2015, LMU-DSOL hired two additional visiting assistant professors of
- 1992 law to assist with academic success services
- 1993 • DSOL has appointed an ad hoc committee to study rising attrition
- 1994 ○ The committee consists of representatives of the DSOL administration and faculty
- 1995 as well as LMU administration
- 1996 • Modifications to the DSOL administrative structure have been made, including creating a
- 1997 decanal position of Associate Dean for Student Learning and Assessment to focus
- 1998 specifically on student success from pre-matriculation through the bar exam
- 1999 • The Administrative Team re-examined the mandatory curve for first-year students and
- 2000 separately made modifications to the dismissal policy for part-time students so that the
- 2001 dismissal policy for part-time and full-time students are similar in terms of required credit
- 2002 hours

2003

2004 School of Mathematics and Sciences

- 2005 • Provided an advising workshop session for new faculty (and returning) who serve as
- 2006 academic advisors during faculty conference week in August
- 2007 ○ On October 16, provided an Academic Advisor Refresher workshop attended by
- 2008 twenty faculty members
- 2009 ○ Advisor meetings continue to be held prior to every New Student Registration
- 2010 • A UACT 100 curriculum committee has workshopped to revise the UACT 100 curriculum
- 2011 and to better incorporate feedback from UACT instructors and standardize the experience
- 2012 for all new students
- 2013 ○ A UACT 100 activities coordination committee is also working to better integrate
- 2014 UACT 100 students with Student Affairs Welcome Weekend events to increase
- 2015 participation and engagement
- 2016 ○ In Fall 2016 there will be 20 UACT sections
- 2017 ■ An orientation is planned for all UACT 100 instructors
- 2018 ■ Lincoln Ambassadors are now to function as peer mentors in these UACT
- 2019 100 groups

2020

2021 Caylor School of Nursing (CSON)

- 2022 • The CSON identified a retention committee for the ASN program several years ago
- 2023 because retention has been an issue
- 2024 ○ Retention in the ASN program has improved over the last 18 months at all ASN
- 2025 sites

2026

2027 College of Veterinary Medicine (CVM)

- 2028 • Faculty were readily available to meet with students during office hours, in person
- 2029 scheduled meetings, by phone, video conference or through email
- 2030 • CVM established an Advising program in which all students were assigned a faculty
- 2031 advisor that they met with on a regular basis
- 2032 • Set up a peer to peer tutoring “Big Sibling Little Sibling” program

- 2033 • Developed and implemented regular student workshops that covered topics such as
- 2034 resume writing
- 2035 • Regularly held “Dean’s Hour” where the CVM Administration met with the students to
- 2036 provide updates and answer questions in an open forum
- 2037 • Optional review sessions held on campus as well as via videoconference
- 2038 • Numerous guest speakers and extracurricular hands on training activities
- 2039 • Expert non-resident faculty provide specialized lectures throughout the curriculum
- 2040 • Encourage students to attend national veterinary conferences and events throughout their
- 2041 education
- 2042 ○ Class schedule allows students to attend events without missing critical material
- 2043 • Career mentor program to be implemented before clinical year
- 2044 • Established remediation program for summer
- 2045 • Practice board exams

2046

2047 School of Business

- 2048 • Half of the new undergraduate student recruiter’s role for the School of Business is that
- 2049 of student success coordinator
- 2050 • The MBA program in School of Business did a full individualized program completion
- 2051 plan for all students
- 2052 • The School of Business retained a higher percentage of freshmen that will enter
- 2053 sophomore status compared to the previous year
- 2054 • The School of Business invited students to quarterly social gatherings with the Dean,
- 2055 faculty, and staff
- 2056 • The School of Business determined that half of students transferring out of the school left
- 2057 due to athletic transfers
- 2058 • The School of Business implemented a faculty and staff mentoring program to improve
- 2059 student success
- 2060 • The School of Business participated in IEC’s advising study

2061 **Objective 2.6:** *To improve student success by increasing student use of available services.*

2062

2063 **Progress:**

2064

2065 Academic Affairs

2066 Abraham Lincoln Library & Museum:

- 2067 • Participates in LNCN 100 classes to teach research
- 2068 • Hosts new student group called Lincoln's Cabinet
- 2069 • ALLM staff coach students in research methods

2070

2071 Carter & Moyers School of Education

- 2072 • Continue the focus on “closing the loop” and program improvement, utilizing appropriate
- 2073 assessment measures and analyses
- 2074 • Continue to enhance assessment data gathering, storage, and retrieval for all programs
- 2075 • Continue the development of face-to-face and online training modules for the use of
- 2076 LMU and School of Education technology
- 2077 • Continue to strengthen field and clinical experiences in all School of Education programs
- 2078 • Continue to pursue improved recruitment, compensation, orientation, and professional
- 2079 development of adjunct faculty

2080

2081 Caylor School of Nursing (CSON)

- 2082 • Academic and Student Services continue to be a problem for the CSON since the
- 2083 majority of CSON sites are extended sites
 - 2084 ○ Student tutors for Nursing students are rarely available

2085

2086 College of Veterinary Medicine

- 2087 • The inaugural and proceeding classes have founded eleven LMU student chapters of
- 2088 national veterinary organizations
 - 2089 ○ Over 80% of our students are involved in at least one of these student chapters,
 - 2090 many are involved in multiple organizations
 - 2091 ○ LMU students play an integral role in the community
 - 2092 ■ 500+ volunteer hours per school year at Bell County Animal Shelter
 - 2093 ■ Local Farm Visits
 - 2094 ■ Support during Cumberland Gap Historical National Park events
 - 2095 ■ Trap-Neuter-Release Program
 - 2096 ■ Fundraisers for homeless pets
 - 2097 ■ Rescue Partner with BarkBox
 - 2098 ■ DVTC hosted Farm and Family Day
 - 2099 ○ LMU students begin to expand their national and global impact
 - 2100 ■ Student Association VMA Congressional Fly In; veterinary advocacy
 - 2101 issues discussed with congressional leaders
 - 2102 ■ Animal and human health mission to Costa Rica and Nicaragua
 - 2103 ■ Veterinary Mission work in Bolivia, additionally this included a human
 - 2104 health clinic and community outreach to local children.
 - 2105 ■ Dairy visits throughout Cayuga County in central New York

- 2106 ▪ Vaccinate and deworm former top race horses at Keeneland in Lexington,
2107 KY
- 2108 • Hired administrative assistant to Student Services and Admissions to work with students
2109 and student organizations to ensure they have resources to be successful
- 2110 • Conducted periodic student surveys to give students the opportunity to provide feedback
2111 on services offered
- 2112 • Comments from Comment Box in student lounge are addressed monthly at Deans
2113 Executive Council
- 2114 • Conduct end of course surveys
- 2115 • Collaborated with the LMU main campus and DCOM Student Services to provide an array
2116 of student services and student activities

2117 Duncan School of Law (LMU-DSOL)

- 2118 • DSOL administrators have increased collaboration with undergraduate and other graduate
2119 and professional programs by guest lecturing or teaching in Criminal Justice, Business
2120 and Political Science courses
- 2121 • When available, DSOL faculty members are assisting in the Pre-Law, Political Science
2122 and Criminal Justice programs by teaching independent study courses for undergraduate
2123 students
- 2124 • As part of its Professionalism Series, Student Services hosted a series of legal leaders
2125 from the Knoxville community and beyond, who provided insight into various aspects of
2126 the legal profession and the demands and responsibilities associated with the duties of an
2127 attorney
- 2128 • Student Services promoted and provided many pro bono opportunities and led the
2129 school's Access to Justice initiative with the Tennessee Bar Association
- 2130 • Student Services held several campus events for students including a fall and spring
2131 picnic, and advised the Student Bar Association in all activities, including the annual
2132 Barristers' Ball
- 2133 • Career Services are being utilized significantly by DSOL students and graduates,
2134 resulting in a 84% full-time employment rate for May 2015 graduates (60% J.D.
2135 Required* or Advantage; 24% Professional)
- 2136 ○ *This number is negatively influenced by bar passage
- 2137 ▪ Due to the lower bar passage than in years past our numbers of J.D.
2138 required jobs is much smaller

2140 School of Business

- 2141 • Three School of Business faculty have taught UACT-100
- 2142 • The School of Business is reinstating the ENACTUS student group
- 2143 • The School of Business conducted end of semester student course evaluations for the fall
2144 and spring semesters as well as oral exit interviews

2145
2146 DeBusk College of Osteopathic Medicine

- 2147 • Two (2) financial services officers are available to support both the DO and PA program
2148 students

- 2149 ○ The office provides student debt management seminars and provides students
- 2150 periodic emails regarding scholarship opportunities
- 2151 ○ Each officer provides one-on-one counseling for students as needed with an open
- 2152 door policy
- 2153 A student activities office supports both the DO and PA student government clubs (27)
- 2154 and interprofessional community activities
- 2155 ○ For the DO program, small groups are created to create “colleges” where students
- 2156 participate in recreational activities, study groups, and fellowship within a smaller
- 2157 community of a large class size
- 2158 A new full-time learning specialist or academic support personnel is currently being sought
- 2159 to support students

2160 **Objective 2.7:** *To provide appropriate student aid awards to eligible students.*

2161

2162 **Progress:**

2163

2164 Student and Enrollment Services

2165 • Made brief “College Expectations” presentations to 10 UACT 100 courses

2166 Formed the Student Life Co-Programming Team to encourage institutional collaboration in
2167 planning events for undergraduate and graduate students

2168 • Formed Diversity Appreciation Committee made up of a cross-section of students, faculty,
2169 and staff to advise the Office of Multicultural Student Services on the needs of
2170 underrepresented students from their departments’ perspective

2171 Formed the International Student Services Task Force to encourage inter-departmental
2172 collaboration to serve international students

2173 Started International Student Union to provide a support network for international students
2174 and American students who want to learn about other cultures

2175 Collaborated with Career Services to plan and implement a Career & Community Service
2176 Fair

2177 • Restructured the Resident Director position and developed a Resident Director duty schedule
2178 which includes office hours from 8:00 am – 8:00 pm

2179 • Clarified the roles and responsibilities of the Resident Assistant position and developed a
2180 Resident Assistant duty schedule which includes office hours after 4:30 pm and nightly
2181 “rounds” at 9:00, 10:00, and 11:00

2182 Created and introduced a 100+ page RA Manual to be used during training and to be kept by
2183 RAs as a reference throughout the school year

2184 Improved service to students and parents by instituting a 24/7 housing hotline which provides
2185 a way for on-campus residents to reach a Residence Life staff member at any hour, of any
2186 day, every day of the year

2187 Introduced an RA Challenge to encourage more educational and social programming within
2188 the halls, resulting in eighteen additional programs for Spring 2016

2189 Utilized the Resident Assistants to follow up with residents about registering for classes and
2190 completing the housing update process for Fall 2016 in order to help with retention efforts

2191 Improved service to students and employees by adding IDs, Parking Permits, and FERPA
2192 waivers as functions of the Office of Residence Life

2193 Increased faculty, staff, and student access from 4 hours/day to 12 hours/day

2194 Re-vitalized Welcome Weekend educational programming to include a New Student
2195 Convocation and Student Services Departmental Info Sessions

2196 Instituted “All Weekend, Every Weekend” programming to plan on-campus events
2197 and off-campus trips on Fridays, Saturdays, and Sundays

2198 • Partnered with Residence Life and the Wellness Center Staff to revitalize Intramural Sports
2199 involvement on campus. Created “friendly competitions” among residence areas to develop
2200 “Area Pride”

2201 • Planned and coordinated monthly “Get Outta Town” shopping shuttles

2202 Collaborated with the extended learning sites to host Student Appreciation Days, including
2203 Free Breakfast on test dates, Pizza Parties, and drawings for LMU apparel and accessories

- 2204 Hosted Free Donut and Coffee events the week of Early Registration to encourage students to
- 2205 register for Fall 2016 classes
- 2206 Began discussions about how to utilize Federal Work Study and Institutional Scholarships
- 2207 dollars to enhance student leadership opportunities
- 2208 • Sought recommendations from faculty and staff to identify “rising stars” with leadership
- 2209 potential and invited them to the Rising Stars Dinner
- 2210 • Planned and implemented the 1st Annual Student Leadership Retreat to enhance student
- 2211 leaders’ leadership skills, enhance collaboration and cooperation, and build community
- 2212 among student leaders
- 2213 Developed a Strategic Housing Plan for 2016-2017 and designed new paperwork to provide
- 2214 opportunities for returning students to choose their housing assignment before the end of
- 2215 Spring 2016 semester and new students to be placed according to a retention-focused model
- 2216 Transformed the Lincoln Ambassadors program into First Year Experience Peer Mentors for
- 2217 2016-2017
- 2218 Developed the PASSPORT TO SUCCESS program to improve the first year experience for
- 2219 LMU students and create a synergistic partnership with the UACT courses/faculty for 2016-
- 2220 2017
- 2221 Developed a 5 Star Program for Student Clubs & Organizations to increase student
- 2222 involvement in academic societies, social clubs, Greek Life, and Athletics for 2016-2017
- 2223 Created the Fall 2016 and Spring 2017 Student Activities Calendar to be included in the
- 2224 LMU School Datebooks for the 2016-2017 Academic Year
- 2225 • Created the inaugural Lincoln’s Activities Board to plan, implement, and review student-led
- 2226 campus activities, beginning in the 2016-2017 academic year

2227 College of Veterinary Medicine (CVM)

- 2228 Utilization of a joint DCOM/CVM Financial Aid Office
- 2229 CVM Admissions Office and the Financial Aid Office worked together closely to ensure
- 2230 that student needs are met
- 2231 Awarded 12 scholarships to first year CVM students

2232 Financial Aid

- 2233 Reassessed the undergraduate institutional financial aid practices/philosophy
- 2234 ○ The institutional financial aid policy is reviewed and revised annually to maintain
- 2235 consistency with university goals and resources
- 2236 ○ Financial aid used the Noel Levitz model exclusively for five years for financial aid
- 2237 packaging of new and transfer students on main campus
- 2238 ○ Diversity grant distribution was changed to offer more students the opportunity to
- 2239 receive this grant
- 2240 ○ For the 2015-2016 academic year, the aid matrix has been adjusted to compensate
- 2241 for the decrease in Tennessee lottery money for freshmen and sophomores; the
- 2242 academic scholarship award matrix increased for new incoming students
- 2243 ○ For returning students who lost academic or state-based aid and received LMU
- 2244 need-based financial aid, LMU only restored half of the amount of lost funds with
- 2245 institutional need-based financial aid
- 2246 ○ Institutional financial aid increased along with annual cost of attendance

- 2247 ▪ The Finance Office and Office of Financial Aid monitor spending
- 2248 continuously, though it is very difficult to provide students with an
- 2249 affordable financial aid package when recruiting against a free education
- 2250 Assessed retention rates
- 2251 ○ The Endowed Scholarships Committee identified current students who performed
- 2252 at levels at which annual/endowed scholarships can be awarded
- 2253 ○ Encouraged new students to notify the Executive Director of Financial Aid if
- 2254 performing at above a 3.0 GPA while enrolled at LMU
- 2255 Reviewed the required steps for full tuition scholarship recipients to include one or more
- 2256 of the following: personal interview, essay, letters of support, and change in criteria
- 2257 ○ In consultation with the Vice President of Student and Enrollment Services and the
- 2258 Director of Admissions, full tuition scholarships were awarded based on date of
- 2259 application received and completed
- 2260 ▪ No interview or essay were required for the 2014-2015 academic year
- 2261 Utilized the Enrollment Revenue Management System to develop and assess multiple
- 2262 econometrics
- 2263 ○ This is on-going and weekly reports are reviewed by Admissions, Financial aid
- 2264 Enrollment Management
- 2265 ○ Currently in the third year of a three year contract with Noel Levitz
- 2266 Improved interdepartmental communications
- 2267 ○ Cross training occurred on various occasions to improve communication
- 2268 ○ Leadership team meetings addressed communication issues
- 2269 ○ Admission counselors were much more involved with depth sounding when award
- 2270 letters were sent to families
- 2271 ▪ All Admissions Counselors can view the awards from Financial Aid to
- 2272 better inform prospective students and families
- 2273 ○ Document imaging is underway and the Office of Financial Aid shreds documents
- 2274 each year following the annual A-133 audit
- 2275 On-going activities
- 2276 ○ Identified students' financial needs and met those needs through a combination of
- 2277 grants, scholarships and self-help aid
- 2278 ○ Continued training work study students and supervisors
- 2279 ○ Re-evaluated the funding level of the Lincoln Grant component of the Financial
- 2280 Aid budget
- 2281 ○ Monitor Federal and State funds annually
- 2282 ▪ In 2015-16, Hope Scholarship recipients will lose \$500 for the first two
- 2283 years of study and for last two years, students will see an increase of \$500
- 2284 ▪ However, LMU will see fewer students receive Hope Scholarship award
- 2285 money during their junior and senior years; the scholarship model was
- 2286 adjusted to compensate for the \$500 difference
- 2287 ○ Continued to identify and counsel all students who are Tennessee Lottery
- 2288 Scholarship recipients
- 2289 ○ Created Consumer Information Taskforce which created single webpage for all
- 2290 Consumer Information requirements for LMU

- 2291 University Advancement
- 2292 Completed iModules training
- 2293 Viewed CASE Webinar: Creating a Career Services Program in Alumni Relations
- 2294 Viewed Crescendo Webinar: Faculty and Staff Giving
- 2295 Hosted 52 alumni and friends at Cincinnati Reds game
- 2296 Monitored annual fund increases until report
- 2297 • Developed new “update my information” form via dcomalumni.LMUnet.edu for DO and
- 2298 PA alumni
- 2299 Established plans for financial and professional growth of the DCOM Alumni
- 2300 Association
- 2301 Established plans for 3rd and 4th year osteopathic medical student outreach through
- 2302 mentorship program
- 2303 Established plan for annual tracking of DO and PA alumni data; first analysis performed
- 2304 Fall 2014
- 2305 Increased alumni-related content in DCOM 2015 Annual Report
- 2306 Sponsored events at DO and PA professional meetings, including:
- 2307 ○ AOA OMED
- 2308 ○ Tennessee Osteopathic Medical Association
- 2309 ○ Tennessee Academy of Physician Assistants
- 2310 ○ AACOM
- 2311 ○ American Academy of Osteopathy
- 2312 ○ American College of Osteopathic Family Physicians

2313 Academic Affairs

- 2314 • International Programs awarded 5 students a total of \$6,000 for credit-bearing study
- 2315 abroad programs through the President’s Study Abroad Scholarship
- 2316

2317 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 2318 Criminal justice program initiated two new student financial awards
- 2319 There were more scholarships and grants awarded to the School of AHSS students than
- 2320 any other school this past year
- 2321
- 2322

2323 Caylor School of Nursing (CSON)

- 2324 The CSON continues to apply for student scholarships with the help of other departments
- 2325 across campus and has successfully secured tuition awards for ASN and BSN students
- 2326 ○ The CSON has applied for and received HRSA traineeship awards over the past
- 2327 several years to provide support for MSN students
- 2328

2329 College of Veterinary Medicine

- 2330 CVM suffers a strategic disadvantage vs. legacy schools in scholarship offerings
- 2331 ○ Significant efforts have resulted in some scholarship offerings to date, but much
- 2332 more effort will be required to be competitive with established CVMs
- 2333 Spring Scholarship and Awards Ceremony
- 2334

- 2335 ○ 17 current students received scholarships totaling \$42,200
- 2336 ○ A \$500 CVM faculty established research award was also given to three students
- 2337 ○ This Spring, one student was awarded the F. Edward Hébert Armed Forces Health
- 2338 Professions Scholarship, which makes a total of two students receiving this
- 2339 ongoing full tuition scholarship
- 2340 Utilization of a joint DCOM/CVM Financial Aid Office
- 2341 CVM Admissions Office and the Financial Aid Office worked together closely to ensure
- 2342 that student needs are met

2343
2344 School of Business

- 2345 The School of Business worked with University Advancement office to offer
- 2346 scholarships to six outstanding students

2347 DeBusk College of Osteopathic Medicine

- 2348 The following scholarships were awarded for 2015-2016
- 2349 ○ DCOM Annual Scholarship - Award Amount: \$14,332.12
- 2350 ○ Jimmie Charles Whitt Memorial Scholarship at LMU-DCOM - Award Amount:
- 2351 \$2,127.74
- 2352 ○ John and Carol Howe Annual DCOM Scholarship - Award Amount: \$1,550.00
- 2353 ○ Mary Frances Gray Lundy Endowed Scholarship for LMU-DCOM in memory of
- 2354 James Charles Gray, Sr. - Award Amount: \$2,099.57
- 2355 ○ Neal Cross Memorial Scholarship - Award Amount: \$6,118.94
- 2356 ○ R.R. Evans Endowed Scholarship for DCOM - Award Amount: \$3,549.52
- 2357 ○ Alesha Hicks Memorial Scholarship for PA students – Award Amount: \$1,500
- 2358

2359 **Objective 2.8:** *Promote the service component of our mission statement to the University*
2360 *community.*

2361

2362 **Progress:**

2363

2364 University Advancement

2365

2366 Serving 27 rising senior high school women from Claiborne and Union Counties

2367 LMU Day of Giving (November 18, 2016)

2368
2369
2370
2371
2372
2373
2374
2375
2376
2377
2378
2379
2380
2381
2382
2383
2384
2385
2386
2387
2388
2389
2390
2391
2392
2393
2394
2395
2396
2397
2398
2399
2400
2401
2402
2403
2404
2405
2406
2407
2408
2409
2410
2411
2412

STRATEGIC GOAL III

Strengthen planning, budgeting and assessment.

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

Progress:

Finance

- The Institutional Strategic plan was reviewed to reflect changes in academic programming and instructional site development, assessment results and budget considerations
- The mission, goals and objectives of the colleges, divisions, departments and units were determined to be aligned with the Institutional Mission Statement and Strategic Plan
 - As mission statements for new programs were developed, particular attention was devoted to ensuring their alignment with the Institutional mission
- Each educational program and administrative unit documented changes and improvements based on assessment results and completed Prior Year Improvement Forms to record progress during 2015-16
- Budgeting for all units and the Institution demonstrates alignment with the Institutional mission, goals, objectives and strategic priorities
- LMU's mission served as the basis for all planning, budgeting and assessment practices during the 2015-16 academic year
 - Institutional and unit planning, budgeting and assessment activities reflect alignment with the Institutional mission statement and the Institutional and strategic goals derived from and supportive of the Institutional mission
- Financial forecast was developed for all colleges, divisions, departments and units
 - These forecasts were reviewed on a quarterly basis to assess the University's financial performance to plan
 - Any necessary adjustments to plan were developed as a result

Paul V. Hamilton School of Arts, Humanities & Social Sciences

- The school created, and in some cases revised, department and program mission statements and program and curricular outcome objectives for all major programs
 - All mission statements are tied to the University mission statement and to the School of Arts, Humanities, & Social Sciences mission statement and organizational chart
- The School of AHSS divided the department of Humanities and Fine Arts into two; Department of Humanities and Department of Fine Arts and Communications
 - This came about from information from our Outcomes Assessment reports as well as planning for the budget process for the 2017 budget
 - Bifurcating HuFA will make decision making more efficient and tracking budget use more clear and exact

2413 Duncan School of Law

- 2414 The DSOL administration requires all of its budget managers to justify how new requests
2415 meet the University and law school mission and enhance the program of legal education
2416 The law school works closely with the Vice President for Finance and her staff, both in
2417 developing its proposed budget in concordance with institutional priorities and ensuring
2418 that it remains within budget

2419 School of Business

- 2420 • The School of Business utilized consultant Jim Rose to facilitate discussions to align the
2421 school's mission statement and budget with the University's mission statement
2422 • All School of Business program outcomes are developed with the University's mission
2423 statement in mind
2424 ○ This is demonstrated by the outcomes assessment report's cohesion with the
2425 University's mission statement
2426 The Dean of the School of Business prepared and presented a balanced budget and cash
2427 flow for the school for University approval

2428 **Objective 3.2:** *Prepare a balanced fiscal year operating budget annually for Board of Trustee*
2429 *approval.*

2430

2431 **Progress:**

2432

2433 Finance

- 2434
- 2435 • The Budget Committee (President’s Cabinet), as a part of its ongoing review of
2436 institutional performance, evaluated all areas of the Institution to determine the optimal
2437 application of institutional funding
 - 2438 ○ This evaluation, coupled with the Institutional strategic plan, informed the
2439 development of departmental pro formas, which were consolidated into an
2440 institutional pro forma
 - 2441 ○ This document was then further refined into a balanced budget which was
2442 proposed to the Board of Trustees and adopted at a regular Board meeting
 - 2443 ○ This process continues to improve coordination and planning, resulting in
2444 significant improvements to overall budget development
 - 2445 Each budget officer prepared annual budget requests consistent with their approved pro
2446 forma and in keeping with individual unit plans and strategic priorities
 - 2447 ○ These budget requests were submitted for consideration by divisional vice
2448 presidents
 - 2449 Budget Committee members (Vice Presidents) reviewed all budget requests and
2450 departmental, divisional and institutional evaluation results as part of their decision
2451 making related to the allocation and reallocation of resources consistent with the strategic
2452 plan
 - 2453 The Budget Committee considered institutional priorities, goals and objectives from the
2454 institutional strategic plan in the development of the new fiscal year budget
 - 2455 The Budget Committee developed and proposed a balanced budget and cash flow
2456 projection for the President for further consideration by the Board of Trustees
 - 2457 The President presented the balanced budget and cash flow projection to the Board of
2458 Trustees for approval
 - 2459 Budget officers were made responsible for effective communication for their area during
2460 the budget process and ongoing review of revenues and expenses to ensure the financial
2461 results meet or exceed expectations

2461 Duncan School of Law

- 2462
- 2463 DSOL is finishing FY 2016 within the budget that was approved by the Board
 - 2464 The approved budget for FY 2017 reflects a significant increase in revenue and continues
2465 to make strides towards the goal of a neutral operating budget
- 2466

2467 **Objective 3.3:** *To prepare a rolling five year operating pro forma and cash flow that reflects*
2468 *strategic institutional priorities, including academic, operational and capital initiatives.*

2469

2470 **Progress:**

2471

2472 Finance

- 2473 • The Budget Committee evaluated the current five-year pro forma considering the
2474 University's recent financial history and trends
- 2475 Budgetary assumptions were developed using expense and revenue trend data, as well as
2476 available projections of future developments in the market
- 2477 Institutional research trend analysis was utilized to determine a realistic estimation of
2478 enrollment and expense needs for each program for the five year revenue projections and
2479 operating budget to reflect institutional priorities
- 2480 The President presented the five year operating budget to the Board of Trustees and
2481 received their approval

2482

2483 Duncan School of Law

- 2484 DSOL continues to use the five-year pro forma developed and approved in 2014 as a
2485 baseline for budgeting, making changes as necessary as institutional priorities shift

2486 School of Business

- 2487 The School of Business created a four year pro forma for the Doctor of Business
2488 Administration program and Master of Business Analytics

2489 **Objective 3.4:** *To provide budget for debt service, strategic initiatives and contingencies.*

2490

2491 **Progress:**

2492

2493 Finance

2494 The Board of Trustee approved budget for 2016-17 includes an expense line for Strategic
2495 Initiatives/Contingencies to cover new programs approved by the Board of Trustees,
2496 unplanned costs as approved by the President and to provide incremental funding for any
2497 outstanding debt service obligations

2498 Forecasts for operating revenues and expenses, as well as cash flow, were developed for
2499 the University financials

2500 A systematic forecasting process to include the individual departments has been
2501 implemented

2502 **Objective 3.5:** *To enhance budget management.*

2503

2504 **Progress:**

2505

2506 Finance

2507 Budget process for the 2015-2016 budget cycle continued to include all fiscal managers

2508 Each fiscal manager completed a budget package for their area which included operating
2509 expenses, new hire expectations and capital requirements

2510 Reviews of these budgets were initially completed between the fiscal manager and their
2511 Budget Committee member (Cabinet/VP) followed by meetings with Finance

2512 Statistical data, where possible was utilized to verify the appropriate allocations of
2513 University resources

2514 The submitted balanced budget was reviewed and approved by the Finance Committee
2515 prior to submission to the Board of Trustees

2516 While enhancement of budget management was successful during 2014-15 as evidenced
2517 by a positive year-end, specific programs and processes will continue to be enhanced in
2518 the coming year to support this objective

2519

2520 Paul V. Hamilton School of Arts, Humanities, & Social Sciences

2521 The School of AHSS has improved procedures for using funds for the performing arts
2522 and dinner theater as well as AITG

2523 Protocols now include pre-requests for approval channeled through the program
2524 and department assistant dean before purchases are made

2525 **Objective 3.6:** *To plan and budget for resources appropriate to support Lincoln Memorial*
2526 *University as a Level VI institution.*

2527

2528 **Progress:**

2529

2530 Finance

- 2531 Funding was continued for the Research department as part of the University budget that
2532 was approved by the Board of Trustees
- 2533 Increased funding for research was approved in the 2016-2017 budget in several areas of
2534 Academic Affairs

2535

2536 DeBusk College of Osteopathic Medicine

- 2537 One (1) medical research coordinator to support clinical faculty and students with clinical
2538 research; one (1) Health Sciences Community Research Specialist was hired through
2539 grant funds
- 2540 DeBusk Summer Research Grantees are determined by the DCOM Research Committee
2541 and included 11 students and \$15,393 was dispersed for student summer research and (3)
2542 Basic Medical Science student research awards totaling \$5,947
- 2543 Seven (7) are research projects with LMU-DCOM faculty and eight (8) are with
2544 outside universities
- 2545 Budget reflects \$162,632 in funds to support faculty research
- 2546 To date, \$45,700 was dispersed this academic year for research purposes to
2547 support six (6) faculty members
- 2548 \$207,624 of grants were awarded and received to support research efforts and 0.20 FTE
2549 was allotted for protected research time within the grants awarded, which ended in
2550 12/2015. \$26,000 and \$196,079 were awarded

2551

2552 **Objective 3.7:** *To utilize data to make informed decisions.*

2553

2554 **Progress:**

2555

2556 Finance

2557 Processes for making essential data available to decision makers continued to be
2558 improved during 2015-16

2559 Vice Presidents evaluated progress on strategic goals based on assessment and provided
2560 progress reports indicating the level of achievement of those goals

2561 Revenues and expenses continue to be reported in detail to allow more granular visibility
2562 into our financial performance thereby increasing opportunity for more data based
2563 decisions by function

2564 Revenue budgets for 2016-17 were created in a way to allow for semester, program or
2565 extended site financial reporting

2566 Feasibility studies and pro formas were developed concerning major program initiation
2567 decisions (i.e. College of Veterinary Medicine, updated Duncan School of Law, Doctor
2568 of Nursing Practice, Masters of Public Administration, and Doctor of Medical Science)
2569 that incorporated consideration of institutional capacity and market analysis

2570 • Careful attention was given to fulfilling the requirements of the Southern Association of
2571 Colleges and Schools-Commission on Colleges' Substantive Change requirements when
2572 initiating new programs or teaching sites

2573 All unit level Outcomes Assessment reports for 2015-16 indicate use of data in decision
2574 making

2575

2576 Paul V. Hamilton School of Arts, Humanities & Social Sciences

2577 The School of AHSS Data Team meets throughout the year analyzing data from NSSE,
2578 Student Opinion Surveys, graduating student surveys and other data tools

2579 ○ Actions were taken or policies were developed in response to program and student
2580 needs suggested by the data

2581

2582 School of Business

2583 The School of Business hired the Hannover Research Group to conduct a feasibility study
2584 for the greater Knoxville area for the new programs developed

2585 **Objective 3.8:** *To document status of strategic goals in an annual progress report.*

2586

2587 **Progress:**

2588

2589 Finance

2590 Each revision of the Institutional Strategic Plan includes a progress report for each
2591 strategic goal from the previous edition

2592 • The annual President's Report to the Board of Trustees (2014-15) included material
2593 related to fulfillment of institutional strategic goals

2594

2595 School of Business

2596 The School of Business participated in strategic planning retreat

2597 The School of Business strategic report included material and data related to fulfillment
2598 of institutional strategic goals

2599
2600
2601
2602
2603
2604
2605
2606
2607
2608
2609
2610
2611
2612
2613
2614
2615
2616
2617
2618
2619
2620
2621
2622
2623
2624
2625
2626
2627
2628
2629
2630
2631
2632
2633
2634
2635
2636
2637
2638
2639
2640
2641
2642
2643

STRATEGIC GOAL IV

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

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

Physical Plant

- Weekly evaluation of custodial, grounds, maintenance, water plant workers to manage workload effectively
- Daily distribution and monitoring of work orders to ensure efficient use of time; 4797 work orders for 2015-2016
- Provided maintenance, grounds, and custodial support at Alcoa/Blount Site
- OSHA 10 hour training for Physical Plant and Properties
- Additional campus lighting at Byram, Student Center, DAR, Duke, Burchett, McClelland, Peters
- Setup and takedown of all University events in Turner Arena
- Delivery & partial setup of 125+ events outside of Turner Arena
- All boulevard lighting changed to LED
- Added sidewalk at JFWA and from The Village to the Cafeteria
- Renovated both Fraternity Rooms in Avery
- Renovated the lobby & seating area of the Student Center
- Renovated Duke IS Department
- Renovated & relocated Cashier's Office & seating area in DAR
 - Installed new 60' flag pole in front of the Library
- Began replacement of ceiling tile in Turner Arena
- Replace two boilers at University Inn
- Complete demo and renovation of New Tazewell Medical Clinic
- Repaired leased building at England's prior location of New Tazewell Medical Clinic
- Complete rebuild of steps at the Cumberland Gap Pavilion
- Painted offices & replace ceiling in offices at Schenck
- Painted rooms in Avery
- Painted exterior of President's Office
- Painted offices in Duncan School of Law
- Added bird deterrent features to MANS, DCOM, Turner Arena and Business Education
- Painted multiple offices at Duncan School of Law
- Replaced exterior ground flood lights with LED floods at Duncan School of Law
- Added six LED wall pack lights to rear of Duncan School of Law
- Pressure washed all residential housing breezeways
- Pressure washed & cleaned windows at DCOM & MANS
- Constructed additional office space in rental space
- Produce and manage water treatment facility - 150,000 gallons + (daily average)
- Distribution Center
 - o Lease Pitney Bowes mail system for mail scanning system
 - o Added for Campus Post Office, new signage, remote doorbell, utility cart, hand truck, vehicle & truck wrap with LMU logo, Analog back-up camera for truck,

- 2644 install cargo bar, horizontal e-track & ratchet straps in truck, Tommy Gate for
- 2645 vehicle
- 2646 Print Shop moved from Arena to Student Center 3rd floor
- 2647 Water Plant
 - 2648 ○ Purchased new AMT self-priming pump to replace pump that needs repaired
 - 2649 ○ Valve & curb key kits & clean-out auger for manhole covers
 - 2650 ○ Replace Barksdale Transducers damaged by lightning
 - 2651 ○ Increased security measures at facility
 - 2652 ○ Installed reduced pressure zone backflow preventer at the LMU Tennis Complex
 - 2653 ○ Purchase new remote meter panel assembly & IPEX PVC Wye Strainer for Water
 - 2654 Filtration System
 - 2655 ○ Install backflow prevent & hatch in Golf Driving Range/Lacrosse Area
 - 2656 ○ Replace Hi & low valves (leaking) calibrate backflow preventer
 - 2657 ○ State certified backflow test on three backflow preventers at Dorothy Neely
 - 2658 Softball Field, Lamar Hennon Baseball Field & Track & Field Area
 - 2659 ○ Update Lead & Copper testing & submit Lead & Copper Notification
 - 2660 Certification to TN Dept. of Environment & Conservation, Division of Water
 - 2661 Resources
 - 2662 ○ State Certified Backflow Test on 35 devices on LMU Campus

2663 Interior Design & Special Events

- 2664 ● Moved President's home to Yorkshire
- 2665 Purchased dining room, living room, bedroom furniture, linens, kitchen items, curtains &
- 2666 rods, lamps etc. to decorate new Presidents Home
- 2667 ● Moved Presidents offices from Student Center to former President's home
- 2668 Cleaned out previous offices at student center to prepare for move and relocation of
- 2669 Administration Offices from Grant Lee
- 2670 Moved Grant Lee Administration Offices to former President Office suite
- 2671 ● Removed all decorations, stored and rehung items in President's new office suites and
- 2672 Administration Office
- 2673 ● Removed old carpet from conference room and selected and replaced with engineered
- 2674 hardwood in conference room and partial patio room (which is now Marsa's office)
- 2675 Decorated and moved University Medical Center into new building in New Tazewell
- 2676 Grand opening ceremony for UMC
- 2677 ● Purchase children's table and chair sets for Harrogate and New Tazewell UMC
- 2678 ● Physician's Assistant graduation - decorated
- 2679 ● VA Small Animal Clinic – opening
- 2680 ● VA site – Fall BBQ – decorated
- 2681 ● Women of Service – decorated 18 tables
- 2682 Physicians White Coat Ceremony decorated
- 2683 ● Clinch Powell Dinner at MNS – decorated
- 2684

- 2685 Ordered seven podiums for university
- 2686 Planning for Corbin Nursing to move to new location
- 2687 Purchased chairs student lounge area Virginia
- 2688 Relocation of plaques from student center to Kresge
- 2689 • Decorated for Ron White Luncheon – Lincoln Dining Room – Carol Campbell Museum
- 2690 • Moved Administration offices to old president's office suite
- 2691 Decorated for Vet Med White Coat Ceremony
- 2692 Planning for Fall Homecoming
- 2693 • Plan Fall Campus Decorations – purchased pumpkins, gourdes, fodder, ribbons, etc.
- 2694 • Homecoming Activities – Decorate – Presidents Breakfast, Donor Dinner, Dedication of MNS rooms etc.
- 2695 • Decorated for Dr. Carter Seminar – 22 tables
- 2696 Selected new outside lights for VA Lodge
- 2697 • Updated lobby of Harrogate Medical Clinic with new blinds, paint, ceiling fan, rugs, furniture, prints, children's table and chairs
- 2698 • Completely redecorated VA Lodge Lounge with new furniture, rugs, tables, bar and bar stools, lamps, prints, indoor light fixtures, TV's , bar supplies etc.
- 2699
- 2700 Decorated for Board of Trustee Meetings, breakfast, luncheons, and dinners at VA site
- 2701 Updated two offices in Kresge
- 2702 • Decorated three offices in Cumberland Gap – Arts – chairs, lamps, prints, clock
- 2703 • Planning and decorating campus, president's home, university lounge and Va. lodge for Christmas
- 2704
- 2705 Decorated foyer of Cumberland Gap Convention Center
- 2706 Selected paint and soft seating & outdoor furniture for Golf Complex
- 2707 Removed and stored items from Pace House
- 2708 Decorated the new Construction Office with new sofa and chairs, end tables, prints, lamps, coat racks and greenery
- 2709
- 2710 • Decorated for couples' luncheon at MNS
- 2711 • New shades for President's offices
- 2712 New drapes for Duke Auditorium
- 2713 Decorated bedrooms and bathrooms at VA Lodge with new sheets, mattress pads, quilts, comforters, pillows, bed overlays, lamps
- 2714
- 2715 Decorated Leadership Luncheon, Awards Dinner, Producers Circle Dinner, Professional Administrative Brunch, Graduation speakers dinner
- 2716
- 2717 Decorated for Board of Trustees Breakfast
- 2718 Decorated for Graduation
- 2719
- 2720 Decorated Lincoln Memorial University table for Chamber of Commerce Dinner
- 2721
- 2722

2723 Furniture Procurement & Design

- 2724 Furniture install in Virginia for the new 43, 187 sq. ft. small animal building
- 2725 Also included all interior signage
- 2726 Lockers installed in the Virginia small animal building
- 2727 Completed the move of the President's residence
- 2728 Moved from house on campus to house on Yorkshire
- 2729 Purchased and supervised install of new furniture for the new location of the UMC
- 2730 This also included all interior signage
- 2731 Organized the moves of dorm furniture to accommodate Kantos and summer camps
- 2732 Six new work stations for Athletic Training were installed
- 2733 Furniture install for new 4,900 sq. ft. golf complex
- 2734 Began planning for the Corbin move of nursing from the hospital to its new location
- 2735 Dorm project, implementing new software for inventory purposes
- 2736 Completed the move of Corbin nursing program to new location
- 2737 New lockers installed at UMC
- 2738 Construction offices were furnished, approximately 3,500 sq. ft.
- 2739 Cumberland Gap Arts Offices were furnished (three offices and a lobby/meeting area)
- 2740 Four counselors' offices in Grant Lee were furnished
- 2741 Had all dorm furniture removed from Grant Lee and stored for future use
- 2742 Avery Hall new furniture install for 11 offices on the third floor
- 2743 Set up an office additional office spaces with the President's Office.
- 2744 Established relationship with Jayson Phillips, VP of Logiflex
- 2745 This will be very important to LMU's future furniture purchases

2746 Sigmon Communications Center

2747 *Athletics*

- 2748 Televised/live streamed 133 LMU and local high school (football) events during the
- 2749 2015-16 academic year
- 2750 Regionally televised six men's basketball games using Sigmon crew producing the
- 2751 broadcast for WYMT-TV's sister affiliate EYMT-TV and WVLT-TV's sister affiliate
- 2752 MyVLT-TV
- 2753 During the past year the LMU Sports Network received advertising support from five
- 2754 national sponsors and five regional sponsors
- 2755 Provided live radio and tape delayed TV coverage of Cumberland Gap and Claiborne
- 2756 High School football games
- 2757 Televised/Live Streamed the NCAA Regional basketball tournament from Tex Turner
- 2758 arena
- 2759 Provided live radio coverage from the NCAA Division II basketball finals in Frisco, TX
- 2760 Provided live radio coverage of all LMU basketball games at the SAC Tournament from
- 2761 Greenville, SC

2762

- 2763 Recorded the SAC Cross Country Championships from Wasimoto Winds Golf Club
- 2764 Live radio broadcast of basketball coaches shows from the University Club, bringing the
- 2765 programs before a live audience

2766

2767 *Campus Audio Services*

- 2768 Worked with IT to institute an online work order system for campus audio requests
- 2769 Between January 2016 and July 2016-38 work orders were generated through this system
- 2770 Between July 2015 and the end of the Fall 2015 semester, Sigmon fulfilled 40 requests
- 2771 for audio services
- 2772 Audio services were provided for University Commencement, DCOM Commencements,
- 2773 White Coats, and theatrical and music events, Knoxville Symphony, tree lighting and
- 2774 other various events
- 2775 Provided audio services for local high school graduations, Cumberland Gap, Claiborne,
- 2776 Union County, Campbell County and Grainger County

2777

2778 *LMU Community TV*

- 2779 Continue to expand news coverage of community and campus happenings
- 2780 Added additional newscast during the week
- 2781 Added an entertainment and movie review report to each news broadcast
- 2782 Added a local and regional concert calendar to each news broadcast
- 2783 Worked with DCOM students on a health tip segment focusing on heart month, cancer
- 2784 awareness, breast cancer prevention & detection, flu season and other health issues
- 2785 Created a partnership with the Claiborne Animal Shelter for an adoption segment each
- 2786 week; shelter brings in two pets that are eligible for adoption each week for our Pet of the
- 2787 Week segment
- 2788 Televised and broadcast the third annual Servolution Telethon
- 2789 Integrated more students into the Sigmon work force
- 2790 Recorded the Lincoln Symposium at the Abraham Lincoln Library and Museum
- 2791 Live streamed and recorded the CAHA (Center for Animal Health in Appalachia
- 2792 Symposium) from the College of Veterinary Medicine
- 2793 Worked at the annual ROHO Shopping Spree
- 2794 Live streamed the Women of Service Fashion Show
- 2795 Broadcast the first athletics Lincoln Awards Ceremony from Sue & Sam Mars
- 2796 Performing Arts Center

2797

2798 *Radio*

- 2799 Started our Midday Classics radio show daily on WLMU-FM
- 2800 Created the Appalachian Extra Mile, a public service program that features local
- 2801 organizations and their good deeds in our region (airs weekly every Tuesday at 7:30 pm
- 2802 on WLMU-FM)

- 2803 • Tom Amis (“Amis in the Morning”, 6am-9am Monday through Friday) on WCXZ-AM
- 2804 has added nationally known author and personality interviews to his show
- 2805 ○ Some of the guests he has interviewed this past year include: Actors Cheryl Ladd,
- 2806 Vickie Lawrence, Ben ‘Cooter’ Jones, S. Epatha Merkerson, Jessie Johnson,
- 2807 Geraldine Hughes, Alexis Rodney, Dr. Jan Pol (The Incredible Dr. Pol), authors
- 2808 Scott Barry Koffman, Jane Bryant Quinn, Janette Sadik-Khan, Kim Bateman,
- 2809 Charles Steele, political figures Matt Bevin and Janeen Hampton, law
- 2810 enforcement officers Blake Pedersen (Alaska State Trooper) and Chief Jeff Buck
- 2811 and medical professionals Dr. David Magnano, Mark Pimental and Ron Harris
- 2812 Partnered with the College of Arts, Humanities & Social Sciences to produce a weekly
- 2813 recruitment and informational 30 minute program on WLMU-FM
- 2814 ○ Program airs each Wednesday at 4:30 pm and is re-aired during the week
- 2815 • Did a number of radio remote broadcasts in the community, including the Claiborne
- 2816 Health Department’s Baby Shower (July), grand opening of the LMU Medical Clinic in
- 2817 Tazewell, Pinnacle Performance one year anniversary, Sweet as Honey grand opening,
- 2818 Subway grand opening and other events
- 2819 Increased our social media presence for both WCXZ-AM and WLMU-FM
- 2820 • Utilized local personalities as ‘guest DJ’s’ on WCXZ-AM
- 2821 ○ These included Steve Gulley, Don Gulley, Vic Graves, Bill Sowder, Phil
- 2822 Leadbetter, Bryan Turner & Bill Turner
- 2823 • Provided live radio broadcast for all Railsplitter men’s and women’s basketball games on
- 2824 WLMU-FM
- 2825 Continue to provide a radio platform for local religious programming every Sunday on
- 2826 WCXZ-AM and WLMU-FM

2827

2828 *Social Media*

- 2829 Increased our social media footprint with all Sigmon brands
- 2830 LMU Community TV Facebook page has over 2100 likes as of June 15, an increase over
- 2831 last year of 40%
- 2832 Facebook likes for WLMU-FM have increased 15% as of June 15, jumping to over 250
- 2833 Facebook likes for WCXZ-AM have increased slightly, 8%, as of June 15
- 2834 Likes for the Monday Night Sports Talk show on all Sigmon platforms has jumped 30%
- 2835 to over 250
- 2836 All LMU Community TV newscasts are posted on Facebook and YouTube

2837

2838 Paul V. Hamilton School of Arts, Humanities and Social Sciences

- 2839 The Art program installed a new ceramic pugmill and has been recycling clay for reuse
- 2840 The Cumberland Gap Arts Center Baggage Building second floor was refurbished and
- 2841 renovated specifically for 2D art classes

- 2842 • The School of AHSS department chairs' meetings regularly include discussions regarding
- 2843 facilities usage
- 2844 The School is frequently asked for and accommodates the use of classrooms in Avery
- 2845 Hall by the J. Frank White Academy, School clubs, University clubs, and administrative
- 2846 departments for a variety of purposes
- 2847 As changes occur to buildings or buildings are removed or renovated faculty are able to
- 2848 more appropriately prioritize use and needs
 - 2849 ○ Information regarding facilities use is submitted to the University Facilities
 - 2850 Committee
- 2851 Offices for Department of Fine Arts and Communications were created at the
- 2852 Cumberland Gap Arts office center
 - 2853 ○ Three main offices were created and a small conference area
- 2854 MPA classes are held at the DSOL facility in Knoxville
- 2855 The Social Work program continues to use the DCOM Simulation Laboratory facilities in
- 2856 the training of social work juniors and seniors
- 2857 Make timely reports to institutional services to assess the effectiveness of audio-visual,
- 2858 and building physical plant concerns
- 2859 Theater program requested and has had installed window treatments in the windows in
- 2860 Duke Hall
- 2861 The Music program classroom needs for technology equipment was assessed, and up-to-
- 2862 date equipment and software has been installed
- 2863 Art department requested, received and installed a new kiln.

2864 Academic Affairs

2865 *Abraham Lincoln Library & Museum:*

- 2866 ALLM staff preparing design for new permanent exhibits as part of Kincaid remodeling

2867 Allied Health Sciences

- 2868 Schenck Center for Health Sciences had all interior rooms painted and all offices and
- 2869 common spaces were equipped with new furniture in anticipation of the Veterinary
- 2870 Medical Technology Program (VMTP) AVMA CVTEA accreditation site visit
- 2871 VMTP purchased three new anesthesia machines and three new multi-organ system
- 2872 anesthetic monitors

2873 College of Veterinary Medicine

- 2874 Small Animal Clinical Skills Building construction completed in August 2015
- 2875 Lincoln Memorial University-College of Veterinary Medicine (LMU-CVM) institutes the
- 2876 Center for Animal Health in Appalachia (CAHA) at the DeBusk Veterinary Teaching
- 2877 Center
 - 2878 ○ CAHA will host an annual conference on animal and public health issues in
 - 2879 Appalachia each October
 - 2880 ▪ The first conference occurred in October 2015
- 2881 The mission of CAHA is to improve animal health and public health in the Appalachian
- 2882 region through five initiatives

- 2886 1. Conferences, workshops and training programs to raise awareness and advance
2887 knowledge of animal and public health issues
2888 a. CAHA will host an annual conference each October starting in 2015
2889 2. Through LMU-CVM, CAHA will provide veterinary students from LMU-CVM
2890 and other schools with the opportunity to earn a Rural Animal Practice Certificate
2891 3. Community educational programs for Appalachian residents, farmers,
2892 veterinarians and others using the LMU-CVM facilities and online
2893 4. Public education and advocacy on animal health and public health issues affecting
2894 the Appalachian region
2895 5. Research and research-funding support related to Appalachian Animal Health and
2896 Public Health, including annual publication of the State of Animal Health in
2897 Appalachia

2898

2899 School of Business

- 2900 The administration of the School of Business researched office and classroom space and
2901 coordinated with the provost to ensure use of unused physical resources in developing
2902 new programs and future growth

2903 School of Mathematics and Sciences

- 2904 Work on the Conservation Biology Lab completed the floor sealing, guttering, external
2905 paint, signage
2906 o Fiber optic network access is still needed
2907

2908 **Objective 4.2:** *Provide a healthy, safe, and secure environment.*

2909

2910 **Progress:**

2911

2912 Administration

2913 Assess, prepare, and evaluate University safety and security operations in order to ensure
2914 compliance with regulatory agencies annually

2915 Update and review of all emergency evacuation plans (ongoing)

2916 Publicized emergency information in all areas (ongoing)

2917 Updated Health/Safety Critical Response Manual/Updated Committee reference

2918 • Travelers Risk Control Consultants Audit performed – April 2016

2919 Sanitary Survey of Community Water System 97%

2920 • Campus – Safety video’s added to Campus TV’s on Residence Hall Safety

2921 • Campus – MSDS online renewed & training on GHS (Global Harmonized System)

2922 • Campus – Forklift Workshop Training Safety Video & cards

2923 • DCOM & MANS – replace out of date AED pads

2924 • DVTC – Industrial Hygiene Assessment-Formaldehyde Testing

2925 • Mary S. Annan Natatorium – purchase new Heart start Defibrillator & AED Cabinet

2926 • Math & Science – Industrial Hygiene Assessment-Formaldehyde Testing

2927 SIS Program for EPA (one year) from DLC Solutions

2928 • SPCC Plan Update, SPCC Training (Environmental Spill Prevention Control &
2929 Countermeasure – reference electronic location

2930 • Campus TV’s – PowerPoint presentations are used to display events via campus digital
2931 signage

2932 ○ Updated every Monday or as needed if events change (due to weather)

2933 Created five promotional positions

2934 ○ One Lieutenant, two Sergeants, one Dispatch Supervisor, and one Security
2935 Supervisor

2936 Revised and created numerous different policies, including inclement weather,
2937 earthquake, active shooter, E-2 Campus Alert, etc.

2938 • Partnered with Governor’s Highway Safety Organization (GHSO) to implement the
2939 SAFE and Speed awareness campaigns

2940 • All of our sworn officers are Reserve Deputies with the Lee County Sheriff’s Office,
2941 giving us full law enforcement powers on the Virginia Campus

2942 Certified a Dispatch Trainer

2943 Hosted a Free Firearms Instructor Class to surrounding agencies (10 different agencies
2944 participated)

2945 Hosted two Local Emergency Planning Commission (LEPC) meetings

2946 Created a new Critical Incident Response Team

2947 • Provided Active Shooter Training for the Union County School System, and the Union
2948 County Sheriff’s Office

2949 • Conducted Use of Force training for the Campbell County Sheriff’s Office

2950 Provided campus wide Lockdown training for all faculty and staff

- 2951 Provided safety training for Housing RDs and RAs
- 2952 Revised the Police Policy Manual
- 2953 Updated all of the Student Threat Assessment cases
- 2954 We currently have 19 cases, of which 14 have been cleared and closed
- 2955 We have partnered with the Tennessee Highway Patrol K-9 Unit to provide bomb sweeps
- 2956 prior to any scheduled major event on campus, such as the NCAA Basketball
- 2957 Tournament, graduations, etc.
- 2958 Obtained new Class A uniforms for all sworn officers
- 2959 Have maintained updated training for all employees (Dispatch, Security, and Police)
- 2960 Re-worked schedules at the Vet School to save in overtime, while still providing the
- 2961 same 24 hour security coverage at the site
- 2962 Updated the Missing Person Reporting Protocol to align with the Suzanne Lyall Campus
- 2963 Safety Act and the National Child Search Assistance Act
- 2964 Developed a new procedure on how to properly dispose/destroy Criminal Justice
- 2965 Information that is no longer required to be kept by the LMU Police and Security
- 2966 Department
- 2967 Used GHSO grant money to purchase flashlights for all police and security personnel
- 2968 Used GHSO grant money to purchase additional barricades and cones to assist with
- 2969 special events
- 2970 Joined the International Association of Campus Law Enforcement Administrators
- 2971 Joined the Tennessee Association of Chiefs of Police
- 2972 Attended the Campus Safety Conference
- 2973 Lockdown Procedure Presentation at UNLV at the Higher Education Unified Summit
- 2974 Three public safety announcements on Parking, Alcohol and See Something say
- 2975 Something Campaign
- 2976 Provided two solar powered crosswalk signs below DCOM
- 2977 Extended LMU Security at Knox County and Blount County Off-Sites by utilizing LMU
- 2978 Armed Guards
- 2979 Hired an Extended Site Security Coordinator
- 2980 Installed Emergency Phones in all classrooms
- 2981 Dispatch monitors over 500 cameras, 24 hours per day, 365 days per week
- 2982 Completed the TBIRS, Clery Act, and Consumer Information on our website
- 2983 Attended the Behavioral Intervention Team Training in Chattanooga, TN
- 2984 Conducted over 80 background checks pertaining to non LMU employee/student
- 2985 Summer Camp activities
- 2986 E2Campus campaign during move in day on campus & at beginning of semester at
- 2987 Knoxville location (ongoing)

2988 Risk and Insurance

- 2989 Managed property coverage for 80+ structures professional liability coverage for 25+
- 2990 programs
- 2991 Continued to evaluate existing insurance coverage to ensure adequate coverage
- 2992 Obtained new program coverages in Virginia and Tennessee as approved
- 2993 Obtained new property coverage in Tennessee and Virginia as approved
- 2994

- 2995 Worked closely with Athletics and Student Services to ensure risk free programs on
- 2996 campus
- 2997 Processed certificates of insurance and claims history reports for graduating students in
- 2998 our professional programs
- 2999 Approved university drivers after successfully transitioning to new MVR search company
- 3000 with decrease in research time
- 3001 Continued to work closely with physical plant to reduce facility liability exposure

3002
3003 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 3004 A workshop for active shooter aggression was completed
- 3005 Lighted exit signs were replaced and/or installed
- 3006 Security personnel provided a training on how to accept alerts, how to contact security,
- 3007 and under what conditions security or off-campus emergency responders are to be alerted

3008 School of Business

- 3009 The School of Business faculty and staff participated in fire drills, active security training,
- 3010 CPR training, and sexual harassment training

3011

3012 **Objective 4.3:** *Enhance and sustain the Institution's Human Resources (HR).*

3013

3014 **Progress:**

3015

3016 Human Resources

3017 Initiated conversion to a Kronos Timekeeping System from the current EMMA system for
3018 all hourly employees

3019 Initiated communications and planning for the new overtime rules published by the federal
3020 Fair Labor Standards Act

3021 Human Resources one day a month at Knoxville locations

3022 Participated in Job Fairs

3023 Benefits Administrator presented recorded/videoed benefits open enrollment process for
3024 mandatory employee meetings

3025 LMU Years of Service Awards and the Administrative Professionals Day Luncheons
3026 conducted by Human Resources

3027 TIAA-CREF representative for individual counseling sessions for LMU employees on
3028 campus

3029 Millennium representatives presented individual counseling sessions and group meetings
3030 on retirement for LMU employees

3031 Four hundred and sixty-two employees attended the group meetings and 279
3032 employees signed up for individual counseling sessions

3033 Recruitment, Training, and Safety Administrator completed the implementation to
3034 PeopleAdmin, an automated applicant tracking system

3035 Offered University training on PeopleAdmin

3036 HR Director and Payroll Administrator initiated Colleague Position Management in
3037 conjunction with Finance Department

3038 Initiated an RFP for Employee Benefits Insurance Broker and Consulting Services

3039 Review and updating of current University Policies

3040 HR Administrative Assistant continues Image Now, for an electronic storage of employee
3041 records

3042 Recruitment, Training, and Safety Administrator reported workers compensation cases
3043 100% of the time within 3 days of injury as compared to a 72.4% in 2012

3044 Human Resources staff provided support for over 1,000 full time and part time employees

3045

3045 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

3046 Two years ago, the School of AHSS established a faculty mentoring program to include
3047 assignment of mentors, scheduled mentoring meetings each semester, workshops on
3048 academic matters such as advising and registration, and discussions with LMU
3049 departments with information helpful to new faculty

3050

3051 School of Business

3052 The School of Business coordinated faculty and staff interviews and implemented a
3053 process to hire eight new faculty and staff members

3054

3055 **STRATEGIC GOAL V**

3056 *Ensure effective and efficient use of technology.*

3057
3058 **Objective 5.1:** *Plan and budget for appropriate technological resources, including staff,*
3059 *software and hardware.*

3060
3061 **Progress:**

3062
3063 Information Services

- 3064 Procured and managed maintenance agreements for infrastructure hardware to assure
- 3065 reliability
- 3066 Procured annual software assurance for academic software
- 3067 Microsoft campus agreement to include Microsoft Training academy
- 3068 New computer support technician added
- 3069 New Senior application support specialist added
- 3070 Migration from AT&T long distance to SIP provider with annual savings of \$36,000.00
- 3071 Migration from on-premise to VMWare cloud with annual savings of \$250,000.00

3072
3073 Duncan School of Law

- 3074 The Law School Facilities/Technology Committee worked with the Chief Technology
- 3075 Officer and did a walkthrough of the Law School to discuss technology needs and
- 3076 provide IS with a list of technology issues to address
- 3077 • Lexis has recently upgraded the Law School's existing student printer
- 3078 ○ In addition, Lexis has also provided the law school with a dedicated faculty
- 3079 printer that requires no support from the IS department and is wholly maintained
- 3080 by the Lexis law student representatives
- 3081 ○ Lexis provides toner and paper for both printers, thus decreasing the demand on
- 3082 LMU printers and reducing overall printing costs
- 3083 • To address the unreliability of the Law School's web-based ResponseWare interactive
- 3084 polling program through TurningPoint and to collect more valid assessment data, the Law
- 3085 School investigated alternative interactive polling programs during academic year 2015-
- 3086 16
- 3087 ○ In Fall 2017, the Law School will transition to a clicker-based polling program,
- 3088 also through TurningPoint, paid for through the Dean's discretionary budget
- 3089

3090 **Objective 5.2:** *Provide and maintain technology infrastructure.*

3091

3092 **Progress:**

3093

3094 Information Services

3095 Upgraded 176 faculty and staff pc across all campuses

3096 Direct private connection to VMWare data center

3097 Migrated 226 servers to the VMWare cloud

3098 Upgraded phone system to eliminate long distance with SIP

3099 Security audit of all internal and external systems

3100 Implemented new McAfee IDS system

3101 CrashPlan personal desktop backup system deployed to select clients

3102 Migrated email spam solution to ProofPoint cloud solution

3103 IT provided services with 99.991% uptime from July 2015 to July 2016

3104 DSOL wireless upgrade

3104 DCOM wireless upgrade

3105 Network peering with Facebook and Netflix

3106 • Technology buildout: Shipping and receiving, driving range, president's office, Corbin
3107 site, DVTC, Cumberland Gap offices, Avery Hall 114, Lacrosse, and New Tazewell
3108 clinic

3109 Technology upgrades DCOM, BusEd, and DSOL to accommodate HD inputs

3110 Implemented Michelangelo reporting software for University Advancement

3111 Implemented College Scheduler to enhance student registration

3112 Implemented Recruiter version 4.0

3113 Upgraded Business Objects service pack 6 reporting software

3114 Image Now system upgrade

3115 Implemented McAfee antivirus software across all sites

3116 Implemented Avaya network access control system across all sites

3117 • Performed routine network monitoring of LMU's switched network for performance and
3118 high availability

3119 Performed routine maintenance, firmware upgrades and monitoring of LMU servers for
3120 performance and availability

3121 • Performed routine maintenance, firmware upgrades and monitoring of the LMU's
3122 hardware appliances to assure security, optimum performance and high availability

3123 Performed routine maintenance, firmware upgrades on 168 windows servers

3124 Maintained timely updates on over 2900 windows workstations (faculty, staff and
3125 students)

3126 Maintained and verified timely and valid backups of the Ellucian systems on an hourly
3127 basis

3128 Maintained and verified timely and valid backups of all mission critical systems

3129

3130 Verified disaster recovery with co-locations

3131 Academic Affairs

3132 *Abraham Lincoln Library & Museum:*

3133 Upgraded wireless internet service at Dr. Robert L. Kincaid Endowed Research Center

3134 ALLM Purchased tablets for research use in Dr. Robert L. Kincaid Endowed Research Center

3135 Inventoried and evaluated Museum collections for items supporting Kincaid research projects

3138 Duncan School of Law

3139 The Law School Facilities/Technology Committee worked with the Chief Technology Officer and did a walkthrough of the law school to discuss technology needs and to provide IS with a list of technology issues to address

3140 • The Law School installed a new SMART kapp IQ interactive whiteboard in a study room as a “pilot” to determine the appropriateness of installing similar technology in additional study rooms and classrooms

3141 • In Fall 2017, the Law School will transition to a clicker-based polling program, also through TurningPoint, paid for through the Dean’s discretionary budget

3147 **Objective 5.3:** *Provide training opportunities for faculty, staff, students and technology support*
3148 *staff.*

3149
3150 **Progress:**

3151
3152 Information Services

- 3153 Seventy-three private training sessions completed
- 3154 Provided training to incoming DCOM students
- 3155 Provided training to incoming NA/FNP students
- 3156 Provided training to incoming PA students
- 3157 Provided training to incoming VetMed students
- 3158 Provided training to incoming DSOL students
- 3159 Trained additional administrative users in the use of the Colleague report writing tool
- 3160 Trained new security staff on Avigilon security camera software
- 3161 Trained security staff on the NCC fire system
- 3162 Training request work order template made available on the Helpdesk site
- 3163 Thirty-seven private classroom technology training sessions completed

3164 Academic Affairs

3165 *Abraham Lincoln Library & Museum:*

- 3166 • ALLM staff and volunteer participated in Past Perfect 5.0 Training webinars to manage
3167 the Museum's collections better

3168 Duncan School of Law

- 3169 DSOL librarians provided in-class training for all required 1L courses on LibGuides
3170 designed to support the curriculum
 - 3171 ○ A LibGuide is created for each of the 1L courses and includes links to related
3172 digital and print study aids through our license with West Academic's Study Aids
3173 and the Lexis OverDrive ebook collection
 - 3174 ○ Other LibGuides were created to direct students to Finding Practice Problems on a
3175 specific subject and highlight the other resources the library subscribes to such as
3176 Quimbee, CALI, BARBRI AMP, and Courtroom Cast
- 3177 DSOL librarians provided in-class training on two subject specific upper-level writing
3178 courses
 - 3179 ○ The sessions focused on the databases the library subscribes to that support each
3180 subject area, International Comparative Law and Education Law
- 3181 • DSOL librarians also provided a faculty training session on the upgraded federated
3182 research platform, Aquabrowser, the new Bepress features for the faculty's Selected
3183 Works pages, and an overview of how the library supports the curriculum through course
3184 LibGuides
- 3185 At the beginning of Fall 2015, a faculty workshop was conducted on learning outcomes
3186 and assessments to discuss American Bar Association Standards 301, 314 and 315

3187 **Objective 5.4:** *Provide user support for technology services.*

3188

3189 **Progress:**

3190

3191 Information Services

3192 IS Helpdesk closed 23,519 work orders

3193 Provided support for 125 video conferences

3194 Recorded and edited 2136 lectures via Mediasite

3195 Provided tech support for nursing online ERI testing

3196 Provided technical support for all DCOM, PA, VetMed online exams

3197 New categories added to the LMU IS Helpdesk site for more detailed work requests

3198 Re-deployment of LMU automated attendant

3199 New IS Helpdesk call script implemented

3200 New IS Helpdesk expanded hours for after-hours coverage

3201

3202 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 3203
 - The School of AHSS, in conjunction with Sigmon Communications Center, produces a
- 3204 weekly radio program in support of the Arts, Humanities, and Social Sciences – and
- 3205 LMU in general

3206

3207 Duncan School of Law

3208 The DSOL librarians provide support to the faculty in the use of Espresso and

3209 Scholastica to manage faculty scholarship submissions to law reviews and journals

3210 The library supervised Research Assistants who work directly or as a pool for faculty

3211 research needs

- 3212
 - “Technology Days” were scheduled for students to address technological concerns with
- 3213 their laptops

3214 Regular communications and instructions were posted on TWEN and emailed to students

3215 to address student students about ExamSoft and to ensure its proper operation during

3216 examinations

3217 **Objective 5.5:** *Plan and implement necessary resources and services for radio/television*
3218 *stations.*

3219 **Progress:**

3220 College of Veterinary Medicine

- 3221 Provided audio and video services to CVM for White Coat ceremony
- 3222 Provided video services for CVM including recording class lectures, instructional video
3223 and CVM student/charity activities
- 3224 Produced promotional video for College of Veterinary Medicine
- 3225 Live stream of 1st CAHA conference

3226 **Objective 5.6:** *Provide appropriate support for research initiatives at the University.*

3227

3228 **Progress:**

3229

3230 Information Services

3231 Supported Institutional Effectiveness in reporting needs

3232 Provided an in-depth financial aid data analysis for the common data set

3233 Upgraded Colleague for all federal regulatory releases

3234 Provided enrollment and financial data from the colleague system to Institutional
3235 Research to support institutional, state and federal reporting requirements

3236

3237 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

3238 The School of AHSS Research Committee provides training on the mini-grant process
3239 and procedures

3240

- o The committee also discusses ideas for undergraduate student research and
3241 scheduling outside researchers to visit campus

3242 Departmental travel funds are used primarily for research travel

3243 **Objective 5.7:** *Develop and maintain a high quality external website.*

3244

3245 **Progress:**

3246

3247 Information Services

3248 New website launched October 2015

3249 New website fully mobile compliant

3250 New MyLMU mobile app

3251 LMU Recruiter admission application fully mobile compliant

3252 MyLMU fully mobile compliant

3253 WebAdvisor fully mobile compliant

3254 MyLMU portal upgrade

3255 External web updated monthly with new image slides

3256 CMS expanded to show and report all broken links

3257 CMS deployed to each department for site updates

3258 School of Business

3259

- The School of Business worked with IS on school's individual website

STRATEGIC GOAL VI

Enhance resources.

Objective 6.1: *Create an environment of practical, helpful collaboration and service across the main campus and all extended learning sites and the community.*

Progress:

University Advancement

- Alumni Services partnered with DSOL and DCOM to offer a Networking Night for Graduate students; enrolled three new alumni and received gifts
- Alumni Services partnered with Student Services to assist in activities such as the “Rising Stars” program
- Offered career networking opportunities
- Alumni Services hosted either Homecoming activities or graduation receptions at nearly all extended sites
- Worked with athletics to host “L” Club receptions welcoming back over 60 athletes
- Worked with Admissions to host move in day and handed out water to 100’s of students and their families
- Working to establish a Student Alumni Board set to begin August 2016
- Working with Admissions to create Alumni Recruitment Teams (ART)
 - Aid with Alumni Mentors program
- Evaluating Alumni Travel Programs offering CEUs
- Worked with academic deans to promote fundraising within schools

LMU Women of Service Recruiting New Students TheCORE: Youth Leadership Symposium 2016

- Cultural understanding, Overcoming obstacles, Roles and responsibilities, Education
- A program of LMU Women of Service
- Funded by a grant of \$14,650 from the Women’s Fund of East Tennessee and other private gifts
- Serving 27 rising senior high school women from Claiborne and Union Counties
- Campus residency July 11-15, 2016
- Building confidence and a pathway out of generational challenges

Opportunities for Reconnecting, Renewing and Recruiting

- LMU Family Night at the Smokies July 8, 2016
- TheCORE: Campus residency July 11-15, 2016
- LMU Women of Service Fashion Show (August 18, 2016, Arena)
- National Alumni Golf Outing (September 16, Wasioto Winds)
- Upholding the Constitution with Judge James L. Cotton, Jr. (September 21, 2016)
- Homecoming (October 6,7, and 8)
- Live to Lead with John Maxwell (October 7)
- LMU Day of Giving (November 18, 2016)
- LMU Tree Lighting and Knoxville Symphony Chamber Orchestra, WOS Christmas Festival (December 1, 2016)

3306 Academic Affairs

3307 *Abraham Lincoln Library & Museum:*

- 3308 ALLM has hosted special events for Appalachian Literary Festival, Arts in the Gap,
3309 Kanto, and other academic groups on campus
- 3310 ALLM has provided special tours and presentations for efforts to recruit about 1,000
3311 potential students, faculty and staff
- 3312 ALLM and Library made a joint exhibit for Martin Luther King Day commemorations
- 3313 ALLM used Facebook and Twitter to promote Museum programs and to co-market with
3314 other LMU departments
- 3315 ALLM hosted Tri-State tourism initiative
- 3316 ALLM hosted and helped plan with University Advancement the Eleanor Yoakum
3317 Highway Dedication

3318
3319 *International Programs:*

- 3320 Collaborative projects include:
- 3321 ○ First LMU Film Series (co-sponsored by International Programs, Student Services,
3322 Multicultural Student Services, Carnegie Vincent Library, the Abraham Lincoln
3323 Library and Museum, and Arts in the Gap)
 - 3324 ○ International/Multicultural Dinners (co-sponsored International Programs, Student
3325 Services and Multicultural Student Services)
 - 3326 ○ International Programs and the Department of English collaborate on enhancing
3327 academic support services to international students (with a focus on academic
3328 writing)
 - 3329 ○ First international UACT session, Fall 2015
 - 3330 ○ Yoga and Wellness Classes (co-sponsored with Student Services)

3331 Duncan School of Law

- 3332 • DSOL coordinates the marketing efforts of its admissions and part-time social media with
3333 the university's Public Relations staff and its fundraising effort with the Office of
3334 University Advancement
- 3335 Other LMU programs are being offered out of the DSOL facility, including the Master of
3336 Public Administration program, and soon the Doctor of Business Administration and
3337 Master of Business Administration programs
- 3338 • DSOL has sought to improve its relationship with the Office of Administration by,
3339 among things, conforming its calendar to the university's calendar, obtaining guidance
3340 regarding its procedures regarding use of the law school facility by outside organizations,
3341 and seeking assistance with coordinating its office reorganizations
- 3342 Representatives from the HR Department offer monthly DSOL campus visits
- 3343 • The University's Vice President of Public Affairs and General Counsel has taught
3344 multiple courses at the law school
- 3345

3346 School of Business

- 3347 The School of Business faculty and staff coordinated with other schools and programs to
3348 provide curricular assistance in business teaching

3349 **Objective 6.2:** *Increase unrestricted donations through giving and alumni participation by*
3350 *building a broad base of annual support.*

3351 **Progress:**

3352

- 3353 • Raised \$86,172 in Annual Fund contributions as of June 14, 2016
- 3354 • Increased undergraduate alumni giving rate to 5.17 percent as of June 14, 2016, up from
3355 5.04 percent as of June 30, 2015
- 3356 • Completed the 12th successful MVT fundraising test during Fall 2015, and planned for
3357 test 13 starting in Summer 2016
- 3358 • Received gifts from 178 full-time faculty and staff in 2015-16, increasing the faculty/staff
3359 giving rate to 28.96 percent (up from 27.75 percent as of June 30, 2015)
- 3360 • Maintained active friends giving rate of 13.36 percent as of June 14, 2016
- 3361 • Experienced a 21% Increase in Alumni activity participation
- 3362 • Over 100 alumni returned to main campus for Alumni Day at the Ballgame
- 3363 • Twelve people who met at LMU and married returned for a luncheon
- 3364 • Revitalized the Tri-Cities Alumni Chapter with 25 alumni in attendance
- 3365 • Hosted 14 alumni events since last November; resulting in around 180 alumni
3366 Reconnecting and Renewing relationships with LMU and other alumni
- 3367 • Hosted two breakfasts for graduates and their families attended by over 1,000 graduates
3368 and their families and signed up 100's of new alumni
- 3369 • Increased alumni membership by 50%
- 3370 • Two hundred and twenty-four alumni, staff, faculty and friends of LMU attended in
3371 LMU Night at the Smokies July 2015
- 3372 • DSOL Graduation Family BBQ hosted by DSOL and Alumni Association May 6 had 16
3373 DSOL grads and their families, totaling over 80 participants
- 3374 • Ten alumni participated in the June 2015 LMU Travel Program; 19 participated in the
3375 June 2016 program
- 3376 • Seventeen teams participated in the alumni golf tournament
3377 ○ There were 48 hole sponsors resulting in \$7,175 in funds raised
- 3378 • Giving to Democrat Hollow fund increased by 10%
- 3379 • Alumni engagement on Facebook and Twitter increased by 3,704%
- 3380 • Sold 546 Dollywood tickets

3381

3382 *Athletic Fundraising*

- 3383 • Athletic Legends Program – 60 alumni honored
- 3384 • Ring Celebration
 - 3385 ○ The 1971 basketball team, winners of the Eastern Division Volunteer State
3386 Athletic Conference title under the direction of the legendary Dean C. Bailey
 - 3387 ○ The 1975 baseball team, also coached by Dean Bailey, captured the Eastern
3388 Division Volunteer State Athletic Conference Championship
- 3389 • Twenty thousand Twitter impressions the day between the semifinals and the finals for
3390 men's basketball tournament
 - 3391 ○ 1.2 million viewers for the championship game
- 3392 • Athletic Golf Outing May 20, 2016
- 3393 • Outright athletic fundraising has increased by 81.95 percent fiscal year-to-date
- 3394 • LMU L Club membership has increased to 150 members

3395 *Upcoming Opportunities for Reconnecting, Renewing and Recruiting*

- 3396 • Establishment of a Student Alumni Board
- 3397 • LMU Travel Program 2016 June 18-25 to Hawaiian Islands
- 3398 • Summer Alumni Chapter meetings - Southwest VA, Lakeway, Claiborne
- 3399 • Establishment of Knox/Anderson/Campbell County Alumni Chapter
- 3400 • LMU Family Night at the Smokies - July 8
- 3401 • LMU Alumni Golf Tournament - September 16 - Wasioto
- 3402 • HOMECOMING October 6-8, 2016
- 3403 • Completed 2015 Alumni Tracking on all DO and PA alumni
 - 3404 ○ 97% (686/709) of DO graduates were located based on licensure information
 - 3405 ■ 45% (310/686) of DO graduates practice in an underserved area
 - 3406 ■ 12% (79/686) of DO graduates practice in a rural area
 - 3407 ■ 67% (460/686) of DO graduates practice a primary care specialty
 - 3408 ■ 27% (186/686) of DO graduates practice in Appalachia
 - 3409 ○ 85% (255/301) of PA graduates were located based on licensure information
 - 3410 ■ 47% (119/255) of PA graduates practice in an underserved area
 - 3411 ■ 30% (76/255) of PA graduates practice in a rural area
 - 3412 ■ 48% (122/255) of PA graduates practice in Appalachia
- 3413 • Facilitated merger of PA graduates into current LMU-DCOM Alumni Association board
- 3414 structure
- 3415 • LMU-DCOM Office of Alumni Services hosted 11 events in calendar year 2015
- 3416 • Established formal mentorship program (MATCHMaker Program) between DO alumni
- 3417 graduates and third- and fourth-year LMU-DCOM students
- 3418 • LMU-DCOM Office of Alumni Services participated in orientation events for DO Class
- 3419 of 2019 and PA Class of 2017
- 3420 • Completed 2015 LMU-DCOM Annual Report; distributed at DO and PA graduations and
- 3421 available online
- 3422 • Grew LMU-DCOM Alumni Facebook page by 169 likes
- 3423 • LMU *DSOL*
- 3424 • 30 students enrolled for August (same time last year had 18, Last year's class was over
- 3425 50, a much larger class is expected this year based on current numbers.)
- 3426 • 17 students graduated May 7
- 3427 • This summer the vast majority of 1L and 2L students employed in jobs and externships in
- 3428 various positions including; Federal Judges in the Eastern District, U.S. Attorneys Office,
- 3429 Criminal Court of Appeals Judges, Workers Compensation Panel, Knox County
- 3430 Chancery and Knox County Circuit, various Sessions' Court Judges, and various D.A.
- 3431 and P.D. offices across East TN and as far west as Memphis
- 3432 • Have students with law firms and law offices. Our graduating students are also having
- 3433 success in finding employment
- 3434

3435 Duncan School of Law

- 3436 • In Fall 2015, DSOL held a portrait unveiling for Judge Joe Duncan at the law school
- 3437 ○ The event was well-attended by the Duncan family as well as by members of the
- 3438 local bench and bar
- 3439 ○ Several sponsors were obtained for the event, so it also served as a fundraiser

- 3440
- 3441
- 3442
- 3443
- 3444
- 3445
- 3446
- 3447
- 3448
- In Spring 2016, DSOL held its annual fundraiser at the law school, which included a silent and live auction
 - In May 2016, the Office of University Advancement hired Fred Markham as Director of Major Gifts, Duncan School of Law
 - DSOL continues outreach efforts to its alumni base
 - We are working to develop a series of alumni profiles for our website, which highlight alumni who are meeting the mission of the University and law school by serving the underserved in Southern Appalachia

3449 School of Business

- 3450
- 3451
- The School of Business reestablished a twenty-four member Business Advisory board with the hopes of developing philanthropic partnerships

3452 **Objective 6.3:** *Increase endowment participation by 5% annually for student scholarships,*
3453 *faculty development, research, endowed chairs, continuing education and physical plant*
3454 *(3.10.1—Principles of Accreditation).*

3455

3456 **Progress:**

- 3457 • Increased endowment giving by 80.84 percent for a total of \$1,207,747.01 as of June 14,
3458 2016
- 3459 • Established three new endowed scholarships and eight new annual scholarships during
3460 2015-16
- 3461 • Presented over \$440,000 in annual and endowed scholarship awards to 272 students from
3462 18 states and seven foreign countries, in coordination with the LMU Student Awards
3463 Committee
- 3464 • Claiborne County chapter established an ongoing scholarship honoring alumnus Janet S.
3465 Barnard which was awarded at the April 18 Award Dinner
- 3466 • Southwest VA alumni chapter awarded 6 scholarships

3467 **Objective 6.4:** *Market and promote the University locally, regionally, nationally and*
3468 *internationally by use of all electronic and non-electronic media sources to support current*
3469 *recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans,*
3470 *and to increase pride in the University Alcoa (Blount County), Alcoa City Center; Chattanooga,*
3471 *TN (Chattanooga State Community College); Corbin, KY (Baptist Health; Ewing, VA, extension*
3472 *of Harrogate Campus (DeBusk Veterinary Teaching Center; Kingsport, TN (Kingsport Center*
3473 *for Higher Education); Cumberland Gap, TN, extension of Harrogate campus;; Knoxville, TN,*
3474 *Cedar Bluff and Duncan School of Law; Middlesboro, KY (Southeast Kentucky Community and*
3475 *Technical College); Morristown, TN and Sevierville, TN (Walters State Community College*
3476 *campus). (1.1 and 4.6—Principles of Accreditation).*
3477

3478 **Progress:**

3479

3480 University Advancement

- 3481 • Distributed over 300 press releases to national, regional and local media outlets
- 3482 • Produced a new branding TV spot – Start Living
- 3483 • Expanded TV placements, print, web, radio and outdoor advertising in Knoxville,
3484 Chattanooga and Tri-Cities
- 3485 • Launched a UA Communications site on MyLMU where internal constituents can request
3486 press releases, photo coverage, business cards and more
 - 3487 ○ Logos, style guide and brand info available for download
- 3488 • Facilitated well over 100 interviews with faculty experts for the local Knoxville media
- 3489 • Launched new LMU logo family and brand identity guidelines
- 3490 • Media placements worth more than double our advertising budget
 - 3491 ○ YTD LMU’s media mentions are worth \$2,572,205 in ad value equivalency
 - 3492 ○ LMU media mentions are achieved through distribution of press releases, athletic
3493 achievements, faculty expert interviews, alumni achievements and direct media
3494 pitching
- 3495 • 2015-16 High profile year for LMU
 - 3496 ○ Justice Gary R. Wade named Dean at DSOL
 - 3497 ○ Professor Throckmorton in National Geographic
 - 3498 ○ LMU Basketball in National Championship
- 3499 • Award winning marketing campaigns
 - 3500 ○ TCPRA Gold for TV commercial and billboard, silver for specialty item & bronze
3501 for social media
 - 3502 ○ AACOM Excellence in Communication awards including Best Social Media
3503 honorable mention, Best Video/Podcast second place and Best Advertising third
3504 place
- 3505 • Aggressive Nursing campaign yields results
 - 3506 ○ The Caylor School of Nursing is reporting that it is over 90% full for Fall
3507 enrollment
 - 3508 ○ Aggressive campaign touting high pass rates included billboards and print ads
 - 3509 ○ General school branding TV spot also produced
- 3510 • Provided training and support to student bloggers

- 3511 • Verified the benefit of blogging with SEO; pre-vet blogger is on first page of related
- 3512 Google searches
- 3513 • Provided consultation, training, development and management for individuals who will
- 3514 be running official social media channels
- 3515 • Updated the social media directory to reflect each new channel
- 3516 • Deactivated unused social media accounts
- 3517 • Provided training and development for all Pathway (now MyLMU) team sites and
- 3518 information sites
- 3519 • Encouraged users to utilize Pathway (now MyLMU); worked with users to develop new
- 3520 team and information sites
- 3521 • Increased requests for Flat Abe by 50%
- 3522 • Gave away two FitBits for the people who took Flat Abe the farthest and for the most
- 3523 creative
- 3524 • Developed four pool brochures and several specific program flyers for LMU Aquatics
- 3525 • Updated school brochures (six)
- 3526 • Updated and/or created 48 major and program rack cards
- 3527 • Coordinated two three-day professional photo shoots and one two-hour specific program
- 3528 photo shoot to update the image library (in cooperation with the senior director of
- 3529 marketing and PR and the director of marketing and PR for health sciences)
- 3530 • Developed the annual Alumnus magazine, one Blue and Gray alumni newsletter and the
- 3531 Honor Roll of Donors

3532

Academic Affairs

3533

International Programs:

3534

3535

- LMU approved for J-1 visa status by the U.S. Department of State, June 2016

3536

- LMU joined Study Tennessee, an international student recruiting consortium for Tennessee higher education institutions and organizations, 2016

3537

3538

- LMU signed memoranda of understanding with three new partner schools:

3539

- Jiangxi Normal University (China)

3540

- University of Costa Rica (Costa Rica)

3541

- Liaochang University (China)

3542

- LMU joined four international consortia:

3543

- Study Tennessee

3544

- Cooperative Center for Study Abroad (CCSA)

3545

- Kentucky Institute for International Studies

3546

- Consortium for Global Education (CGE)

3547

- LMU-Chukyo University Student Exchange Program (Japan): four LMU students to attend the Fall 2016 semester at Chukyo's Nagoya campus (up from two students during the previous year)

3548

3549

3550

- Sixteen LMU students attended credit-bearing study abroad programs (up from one student during the previous year)

3551

3552

- Six LMU students awarded scholarships from the President's Study Abroad Scholarship fund

3553

- 3554 • Six teachers from Gannan Medical University (China) attended Fall 2015 Immersion
3555 Program.
3556 • 70 students from Kanto International High School (Japan) attended Spring 2016
3557 Immersion Program
3558 • J. Frank White Academy sent four people (three students, one teacher) to Busto Arsizio,
3559 Italy, as part of World School delegation

3560

3561 School of Business

- 3562 • The School of Business worked closely with the University's Director of Marketing to
3563 develop specific marketing plans for newly developed programs

3564

3565 **Objective 6.5:** *Continue aggressive fundraising to meet identified fundraising priorities,*
3566 *including increased annual fund donor base; increased endowment fund; capital projects for*
3567 *facility construction, maintenance and improvement; flexibility to meet unforeseen needs,*
3568 *utilizing MVT in all areas to track outcomes and maximize return on investment (ROI). (2.11.2,*
3569 *3.10.5—Principles of Accreditation).*

3570

3571 **Progress:**

3572

3573 University Advancement

3574

- Total giving from all sources as of June 14, 2016 is \$6,604,839.39

3575

- Submitted 37 foundation proposals

3576

- Achieved a 24% success rate for proposals

3577

- Maintained clear communications with ORGSP & DCOM for grant reporting, stewardship and communication

3578

3579

- Followed procedures in accordance with ORGSP

3580

- Developed connections across campus to facilitate projects that are successful and externally funded

3581

3582

- Fundraising Priorities

3583

- Increase Annual Fund and Endowment Funds

3584

- Current Construction Projects

3585

- Construct on-campus Veterinary Medicine facility (adding labs, lecture halls and office space)

3586

- Legal Aid of East TN building by DSOL (26 counties represented)

3587

- Roof, lighting and gallery improvements at the Abraham Lincoln Library and Museum through Kincaid gift

3588

3589

- Renovate Grant-Lee Hall

3590

- Valley of Sports

3591

- Democrat Hollow Renovation Project (gift)

3592

- Campus center renovation

3593

- Roof improvements at the Carnegie Vincent Library

3594

- Construct Baseball Indoor Practice Facility

3595

- Remodel of Liles Hall

3596

- Lacrosse field and scoreboard

3597

- Boiler project

3598

- Campus road project

3599

- Fiber optic/high voltage project

3600

3601

- Additional Identified Needs

3602

- Monitor facility needs and improvements for extended learning sites

3603

- Construct new residence hall

3604

- Continue accreditation/upgrades at LMU-DSOL

3605

- Continue upgrades at Duke Hall of Citizenship

3606

- Continue upgrades at LMU-DCOM

3607

3608

- 3609 ○ Continue renovation of facilities in Cumberland Gap
- 3610 ○ Democrat Hollow Renovation Project
- 3611 ○ Construct Burchett Communications and Technology Center
- 3612 ○ Expansion of Athletic Training resources adjacent to campus
- 3613 ○ Remodel of cafeteria
- 3614 ○ Track and field facilities
- 3615 ○ New Maintenance building
- 3616 ○ Construct on-campus Veterinary Medicine facility (adding labs, lecture halls and office space)
- 3617 ○ Additional water storage tank to support irrigation and fire sprinkler systems
- 3618 ○ Construction of facility for conservation biology teaching and research, to replace pottery shop and CMRC building
- 3619 ○ Remodel of Mary Annan Natatorium
- 3620 ○ Development of social science lab
- 3621 ○ New water plant facility
- 3622 ○ Enhance campus lighting
- 3623 ○ Enhance campus sidewalks
- 3624 Upgrade Schenk Center to support Veterinary Technology program
- 3625
- 3626

3627 **Objective 6.6:** *Provide support for the University by accurately recording gifts and maintaining*
3628 *alumni and demographic information through the use of appropriate technology and software*
3629 *(2.11.1 and 3.10.2—Principles of Accreditation).*

3630

3631 **Progress:**

3632

3633 University Advancement

- 3634 Launched Michelangelo visual reporting software as a tool for gift officers to access
3635 alumni information
- 3636 Maintained and expanded 2015-16 Student Awards Committee scholarship
3637 documentation and fund information stored in Colleague Advancement
- 3638 Expanded the use of Square readers and online giving forms to facilitate the receipt of
3639 credit card gifts
- 3640 Maintained MVT outcomes tracking in Colleague Advancement
- 3641 Continued the use of call reports and donor proposal tracking in Colleague
- 3642 Continued ImageNow document scanning as a platform for archiving and accessing
3643 documents

3644 **Objective 6.7:** *Continue to support the accreditation processes of the University.*

3645

3646 **Progress:**

3647

3648 University Advancement

3649 All documents are completed per timeline for the university advancement progress report
3650 and outcomes assessment, as well as other documents as requested and required

3651 **Objective 6.8:** *Enhance legislative relationships.*

3652

3653 **Progress:**

3654

3655 Public Affairs and University Counsel

3656 Met with Tennessee Economic Development Chief of Staff regarding Cumberland Gap
3657 projects of potential value for LMU

3658 Met with Tennessee Tourism Commissioner about Cumberland Gap projects of potential
3659 value for LMU

3660 Tennessee Legislature passed LMU legislation, signed by Governor Haslam, regarding
3661 DCOM clinical rotations program

3662 Tennessee legislative outreach with Tennessee Medical Association regarding 2017
3663 Tennessee Legislature and the new Doctor of Medical Science program at LMU

3664 Knoxville Chamber of Commerce Government Relations meetings regarding regional
3665 matters of interest to LMU

3666 Congressional Meetings with Tennessee delegation on range of matters of interest to
3667 LMU

3668 • Congressional meetings with over 30 offices in House and Senate concerning LMU's
3669 Center for Animal Health in Appalachia

3670 Six Congressional offices participated directly in the inaugural Center for Animal Health
3671 in Appalachia conference at LMU

3672 • Series of meetings with Kentucky Senator McConnell and Representative Hal Rogers
3673 (House Appropriations Chairman) regarding LMU-CVM's programs in Kentucky

3674 Series of meetings with Tennessee Congressman Duncan regarding LMU-CVM projects

3675 School of Business

3676 The School of Business has engaged local, state, and national legislators to participate
3677 with students, faculty, and staff in its programs and curriculum by attending lectures and
3678 social events

3679
3680
3681
3682
3683
3684
3685
3686
3687
3688
3689
3690
3691
3692
3693
3694
3695
3696
3697
3698
3699
3700
3701
3702
3703
3704
3705
3706
3707
3708
3709
3710
3711
3712
3713
3714
3715
3716
3717
3718
3719
3720

STRATEGIC GOAL VII

Assess and enhance university-wide research and scholarly activity.

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

Progress:

Research

- University Committee on Scholarly Activities (CSA) Membership includes each school or college dean or the appropriate dean's representative, the Director of the Abraham Lincoln Library & Museum, as well as the Executive Director of the ORGSP
- Continued to refine and update the routing and approval form for grant submissions that streamlined signature requirements while ensuring that deans and divisional vice presidents were informed of grant submissions in their areas
- Continued to encourage self-reporting of research and scholarly activity by reporting such activity in ORGSP newsletter
- ORGSP newsletter highlighting faculty research and scholarly activity continues to be electronically distributed monthly to faculty
- ORGSP coordinates with Office of Public Relations on publicizing grants
- Continued to work with University Advancement on developing donors for research and scholarly activity

Academic Affairs

International Programs:

- International Programs staff attended four conferences/professional development seminars:
 - Mellon Global Citizenship Summit
 - Tennessee Association for International Educators (TAIE) Annual Conference
 - CCSA: New member orientation
 - KIIS: New member orientation
- International Programs director gave a study abroad presentation at TAIE Annual Conference

Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- The Paul V. Hamilton School of Arts, Humanities, and Social Sciences hosted or collaborated in hosting scholarly programs, events and lectures including the R. Gerald McMurtry Lecture, a public scholarly lecture by a renowned author, a symposium underwritten by the sponsors of the Dr. Robert L. Kinkaid Endowed Research Center, and the History symposium
- The AITG program is an umbrella program inclusive of the Mountain Heritage Literary Festival, a program for development of writers of general and specific genre

- 3721 Students from the Paul V. Hamilton School of Arts, Humanities, and Social Sciences
3722 participated in the annual Blue Ridge Undergraduate Research conference held at King
3723 College
- 3724 Research grants were received this year from the National Endowment for the Arts
3725 (NEA), Share Our Strength (Social Work), TAC, and he ACA
- 3726 The Paul V. Hamilton School of Arts, Humanities, and Social Sciences Research
3727 Committee met throughout the year
- 3728 ○ The committee collaborated with the VP for Research in bringing an academic
3729 scholar to campus to discuss scholarly work and methods of securing support for
3730 that work

3731
3732 Caylor School of Nursing (CSON)

- 3733 The CSON developed a strategic plan two years ago and it has been reviewed with
3734 faculty
- 3735 ○ Research and scholarship was part of the new strategic plan

3736 **Objective 7.2: INFRASTRUCTURE:** *Foster the development and management of the centralized*
3737 *research and scholarly activity support services to optimize their utility, accessibility and their*
3738 *responsiveness to the campus and extended learning sites research community.*

3739

3740 **Progress:**

3741

3742 Research

3743 Worked with auditors when appropriate to ensure all policies and required documentation
3744 are in place

3745 The Collaborative Institutional Training Initiative (CITI) continues to be available for
3746 faculty, staff and student training; since 2011 4772 faculty, staff and students have been
3747 trained

3748 The ORGSP has worked with faculty on several grants which include undergraduate
3749 students

3750 ORGSP continues to work with CMRC researchers on grants and contracts

3751 ORGSP continuously updates the LMU website to provide the best faculty support
3752 possible for research, grants and sponsored activities

3753 ORGSP continues to provide a comprehensive list of grant opportunities listed on the
3754 ORGSP website and updated monthly

3755 Executive Director of ORGSP, Director of Foundations and the Director Health Sciences
3756 Research continue to notify appropriate faculty of external funding opportunities

3757 Together, ORGSP, University Advancement and Office of Health Science Research
3758 continue to sort Grant opportunities according to faculty expertise and interest and
3759 notifies appropriate faculty of the opportunities

3760 Together, the ORGSP, University Advancement and Office of Health Science Research
3761 assisted in the preparation and submission of 60 grant applications during fiscal year
3762 2015-2016

3763 The total awarded dollars for LMU in externally funded grant support is currently
3764 \$1,163,653

3765 The ORGSP continues to work with the Chair of the Institutional Review Board (IRB)
3766 and the School of Education to refine the IRB application process for EdD students

3767 ORGSP provided an IRB workshop for EdD students and for LMU faculty

3768 ORGSP provided administrative support to the IRB which reviewed 90 protocol
3769 submissions, and the IACUC which reviewed protocol submissions and protocol
3770 renewals

3771 ORGSP staff/chairs/attending vet attended eight trainings during FY 2015 – 2016 for
3772 research administration through NCURA as well as NIH, IRB and IACUC

3773 ORGSP completed the NSF Survey for research and Development at Colleges and
3774 Universities for 2015-2016 in April 2016

3775 Academic Affairs

3776 *Abraham Lincoln Library & Museum:*

3777 ALLM processed two major book donations to improve history research to the Carnegie/
3778 Vincent Library and Museum

3779

3780 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

- 3781 A School of AHSS faculty member chairs the IRB, and the school also has a committee
- 3782 member working with the committee
- 3783 The School of AHSS worked collaboratively with the ORGSP to sponsor a scholarly
- 3784 researcher to hold a campus workshop and speak to students

3785 **Objective 7.3: FACULTY/STUDENTS:** *Ensure adequate on- campus and extended learning site*
3786 *faculty to initiate, grow and sustain both undergraduate and graduate level research and*
3787 *scholarly activities.*

3788

3789 **Progress:**

3790 Research

3791 120 Publications, 151 Presentations and 56 Abstracts by LMU Faculty as listed by
3792 Schools and Colleges are as follows:

3793 Arts & Humanities: 23 Publications, 34 Presentations and 19 Abstracts

3794 Math & Natural Sciences: six Publications, seven Presentations

3795 Business: two Publications, five Presentations and three Abstracts

3796 Education: nine Publications, seven Presentations and 13 Abstracts

3797 Allied Health: six Publications and six Presentations

3798 CVM: 37 Publications, 35 Presentations and 19 Abstracts

3799 DO/PA: nine Publications, 15 Presentations and two Abstracts

3800 CSON: nine Publications, five Presentations

3801 DSOL: 19 publications, 37 Presentations

3802 Mini-Grants were awarded by the URC to twelve Faculty members in the total amount of
3803 \$26,850

3804 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

3805 The School of AHSS has continued to develop, complete and present research this year.

3806 This includes:

3807 47 Attendance at National/Regional Meeting(s)

3808 34 Presentation(s), either poster or talk, at National/Regional Meeting(s)

3809 19 Abstracts accepted

3810 23 Papers accepted for Publication

3811 Caylor School of Nursing (CSON)

3812 The CSON has increased scholarship and research activities, including international
3813 presentations, as evidenced by the increased number of faculty/student presentations and
3814 publications in 2015-2016.

3815 School of Business

3816 The School of Business had eight academic publications and six academic presentations
3817 by faculty members

3818

3819 School of Mathematics and Sciences

3820 **Progress:**

3821 Six publications

3822 Seven presentations

3823 **Publications:**

3824 Authors: John Copeland, Roberto Pronzato and Renata Manconi. *Discovery of*
3825 *living Potamolepidae (Porifera: Spongillina) from Nearctic freshwater with*
3826 *description of a new genus.* Journal: ZOOTAXA Volume: 3957, Pages: 37-48

- 3827 ○ Authors: Giancarlo A. Cuadra, Ashley J Frantellizzi, Kimberly M. Gaesser,
3828 Steven P. Tammeriello and Anika Ahmed. Title: *Autoinducer-2 detection among*
3829 *commensal oral streptococci is dependent on pH and boric acid.* Journal: Journal
3830 of Microbiology Volume: 54
- 3831 □ **Book Chapter:**
- 3832 ○ Rojas, C., A.W. Rollins, and S.A. Molina-Murillo. 2016. Chapter 10:
3833 Conclusions: The survival of the fittest. In: Molina-Murillo and C. Rojas. The
3834 Paradigm of Forests and the Survival of the Fittest. CRC Press.
- 3835 □ **Primary Literature:**
- 3836 ○ Jayasiri SC, Hyde KD, Ariyawansa HA, Bhat J, Buyck B, Cai L, Dai YC, Abd-
3837 Elsalam KA, Ertz D, Hidayat I, Jeewon R, Jones EBG, Bahkali AH, Karunarathna
3838 SC, Liu JK, Luangsa-ard JJ, Lumbsch HT, Maharachchikumbura SSN, McKenzie
3839 EHC, Moncalvo, JM, Ghobad-Nejhad M, Nilsson H, Pang KA, Pereira OL,
3840 Phillips AJL, Raspé O, Rollins A.W., Romero AI, Etayo J, Selçuk F, Stephenson
3841 SL, Suetrong S, Taylor JE, Tsui CKM, Vizzini A, Abdel-Wahab MA, Wen TC,
3842 Boonmee S, Dai DQ, Daranagama DA, Dissanayake AJ, Ekanayaka AH, Fryar
3843 SC, Hongsanan S, Jayawardena RS, Li WJ, Perera RH, Phookamsak R, de Silva
3844 NI, Thambugala KM, Tian Q, Wijayawardene NN, Zhao RL, Zhao Q, Kang JC,
3845 Promputtha I. 2015 – The Faces of Fungi database: fungal names linked with
3846 morphology, phylogeny and human impacts. *Fungal Diversity* 74(1):3-18 (DOI
3847 10.1007/s13225-015-0351-8)
- 3848 ○ Rojas, C., R. Valverde, A.W. Rollins, and M. Roos. 2016. What can
3849 myxomycetes tell us about floricolous microbial systems? *Nova Hedwigia*. –
3850 Accepted in press
- 3851 ○ Rollins, A.W. and SL. Stephenson. 2016. Myxomycete assemblages recovered
3852 from experimental grass and forb microhabitats placed out and then recollected in
3853 the Tallgrass Prairie Preserve, Oklahoma. *Southeastern Naturalist*. – Accepted in
3854 press
- 3855 □ **Presentations**
- 3856 ○ Authors: John Copeland, Jesse Tussing, Tucker Jett, Chase Rich, and Stan
3857 Kunigelis, Searching for Sponge Bob: A Survey of the Freshwater Sponges
3858 (Porifera) of Tennessee. Annual Meeting of the Tennessee Chapter of The
3859 Wildlife Society, Montgomery Bell State Park, March 3-5, 2016
- 3860 ○ Kaitlin Campbell and Julie Hall “Understanding DNA Damage in *C. elegans*
3861 After Exposure to Nickel Sulfate and Silver Nitrate” Blue Ridge Undergraduate
3862 Research conference, Bristol, TN April 1, 2016.
- 3863 ○ Gavin Kirton, “2D Convective Assembly of Silica Nanoparticles Coated with
3864 Photochromic Spiropyrans” Spring 2016 meeting of the Kentucky Association of
3865 Physics Teachers (KAPT), Centre College in Danville, KY, March 12, 2016
- 3866 ○ Alicia Jessie and Kevin W. Cooper, The Effect of Annealing on the Structure and
3867 Electronic Properties of Amorphous Carbon Films, Kentucky Association of
3868 Physics Teachers (KAPT) Annual Meeting, Danville, KY, March 12, 2016.
- 3869 ○ Kevin W. Cooper, Lab Participation in a Conceptual Physics Course, Kentucky
3870 Association of Physics Teachers (KAPT) Annual Meeting, Danville, KY, March
3871 12, 2016.

- 3872 ○ Rollins, A.W., E. Gentry, and J.C. Landolt. 2015. First report of dictyostelid slime
3873 molds from aquatic habitats. Proceedings of the 125th Meeting of the Tennessee
3874 Academy of Science. Murfreesboro, TN November 2015
3875 ○ Golding, C.E., and A.W. Rollins. 2015. Exposure to ammonia-based cleaner
3876 impacts Dictyostelium discoideum phototaxis and fruiting body production.
3877 Proceedings of the 125th Meeting of the Tennessee Academy of Science.
3878 Murfreesboro, TN November 2015

3879
3880 DeBusk College of Osteopathic Medicine

- 3881 Six (6) DCOM faculty are conducting bench research
3882 • Three (3) graduate medical education training sites were visited by the Office of
3883 Research to discuss research issues and was provided the “Clinical Research
3884 Methodology” resource
3885 Faculty submitted and was published in 21 publications and made 38 presentations

3886 **Objective 7.4: FACILITIES:** *Identify the need for facilities that foster the development of*
3887 *research and scholarly activity and manage them to optimize their utility and accessibility to the*
3888 *University-wide community.*

3889

3890 **Progress:**

3891

3892 Research

3893 Dedicated research space in MANS building was allocated to all DCOM, MANS and
3894 VCM faculty with research appointments

3895 Four research faculty continue to share laboratory facilities in the CMRC

3896 A list of journals where faculty can publish their education research compiled by the
3897 Medical Librarian for the URC continues to be available on the ORGSP website

3898 The CMRC field station at BFREE continues operations to support research by LMU
3899 Faculty

3900 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

3901 A larger art studio space for presenting student, faculty and local art is needed; larger
3902 gallery space is also needed

3903 A location for doing research in digital photography and graphic arts and design is
3904 needed to facilitate art faculty pursuit of technological research in the Arts

3905 **Objective 7.5: EVALUATION:** *To develop and implement an evaluation system that recognizes*
3906 *the importance of research and scholarly activity to the mission of the University.*

3907

3908 **Progress:**

3909

3910 Research

3911 A database containing all grant and contract submissions continues to be updated jointly
3912 by the Executive Director of the ORGSP, the Director of Foundations and the Director of
3913 Health Science Grants & Research and is stored on MyLMU

3914 A form to document faculty and staff research and scholarly activity continues to be
3915 available for use

3916 A database of faculty scholarly publications continues to be maintained by the ORGSP

3917 Faculty and staff receive a monthly newsletter from the ORGSP which details research
3918 and scholarly activity at LMU

3919 Paul V. Hamilton School of Arts, Humanities, and Social Sciences

3920 The annual faculty evaluation process includes review of scholarly work and research

3921 AHSS faculty track their scholarly work over a four-semester period, monitoring
3922 productivity and the need for support

3923 Each department has been tasked to ensure that at least 80% of their faculty attend at least
3924 one scholarly meeting annually

3925 Caylor School of Nursing (CSON)

3926

- This has been developed as part of the CSON's strategic plan which measures outcomes
3927 in regards to research and scholarship

3928

3929 School of Business

3930 The School of Business hired a faculty member to specifically lead faculty and staff
3931 research and scholarly activity to enhance the academic profile of the University

3932

3933

Section II

Strategic Plan: 2017-2022

3934

Strategic Goal 1:

3935

Assess and enhance academic quality

3936 **Strategic Goal 1:** *Assess and enhance academic quality.*

3937 **Objective 1.1:** Connect all development, improvement and implementation of curricula and
3938 programs to the University mission and planning, budgeting, and assessment processes.

3939

3940 **Strategies and Action Plans:**

- 3941 Submit all proposals for accreditation substantive changes/approvals sequentially
3942 through the appropriate curriculum committee(s), program(s), department(s), college(s),
3943 school(s), division(s), and Academic Council. This may include, but is not limited to,
3944 feasibility studies, adequacy of faculty, staffing plans, mission compatibility, budget pro
3945 forma and all budgetary implications.
- 3946 Forward to the appropriate vice president for consideration and presentation to the
3947 President's Cabinet
 - 3948 Inform the Institutional Effectiveness Committee after review/approval by the
3949 Cabinet and Board of Trustees
- 3950 Ensure academic programs receive review of financial pro forma and marketing plans
3951 prior to entering the academic approval process beyond the school/college level
- 3952 Each program will demonstrate evidence of assessment results and outcomes used to
3953 improve/support curricula, programs, compliance with accreditation criteria, and the
3954 annual budget process
- 3955 Document assessment results using appropriate technology
- 3956 Documented assessment results will be distributed and used to guide program
3957 improvement, support or discontinuation
- 3958 Include adequate funding in the program budget pro forma for marketing new and
3959 existing programs (p. 186 edits as well)
- 3960 Suggest add funds for marketing all programs (Goal 6.4) and add a form to the budget
3961 planning process.
- 3962 Suggest: Goal 3.6 (162): Review and recommend specific adjustments to funding for
3963 marketing new and existing programs.

3964 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Office of
3965 Institutional Effectiveness, Senior Director of Marketing, Associate Vice President for Academic
3966 Affairs (AVPAA), Provost and Vice President for Academic Affairs (VPAA), and appropriate
3967 Vice President(s) (VPs).

3968

3969 **Time Frame:** Ongoing. Curricular changes should be completed by March 1, with inclusion in the
3970 new catalogs and the fall schedule of classes. Any changes with fiscal impact must be included in
3971 the budget planning process.

3972

3973 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
3974 resources for marketing, program development, learning resources, assessment, appropriate
3975 technology, and accreditation processes.

3976

3977 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,
3978 Office of Institutional Effectiveness, Senior Director of Marketing, and appropriate Vice
3979

3980 Presidents of budget proposals and marketing plans based on departmental and program plans and
3981 needs identified by assessment activities and corresponding program outcomes.

3982
3983 **Use of Results:** To create, maintain and document a connection among mission, academic
3984 planning, and budgetary decision-making as these relate to continued assessment and enhancement
3985 of academic quality.

3986

3987 **Strategic Goal 1:** *Assess and enhance academic quality*

3988

3989 **Objective 1.2:** Create, revise, support or discontinue academic programs ..

3990

3991 **Strategies and Action Plans:**

3992 Consider and implement innovative approaches to instructional delivery and student learning

3993 Continue the development and implementation of new academic programs including, but not limited to: (1) Continuing Medical Education (CME); (2) Graduate Medical Education (GME); (3) Doctor of Veterinary Medicine (DVM); (4) online Registered Nurse (RN) to Bachelor of Science in Nursing (BSN) program;; (5) Master of Science in Business Analytics; (6) Doctor of Business Administration (DBA); (7) Master of Public Administration (MPA); (8) Master of Public Health (9)DVM/MBA joint degree; (10) DVM/PhD with University of Kentucky; (11) 3+4 DVM with Daemon College (Buffalo, NY); (12); (13) Associate degree programs; (14)Doctor of Medicine Science (DMS); (15) PhD in Clinical Anatomy; (16) MS Veterinary Biomedical Sciences; (17) BS Organizational Learning and Leadership; (18) BFA in Creative Writing; and (18) additional undergraduate, graduate, and professional programs

4005 Continue/begin investigation of new academic programs including, but not limited to: (1) reciprocal licensure pathways for teachers and leaders from Alabama; (2) Master of Science in Professional Health Education; (3) Bachelor of Science in Health Sciences; (4) Master of Science in Athletic Training; (5) Master of Arts in Psychology; (6) DO/MS; (7) Doctor of Osteopathic Medicine/Juris Doctor (DO/JD); (8) JD/MBA and JD/MPA joint degree programs; (9) JD/DVM joint degree program; (11) DVM/MS; (12) Bachelor of Science in Computational Science; (13) international programs and other collaborative efforts; (14) BA in Communication Arts; Additional concentrations and programs in Mental Health and Counseling(15) Medical Laboratory Science to Corbin, Chattanooga and Knoxville extended learning sites; (16) School librarian endorsement; (17) Master of Occupational Therapy; (18) Doctor of Physical Therapy (DPT); (19) additional MSN concentrations (business emphasis); (20) Nutrition; (21) BBA in Aviation Management; (22) 3 + 3 professional programs and undergraduate programs to include law, medicine, and veterinary programs (23) certificates of Therapy (Art and Music); (24) (25) DVM/MPA joint degree; and (26) additional undergraduate, graduate and professional programs, including degree completion programs, bridge programs, and certificate programs

4022 Explore opportunities to provide academic program offerings at existing or new extended learning sites Continue to improve coordination between Harrogate and extended learning sites with emphasis on budget development, human resources, community, student support services, technology, learning resources, marketing, facility operations and comparability of courses/programs

4027 Continue to explore, secure and utilize technology to enhance the instructional delivery process

4029 Provide relevant professional development opportunities for all faculty, including training for program promotion to enhance enrollment and retention

4031 Continue the process for obtaining full ABA and AVMA accreditation

4032

4033 **Responsibility:** Instructional Technologist, Director of Online Learning, Program
4034 Directors/Coordinators, Department Chairs, Deans, Associate Vice President for Academic
4035 Affairs, Provost/VPAA and appropriate VPs.

4036
4037 **Time Frame:** Ongoing. Curricular changes and program creations should be completed by March
4038 1, with inclusion in the new catalogs and schedule of classes. Any changes with fiscal impact must
4039 be included in the budget planning process.

4040
4041 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
4042 resources for program development, library and other learning resources and accreditation
4043 processes.

4044
4045 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,
4046 Office of Institutional Effectiveness, and appropriate VPs, of budget proposals based on
4047 departmental and program plans and needs identified by assessment activities and corresponding
4048 program outcomes.

4049
4050 **Use of Results:** To create, maintain, and document a connection among academic planning,
4051 budgeting, implementation and mission fulfillment.

4052 **Strategic Goal 1:** Assess and enhance academic quality.

4053

4054 **Objective 1.3:** Pursue international collaborations to enhance the diversity and quality of the
4055 University community and academic programs.

4056

4057 **Strategies and Action Plans:**

4058 Continue to develop and expand student exchange programs

4059 Continue to develop and expand faculty exchange programs

4060 Continue to develop a visiting scholars program

4061 Continue to recruit, enroll and retain international students

4062 Continue to revitalize the English Language Institute (ELI)

4063 Continue to develop relationships with language institutes

4064 Continue to build infrastructure to support collaborations and other initiatives

4065 Explore opportunities for international extended learning sites

4066

4067 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Director of
4068 International Programs, Assistant Director of International Programs, Coordinator of International
4069 Recruitment and Advising, Associate Vice President for Academic Affairs, Provost/VPAA, and
4070 appropriate Deans and Vice Presidents.

4071

4072 **Time Frame:** Ongoing.

4073

4074 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
4075 resources for program development, library and other learning resources, accreditation processes
4076 and travel.

4077

4078 **Assessment:** Annual review by Director of International Programs, Assistant Director of
4079 International Programs, Coordinator of International Recruitment and Advising, appropriate
4080 Deans and Vice Presidents, Associate Vice President for Academic Affairs, and Provost/VPAA

4081

4082 **Use of Results:** To enhance the diversity and quality of the University community and academic
4083 programs.

4084 **Strategic Goal 1:** *Assess and enhance academic quality.*

4085

4086 **Objective 1.4:** Ensure that all programs have clearly articulated academic expectations.

4087

4088 **Strategies and Action Plans:**

4089 Enhance expectations for each program

4090 Publicize academic expectations via appropriate channels

4091 Establish Publications Department to ensure accuracy and consistency of information in
4092 all catalogs, handbooks, program brochures, and website and provide a unified brand for
4093 all publications

4094 Collaborate with marketing and student recruitment to publicize academic expectations

4095 Demonstrate and document a systematic plan of evaluation for all programs

4096

4097 **Responsibility:** Program Directors/Coordinators, Department Chairs, Deans, Associate Vice
4098 President for Academic Affairs, Provost/VPAA, and appropriate Vice Presidents.

4099

4100 **Time Frame:** Ongoing. Curricular changes and program creations should be completed by March
4101 1, with inclusion in the new catalogs and schedule of classes. Any changes with fiscal impact must
4102 be included in the budget planning process.

4103

4104 **Resources Required:** Commitment of time; collection and analysis of data; and budgeted
4105 resources for program development, learning resources, and accreditation processes.

4106

4107 **Assessment:** Annual review by Program Directors/Coordinators, Department Chairs, Deans,
4108 Office of Institutional Effectiveness, and appropriate VPs of budget proposals in light of
4109 departmental and program plans and needs identified by assessment activities and corresponding
4110 program outcomes.

4111

4112 **Use of Results:** To create, maintain and document a connection among academic planning,
4113 implementation and mission.

4114 **Strategic Goal 1:** *Assess and enhance academic quality.*

4115

4116 **Objective 1.5:** Evaluate faculty and academic staff compensation against benchmark salary
4117 levels of peer institutions with respect to faculty rank, appointment, academic discipline,
4118 experience, workload requirements and scholarly activity.

4119

4120 **Strategies and Action Plans:**

4121 Continue to examine faculty and academic staff compensation and develop a step-
4122 wise plan to address identified issues

4123 Continue development of a plan for faculty and academic staff compensation with a
4124 target salary scale as prioritized below:

4125 Adjust any institutional inequities of full-time faculty and academic staff

4126 Develop a plan to establish full-time faculty and academic staff compensation that is
4127 competitive with peer institutions within the region and/or industry standards

4128 Sustain a system of faculty compensation with an evaluation system to support it

4129 Implement and maintain a competitive compensation package for summer instruction

4130 Implement and maintain a competitive compensation package for adjunct faculty

4131 Maintain list of peer institutions at Level VI for Lincoln Memorial University (LMU)
4132 disciplines (to be completed by Institutional Effectiveness)

4133 Maintain benchmark data on compensation by level and discipline

4134 Evaluate the impact of faculty contractual term

4135 Review the compensation process for appointed positions (including Chairs and
4136 program directors)

4137 Explore the development and implementation of a broader definition of faculty and
4138 academic staff roles/positions

4139 **Responsibility:** The President's Cabinet, Program Directors/Coordinators, Department Chairs,
4140 Deans, Provost/VPAA, Associate Vice President for Academic Affairs, Office of Institutional
4141 Effectiveness, appropriate VPs, Director of Human Resources, VP for Finance, and President.

4142
4143 **Time Frame:** Collection, evaluation and interpretation of data in 2015-2016 with planned
4144 implementation in stages by 2016-2017. Ongoing cycle of review occurs every five years or as
4145 needed.
4146

4147 **Resources Required:** Time commitment; data collection, analysis, and interpretation; funding
4148 for salary adjustments.
4149

4150 **Assessment:** An annual progress report within the strategic planning process.
4151

4152 **Use of Results:** Use data to chart improvement and suggest needed actions to promote and
4153 sustain improvement.
4154

4155 **Strategic Goal 1:** *Assess and enhance academic quality*

4156

4157 **Objective 1.6:** Enhance University libraries and the Abraham Lincoln Library and Museum
4158 (ALLM) and their services. (draft preamble to define scope of university)

4159

4160 **Strategies and Action Plans:**

- 4161 Pursue grants and leverage resources to support and extend LMU collections at the
- 4162 Carnegie-Vincent Library, Reed Health Sciences Library, the Duncan School of Law
- 4163 Library, Abraham Lincoln Library and Museum (ALLM), and other extended learning
- 4164 site library resource collections
- 4165 Assess learning resource needs and address the growth and development of new and
- 4166 existing programs, including collaborative agreements with other University/college
- 4167 library systems
- 4168 Secure appropriate library and learning resources to support new and existing programs
- 4169 consistent with accreditation standards for Level VI requirements, including student,
- 4170 faculty and staff research/scholarly activity
- 4171 Support integrated information literacy and quality learning resources, evidenced by
- 4172 student research/scholarly activity, technology and communication skills
- 4173 Promote the ALLM to area schools, community groups, tourists, scholars and consumers
- 4174 by means of exhibits and publications; and investigate e-commerce opportunities
- 4175 Provide appropriate cataloging, physical protection, security and space for all University
- 4176 collections
- 4177 Emphasize the integration of electronic resources to extend the availability of the
- 4178 collections to all constituencies
- 4179 Provide faculty training opportunities on library resources
- 4180 Promote research opportunities at the ALLM to internal constituents and outside
- 4181 researchers

4181

4182 **Responsibility:** Directors of the Carnegie Vincent Library, LMU-DSOL Library and the
4183 Abraham Lincoln Library and Museum (ALLM) and their staffs, Security Staff, Academic
4184 Deans, University Advancement staff, Associate Vice President for Academic Affairs, and
4185 Provost/VPAA.

4186

4187 **Time Frame:** Ongoing.

4188

4189 **Resources Required:** Adequate funding both from institutional budgets and from external grants
4190 and gifts.

4191

4192 **Assessment:** Analysis of peer library survey results as well as internal data that demonstrate how
4193 well the dedicated library resources serve all sites and meet accreditation standards; assessment
4194 tools and testing will indicate whether and how well students possess information literacy; user
4195 satisfaction surveys will indicate the extent to which the objectives are being met.

4196

4197 **Use of Results:** For the improvement of services and support of the University's mission.

4198

4199 **Strategic Goal 1:** *Assess and enhance academic quality*

4200

4201 **Objective 1.7:** Use a comprehensive faculty evaluation process, based on a clear understanding
4202 of both professional and institutional expectations, relative to teaching, research/scholarly
4203 activity and service.

4204

4205 **Strategies and Action Plans:**

4206 Use the current faculty evaluation process based on professional and institutional
4207 expectations and on key performance indicators, such as course, self and chair
4208 evaluations. Other indicators such as faculty credit hour production, research/scholarly
4209 activity, student advisement, committee participation, community service, and leadership
4210 involvement in their profession or discipline should be considered.

4211 Review and assess the faculty evaluation process

4212 Enhance electronic course and advising assessment processes for academic programs

4213

4214 **Responsibility:** Department Chairs, Program Directors, Deans, appropriate VPs, Office of
4215 Institutional Effectiveness, and Director of Human Resources.

4216

4217 **Time Frame:** Ongoing.

4218

4219 **Resources Required:** Time commitment, data collection, analysis, interpretation.

4220

4221 **Assessment:** Periodic review of the faculty evaluation process.

4222

4223 **Use of Results:** To provide a comprehensive faculty evaluation process.

4224 **Strategic Goal 1:** *Assess and enhance academic quality*

4225

4226 **Objective 1.8:** Offer a quality college-preparatory educational program at the J. Frank White
4227 Academy (JFWA).

4228

4229 **Strategies and Action Plans:**

4230 Maintain a School Improvement Plan to monitor progress and provide data to promote
4231 and sustain improvement

4232 Meet or exceed benchmark senior scores on the ACT

4233 Maintain a systematic, cooperative approach to teaching writing in grades five through
4234 twelve to produce confident, open-minded writers who think critically, read considerably
4235 and negotiate differences considerately

4236 Improve full-time and adjunct faculty salaries to parity with elementary and secondary
4237 schools in the tristate area

4238

4239 Expand collaboration between the JFWA and the KANTO program and other World
4240 School member schools

4241 Continue to integrate information literacy into the academy curriculum

4242 Increase the collaboration with the University, particularly the School of Education, Math
4243 and Science, medical programs and the library

4244 Continue use of online learning and blended instruction

4245 Pursue more systematic data collection to determine college completion rates/career
4246 information and other pertinent data for graduates

4247 Explore additional options for expanding fine arts and language curriculum options.

4248 Maintain accreditation through AdvancED

4249 Collaborate with University Advancement to establish an alumni organization, and
4250 increase alumni involvement

4251 Maintain an active JFWA advisory board that includes a broad-based constituency

4252 Develop curricula for K-3 component, in anticipation of the approval of proposed charter
4253 school.

4254 Collaborate with the Office of International Programs regarding English Language
4255 Instruction (ELI)

4256 Note: Add charter school

4257 **Responsibility:** Assistant Principal and Principal of JFWA, Dean of the School of Education,
4258 Assistant Director and Director of International Programs, Director of World School, Office of
4259 Institutional Effectiveness, Information Literacy Librarians and Provost/VPAA, Special
4260 Assistant for Academic Affairs.

4261

4262 **Time Frame:** Annual reports of progress. The School Improvement Plan will be reviewed and
4263 revised as appropriate on an annual basis.

4264

4265 **Resources Required:** Time commitment; data collection; analysis and interpretation;
4266 technology; adequate funding from both institutional and JFWA budgets.

4267

4268

4269 **Assessment:** Annual School Improvement Plan results submitted to AdvancED; standardized
4270 testing results; college placement completion data; long-term career achievement data; and
4271 annual progress reports.

4272
4273 **Use of Results:** Use data to chart improvement and suggest needed actions to promote and
4274 sustain improvement.

4275 **Strategic Goal 1:** *Assess and enhance academic quality*

4276

4277 **Objective 1.9:** Emphasize information literacy skills across the curriculum.

4278

4279 **Strategies and Action Plans:**

4280 Continue to integrate information literacy as a focus for improving student learning

4281 Continue to use the Sequential Enhancement of Writing Skills (SEWS) rubric to assess
4282 the development of information literacy skills in specifically identified courses within
4283 each undergraduate academic program offering

4284 Continue to provide professional development opportunities for faculty in the use of
4285 instructional strategies that promote the development of information literacy skills

4286 Continue to promote integrated teaching opportunities for academic faculty and
4287 information literacy librarians

4288 Continue to provide appropriate instruction on information literacy skills at the graduate
4289 and postgraduate program levels

4290 Continue to provide information literacy instruction in identified courses at JFWA

4291 Continue to utilize the virtual Center for Teaching and Learning Excellence (CTLE) in
4292 support of information literacy

4293 Continue to use a diversified assessment approach to gauge student learning in
4294 information literacy

4295 Provide information literacy support services for students

4296 **Responsibility:** Academic Deans; Principal of JFWA; Academic Faculty and Instructional
4297 Librarians; Information Literacy Librarians; Instructional Technologist; Director of Online
4298 Learning; Office of Institutional Effectiveness; Provost/VPAA; SEWS Rubric Committee and
4299 Director of the Library.

4300 **Time Frame:** Ongoing.

4301

4302 **Resources Required:** Financial support for information literacy initiatives; funds for faculty and
4303 staff development.

4304

4305 **Assessment:** Indirect and direct assessments; SEWS rubric.

4306

4307 **Use of Results:** Use assessment data to monitor information literacy integration across the
4308 academic programs.

4309

4310 **Strategic Goal 1:** *Assess and enhance academic quality*

4311

4312 **Objective 1.10:** Provide appropriate academic support services.

4313

4314 **Strategies and Action Plans:**

- 4315 Use an electronic tutoring calendar to allow students to schedule appointments
- 4316 electronically
- 4317 Use a centralized email to facilitate faculty, staff, and student communication regarding
- 4318 Academic Support services (suggest academicsupport@LMU.net).
- 4319 Offer graduate/professional school preparation for standardized tests and admission
- 4320 processes
- 4321 Evaluate the tutoring needs of the extended learning sites and implement a plan to more
- 4322 fully meet all identified needs
- 4323 Maintain a comprehensive website for academic support services to include the mission,
- 4324 purpose, academic intervention/probation, Cornerstone, tutoring, federally funded
- 4325 Student Support Services (SSS) program, staff directory, and additional resources
- 4326 Continue to explore the opportunity to offer in-person and/or online student success
- 4327 workshops regarding academic exploration, reading and writing strategies, personal
- 4328 management, online learning, etc.
- 4329 Explore feasibility of creating a Student Success Center to include a Writing Center, a
- 4330 Testing Center, and an Advising Center.
- 4331 Continue to explore the option of offering testing services to students and the community
- 4332 to include PRAXIS, LSAT, CLEP, DAN TES, etc.
- 4333 Explore offering workshops and developing multimedia for students on topics such as
- 4334 how to apply for graduate school, personal financial management, etc..
- 4335 Investigate organized discipline-specific study groups and test reviews
- 4336 Grow and expand the Cornerstone and bridge programs and their services
- 4337 Provide and assess the delivery of approved ADA services at all teaching sites
- 4338 Provide appropriate counseling and career services

4339 **Responsibility:** Director of Academic Support; Director of Counseling; ADA Coordinator;

4340 Director of Career Services; Director of Student Support Services; appropriate Deans and Vice

4341 Presidents, Associate Vice President for Academic Affairs.

4342

4343 **Time Frame:** Ongoing.

4344

4345 **Resources Required:** Budgets for Academic Support, Counseling, Career Services,

4346 Cornerstone, Student Support Services, Associate Vice President for Academic Affairs,

4347 appropriate Deans and Vice Presidents.

4348

4349 **Assessment:** Outcomes Assessment Reports for Academic Support, Counseling, Career

4350 Services, Student Support Services, and Associate Vice President for Academic Affairs.

4351

4352 **Use of Results:** To improve academic support services.

4353

4354

Strategic Goal 2:

4355

Recruit and retain students so that enrollment,

4356

integrity and the mission of Lincoln Memorial

4357

University will be maintained to produce

4358

knowledgeable and productive citizens of

4359

society

4360 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4361 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4362 *and productive citizens of society*
4363

4364 **Objective 2.1:** Maximize student recruitment through the development of a global,
4365 comprehensive recruitment plan.
4366

4367 **Strategies and Action Plans:**

- 4368 Continue/Maintain a system-wide Enrollment Coordination Committee
 - 4369 Regular meetings with representatives from
4370 undergraduate/graduate/professional programs
4371 Undergraduate Admission, Graduate Education, Nursing, Business,4372 Science, DCOM, DSOL, CVM, International Programs and JFWA4373 Council will collaborate with LMU offices such as Advancement,4374 Marketing, Alumni, etc.
- 4375 Evaluate system-wide potential for maximum enrollment
 - 4376 Facility needs, including co-curricular space (classroom audit by
4377 department, student center, study space, etc.); facilities optimized for
- 4378
-
- current and future student populations (e.g. millennials, appropriate4379
-
- technology, comfort of furniture, etc.)
- 4380 Availability of courses and classrooms at optimal times for undergraduate
- 4381
-
- student requirements
- 4382 Faculty resources
- 4383 Staff resources
- 4384 Budget appropriate to program goals and needs
- 4385
-
- Direct cost to revenue (operational expense)
- 4386 Review a recruitment plan for Harrogate undergraduate programs
 - 4387 Increase regional outreach
4388 Enhance interaction via website and social media delivery
- 4389
-
- Earlier and enhanced outreach within the local community4390
-
- Continue to utilize Multivariable Testing (MVT) results4391
-
- Continue to enhance honors students recruitment program4392
-
- Maximize opportunities to become a more non-traditional, student-4393
-
- friendly University by offering evening courses for part-time students4394
-
- Offer degree completion programs to take advantage of Tennessee State4395
-
- initiatives
- 4396 Continue recruitment efforts for pre-professional students
- 4397 Continue to increase attendance to on-campus recruitment and yield events by
- 4398
-
- prospective students, faculty, and staff
- 4399 Create and implement a recruitment plan for all programs at extended learning
- 4400
-
- sites
- 4401 Create infrastructure, budget, and list of individual's responsibilities
4402 Integrate/create marketing plan for individual sites4403 Investigate expansion of General Education courses at extended learning4404 sites

- 4405 ○ Budget for and assign recruiting coordinator(s) for extended learning sites, which
- 4406 support multiple programs
- 4407 Create a recruitment plan for graduate programs
- 4408 ○ Investigate a position of Coordinator of Graduate Enrollment
- 4409 ○ Efforts to include faculty and alumni, as well as a more definitive
- 4410 infrastructure
- 4411 ○ Increase participation in graduate fairs, programs, etc.
- 4412 ○ Enrollment Coordination Committee will share information, best
- 4413 practices, etc.
- 4414 Promote professional programs
- 4415 ○ Continue to increase outreach
- 4416 ○ Collaborate with Advancement to enhance marketing plan
- 4417 Promote J. Frank White Academy
- 4418 Evaluate/refine and promote undergraduate, graduate, and professional Bridge
- 4419 programs
- 4420 Update the annual recruitment plan and share with Enrollment Coordination Committee
- 4421 for undergraduate, graduate and professional students
- 4422 Continue to promote the affordability the University through media such as letters, e-
- 4423 mails and social media, etc.
- 4424 Continue to work with academic programs, deans and department chairs to develop
- 4425 information packets to assist in recruiting high-achieving students to LMU
- 4426 Work with University Advancement staff and software to identify and develop Alumni
- 4427 Recruitment Teams by regions, states, etc.
- 4428 Continue to utilize market research to identify new opportunities for undergraduate
- 4429 programs
- 4430 Continue to utilize name searches to identify suitable candidates for undergraduate,
- 4431 graduate, and professional programs
- 4432 Increase the number of dual-enrollment students and course offerings
- 4433 Continue to recruit dual-enrollment homeschool students
- 4434 Publicize the pre-professional programs to recruit high caliber students
- 4435 Advertise with local and regional media outlets
- 4436 Publish timely news releases
- 4437 • Publicize all of the University's academic programs
- 4438 Use the internet and social media for advertisements and news
- 4439 Reinstate the Parent Newsletter and focus on increased parent communication
- 4440 Link the LMU website to major search engines
- 4441 Maintain direct mail to target markets
- 4442 Increase email and e-counseling to applicants and qualified prospects
- 4443 Conduct routine meetings among the Director of Admissions, recruitment staff, Director
- 4444 of Financial Aid and academic deans and chairs to engage LMU faculty in the
- 4445 recruitment process (department letters to potential students, department telephone calls,
- 4446 automated emails, etc.)
- 4447 Host Preview Days for prospective students and parents. Hold recruitment and yield
- 4448 events for undergraduate students to include Preview Days and Discovery Days. Host

- 4449 Free Application for Federal Student Aid (FAFSA) nights, and basic financial aid and
 4450 application sessions on campus, at external sites and at local high schools
- 4451 Identify and contact high school counselors, teachers and principals who are graduates of
 - 4452 LMU in Knoxville, Chattanooga, Kingsport and other sites in Georgia, Kentucky, and
 - 4453 Virginia to assist with the recruitment of prospective students. Host counselor lunches in
 - 4454 regional areas in conjunction with regional yield receptions
 - 4455 Expand recruitment efforts into more populated areas based on market research and
 - 4456 evaluation
 - 4457 Review national, regional and local data to assist in the identification of new markets
 - 4458 Conduct student surveys and focus groups to determine the effectiveness of marketing
 - 4459 and recruitment efforts
 - 4460 Concentrate admissions efforts to recruit Tennessee students who are eligible for the
 - 4461 Tennessee Lottery scholarship
 - 4462 Maintain consistency in the promotion of LMU's affordability and quality
 - 4463 education
 - 4464 Reallocate resources to attract a larger percentage of academically talented students by
 - 4465 targeting specific high schools; identify magnet schools in Tennessee and contiguous
 - 4466 states; conduct "College Days" at local high schools and middle schools during the
 - 4467 evening hours that might include:
 - 4468 How to apply for financial aid
 - 4469 Preparing for college
 - 4470 Student athlete presentation
 - 4471 Goal Setting
 - 4472 Preserve opportunities with the leadership of the Eastern Band of the Cherokees and
 - 4473 explore opportunities with other Native American nations to encourage their students to
 - 4474 enroll at LMU

4475 **Responsibility:** Vice President for Student and Enrollment Services, Director of Admissions and
 4476 Admissions staff, Department Chairs, Faculty, Director of Public Relations and Marketing,
 4477 Director of Publications, Webmaster, and Enrollment Coordination Committee.

4478
 4479 **Time Frame:** Annually.

4480
 4481 **Resources Required:** To be determined.

4482
 4483 **Assessment:** Compare enrollment patterns through trend analysis for undergraduate,
 4484 graduate and professional students each semester; minutes from Enrollment Coordination
 4485 Committee meetings, copies of advertisements and news releases; review survey results.

4486
 4487 **Use of Results:** Consistently improve recruitment efforts for all academic programs at
 4488 LMU.
 4489

4490 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4491 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4492 *and productive citizens of society*
4493

4494 **Objective 2.2:** Meet benchmark goals as established by recruitment plans for individual
4495 populations.
4496

4497 **Strategies and Action Plans:**

- 4498 • Overall Undergraduate Enrollment by 2017 – 1700-1800 students
- 4499 o 2015 – 550
- 4500 o 2016 – 600
- 4501 o 2017 – 600
- 4502 • Base strategies on further development of Health Sciences, Education (NCATE),
- 4503 new Athletic Programs (Men’s and Women’s Track and Field), increased
- 4504 international students, and expanded recruitment territories
- 4505 Projected undergraduate residential population is 625 students for Fall 2015; the
- 4506 goal is to increase undergraduate residential students to 800 by 2017
- 4507 Target overall enrollment of 5,500 students by 2017;increase graduate and
- 4508 professional students by 900
- 4509 Continue to promote Merit scholarships to students and high school counselors
- 4510 Continue to update the academic major web pages
- 4511 Continue to recruit high school students with high grade point averages (GPAs) and high
- 4512 ACT scores in math and science
- 4513 Conduct follow-up with non-completed registrations
- 4514 Maintain two marketing committees (Board Committee and University Committee)
- 4515 Continue to evaluate current markets for direct mailings, and make additions and/or
- 4516 corrections as needed
- 4517 Follow guidelines for ensuring distribution of accurate information
- 4518 Follow established timelines for the production of recruitment materials for first-time
- 4519 freshmen and transfer students
- 4520 Review latest research on why students choose a college, and incorporate this
- 4521 information into materials
- 4522 Maintain and update a comprehensive website for the University, and link to major
- 4523 search engines
- 4524 Increase student diversity for undergraduate programs
- 4525 Maintain recruitment outside the primary 120-mile radius recruitment area
- 4526 Focus academic scholarship money on new students, academically gifted students and
- 4527 residential students
- 4528 Coordinate the recruiting efforts of athletic coaches with the Admissions and Financial
- 4529 Aid offices
- 4530 Continue to develop a plan to recruit from the two-year schools with formalized
- 4531 articulation agreements

4532 **Responsibility:** The Vice President for Student Services and Enrollment Management,
4533 Director of Admissions, Director of Publications, Webmaster, Director of Marketing and
4534

4535 Public Relations, Athletics staff, Deans, Academic Chairs, Enrollment Management
4536 Coordination Committee, and Director of Financial Aid.

4537

4538 **Time Frame:** Fall 2015-2018.

4539

4540 **Resources Required:** To be determined.

4541

4542 **Assessment:** Track through minutes of marketing committee, Enrollment Coordination
4543 Committee meetings, publications and statistics, housing reports, weekly admissions
4544 reports, and athletic prospects.

4545 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the mission of*
4546 *Lincoln Memorial University will be maintained to produce knowledgeable and productive*
4547 *citizens of society*

4548
4549 **Objective 2.3:** Achieve and maintain appropriate enrollment levels in the graduate and
4550 professional programs to meet program capacity goals.

4551
4552 **Strategies and Action Plans:**

- 4553 Complete brochures and other promotional materials for graduate and professional
- 4554 programs; identify brochures that need to be developed and brochures that need to be
- 4555 updated, and develop a publication schedule
- 4556 Schedule quarterly meetings with representatives from
- 4557 undergraduate/graduate/professional programs (Graduate Education, Nursing, Business,
- 4558 DCOM, DSOL, and CVM)
- 4559 Investigate the purchase of testing names for graduate recruitment
- 4560 Continue to recruit medical, veterinary, and law students who are committed to serving
- 4561 the Appalachian area
- 4562 Increase the diversity of the faculty, staff and student body
- 4563 Promote graduate programs and implement seamless transition from undergraduate to
- 4564 graduate programs
- 4565 Explore the potential of admitting new undergraduate students to graduate and
- 4566 professional programs as they enter as freshmen, provided they meet certain criteria
- 4567 Develop and implement annual recruitment; collaborate with marketing to advertise; use
- 4568 the internet for advertising and news.
- 4569 Optimize the LMU website for major search engines
- 4570 Develop industry partnerships to explore tuition reimbursement programs
- 4571 Increase community awareness of graduate/professional programs through professional
- 4572 organizations, school districts, community involvement and open houses

4573
4574 **Responsibility:** Deans of schools, housing, graduate/professional programs, Enrollment
4575 Coordination Committee, Director of Public Relations, and Director of Publications, and
4576 Webmaster.

4577
4578 **Time Frame:** Each semester.

4579
4580 **Resources Required:** To be determined.

4581
4582 **Assessment:** Compare enrollment reports from each semester; copies of advertisements,
4583 and news releases.

4584 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4585 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4586 *and productive citizens of society*

4587
4588 **Objective 2.4:** Achieve and maintain appropriate enrollment levels at J. Frank White Academy
4589 (JFWA) to meet program capacity goals.

4590
4591 **Strategies and Action Plans:**

- 4592 Prepare for residential students
 - 4593 Prepare suitable facility for residential students
 - 4594 Identify and hire Residence Life Staff
 - 4595 Assess food services
 - 4596 Prepare for insurance and medical needs
 - 4597 Coordinate student visas with appropriate personnel
 - 4598 Prepare for transportation
- 4599 Integrate JFWA residential and day-school students with campus life initiatives
- 4600 Maintain a maximum 15:1 student-teacher ratio
- 4601 Increase enrollment of day-school students to 125 by 2015, and set residential goals as
4602 information becomes available
- 4603 Explore the feasibility of expanding lower school with a Pre-K through six component
- 4604 Maintain a balanced and diverse student body
- 4605 Continue to assess and revise the Marketing and Recruitment plan to reflect new
4606 initiatives
- 4607 Maintain relationships with area private schools to recruit potential students
- 4608 Work with University Advancement to enhance scholarship opportunities for students
- 4609 Maintain a part-time program for homeschooled students
- 4610 Continue to explore and develop middle school athletic programs for JFWA students in
4611 grades five through seven
- 4612 Investigate and seek funding for an exchange program with international institutions (e.g.
4613 boy's school in South Africa and a girl's school in the United Kingdom)

4614
4615 **Responsibilities:** Director of JFWA Admissions, JFWA Principal, JFWA Guidance
4616 Counselor, JFWA Athletic Director, Enrollment Coordination Committee, Dean of
4617 Administration, Director of Student Life, and Director of Residential Life.

4618
4619 **Time Frame:** 2013-2018.

4620
4621 **Resources Required:** To be determined.

4622
4623 **Assessment:** Enrollment statistics.

4624 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4625 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4626 *and productive citizens of society*
4627

4628 **Objective 2.5:** Improve the persistence and progression rates for students in
4629 undergraduate, graduate, and pre-professional programs.
4630

4631 **Strategies and Action Plans:**

- 4632 Continue to collect, interpret, and present data outcomes to academic programs
4633 and Cabinet
- 4634 Continue to utilize student survey results in addressing student satisfaction and
4635 engagement as coordinated by Institutional Research; supplement survey needs
4636 with the Office of Institutional Research
- 4637 Utilize institutional benchmarks with regard to persistence and progression rates
4638 to create a student retention and progression plan
- 4639 Continue to offer advising workshops for faculty, and evaluate effectiveness
- 4640 Create an academic advising manual for faculty
- 4641 Re-design a new student orientation program, and evaluate results
- 4642 Continue the fifth-year program for student athletes to promote degree completion
- 4643 Continue to develop and offer academic support programs
- 4644 Develop a contingency plan for academic support if external funding is not secured
- 4645 Continue three-week and mid-term grade assessment for all undergraduate students;
4646 continue Concerned Conferences; encourage faculty participation
- 4647 Evaluate faculty involvement with the UACT 100 Strategies for College Success course
- 4648 Continue to promote and discuss retention initiatives with faculty
- 4649 Maintain and promote the early warning system through Ellucian
- 4650 Continue to expand and improve student services at the extended learning sites
- 4651 Continue to expand academic support at extended learning sites
- 4652
 - Utilize feedback from the Parent’s Club to improve services
- 4653 Continue to assess and track retention figures by semester and Fall-to-Fall
- 4654 Align UACT 100 Strategies for College Success taught by Student Support Services with
4655 the syllabus and learning objectives in the faculty led UACT 100 course
- 4656 Explore development of peer support programs
- 4657
 - Continue to identify “at-risk” students and promote the use of available student services
- 4658 Develop a coordinated effort to identify and serve students with undecided majors
- 4659
 - Continue to require “at risk” (semester GPA under 2.5) student athletes to meet with an
4660 Athletic representative for advice and guidance regarding available resources
- 4661 Evaluate and enhance the First Year Experience (FYE) program
- 4662 Continue and evaluate the expansion and success of the Cornerstone program
- 4663 Implement and evaluate the Bridge program (leading to an associate degree) for
4664 underprepared undergraduate students
- 4665 Provide and evaluate services to ALA students
- 4666 Coordinate with International programming to expand the orientation program for
4667 international students

4668 **Responsibility:** Student Services Personnel, Deans, Directors, Student Success
4669 Committee, Director of International Programs.

4670
4671 **Time Frame:** By 2016.

4672
4673 **Resources Required:** Student Services, Student Support Services, Financial Aid,
4674 Academic Affairs, Advancement, and Athletics.

4675
4676 **Assessment:** Evaluation of the research, identification of personnel, training manual,
4677 students' evaluations and comparison study of retention rates.

4678
4679 **Use of Results:** Improved retention, graduation rates, and enhanced culture.

4680 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4681 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4682 *and productive citizens of society*

4683
4684 **Objective 2.6:** To improve student success by increasing student use of available
4685 services.

4686
4687 **Strategies and Action Plans:**

- 4688 Increase opportunities for cooperation between undergraduate and graduate
- 4689 communities
- 4690 Continue to improve the co-curricular experience for students at all locations
- 4691 Provide leadership development opportunities for students
- 4692 Support and track opportunities for all students to participate in service learning
- 4693 and community service activities
- 4694 Continue to enhance intramural sports and recreation opportunities
- 4695 Evaluate the effectiveness of Omicron Delta Kappa, the national leadership organization
- 4696 Maintain an active Career Services program
- 4697 Maintain, develop and evaluate an Honors residence hall to support students in the
- 4698 Honors Program
- 4699 Provide ongoing information to students about University services
- 4700 Provide a comprehensive student activities program; create a student-led programming
- 4701 committee/board
- 4702 Provide information and accommodations for students with documented disabilities
- 4703 through the Americans with Disabilities Act (ADA) Coordinator
- 4704 Provide counseling and mental health awareness to students through the Counseling
- 4705 Services department
- 4706 Encourage the Student Government Association to survey students and advocate on their
- 4707 behalf
- 4708 Enhance and evaluate the Residence Life program
- 4709 Promote knowledge and usage of the Tagge Center for Academic Support and other
- 4710 academic support services
- 4711 Revise and evaluate the First-Year Experience (FYE) for incoming freshmen

4712 **Responsibility:** Student Services, Career Services, Academic Affairs, Advancement, and
4713 Deans of Undergraduate, Graduate, and Professional Studies.

4714
4715 **Time Frame:** Annually.

4716
4717 **Resources Required:** Adequate funding supporting Career Planning, applicable budgets,
4718 Student Advocacy, Student Activities, and Student Support Services. Additionally,
4719 undergraduate, graduate and professional programs within Student Services.

4720
4721 **Assessment:** Collect statistics on the number of students served by each department and
4722 Student Satisfaction survey results.

4723
4724

4725 **Use of Results:** Use assessment data to enhance the percentage of students using student
4726 services and increase the success rates of students.

4727 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4728 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4729 *and productive citizens of society*

4730
4731 **Objective 2.7:** To provide appropriate student aid awards to eligible students.
4732

4733 **Strategies and Action Plans:**

- 4734 Reassess the Institutional Financial Aid practices and packaging philosophy
- 4735 Assess retention rates
- 4736 Review the required steps for full tuition scholarship recipients to include one or
4737 more of the following: application, interview, essay and support letters
- 4738 Utilize the Enrollment Revenue Management System to develop and assess multiple
4739 econometrics
- 4740 Seek ways to enhance service to students by creating a short survey indicating how
4741 financial aid can better serve students; refine packaging automation for all student
4742 populations
- 4743 Improve interdepartmental communications
- 4744 Develop industry partnerships to explore tuition reimbursement programs
- 4745 Identify and meet students' financial needs through a combination of grants,
4746 scholarships and self-help aid
- 4747 Train work-study students and supervisors on the work-study process
- 4748 Cross train staff
- 4749 Re-evaluate the funding level of the Lincoln Grant component of the Financial Aid
4750 budget
- 4751 Monitor federal and state financial aid funds while considering possible decreases in
4752 these funds over the next several years
- 4753 Seek ways to increase endowed institutional scholarship and work programs by
4754 collaborating with Advancement Staff; refine information in electronic award letters for
4755 all student populations; identify and counsel all students who are Tennessee Lottery
4756 Scholarship recipients
- 4757 Create financial literacy programs for students
- 4758 Refine document imaging processes

4759 **Responsibility:** VP for Student and Enrollment Services, Executive Director of Financial
4760 Aid, Admissions staff, Student Services staff, Awards Committee, Vice President for
4761 Advancement, and Financial Aid staff.
4762

4763 **Time Frame:** Each semester.
4764

4765 **Resources Required:** Included in the institutional Financial Aid budget each year. Need
4766 \$116,000.00 over a three-year period plus travel costs for the Enrollment and Revenue
4767 Management System (ERMS) product from Noel-Levitz.
4768

4769 **Assessment:** Examine financial aid statistics and audits.
4770

4771 **Use of Results:** Improved enrollment, retention and student satisfaction.
4772

4773 **Strategic Goal 2:** *Recruit and retain students so that enrollment, integrity and the*
4774 *mission of Lincoln Memorial University will be maintained to produce knowledgeable*
4775 *and productive citizens of society*

4776
4777 **Objective 2.8:** Promote the service component of our mission statement to the University
4778 community.

4779
4780 **Strategies and Action Plans:**

- 4781 • Explore opportunities for outreach in LMU's service area and beyond
- 4782 Increase community awareness of existing service by faculty, staff and students
- 4783 Continue to track SSI hours
- 4784 Continue to support student groups conducting fundraising efforts for local
4785 charities
- 4786 Continue to support student groups conducting health fairs, wellness and health
4787 awareness outreach programs for community groups
- 4788 Create programs on campus to enhance individual well-being
- 4789 Support and track opportunities for all students to participate in service learning
4790 and community service activities
- 4791 Review service requirements for university programs

4792
4793 **Responsibility:** VP for Student and Enrollment Services, Executive Director of Financial
4794 Aid, Admissions staff, Student Services staff, Awards Committee, Vice President for
4795 Advancement, and Financial Aid staff.

4796
4797 **Time Frame:** Each semester.

4798
4799 **Resources Required:** Included in the institutional Financial Aid budget each year. Need
4800 \$116,000.00 over a three-year period plus travel costs for the Enrollment and Revenue
4801 Management System (ERMS) product from Noel-Levitz.

4802
4803 **Assessment:** Examine financial aid statistics and audits.

4804
4805 **Use of Results:** Improved enrollment, retention and student satisfaction.

4806

Strategic Goal 3:

4807

*Strengthen planning, budgeting and
assessment*

4808

4809 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4810

4811 **Objective 3.1:** To use the institutional mission statement as the foundation for all planning,
4812 budgeting, and assessment processes.

4813

4814 **Strategies and Action Plans:**

4815 Coordinate annual review of the institutional mission statement (with specific
4816 consideration of the current and projected character and composition of the institution) at
4817 the Strategic Planning Retreat and submit recommended changes to the Institutional
4818 Effectiveness Committee (IEC)

4819 The IEC will approve changes and submit recommendations to the President and
4820 Cabinet for consideration by the Board of Trustees

4821 Review the University Strategic Plan on an annual basis and revise as appropriate to
4822 reflect any changes in the University Mission Statement

4823 Ensure the alignment of the mission, goals and objectives of the colleges, divisions,
4824 departments, and units with the University Mission and Strategic Plan

4825 Align the budget with the University Mission, Values, Goals, Objectives and Strategic
4826 Plan

4827 Ensure the assessment of expected outcomes across the University, including college,
4828 school and departmental levels

4829 Make continuous changes and improvements as dictated by the assessment results

4830

4831 **Responsibility:** Strategic Planning Retreat attendees, IEC, the Cabinet, the President and the
4832 Board of Trustees.

4833

4834 **Time Frame:** Continuous.

4835

4836 **Resources Required:** Time.

4837

4838 **Assessment:** The President's Cabinet and the IEC will determine that the University Mission is
4839 the foundation for all planning, budgeting and assessment as documented by the committee
4840 minutes.

4841

4842 **Use of Results:** Document alignment of planning, budgeting, and assessment process or make
4843 appropriate revisions.

4844 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4845

4846 **Objective 3.2:** Prepare a balanced fiscal year operating and cash flow budget annually for Board
4847 of Trustees' approval.

4848

4849 **Strategies and Action Plans:**

- 4850 • Evaluate the Institution's financial performance, identifying strengths, weaknesses,
4851 opportunities and threats (to be accomplished by the President's Cabinet)
- 4852 Prepare budget requests consistent with individual unit plans and strategic priorities
- 4853 Review budget requests, institutional priorities, the five-year pro forma, and institutional
4854 evaluation results specific to each department and/or program to make informed
4855 decisions related to the allocation and reallocation of resources consistent with the
4856 strategic plan
- 4857 Conduct annual budget discussions during which the Vice Presidents and their respective
4858 budget officers present proposals and provide supporting documentation to ensure that all
4859 estimates are reasonable
- 4860 Present the balanced budget to the Board of Trustees for approval
- 4861 Review the financial performance for deviations from projected revenues and expenses
4862 and make spending adjustments accordingly
- 4863 Assure that timely communication and feedback to appropriate persons regarding budget
4864 matters will occur throughout the fiscal year

4865

4866 **Responsibility:** The Vice President for Finance, President, Vice Presidents, and Budget Officers.

4867

4868 **Time Frame:** Annually.

4869

4870 **Resources Required:** Adequate data and time.

4871

4872 **Assessment:** Balanced fiscal year operating and cash flow budget.

4873

4874 **Use of Results:** Ensure proper and adequate funding of expenditures necessary to meet the
4875 strategic goals of the Institution for use and preparation of future budgets, forecasts, and five
4876 year pro formas, which sustains financial stability, complies with debt service requirements, and
4877 supports growth.

4878 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4879

4880 **Objective 3.3:** To prepare a rolling five year operating pro forma and cash flow that reflects
4881 strategic institutional priorities, including academic, operational and capital initiatives.

4882

4883 **Strategies and Action Plans:**

4884 Evaluate the current five-year operating pro forma and cash flow using recent financial
4885 and economic trends

4886 Develop budgetary assumptions using expense and revenue trend data and specific
4887 environmental considerations

4888 Use institutional research for trend analysis, unit strategic plans and outcomes assessment
4889 results to assess and update the rolling five year operating pro forma and cash flow to
4890 reflect institutional priorities

4891 Present the five-year operating pro forma and cash flow to the Board of Trustees each
4892 spring for approval

4893 Review quarterly the financial performance for deviations from budgeted revenues and
4894 expenses and make future forecast adjustments accordingly

4895 Assure that timely communication and feedback to appropriate persons regarding budget
4896 matters will occur throughout the fiscal year

4897

4898 **Responsibility:** Budget Officers, Office of Institutional Effectiveness, and the President's
4899 Cabinet

4900

4901 **Time Frame:** Annually

4902

4903 **Resources Required:** Adequate data and time.

4904

4905 **Assessment:** The President's Cabinet will review to ensure the alignment of the five-year
4906 operating and cash flow pro forma with institutional priorities as documented by the committee
4907 minutes.

4908

4909 **Use of Results:** To plan effectively and aid in preparing annual operating and cash flow budgets.

4910 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4911

4912 **Objective 3.4:** To provide budget for debt service, strategic initiatives and contingencies.

4913

4914 **Strategies and Action Plans:**

4915 President and Vice President for Finance will ensure, as part of the budget development,
4916 line items for debt service, strategic initiatives and contingencies

4917 The President and Vice President for Finance will establish parameters for the allocation
4918 of budgeted funds in support of debt services, strategic initiatives and contingencies of
4919 the University

4920 The President and Vice President for Finance may designate a portion of remaining cash
4921 balances at year-end as restricted for future debt service requirements

4922 The Vice President for Finance will utilize a forecasting process to provide a foundation
4923 for decision-making

4924 Include in the program budget pro forma adequate funding for marketing new programs

4925

4926 **Responsibility:** The President and Vice President for Finance

4927

4928 **Time Frame:** Continuous.

4929

4930 **Resources Required:** Adequate data and time.

4931

4932 **Assessment:** The Board of Trustees will approve an annual budget that assures the ability of the
4933 Institution to meet unexpected financial events, plan for debt service requirements and allow for
4934 financial funding of strategic initiatives.

4935

4936 **Use of Results:** To assure institutional financial flexibility, compliance with debt service
4937 requirements, and support strategic growth.

4938 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4939

4940 **Objective 3.5:** To enhance budget management.

4941

4942 **Strategies and Action Plans:**

4943 • Include evaluation of budget management performance as a regular component of each
4944 budget officer's annual evaluation

4945 Facilitate comprehensive communication of financial performance between Finance,
4946 budget officers and department members through periodic forecast process

4947 Review, and where appropriate, revise expenditure approval process

4948 Review the financial performance for deviations from projected revenues and expenses
4949 and make spending adjustments accordingly

4950

4951 **Responsibility:** President's Cabinet and Budget Officers.

4952

4953 **Time Frame:** Continuous.

4954

4955 **Resources Required:** Adequate data and time.

4956

4957 **Assessment:** The President's Cabinet will review budget management performance across the
4958 Institution.

4959

4960 **Use of Results:** To more effectively manage institutional financial operations.

4961 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4962

4963 **Objective 3.6:** To plan and budget for resources appropriate to support Lincoln Memorial
4964 University as a Level VI institution.

4965

4966 **Strategies and Action Plans:**

4967 Coordinate with the Vice President for Research, through the Committee on Scholarly
4968 Activities (COSA), to develop budgeting projections in support of research and scholarly
4969 activity

4970 Coordinate with the administrative personnel to develop budgeting projections in support
4971 of infrastructure needs

4972 • Coordinate with enrollment management personnel to develop budgeting projections in
4973 support of student services' needs

4974 Provide support in seeking funding from external sources

4975 Monitor compliance and manage expenditures of grant-funded programs

4976 Review levels of research activity and align budgeting to provide adequate support,
4977 including intramural, and start-up funding

4978

4979 **Responsibility:** Vice President for Research, Office of Research, Grants and Sponsored
4980 Programs, Vice President for Finance, Director of Foundations, Director of Health Sciences
4981 Research and Grants, Vice President for Student and Enrollment Services and President.

4982

4983 **Time Frame:** Continuous.

4984

4985 **Resources Required:** Relevant, time specific data and stated time frames.

4986

4987 **Assessment:**

4988 Documented outcomes of scholarly activities and growth of research funding.

4989 Documented infrastructure support requirements through project plans.

4990

4991 **Use of Results:** To plan effectively and aid in preparing five-year operating pro forma and cash
4992 flow and annual operating budget for research efforts for Level VI requirements.

4993 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

4994

4995 **Objective 3.7:** To utilize data to make informed decisions.

4996

4997 **Strategies and Action Plans:**

4998 Collect and analyze appropriate data from internal and external sources

4999 Provide appropriate access to results of analysis to guide the decision-making process for
5000 improvement of the Institution

5001 Maintain a repository of institutional data to ensure consistency in official reporting

5002 Ensure consistency of data provided in support of the decision-making process

5003 Provide assistance to faculty and staff in interpretation and use of data

5004 The Vice President for Finance will utilize a forecasting process to provide a foundation
5005 for decision-making

5006

5007 **Responsibility:** Office of Institutional Effectiveness, Finance, and the Cabinet.

5008

5009 **Time Frame:** Continuous.

5010

5011 **Resources Required:** Appropriate staff and tools to timely accumulate and evaluate relevant
5012 data.

5013

5014 **Assessment:** The Cabinet will utilize findings discovered through the analysis of data to support
5015 informed decision-making.

5016

5017 **Use of Results:** Improve and inform the planning, budgeting and assessment processes.

5018 **Strategic Goal 3:** *Strengthen planning, budgeting and assessment*

5019

5020 **Objective 3.8:** To document status of strategic goals in an annual progress report.

5021

5022 **Strategies and Action Plans:**

5023 Evaluate progress of strategic goals based on University assessment

5024 Produce an annual progress report prior to the fall meeting of the Board of Trustees

5025 Post the revised Strategic Plan, with progress reports, for access to the LMU community,
5026 and its accrediting bodies

5027

5028 **Responsibility:** The President and Provost/VPAA.

5029

5030 **Time Frame:** Annually.

5031

5032 **Resources Required:** Timely submissions.

5033

5034 **Assessment:** Annual strategic planning progress report.

5035

5036 **Use of Results:** To inform constituents of the Institution's status and contribute to the Strategic
5037 Planning process

5038

Strategic Goal 4:

5039

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

5040

5041

5042 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
5043 *resources on campus and at extended learning sites*

5044
5045 **Objective 4.1:** Provide for the development and use of the physical resources of the
5046 Institution.

5047
5048 **Strategies and Action Plans:**

5049 Develop a facilities master plan and update annually in order to assess, plan for, and
5050 evaluate facilities and grounds at the Harrogate campus and extended learning sites in
5051 order to respond to fluctuations in student demographics; support faculty/staff research
5052 and scholarly activities; support community program needs by providing physical
5053 maintenance, housing, furniture and technology infrastructure to the following:

5054 *Existing Facilities*

- 5055 Review and identify office, classroom, and study space on the main campus and
5056 throughout the extended learning sites
- 5057 Continue improvements to the Student Center, including wellness and recreational
5058 activities
- 5059 • Remodel the Abraham Lincoln Library and Museum, including installation of a new roof
5060 and relocation of HVAC rooftop components
 - 5061 • Complete the final Village residential hall
 - 5062 • Remodel of rental property adjacent to campus
 - 5063 • Remodel of University Inn pool (completed by the end of the Fall 2015 semester)
 - 5064 • Remodel of Liles Hall
 - 5065 • Complete the roofing project for Carnegie-Vincent Library
 - 5066 • Demolition of Alumni, Bluebird, and Robertson houses
 - 5067 • Renovation of Grant Lee Hall for administrative spaces
 - 5068 • Renovation of President's house to President's and legal offices
 - 5069 • Relocate the Post Office to the Student Center
 - 5070 • Relocate the Print Shop to the Student Center
 - 5071 • Construct new golf facility
 - 5072 • Renovation of Art Center in Cumberland Gap
 - 5073 • Relocation and renovation of UMC-New Tazewell
 - 5074 • Demolition of old tennis facility
 - 5075 • Complete HVAC renovations for Duke and DAR Halls
 - 5076 • Construction of additional office space in Tex Turner Arena
 - 5077 • Remodel of Mary Annan Natatorium
 - 5078 • Continue to pursue funding through University Advancement for Democrat Hollow
5079 upgrades

5080 *New Facilities*

- 5081 • Track and field facilities
- 5082 • Lacrosse facilities
- 5083 • Indoor baseball/softball facility
- 5084 • Communication, Instruction and Technology (CIT) facility

- 5085 • New maintenance building
- 5086 • Construct on-campus Veterinary Medicine facility, including labs, lecture halls and office
- 5087 space
- 5088 • Additional water storage to support irrigation and fire sprinkler systems
- 5089 ○ Five hundred thousand gallon tank
- 5090 • Investigate catch basin to collect and store raw water for irrigation and grounds upkeep
- 5091 • Construction of facility for Conservation Biology teaching and research to replace old
- 5092 pottery shop; renovate CMRC building
- 5093 • Construct Virginia Small Animal Veterinary Medicine facility, including labs, lecture
- 5094 halls and office space
- 5095 • Construction of community tennis facility at Harrogate City Park
- 5096 • Complete upgrades of Cumberland Gap buildings
- 5097 • Development of a Social Sciences lab
- 5098 • New water plant facility with office space
- 5099 • Purchase and renovation of Shipping and Distribution Center
- 5100 • Plan and construct new UMC-Harrogate

5101 *Campus Enhancements*

- 5102 • Ongoing campus lighting enhancements
- 5103 • Campus sidewalks and crosswalks
- 5104 • Continue to monitor utilities to enhance fiscal responsibility
- 5105 • Evaluate and identify potential problems with ADA facilities compliance
- 5106 • Implement and continue upgrades to Schenk facility
- 5107 • Continue to renovate Student Center
- 5108 • Support a campus master plan
- 5109 • Reconfigure campus road schematics
- 5110 • Continue to identify site-specific enhancements at extended sites

5111
 5112 **Responsibility:** Director of Properties and Physical Plant, VP for Administration, Director of
 5113 Environmental Safety and Facility Coordination, Director of Infrastructure Management, the
 5114 President, President’s Cabinet, and Properties Committee of the Board of Trustees.

5115
 5116 **Time Frame:** Annually and as needed.

5117
 5118 **Resources:** Physical plant budget, plant fund.

5119
 5120 **Assessment:** Minutes of President’s Cabinet and Properties Committee; minutes from the
 5121 Facilities Management Group; Physical Plant Operations Group and other project plan
 5122 documentation.

5123
 5124 **Use of Results:** Improve, maintain, preserve and protect the physical resources of the
 5125 Institution.

5126 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human*
5127 *resources on campus and at extended learning sites*

5128

5129 **Objective 4.2:** Provide a healthy, safe, and secure environment.

5130

5131 **Strategies and Action Plans:**

5132 • Assess, plan for, and evaluate University safety and security operations in order to ensure
5133 compliance with regulatory agencies annually

5134 • Seek funding from outside sources to ensure additional health and safety opportunities
5135 and resources

5136 • Communicate the University's Health and Safety Manual, including the University Crisis
5137 Plan

5138 • Coordinate on-campus and off-campus resources (e.g. human resources, student services,
5139 housing, county health departments, external counseling agencies etc.) to provide
5140 community health and well-being resources to ensure compliance

5141 • Conduct an annual assessment of physical plant and facilities, focusing on safety and
5142 health issues (posted evacuation plans, lighting, traffic signs, alarm systems, call boxes,
5143 and camera systems, security and access control)

5144 • Support training opportunities for health and safety issues

5145 • Coordinate and implement handling of hazardous materials and biological waste in
5146 compliance with applicable local, state and federal regulations

5147 • Implement access control in all new facilities on campus

5148 • Continue to expand the security call phone system and utilization of campus siren

5149 • Enhance participation in Emergency Alert System

5150 • Enhance current fire drill procedures for administrative buildings

5151 • Designation of shelter in place for each facility

5152 • Mock emergency drill conducted on a scheduled basis

5153 • Assist with educating students about campus, personal and situational safety

5154 • Ongoing enhancement of safety and maintenance support at extended learning sites

5155 • Increased training of police officers on Campus Save initiative and sexual assault
5156 investigation

5157 • Posting of evacuation routes on all floors of all buildings

5158

5159 **Responsibility:** IT Representative for Infrastructure, Director of Properties and Physical Plant,
5160 VP for Administration, Director of Environmental Safety and Facility Coordination, Director of
5161 Campus Safety and Emergency Preparedness, Director of Infrastructure Management,
5162 President's Cabinet, Chief of LMU Campus Police and Security, Risk and Insurance Manager,
5163 and Chair of the Institutional Biological and Chemistry Safety Committee.

5164

5165 **Time Frame:** Annual or as needed.

5166

5167 **Resources Required:** Physical plant and/or departmental budget(s)

5168 **Assessment:** Evaluate regulatory agency reports, safety and security reports and plans

5169

5170 **Use of Results:** Enhance safety and security on campus and at extended learning sites

5171 **Strategic Goal 4:** *Ensure the adequacy and efficient use of physical and human resources on*
5172 *campus and at extended learning sites*

5173

5174 **Objective 4.3:** Enhance and sustain the Institution's Human Resources (HR).

5175

5176 **Strategies and Action Plans:**

5177

- Enhance employee orientation process

5178

- Maintain the HR information site on LMU's internal portal

5179

- Continue to provide and enhance in-house training and development programs for employees

5180

5181

- Evaluate and enhance University benefits

5182

- Ensure compliance with local, state and federal agencies

5183

- Review and solicit input from Faculty and Staff Senates for existing Faculty/Staff Policy based on current laws and upcoming legislation

5184

5185

- Support the financial audit process

5186

- Participate in job fairs to present LMU as a career opportunity

5187

- Enhance the Human Resources physical presence at extended learning sites

5188

- Research and address current healthcare reforms

5189

- Further streamline payroll process (EMMA) while adhering to payroll legislation

5190

- Maintain digital backup employee file system to aid in retention documentation (Image Now)

5191

5192

- Recognize employee service and promotions through celebrations

5193

- Support and encourage the development of wellness programs

5194

- Implement human resources technology (as budget permits) to reduce manual processes

5195

5196

Responsibility: Human Resources and the Vice President for Administration

5197

5198

Time Frame: Ongoing.

5199

5200

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

5201

5202

5203

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

5204

5205

5206

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

5207

Strategic Goal 5:

5208

*Ensure effective and efficient use of
technology*

5209

5210 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5211 *resources.*

5212
5213 **Objective 5.1:** Plan and budget for appropriate technological resources, including staff,
5214 software, and hardware.

5215
5216 **Strategies and Action Plans:**

- 5217 • Actively participate in budgeting process of new and proposed initiatives
- 5218 • Identify and prioritize department and program technology requests for existing programs
- 5219 • Identify cost effective solutions to meet technological needs
- 5220 • Identify budget resources for upgrades, maintenance, support and training
- 5221 • Develop university purchasing, life-cycle management and maintenance schedule
- 5222 • Assess technology initiatives to determine adequate resources
- 5223 • Procure adequate instructional technology (e.g., laptops) for adjunct faculty
- 5224 • Support instruction, research and scholarly activity
- 5225 • Include opportunities to provide service to the community
- 5226 Identify, plan and support resource needs (including both physical and personnel needs)
- 5227 for online and hybrid course and program offerings
- 5228 • Improve communication between Finance, Information Services and appropriate
- 5229 departments regarding funded and unfunded technology budget requests

5230
5231 **Responsibility:** Vice President of Finance, Information Services (IS) staff, Information
5232 Technology Committee, and President's Cabinet.

5233
5234 **Time Frame:** Continuous.

5235
5236 **Resources Required:** Included in Information Services budget.

5237
5238 **Assessment:** Annual survey of faculty, staff, students and technology; and an annual itemized
5239 review of technology budget and expenditures.

5240
5241 **Use of Results:** To justify, plan and communicate budgeting for technology.

5242 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5243 *resources.*

5244
5245 **Objective 5.2:** Provide and maintain technology infrastructure.
5246

5247 **Strategies and Action Plans:**

- 5248 • Review and assess all network closets
- 5249 • Provide and maintain appropriate technology resources for faculty, staff and students
- 5250 • Review, assess and modify online services for faculty, staff and students
- 5251 • Review, assess and modify software, website and database functionality for University
5252 use
- 5253 • Review, assess and provide additional classroom technology needs
- 5254 • Continue planned implementation of secure electronic document imaging solution
- 5255 • Maintain appropriate wireless network and wireless network security
- 5256 • Perform network security audit annually
- 5257 • Review, assess and analyze network monitoring reports
- 5258 • Identify additional or new technology needs in new and existing buildings
- 5259 • Identify additional or new technology needs for new and existing programs
- 5260 • Review, assess and modify Disaster Recovery Plan for Information Services
- 5261 • Continue implementation of safety plan to including access control, video surveillance
5262 and fire and smoke detection
- 5263 • Maintain appropriate support for security services
- 5264 • Run fiber optic cable to new and existing facilities to expand Sigmon Communications
5265 Center broadcasting infrastructure
- 5266 • Partner with vendors to identify and improve bandwidth and performance on applications
5267 hosted off-site

5268
5269 **Responsibility:** IS, Security and Information Technology Committee

5270
5271 **Time Frame:** Continuous.

5272
5273 **Resources Required:** Basic resources included in Information Services budget; additional
5274 resources requested through budget process and grants. Compliance with national standards and
5275 regulatory guidelines.

5276
5277 **Assessment:** EDUCAUSE or national benchmarks, Network monitoring reports, Helpdesk logs
5278 and resolutions, Standard Operating Procedures, Information Technology Infrastructure Library
5279 (ITIL) standards, International Society for Technology in Education (ISTE) recommendations
5280 and COBIT.

5281
5282 **Use of Results:** To ensure adequate technology infrastructure for faculty/staff/student.

5283 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5284 *resources.*

5285
5286 **Objective 5.3:** Provide training opportunities for faculty, staff, students and technology support
5287 staff.

5288
5289 **Strategies and Action Plans:**

- 5290 • Create an annual training schedule in collaboration between IS and Center for Teaching
5291 and Learning Excellence (CTLE)
- 5292 • Train new employees on basic productivity tools
- 5293 • Train and cross-train technology support staff
- 5294 • Support online learning initiatives
- 5295 • Provide new and emerging technology training opportunities
- 5296 • Support CTLE with the development of instructional resources that use technology
- 5297 • Coordinate training opportunities with vendors
- 5298 • Coordinate training and orientation opportunities with graduate and undergraduate
5299 students

5300
5301 **Responsibility:** Information Services, Center for Teaching and Learning Excellence, Academic
5302 Affairs, Office of Institutional Research and Student Support Services

5303
5304 **Time Frame:** Continuous.

5305
5306 **Resources Required:** Basic resources included in Information Services budget and Academic
5307 Affairs budget.

5308
5309 **Assessment:** Training assessment surveys and Annual Software utilization assessment.

5310
5311 **Use of Results:** To determine user satisfaction levels as measured by continuous survey and
5312 identify training needs of faculty, staff, and students; to identify problems which additional user
5313 training could improve user satisfaction.

5314 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5315 *resources.*

5316
5317 **Objective 5.4:** Provide user support for technology services.
5318

5319 **Strategies and Action Plans:**

- 5320 • Review, assess, and modify Information Services Helpdesk support
- 5321 • Continue campus-wide campaign to communicate help desk support procedures
- 5322 • Review and analyze Helpdesk service and support logs
- 5323 • Create and analyze Helpdesk FAQ and online support documentation
- 5324 • Encourage the use of campus portal (Pathway)
- 5325 • Analyze trends for user support frequency and staff appropriately
- 5326 • Review, assess and modify Information Services Policies and Procedures as needed
- 5327 • Review, assess, and modify the student and employee handbooks for technology policy
- 5328 changes
- 5329 • Provide user-friendly guest access to LMU wireless
- 5330 • Procure adequate instructional technology (e.g., laptops) for adjunct faculty
- 5331 • Develop policies and procedures for granting appropriate guest access to technology,
- 5332 facilities and services
- 5333 • Support campus and community events

5334
5335 **Responsibility:** IS, Director of Social Networking and President's Cabinet.
5336

5337 **Time Frame:** Continuous.
5338

5339 **Resources Required:** Basic resources included in Information Services budget.
5340

5341 **Assessment:** Helpdesk work order survey results, routine review and analysis of Helpdesk work
5342 orders and resolutions.

5343
5344 **Use of Results:** To ensure user support for technology for faculty, staff and students

5345 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5346 *resources.*

5347
5348 **Objective 5.5:** Plan and implement necessary resources and services for radio/television stations.
5349

5350 **Strategies and Action Plans:**

- 5351 • Continue to investigate the potential for a new communication center
- 5352 • Provide additional staff training to minimize air down time
- 5353 • Establish additional advertising accounts and programming opportunities
- 5354 • Support campus events, public relations and marketing and community events
- 5355 • Maintain Federal Communications Commission (FCC) and other regulatory guidelines
- 5356 • Maintain required memberships and licensing
- 5357 • Explore opportunities in internet broadcasting for television
- 5358 • Support a communication plan to advertise services to the LMU community
- 5359 • Initiate more student involvement with productions
- 5360 • Continue to foster collaboration between academics, administrative departments, and
5361 Sigmon
- 5362 • Support necessary upgrades to Sigmon Communications Center broadcasting
5363 infrastructure
- 5364

5365 **Responsibility:** Sigmon Communications, CIO, VP of Administration and Deans of Schools.
5366

5367 **Time Frame:** Continuous.
5368

5369 **Resources Required:** Sigmon Communications budget and revenue from advertising and
5370 sponsorship.
5371

5372 **Assessment:** Annual review of memberships. Annual review and analysis of program offerings.
5373 Review of logs and regulatory requirement updates. Assess and survey listener-viewer base.
5374 Annual assessment of air downtime.
5375

5376 **Use of Results:** To enhance the student learning experience, provide services to the University
5377 and community, maintain up-to-date technology for TV and radio, and maintain quality services.

5378 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5379 *resources.*

5380

5381 **Objective 5.6:** Provide appropriate support for research initiatives at the University.

5382

5383 **Strategies and Action Plans:**

- 5384 • Maintain continuous communication with the academic community to identify faculty
5385 needs regarding the technological infrastructure necessary to support research and
5386 scholarly activity
- 5387 • Review and assess electronic research administration capabilities to support pre-award
5388 and post-award grant activities
- 5389 • Participate in the planning, development and support of research facilities
- 5390 • Evaluate adequacy of technology support staff to support research and scholarly activity
- 5391 • Ensure compliance with federal and state regulations regarding management of
5392 information and data generated and used during research and scholarly activity
- 5393 • Create sufficient budget and staffing to adequately support research/scholarly activity and
5394 future information technology needs
- 5395 • Identify, support and maintain technology-related research tools and applications

5396

5397 **Responsibility:** Information Services and the Office of Research, Grants, and Sponsored
5398 Programs.

5399

5400 **Time Frame:** Continuous.

5401

5402 **Resources Required:** Information Services budget and revenue from grants and sponsored
5403 programs.

5404

5405 **Assessment:** Approved grant requirements and regulatory assessment; purchase orders that
5406 support grant requests; user satisfaction surveys.

5407

5408 **Use of Results:** Identify additional needs to support research initiatives.

5409 **Strategic Goal 5:** *Provide and maintain effective and efficient utilization of technological*
5410 *resources.*

5411
5412 **Objective 5.7:** Develop and maintain a high quality external website.
5413

5414 **Strategies and Action Plans:**

- 5415 • Maintain communication with current web design firm on redesign of website
- 5416 • Utilize Director of Web Development for support of content management system and
5417 other development as needed
- 5418 • Develop a dynamic/responsive website to allow viewing on all electronic devices
- 5419 • Centralize web page maintenance
- 5420 • Consult with the office of PR and Marketing to facilitate consistent design and brand use
5421 across all LMU web pages
- 5422 • Create and maintain an effective content management system
- 5423 • Investigate software options to enhance University website, including e-Commerce
5424 (beyond what is currently available through iModules/alumni community)
- 5425 • Initiate a process for approval to allow updated directories
- 5426 • Empower department heads or designee to review, assess and modify website content
- 5427 • Work with office of PR and Marketing to assess marketing needs for the website and
5428 third-party platform resources
- 5429 • Provide and review analytics report on an ongoing basis to determine security threats and
5430 marketing opportunities
- 5431 • Develop training and communication plan for redesigned website launch and
5432 maintenance

5433
5434 **Responsibility:** Information Services, Office of Public Relations and Marketing, department
5435 heads or designees

5436
5437 **Time Frame:** Continuous

5438
5439 **Resources:** IS budget, personnel

5440
5441 **Assessment:** web analytics

5442
5443 **Use of Results:** to create a consistent dynamic website accessible to all constituents via all web
5444 access devices

5445

Strategic Goal 6:
Enhance resources

5446

5447 **Strategic Goal 6:** *Enhance resources*

5448

5449 **Objective 6.1:** Create an environment of practical, helpful collaboration and service across the
5450 main campus and all extended learning sites and the community

5451

5452 **Strategies and Action Plans:**

5453 • Use the AHSS form as a template for logging service, scholarly activity and campus
5454 service institution-wide

5455 ○ This will provide a means for public relations opportunities, advertising, tracking
5456 and recruitment

5457 • Maintain listings of internal experts

5458 • Host quarterly open social and informational events at University Faculty Club and
5459 extended learning sites in order to foster a sense of faculty/staff community, share new
5460 program initiatives and provide collaborative and social opportunities

5461 • Utilize cross-departmental experts to create fundraising opportunities

5462 • Create dedicated section on main LMU website to promote new initiatives, and utilize
5463 Outlook calendar invitations to announce scheduled events and encourage attendance

5464 • Continue to provide opportunities for local high school teachers to meet faculty/staff and
5465 coordinate with faculty to provide opportunities for guest lectures

5466 • Promote the use of Pathway notifications for campus communication

5467 **Responsibility:** Vice President for University Advancement, Assistant Vice President for
5468 University Advancement, Prospect Research, I.S., Vice President for Student Services and
5469 Enrollment Management, President's Cabinet, Academic Deans, Program Directors, Department
5470 Chairs, Athletics and Administrative Assistants.

5471

5472 **Time Frame:** Ongoing

5473

5474 **Resources Required:** University Advancement Entertainment and Other budget lines (if funds
5475 are necessary)

5476

5477 **Assessment:**

5478 • Track service hours

5479 • Surveys to assess interest, participation and awareness

5480 • Monitor attendance at forums and events

5481

5482 **Use of Results:** Enhance campus image through marketing and promotion. Improve formal and
5483 informal campus and community communication. Revise future activities based on results of
5484 assessment.

5485 **Strategic Goal 6:** *Enhance resources.*

5486

5487 **Objective 6.2:** Increase unrestricted donations through giving and alumni participation by
5488 building a broad base of annual support.

5489

5490 **Strategies and Action Plans:**

5491 Maintain best advancement practices with the University Advancement division and
5492 adhere to established fundraising code of ethics by Council for Advancement and Support
5493 Education (CASE) and National Association of College and University Business Officers
5494 (NACUBO)

5495 Identify and cultivate donors who have the potential to give unrestricted gifts annually
5496 • Emphasize the concepts of Values – Education – Service as it applies to giving
5497 • Support efforts to enhance University-wide research. (3.3.1, 3.3.5, 3.7.3, 3.8.1—
5498 Principles of Accreditation)

5499 Total giving from all sources as of June 30, 2016 is \$6,772,185.16

5500 Solicit all members of the Board of Trustees to commit a yearly gift to the Annual Fund
5501 (Goal of 100% participation)

5502 • Request all members of the President’s Cabinet to participate in the Annual Fund (Goal
5503 of 100% participation)

5504 Encourage University Advancement staff to continue to contribute to the Annual Fund
5505 (Goal of 100% participation)

5506 Encourage all members of the Alumni Board to contribute to Annual Fund (Goal of
5507 100% participation)

5508 Collaborate with deans, departmental chairs and all campus constituencies to increase
5509 current faculty/staff giving with the goal of 50% participation for FY 2015-16, and 100%
5510 participation for schools/departments and extended learning sites

5511 ○ Received gifts from 178 full-time faculty and staff in 2015-16, increasing the
5512 faculty/staff giving rate to 28.96 percent (up from 27.75 percent as of June 30,
5513 2015)

5514 Raised \$93,365.55 in Annual Fund contributions as of June 30, 2016

5515 Meet each academic year with deans to discuss potential internal and external fundraising
5516 opportunities for the department

5517 Continue to monitor fundraising strategies for the Annual Fund

5518 ○ The Annual Fund allows LMU to place resources where they are most
5519 immediately needed or where opportunities are greatest

5520 ○ Strategies for meeting the Annual Fund goal include:

5521 ■ Maintain the Recognition Societies

5522 ■ Target group designations for direct mailings for the Annual Fund such as
5523 class years, special interests and majors and will be closely monitored for
5524 success rate and all letters will be signed by the President

5525 ■ Continue to target LYBUNT and SYBUNT donors

5526 ■ Publish Annual Fund appeals publications such as *CampusLinc*, *Alumnus*,
5527 the *Blue and Gray*, and other publications as needed, and will include self-
5528 mailer formats where appropriate and direct mail appeals

5529 Increase efforts to solicit potential donors

- 5530 ○ Target special interest groups, honorary degree recipients, recipients of
- 5531 institutional awards, corporations, professional organizations and parents
- 5532 ○ The University president will continue to call on the top 1% of targeted donors
- 5533 Improve donor recognition system to include enhanced Recognition Societies through use
- 5534 of annual events, publications, and personal meetings
- 5535 Travel within targeted territories for systematic cultivation and solicitation
- 5536 ○ Through utilization of prospect research, focus on potential major gift level
- 5537 donors such as World War II era groups
- 5538 Educate alumni about the increased need for scholarship funding for veterans and
- 5539 dependents
- 5540 • Explore ways to recognize LMU's alumni veterans at special events
- 5541 Involve students in philanthropy from the time of enrollment through legacy programs
- 5542 • Educate the University's community on the importance of speaking with a consistent
- 5543 message
- 5544 ○ Create enhanced revenue streams and synergy through education on philanthropy
- 5545 ○ Stress the importance of working through the University's president, major gift
- 5546 officers and deans to enhance the giving process
- 5547 Evaluate future composition of advisory boards with the Vice President for Academic
- 5548 Affairs; encourage advisory board giving
- 5549 Target mailings to new graduates to obtain correct e-mail and physical address
- 5550 Target inaugural classes of new program initiatives to facilitate transition from current
- 5551 students to University alumni with emphasis on giving
- 5552 Increased undergraduate alumni giving rate to 5.31 percent as of June 30, 2016, up from
- 5553 5.04 percent last fiscal year
- 5554 Explore new affinity programs
- 5555 Continue communication with Human Resources personnel on payroll deduction
- 5556 procedures
- 5557 Disseminate trustee letters to target groups
- 5558 Solicit Last Year but Unfortunately Not This Year (LYBUNTS) (donors who gave last
- 5559 year but not this year) and Some Year but Unfortunately Not This Year (SYBUNTS)
- 5560 (donors who gave some year but not this year) by state according to divided territory
- 5561 Collaborate with Abraham Lincoln Library and Museum (ALLM) staff to develop a list
- 5562 of contacts for annual support to include the Lincoln Letters, former donors to the
- 5563 Museum, and the Museum visitors list
- 5564 ○ Names will be compiled into a master solicitation list
- 5565 Continue to collaborate with the J. Frank White Academy (JFWA) principal to maintain a
- 5566 list of contacts for annual support to include parents and relatives and graduates of the
- 5567 Academy
- 5568 Develop a list of contacts with the Athletics staff for annual support to include graduates
- 5569 who participated in athletics
- 5570 Partner with athletics on annual golf tournament, auction, and other fundraising events
- 5571 Outright athletic fundraising has increased by 88.6 percent as of June 30, 2016
- 5572 Continue to develop the role of volunteers in the overall fundraising program
- 5573 Work with staff senate and faculty senate to address giving options

- 5574 Establish personal visit goals for athletics, the Abraham Lincoln Library and Museum
- 5575 (ALLM), and JFWA in cooperation with their supervisors
- 5576 Utilize prospect research to build information about alumni, friends, and potential
- 5577 prospects
- 5578 Support initiatives to demonstrate adequate resources for accreditation standards
- 5579 Pursue private foundation dollars to fund University projects
- 5580 Continue to evaluate phonathon program
- 5581 Maintain a calendar of stewardship and cultivation events to help create and broaden the
- 5582 foundation for annual donor support
- 5583 Maintain calendar of annual solicitations for DCOM donors including White Coat
- 5584 Solicitation, End of Year Appeal, LYBUNT and Commencement
- 5585 Continue Thank-You call program for the Board of Trustees with 20 board members
- 5586 signing commitment cards
- 5587 Maintain Thank-You Call process for dean of DCOM to help steward gifts of \$1,000 or
- 5588 more and develop major gift prospects from preceptor pool
- 5589 Maintain presence at the Annual American Osteopathic Association (AOA) Convention
- 5590 with intent to recruit faculty, potential students, and continue DCOM alumni annual
- 5591 reception
- 5592 Maintain all undergraduate and graduate Alumni Boards and giving programs as needed
- 5593 Maintain and expand online alumni sub communities as needed
- 5594 Maintain RotationsLINC e-newsletter to medical students on clinical rotations
- 5595 Expand the use of iModules Alumni Community as an online registration tool
- 5596 Expand alumni chapter membership and events, and investigate new locations for
- 5597 chapters
- 5598 Expand alumni travel program
- 5599 Implement Multi Variable Testing (MVT) factors during 2015-16
- 5600 Coordinate LMU Student Awards Day program utilizing annual scholarships
- 5601 Initiate fundraising activities to support research and scholarly activity
- 5602 Explore opportunities to contribute to LMU at corporate point-of-purchase

5603 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
 5604 and Board of Trustees in cooperation with deans, chairs, program directors and other designated
 5605 faculty and staff (3.2.12—Principles of Accreditation).

5606
 5607 **Time Frame:** Ongoing.

5608
 5609 **Resources Required:** University Advancement/Alumni Services Travel, Postage, Printing,
 5610 Publications and Honors and Awards budget lines

5611
 5612 **Assessment:** (Benchmark with Council for Aid to Education (CAE) report on peer institutions to
 5613 be added when report is in)

- 5614 Review call reports at staff meetings and development meetings
- 5615 Monitor all giving totals
- 5616 Review LYBUNT and SYBUNT reports as needed

5619 **Use of Results:** To support current operating expenses.

5620 **Strategic Goal 6: Enhance resources**

5621
5622
5623
5624
5625
5626
5627
5628
5629
5630
5631
5632
5633
5634
5635
5636
5637
5638
5639
5640
5641
5642
5643
5644
5645
5646
5647
5648
5649
5650
5651
5652
5653
5654
5655
5656
5657
5658
5659
5660
5661
5662
5663
5664

Objective 6.3: Increase endowment participation by 5% annually for student scholarships, faculty development, research, endowed chairs, continuing education and physical plant (3.10.1—Principles of Accreditation).

Strategies and Action Plans:

- Support efforts to enhance University-wide research (3.3.1, 3.3.5, 3.7.3, 3.8.1—Principles of Accreditation)
- Research, identify, and cultivate potential donors who have the capacity to endow chairs at a minimum of \$2,000,000, endow professorships at a minimum of \$1,000,000, endow scholarships at a minimum of \$25,000 and endow faculty development funds at a minimum of \$25,000
 - Review endowed chairs to determine which ones are currently fully funded
- Increased endowment giving by 85.28 percent for a total of \$1,253,613.28 as of June 30, 2016
- Emphasize the concepts of Values – Education – Service as it applies to giving
- Target special interest groups, honorary degree recipients, and recipients of institutional awards
- Recognize donors who contribute to endowment funds
- Continue to monitor fundraising strategies for the Endowment
 - Recruit and retain quality faculty and students by establishing endowed chairs, providing financial aid, and ensuring through endowed scholarships, and ensures that facilities are adequately maintained
 - Cultivate and solicit the World War II era group for increased gifts through estate plans by the fundraising arm of the University Advancement staff
 - Re-evaluate fundraisers’ respective calls lists, including the president’s call list
 - Increase number of grant proposals for grants to endowment projects
- Increase the number of the Circle of Friends for Endowment gift club
- Review prospects with the Development Committee of the Board of Trustees, the president of the University (3.2.12 – Principles of Accreditation), the chairman of the Board, and the chairman of the Executive Committee
- Feature donors who have already made estate plans in the *Alumnus* magazine
- Feature long-term donors in publications and on the website
- Collect and scan documentation for planned giving through ImageNow
- Utilize DonorSearch prospect research services
- Expand solicitation of foundations, professional organizations, corporations, and government agencies that support endowment endeavors
- Pursue private foundations
- Establish endowment levels required for maintenance of each facility on campus with coordination with the vice president for Finance
- Support additional scholarship funding for Honors Scholars
- Educate University community on importance of speaking with consistent message
- Continue to coordinate LMU Student Awards and Recognition program and recognize endowed scholarship donors

- 5665 Initiate fundraising activities to support research and scholarly activity
- 5666 Marketing dollars for developing new programs

5667
5668 **Responsibility:** Vice President for University Advancement, President, President's Cabinet, UA,
5669 Student Awards Committee, and Board of Trustees in cooperation with designated faculty and
5670 staff.

5671
5672 **Time Frame:** Ongoing.

5673
5674 **Resources required:** University Advancement Travel, Postage, Printing, Publications and
5675 Honors and Awards budget lines; similar budget lines within the DCOM budget are also required

5676
5677 **Assessment:**

- 5678 Review and compare call reports of major gift officers
- 5679 Compare five-year endowment giving trends
- 5680 Evaluate return on investment for donor calls, direct mail, special events and other
5681 initiatives
- 5682 Evaluate actual endowment acquired for facility upkeep versus goal amounts
- 5683 Evaluate the use of endowed scholarship dollars to offset need for institutional student
5684 aid

5685
5686 **Use of Results:**

- 5687 To increase endowed scholarships to enable students to attend LMU as cited in our
5688 mission statement
- 5689 To increase communication to and involvement with the Board of Trustees and alumni
5690 through the class agents program, friends of the University, and foundations and
5691 corporations and other granting agencies
- 5692 To demonstrate that best practices in fund raising are addressed and maintained, to ensure
5693 that calls are made on a timely basis, and to ensure that budget relief for academic areas,
5694 as well as capital projects, is provided

5695
5696

5697 **Strategic Goal 6: Enhance resources**

5698

5699 **Objective 6.4:** Market and promote the University locally, regionally, nationally and
5700 internationally by use of all electronic and non-electronic media sources to support current
5701 recruitment, retention, and fund raising goals cited in appropriate departmental strategic plans,
5702 and to increase pride in the University Alcoa (Blount County), Alcoa City Center; Chattanooga,
5703 TN (Chattanooga State Community College); Corbin, KY (Baptist Health; Ewing, VA, extension
5704 of Harrogate Campus (DeBusk Veterinary Teaching Center; Kingsport, TN (Kingsport Center
5705 for Higher Education); Cumberland Gap, TN, extension of Harrogate campus;; Knoxville, TN,
5706 Cedar Bluff and Duncan School of Law; Middlesboro, KY (Southeast Kentucky Community and
5707 Technical College); Morristown, TN and Sevierville, TN (Walters State Community College
5708 campus). (1.1 and 4.6—Principles of Accreditation).

5709

5710 **Strategies and Action Plans:**

5711 • Support efforts to promote University-wide research and scholarly activities (3.3.1, 3.3.5,
5712 3.7.3, 3.8.1—Principles of Accreditation)

5713 • Support the University’s Information Literacy through internal promotion and marketing

5714 • Emphasize the concepts of Values – Education – Service as it applies to giving

5715 • Update marketing plan to ensure funding and effective promotions of the University’s
5716 programs by sending out timely news releases and by utilizing the World Wide Web,
5717 social media and all other media resources

5718 Collaborate with Arts in the Gap Advisory Council to promote programming and increase
5719 visibility

5720 Utilize social media sites including Facebook, Twitter and YouTube to market and brand
5721 the University

5722 Market the University to alumni through the Alumni Online Community

5723 Educate University community on importance of speaking with consistent message

5724 Identify human interest stories throughout the University to pitch to national media, with
5725 the goal of five or more per year; work with University departments to cultivate projects
5726 of national interest

5727 Include in the program budget pro forma adequate funding for marketing new programs

5728 Convene meetings each semester with marketing committee to explore additional
5729 marketing strategies for all areas

5730 • Meet individually with each dean once per year and develop specific marketing plans for
5731 each school; conduct periodic dean’s meetings with all deans in one room with marketing
5732 leadership

5733 Attend the Board of Trustees Marketing Committee meetings to identify emerging
5734 programs in need of marketing, and to assist in developing long-range plans

5735 Partner with Sigmon Communications to produce video segments/news releases to be
5736 loaded on the LMU website and YouTube for individual departments, schools, and
5737 faculty

5738 Develop high quality promotional materials including posters for specific programs for
5739 wide distribution, including community colleges, career centers, and employers

5740 Communicate regularly with extended learning sites to ensure that their needs with regard
5741 to printed material

- 5742 Distribute the *Blue and Gray* newsletter, the *Alumnus* magazine, *CommunityLinc*,
5743 *AlumniLinc*, *AlumniLinc Quick Fact*, *Bridge Builder Heritage Society Newsletter*,
5744 *CampusLinc* and *Raising the Bar*
- 5745 Promote international studies programs including the Kanto Program, World School,
5746 parents, and international residents from the community
- 5747 Take advantage of marketing benefits of consortium agreements
- 5748 Expand internal experts listing
- 5749 Reinforce use of the University style manual and maintain a consistent identity in all
5750 marketing initiatives as defined in the manual available on the LMU Pathway and the
5751 website
- 5752 Cooperate with the Risk and Insurance Manager in trademarking the University word
5753 marks and logos, and rolling out these word marks and logos internally and externally
- 5754 Publish donor recognition notices in appropriate media
- 5755 Distribute planned giving materials by web, newsletter and other media
- 5756 • Plan and coordinate community service initiatives including Rural Area Medical center
5757 (RAM) in 2017 to help promote the University's mission of service to humanity
- 5758 Promote the culture of service among faculty, staff and students through participation in
5759 external charitable events
- 5760 Market the free services available to the community, including the Harrogate park,
5761 walking trails, organic garden, and others
- 5762 Continue to promote LMU through collaboration with LMU-TV and Sigmon
5763 Communications Center
- 5764 Support initiative to demonstrate adequate resources for accreditation standards
- 5765 Develop and execute marketing plan to grow patient base at University Medical Clinic
- 5766 Promote the Honors Scholars program through web, social media, and all print media
- 5767 Promote and facilitate increased use of LMU Pathway Portal
- 5768 Integrate JFWA marketing in TV spots and on-campus, and on public-access local
5769 channels
- 5770 Investigate creation of a JFWA alumni directory
- 5771 Continue to produce comprehensive marketing strategies for all LMU programs and
5772 events
- 5773 Continue to implement overarching strategy with distinct talking points for CVM
5774 recruitment of faculty, students and clinical sites
- 5775 Broaden the use of testimonials (parents, students within specific majors, faculty, staff,
5776 alumni) using social media in conjunction with the Merit Pages system to recognize
5777 student achievement
- 5778 Continue internal marketing plan to educate students on the Merit Page program and how
5779 LMU will utilize Merit Badges to promote student achievements
- 5780 Collaborate on marketing proposal for JFWA residential and lower grade programs
- 5781 Maintain and update recruiting materials for all programs as needed
- 5782 Continue to facilitate classroom visits with faculty, inviting alumni, local teachers and
5783 business leaders to speak about career opportunities and finding success in their field

- 5784 Ensure that communication flows from departments to staff that develop recruitment
5785 materials, marketing, and social media so that incoming students and change majors are
5786 informed about what careers are available, and what employment opportunities exist
5787 within academic programs
5788

5789 **Responsibility:** Senior Director of Marketing and Public Relations, the Director of Marketing
5790 and Public Relations for Health Sciences, Director of Publications, Director of Alumni Services,
5791 Web Developer, Director of Social Networking, and the Sports Information Director in
5792 cooperation with the and designated faculty and staff.
5793

5794 **Time Frame:** Annually with a quarterly review of the Marketing Committee.
5795

5796 **Resources Required:** University Advancement/Marketing Public Relations Travel, Postage,
5797 Printing, Publications, Advertising and Photographic Services budget lines; similar budget lines
5798 within the DCOM and undergraduate admissions budgets are also required
5799

5800 **Assessment:**

- 5801 Continue market research with respect to marketing for admissions at undergraduate and
5802 graduate level
5803 Use VOCUS data
5804

5805 **Use of Results:**

- 5806 Improve integrated marketing and brand awareness
5807 Improve goodwill through improved personal relationships between regional community
5808 leaders and University officials, faculty and staff
5809 Provide accurate information to aid effective marketing and promotion of the University
5810 Improve communication between internal and external markets through coordinated
5811 efforts of the Marketing Committee
5812 Utilize data to demonstrate connection between marketing efforts, recruitment and
5813 retention, and gift income
5814 Improve marketing efforts at extended learning sites with respect to new and existing
5815 programs
5816

5817 **Strategic Goal 6: Enhance resources**

5818

5819 **Objective 6.5:** Continue aggressive fundraising to meet identified fundraising priorities,
5820 including increased annual fund donor base; increased endowment fund; capital projects for
5821 facility construction, maintenance and improvement; flexibility to meet unforeseen needs,
5822 utilizing MVT in all areas to track outcomes and maximize return on investment (ROI). (2.11.2,
5823 3.10.5—Principles of Accreditation).

5824

5825 **Strategies and Action Plans:**

- 5826 Identify, cultivate and solicit donors to provide revenue for identified initiatives
- 5827 Campus Capital Improvements: Lincoln Memorial University has the opportunity to
5828 complete a number of significant improvements to its Harrogate and extended learning
5829 sites
 - 5830 These projects directly benefit students and faculty as they enjoy the diverse
5831 educational opportunities of LMU
- 5832 Monitor facility needs and improvements for extended learning sites
- 5833 Construct new residence hall
- 5834 Build student center
- 5835 Continue accreditation/upgrades at LMU-DSOL
- 5836 Improvements at the Abraham Lincoln Library and Museum through Kincaid gift
- 5837 Improvements at the Carnegie Vincent Library
- 5838 Continue to evaluate Hitting/Pitching Complex
- 5839 Continue upgrades at Duke Hall of Citizenship
- 5840 Continue upgrades at DCOM
- 5841 Continue renovation of facilities in Cumberland Gap
- 5842 Renovate Grant-Lee Hall
- 5843 Democrat Hollow Renovation Project
- 5844 Construct Burchett Communications and Technology Center
- 5845 Improve Athletics Facilities
- 5846 Remodel rental property adjacent to campus
- 5847 Expansion of Athletic Training resources adjacent to campus
- 5848 Remodel of University Inn pool
- 5849 Remodel of Liles and West
- 5850 Remodel of cafeteria
- 5851 Track and field facilities
- 5852 Lacrosse facilities
- 5853 New Maintenance building
- 5854 Construct on-campus Veterinary Medicine facility (adding labs, lecture halls and office
5855 space)
- 5856 Additional water storage tank to support irrigation and fire sprinkler systems
- 5857 Construction of facility for conservation biology teaching and research, to replace pottery
5858 shop and CMRC building
- 5859 Remodel of Mary Annan Natatorium
- 5860 Development of social science lab
- 5861 New water plant facility

- 5862 Enhance campus lighting
- 5863 Enhance campus sidewalks
- 5864 Upgrade Schenk Center to support Veterinary Technology program
- 5865 Increase endowment funds
- 5866 Increase Annual Fund

5867

5868 **Responsibility:** Vice President for University Advancement, President, President's Cabinet, UA,
5869 and Board of Trustees in cooperation with designated Faculty and Staff.

5870

5871 **Time Frame:** Review progress monthly and on June 30.

5872

5873 **Resources Required:** University Advancement Travel, Printing, Postage and Entertainment
5874 budget lines

5875

5876 **Assessment:**

- 5877 Review monthly giving reports
- 5878 Meet monthly with Finance to review capital projects and budget pro formas for new
5879 projects to ensure adequate resources for the division

5880

5881 **Use of results:**

- 5882 Plan effectively as we target our fund raising territory and major donors
- 5883 Document ROI of fund raising travel plan for major donors
- 5884 Review fund raising priorities and ensure that priorities align with academic and non-
5885 academic division planning
- 5886 Utilize fund raising data to chart our progress on approved projects
- 5887 Review Campus Master Plan as needed to make the connection between fund raising and
5888 capital projects
- 5889 Demonstrate that best practices in fund raising are addressed and maintained, to ensure
5890 that calls are made on a timely basis, and to ensure that budget relief for academic areas,
5891 as well as capital projects, are provided

5892

5893 **Strategic Goal 6:** *Enhance resources*

5894

5895 **Objective 6.6:** Provide support for the University by accurately recording gifts and maintaining
5896 alumni and demographic information through the use of appropriate technology and software
5897 (2.11.1 and 3.10.2—Principles of Accreditation).

5898

5899 **Strategies and Action Plans:**

5900 Code all alumni by major, parents of current students and alumni, and add other codes as
5901 needed

5902 Provide ongoing training for all members of University Advancement staff of all Ellucian
5903 and Informer tools and processes as needed

5904 Expand tracking of foundations and other organizations

5905 Expand planned giving tracking in conjunction with ImageNow scanning project

5906 Enhance reporting and data analysis to meet the needs of the Division

5907 Continue tracking alumni and donor contacts

5908 Continue to use Informer as needed

5909 Implement Michelangelo software to facilitate gift officer access to donor information

5910 Provide alumni and donor data as requested for departmental fundraising efforts

5911

5912 **Responsibility:** Vice President for University Advancement, Assistant Vice President for
5913 University Advancement, and designated faculty and staff in cooperation with Finance and
5914 Information Services (IS).

5915

5916 **Time Frame:** Ongoing.

5917

5918 **Resources Required:** Costs covered under Information Services budget.

5919

5920 **Assessment:**

5921 Document the completion of address updates, gift records and contact reports

5922 Track and evaluate the dissemination of information for fundraising efforts

5923

5924 **Use of results:** Improved return on investment for all forms of interaction with alumni, friends
5925 and donors.

5926 **Strategic Goal 6:** *Enhance resources*

5927

5928 **Objective 6.7:** Continue to support the accreditation processes of the University.

5929

5930 **Strategies and Action Plans:**

5931 • Participate in accreditation activities and planning through representative membership on
5932 committees addressing compliance with specific components of the *Principles of*
5933 *Accreditation: Foundations for Quality Enhancement* (2.5—Principles of Accreditation)

5934 • Monitor changes in the University’s academic program and make adjustments in staffing
5935 that promote the success of new and continuing programs in meeting the expectations of
5936 program and institutional accreditation associations

5937 Study the organizational structure of advancement divisions of other SACSCOC Level
5938 VI accredited institutions and the effectiveness of their development efforts for
5939 benchmarking and planning purposes

5940 • Review and update fundraising policies and procedures, where appropriate, to reflect best
5941 practices in all areas of operation and its expanded role in grant development to support
5942 LMU’s Level VI status with development of additional doctoral level programs

5943 Support increased funding for faculty research and scholarly activities

5944 Participate in accreditation activities and planning through representative membership on
5945 committees addressing compliance with specific components of the *Principles of*
5946 *Accreditation: Foundations for Quality Enhancement*

5947 Review program accreditation as it relates to student scholarship support

5948

5949 **Responsibility:** Vice President for University Advancement, President, President’s Cabinet, UA,
5950 and Board of Trustees in cooperation with designated faculty and staff.

5951 **Time Frame:** Ongoing.

5952 **Resources Required:** Budgeted under the Institutional Research and Accreditation budget.

5953 **Assessment:** Provide required completed outcomes assessment documents to meet University
5954 schedule

5955 **Use of results:** Continued accreditation

5956 **Strategic Goal 6:** *Enhance resources*

5957

5958 **Objective 6.8:** Enhance legislative relationships.

5959

5960 **Strategies and Action Plans:**

5961 Coordinate with Vice President for Public Affairs and University Counsel to facilitate
5962 effective legislative interactions

5963 Identify opportunities to meet regularly with federal, state and local officials and their
5964 staff

5965 Act as a resource for local and regional data as requested by external legislators

5966 Monitor state and federal policies capable of impacting University functions and
5967 programs

5968 Monitor TICUA alerts and distribute where appropriate across campus

5969 Continue to offer externships to federal, state and local legal officials through LMU-
5970 DSOL

5971 Continue providing legal education to judicial organizations upon their request

5972 Investigate federal, state and local funding opportunities for the CVM facility and other
5973 initiatives

5974

5975 **Responsibility:** Vice President of University Advancement, Vice President for Public Affairs,
5976 Director of Major Gifts in cooperation with the President and Board of Trustees, LMU-DSOL,
5977 and Institute for Collaborative Leadership

5978 **Time Frame:** Ongoing.

5979 **Resources Required:** University Advancement Travel and other appropriate University budget
5980 lines.

5981 **Assessment:** Document relevant legislation, dollars received, and number of externs utilized in
5982 relation to LMU's funding priorities.

5983 **Use of results:** Implementation of funded programs, facilities and other capital projects; and
5984 other impact on the University budget

5985

Strategic Goal 7:

5986

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

5987

5988 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

5989

5990 **Objective 7.1:** INTEGRATION: To connect all development, improvement and implementation
5991 of University research and scholarly activity initiatives to the University mission, planning,
5992 budgeting, academic programs, assessment and evaluation processes.

5993

5994 **Strategies and Action Plans:**

5995 Continue to examine membership of Committee on Scholarly Activities (COSA) to
5996 ensure adequate representation of academic colleges/schools and entities

5997 Clearly define and disseminate differences between faculty development and mini-grants
5998 support for scholarly activity

5999 Work with the Deans through the COSA to develop processes and support for student
6000 scholarly activities

6001 Review, evaluate and revise policies and procedures pertaining to research and scholarly
6002 activities

6003 Develop efficient self-reporting methods ensuring the Office of Research, Grants and
6004 Sponsored Programs (ORGSP) receives notice of research and scholarly activity in a
6005 timely manner

6006 Review, evaluate and refine methods of disseminating research and scholarly activity
6007 both internally and externally including coordination with the Office of Public Relations
6008 (e.g., Scholar of the month)

6009 Facilitate the integration of research and scholarly activities throughout the university-
6010 wide curricula

6011 Foster the development of multi-institutional local, state, national and international
6012 partnerships

6013

6014 **Responsibility:** Vice President of Research, Assistant Vice President for Health Sciences
6015 Research, Deans of Schools/Colleges, Executive Director of the ORGSP, Director of Marketing
6016 and Public Relations, Director of Foundations, and COSA.

6017

6018 **Time Frame:** Initial and ongoing.

6019

6020 **Resources Required:** Time commitment, data collection, analysis, and interpretation
6021 (\$ amount to be determined annually).

6022

6023 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

6024

6025 **Use of Results:** For the continued development and support of the research portion of the
6026 University's overall mission.

6027 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

6028
6029 **Objective 7.2:** INFRASTRUCTURE: Foster the development and management of the
6030 centralized research and scholarly activity support services to optimize their utility, accessibility
6031 and their responsiveness to the campus and extended learning sites research community.
6032

6033 **Strategies and Action Plans:**

- 6034 Review the electronic grant budget and tracking system to ensure it is efficient and
- 6035 effective
- 6036 Continue to assess procedures to ensure same day purchasing and delivery of supplies
- 6037 and rapid purchasing and delivery of equipment from grant accounts
- 6038 Continue to assess procedures to ensure rapid direct on campus delivery of supplies and
- 6039 equipment to the purchaser, to ensure biological and chemical safety and grant
- 6040 accountability
- 6041 • Ensure ORGSP staff and committee chairs (IRB, IBC, IACUC and AV) actively
- 6042 participate in professional development activities to ensure LMU's compliance with
- 6043 federal and state law pertaining to research and grants
- 6044 Review biological, chemical and radiation safety policies and procedures to ensure
- 6045 compliance with federal and state guidelines and regulations
- 6046 Review and update fiscal management procedures and policies relative to external
- 6047 funding
- 6048 • Foster the management of internal grant programs for the support of
- 6049 undergraduate/graduate students' research projects and scholarly activity
- 6050 Assist faculty, staff and students in obtaining external financial support for their scholarly
- 6051 activities including research, training, publications and presentations
- 6052 Evaluate process and procedures for communicating grant opportunities to faculty, staff
- 6053 and students
- 6054 Expand information support services (e.g. electronic resources, software licenses, library
- 6055 and accessibility) to facilitate research and scholarly activity
- 6056 Develop individual school budgets for research and scholarly activities
- 6057 Develop institutional support for attracting and hosting scholarly conferences
- 6058 Maintain and negotiate the cost and purchase where applicable of service contracts for
- 6059 core equipment in the Math and Science research laboratories
- 6060 Continue the university scholarly activities seminar program
- 6061 Ensure potential researchers complete Collaborative Institutional Training Initiative
- 6062 (CITI) training
- 6063 Support the activities as outlined in the strategic plan for the Dr. Robert L. Kincaid
- 6064 Endowed Research Center
- 6065 Continue to fund a writer-in-residence program

6066 **Responsibility:** Vice President for Research, Assistant Vice President of Health Sciences
6067 Research, Office of Finance, Dean of Administration, Risk and Insurance, Director of Library,
6068 Executive Director of the ORGSP, Post-Award Grants Manager, IS, Chair of Institutional
6069 Biological and Chemical Safety Committee, and Committee on Scholarly Activities (COSA).

6070
6071

6072 **Time Frame:** Initial and ongoing. Any changes with fiscal impact must be included in the
6073 budget planning process, due October 1.

6074
6075 **Resources Required:** Time commitment, data collection, analysis, and interpretation (\$ amount
6076 to be determined).

6077
6078 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

6079
6080 **Use of Results:** For the continued development and support of the research and scholarly
6081 activities portion of the University's overall mission.

6082 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

6083
6084 **Objective 7.3:** FACULTY/STUDENTS: Ensure adequate on- campus and extended learning site
6085 faculty to initiate, grow and sustain both undergraduate and graduate level research and scholarly
6086 activities.

6087
6088 **Strategies and Action Plans:**

- 6089 Office of Research and Sponsored Programs advocates identified and prioritized needs
- 6090 for research and scholarly activities
- 6091 Establish guidelines for levels of startup funds for new faculty tailored to research and
- 6092 scholarly activity expectations of the new faculty member(s)
- 6093 Review and refine incentive structures for research and scholarly activity
 - 6094 Scholarly funding for travel and publications
 - 6095 Individual membership in scholarly associations, societies and councils.
 - 6096 Sabbatical leave policy and funding
 - 6097 Rank advancement standards and incentive compensation increments
 - 6098 Reassignment of time in order to achieve a 9 hour undergraduate semester
 - 6099 instructional work load and 6 hour scholarly activity/service work load
 - 6100 Expected incremental scholarly output increase
 - 6101 Scholarship Support Services
- 6102 Develop new programs that foster interdisciplinary, multidisciplinary and inter-
- 6103 professional research and scholarly activities
- 6104 Explore the need for a University statistician to support faculty/staff research statistical
- 6105 design and data analysis
- 6106 Implement the External Funding Incentive Pay Plan
- 6107 Implement a university intellectual properties policy
- 6108 Develop an institutional conflict of interest policy regarding research
- 6109 Develop and support national and international programs that foster student scholarly
- 6110 activities including academic honor societies and Honors Scholars Program
- 6111 Support and mentor the professional development of all faculty to become nationally and
- 6112 internationally recognized leaders in their academic disciplines

6113 **Responsibility:** Vice President for Research, Assistant Vice President for Health Sciences
6114 Research, Provost/VPAA, Vice President for Finance, Deans of Colleges/Schools, and
6115 Committee on Scholarly Activities (COSA).

6116
6117 **Time Frame:** Initial and ongoing.

6118
6119 **Resources Required:** Cost to be determined, Information Resources.

6120
6121 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

6122
6123 **Use of Results:** For the continued development and support of the research portion of the
6124 University's overall mission.

6125

6126 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

6127
6128 **Objective 7.4:** FACILITIES: Identify the need for facilities that foster the development of
6129 research and scholarly activity and manage them to optimize their utility and accessibility to the
6130 University-wide community.

6131
6132 **Strategies and Action Plans:**

- 6133 Identify short-term and long-term facility needs ensuring future competitiveness of
6134 research and scholarly activities
 - 6135 Identify and develop research space for the Social Sciences and conservation
6136 biology
- 6137 Identify information technology, library and support services to facilitate research and
6138 scholarly activities
- 6139 Ensure that all facilities comply with laboratory health, safety and environmental
6140 protection regulations
- 6141 Support Space Allocation Committee policies and procedures for space allocation of
6142 dedicated laboratory research facilities
- 6143 Review library resources for campus and extended learning sites to ensure graduate,
6144 undergraduate and faculty research and scholarly activity needs are adequate
- 6145 Ensure ADA and USDA compliance of research facilities including the Abraham Lincoln
6146 Library and Museum

6147
6148 **Responsibility:** Vice President for Research, Assistant Vice President for Health Sciences
6149 Research, Vice President for Administration, Vice President for Finance, Director of Abraham
6150 Lincoln Library and Museum, Chief Information Officer, ADA Coordinator, Chairs of IACUC,
6151 IBC and IRB, and Director of the Library.

6152
6153 **Time Frame:** Initial and ongoing.

6154
6155 **Resources Required:** Cost to be determined, Information Technology, Technology Support for
6156 on-campus and extended learning site activity, Carnegie-Vincent Library and Abraham Lincoln
6157 Library and Museum resources.

6158
6159 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

6160
6161 **Use of Results:** For the continued development and support of the research and scholarly
6162 activities of the University's overall mission.

6163

6164 **Strategic Goal 7:** *Assess and enhance University-wide research and scholarly activity*

6165

6166 **Objective 7.5:** EVALUATION: To develop and implement an evaluation system that recognizes
6167 the importance of research and scholarly activity to the mission of the University.

6168

6169 **Strategies and Action Plans:**

6170 Encourage the deans to establish guidelines and expectations concerning research and
6171 scholarly activities (including start-up funds for research and scholarly activities)

6172 Continue to ensure research and scholarly activities criteria are a component of the
6173 annual faculty evaluation

6174 Review procedures to record and report research and scholarly activity, including
6175 submissions, awards, outcomes presentations and publications

6176 Assess the broader impact of research on student learning, scholarly activities, curricular
6177 development and the community at large

6178

6179 **Responsibility:** Vice President for Research, Assistant Vice President for Health Sciences
6180 Research, Provost/VPAA, Deans of Schools/Colleges, Chairs of departments/program directors.

6181

6182 **Time Frame:** Initial and ongoing.

6183

6184 **Resources Required:** Cost to be determined.

6185

6186 **Assessment:** Documentation of the Strategies and Action Plans related to this objective.

6187

6188 **Use of Results:** For the continued development and support of the research portion of the
6189 University's overall mission.