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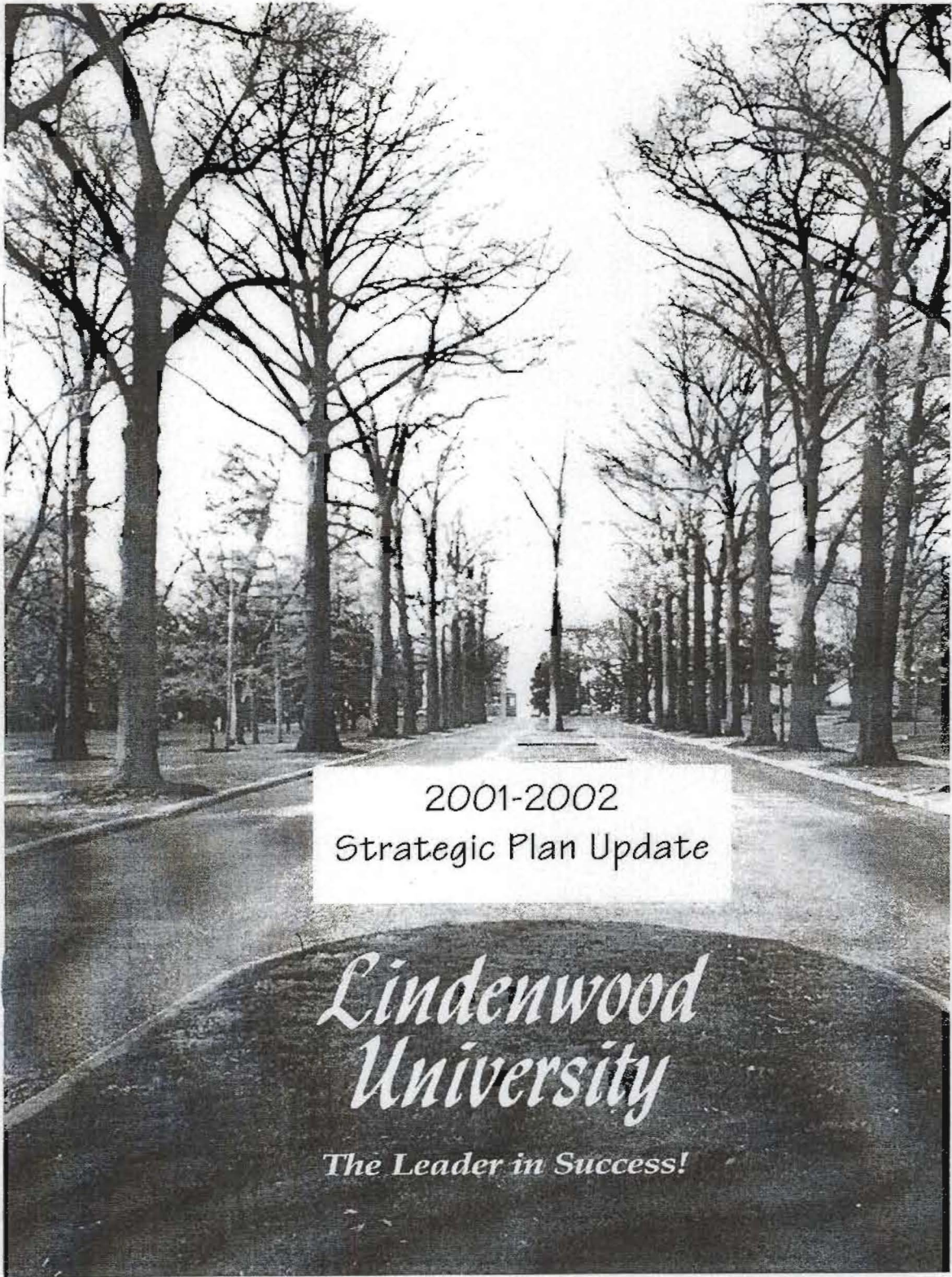
Lindenwood University Strategic Plan Update, 2001-2002

Lindenwood University

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2001-2002
Strategic Plan Update

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GENERAL ASSUMPTIONS

Students

1. Size of core undergraduate student body is stabilizing, but the adult and graduate populations will continue growing at a moderate pace for the next several years.
2. The undergraduate population will stabilize at about 2000 residential students and 2000 commuter students.
3. The student body will continue to be of high quality and diverse along the dimensions of socioeconomic class, religion, ethnic identity, and national origin.
4. Although Lindenwood will remain a teaching institution offering both graduate and undergraduate programs, new interactive technologies will enlarge the teaching mission in the upcoming years.
5. The University will continue to provide opportunities for physical, intellectual, spiritual, and social experiences for all students.
6. The student retention rate will continue to be very high.
7. Student body will have a diverse composition: 60% from St. L. Metro area, 70% from Missouri, 20% from other U.S. states, 10% international.
8. The University will implement expanded electronic information access from campus residences.

Facilities

1. The University will aggressively develop the West Clay/1st Capitol stretch.
2. The 1st Capitol expansion will include four new residence halls, which will absorb the residential space now provided by the LV trailer parks and housing off 1st Capitol, a new Campus center, and an administrative building.
3. The University will be physically responsible toward the St. Charles community.
4. Renovation and repair of existing facilities will continue to be a high priority.
5. The University will increase classroom space to accommodate the expanding student population.
6. The University will continue to develop and enhance physical facilities at the Boone campus and additional future extension campuses in the Missouri/Illinois region.
7. State-of-the art technology will be installed in many of the classrooms.

Personnel

1. The present administration will remain in place for at least five years and will continue to adhere to the current, shared administrative model.
2. There will be only a minimal increase in the number of administrative and staff positions for the foreseeable future.
3. There will be limited growth in the number of faculty members who serve primarily undergraduate resident students.
4. The University will remain committed to its entrepreneurial foundation, and will continue to build a faculty that thrives in a goal-oriented, merit-based milieu.

Partnerships

1. The University will continue to develop and strengthen its community partnerships and community-oriented communication channels.
2. The University will continue to open and augment communication channels with students, alumni, faculty, staff, friends and supporters.
3. The University will take an active role in civic health and revitalization matters.
4. The University will continue to investigate and develop new articulation, certification, and degree-completion agreements with other organizations.

Community Involvement

1. The University will remain committed to the ideal and practice of encouraging and promoting student involvement in community service for the purpose of stimulating the development of altruism and a work ethic.
2. The University will remain vigilant and involved relative to community problems and their solutions.
3. The University will pursue promising new partnerships with businesses, organizations, and municipalities
4. The University will continue to monitor and affect pertinent legislative initiatives at the local, state, and national levels.

Academic Programs

1. The University will continue to develop a comprehensive instructional technology.
2. The University will remain committed to the ideals of an independent liberal arts position, excellent teaching, student success, and development of the whole person.
3. The University will continue to diversify its academic programs, especially in the areas of corporate teaching opportunities, partnerships, and multi-disciplinary programs.
4. The University will develop an effective system to assess its effectiveness.
5. The University will adjust its programs and delivery systems in all academic divisions to accommodate anticipated growth in graduate and adult markets at all sites.

Student Support Services

1. The University will continue supporting various intercollegiate and intramural sports, and those activities will continue to involve a large proportion of our undergraduate students.
2. The University will develop a plan to expand Library electronic information access to students and faculty.
3. The University will augment its support services for the off-campus programs it is developing.
4. The University will continue to expand its computer facilities to meet the needs of its growing student populations.

Administrative Services

1. The financial stability achieved in recent years will be maintained, no operating deficits will be incurred, endowment will increase, substantial money will be invested in plant maintenance, salaries will remain competitive, and both institutional and governmental financial aid will play a significant role in enabling qualified students to attend.
2. Fund-raising will continue to be a major activity of the University, and will be vital to its well-being.

STUDENTS

Enrollment Projections

Projected Student Enrollment by Type – Unduplicated Head Count

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004
	Actual	Actual	Actual	Projected	Projected	Projected
Full-Time Traditional Undergrad	2747	2757	2992	3066	3091	3300
Part-Time Traditional Undergrad	182	117	130	485	585	585
LCIE Undergraduate	1260	1432	1507	1750	1890	2040
LCIE Graduate	1156	1004	1184	1516	1637	1768
MBA	458	604	600	674	714	757
ED/ART Graduate	1211	1455	1613	1815	1996	2196
NonDegree Undergrad	641	667	665	624	636	648
NonDegree Graduate	1834	1683	1929	2001	2081	2164
Total	9489	9719	10620	11931	12630	13458

NOTE: Unduplicated head count means that each student was counted only once, regardless of the number of courses he or she took that year. Hence, 9489 means 9489 different students.

FACILITIES

Updated Statement of Purpose

The facilities department has two primary roles. This department maintains the physical plant of the University so that the primary activity of educating students may take place in a clean, safe, and fully functional environment. The facilities department also seeks to continually improve the appearance and functionality of the physical plant to exceed the expectations of our customers and attract new ones.

Students Served

This department serves each of the university's students. Residential students are served by providing and maintaining housing facilities, food service, telephone, mail room, keys, and emergency repair. All students are served by classroom, computer, and administrative facilities. This department also serves the faculty and staff.

Changes in Personnel and Facilities

The facilities department consists of 1 chief operations officer, 2 directors, 1 supervisor, 12 [up from 8] maintenance/construction workers, 4 groundskeepers [up from 1], 1 electrician, 1 plumber, and 7 housekeepers [down from 8].

The Lindenwood University campus is comprised of 360 acres, 10 administrative structures, 12 dormitories, 75 mobile homes, 149 houses, 4 athletic facilities, and several other properties.

- Land:** 360 acres located in St. Charles City, and 700 acres in St. Charles County
- Administrative and Classroom Buildings:** Roemer Hall, Harmon Hall, Butler Hall, Butler Library, Young Science Hall, Memorial Arts Building, Admissions Tea Hole, Southern Air (Wentzville), Lindenwood Cultural and Community Center, and the Visitor Center (Former Commerce Bank)
- Dormitories:** Sibley Hall, Ayres Hall, Parker Hall, Cobbs Hall, Irwin Hall, Niccolls Hall, McCleure Hall, Blanton Hall, New Men's Hall, Watson House, Eastlick, Stumberg
- Mobile Homes:** 75 mobile homes in LV2
- Houses:** Linden Terrace (81), Kingshighway Houses (2), Duchense Houses (2), First Capitol Houses (64)
- Athletic Facilities:** Robert F. Hyland Performance Arena, Fitness Center, Hunter Stadium, Field House, Softball and Baseball Fields, Practice Soccer Field
- Maintenance Facilities:** West Clay maintenance building, First Capitol Drive facility, various storage garages around campus
- Other:** President's House, Alumni House, Drive-in property, Frontage on First Capitol Drive, Lindenwood University Club, Commercial properties in First Capitol Drive Relocation area, Daniel Boone Home and Village, McGregor house and acreage, Vehicle repair facility on West Clay

Changes in Assumptions

- All campus repairs are performed or contracted for with three goals in mind: quality work, cost effectiveness, and maintaining historical integrity of structure.
- Students' needs are a priority, and all maintenance requests related to a student's safety is a top priority.
- The existing buildings require ongoing repairs and continuous improvement to maintain our standards.

One-Year Action Plan for 2001-2002

- Continue assessment/repair of all roofs, to eliminate water problems (Mueller/; 07/01)
- Continue assessment/implementation of tuck-pointing and sealing needs, to eliminate water problems (Mueller/Griesenauer; 07/01)

- Complete remodeling of First Capitol Mall, to create additional Bookstore space and office spaces (Mueller; 08/01)
- Complete remodeling of Field House, to firmly establish a first-class athletic space (Mueller; 09/01)
- Install new pitched roof and new entrance on Parker Hall, to enhance overall appearance of building and allow easy pedestrian flow to the new Campus Center (Mueller; 10/01)
- Clear right-of-way for road relocation project, to fulfill Lindenwood University's contractual obligation with City and MoDOT (Mueller; 08/01)
- Begin construction of new "loop road" from Watson Street to First Capitol Drive, to provide access from newly aligned road through campus (Mueller; 05/02)
- Continue construction of Campus Center, to increase classroom space and provide a new dining hall (Mueller; 05/02)

Changes in Five-Year Plan for 2001-2006

(Additions)

- Construction of Campus Center
- Construction of new loop drive
- Completion of newly aligned First Capitol
- Construction of two additional dorms
- Propose renovation plans annually, minimizing cost whenever possible

Future Direction

We will continue to perform routine maintenance on each building and system to extend the life of the facilities, ensure proper working conditions, and save resources.

PERSONNEL

Changes in Number of Personnel per Office or Position

<i>Instructional</i>	<i>Changes</i>
Professor	24 (same)
Associate Professor	from 53 to 59
Assistant Professor	from 78 to 68
<i>Support</i>	
Executive Offices	from 10 to 9
Academic Services	from 8 to 4
Admissions	from 19 to 18
Financial Aid	from 7 to 10
Business Office/Bookstore	from 15 to 14
Campus Life	from 17 to 12
Maintenance/Housekeeping	from 32 to 34

Changes in Assumptions

The job market for university teachers will be stronger for the next several years.

One-Year Action Plan for 2001-2002

- Upgrade computer hardware and software to link the Personnel computer with other Business Office databases

Changes in Five-Year Plan

None

PARTNERSHIPS

Additional Collaborative Agreements

St. Louis Community College (Industrial Technology)
 Forest Park Campus of SLCC (Mortuary Management)
 Rivers Edge, Inc.
 Economic Development Center

One-Year Action Plan for 2001-2002

- Continue to pursue partnerships with the Missouri Department of Conservation and the Missouri Department of Natural Resources
- Enhance collaborative programs with Boeing, MasterCard, and other area corporations
- Make further progress on a joint doctoral program in Educational Leadership with the University of Missouri – Columbia

Changes in Five-Year Plan

None

COMMUNITY INVOLVEMENT

One-Year Action Plan for 2001-2002

- Make further progress on the First Capitol Project
- Implement partnerships with Boeing, MasterCard, and other companies in the region
- Increase community connectedness by enhancing our Board of Overseers advisory groups
- Continue the value and aesthetics of the St. Charles by adding more state-of-the-art buildings to the First Capitol/West Clay area – namely, by starting construction on the Campus Center and two additional dormitories
- Continue to provide numerous sports, entertainment, and cultural events that are open to the public

- Continue to improve and beautify our campus by conducting regular maintenance operations, adding to the campus arboretum, and installing new gardens on our premises
- Continue to make quality day and evening academic programs available to the citizens of our community
- Continue to work directly with vital civic and social needs through systematically involving dozens of our employees and hundreds of our students in volunteer community service activities
- Start forum series on government interference in independent higher education, entrepreneurial development, and other progressive sectors and enterprises in today's society

ACADEMIC PROGRAMS

Education

Changes in Personnel and Facilities

Full-time faculty members: From 13 to 12

Part-time faculty members: From 47 to 55

The Education Division will continue to offer most of its classes in Roemer Hall. All of those classrooms have been upgraded over the past three years. In summer of 2001, we will construct two more state-of-the-art "smart" classrooms on the second floor of Roemer, funded by a grant from Southwestern Bell. Several members of the Education faculty will move their offices from Roemer Hall to the recently vacated Tea Hole building on Central Campus. That structure will also house our growing Educator's Curriculum Library and several reading/studying tables for student use.

Changes in Assumptions

None

One-Year Action Plan for 2001-2002

- Make further progress on a joint doctoral program in Educational Leadership with the University of Missouri – Columbia, and, possibly UMSL, to increase service, the student census, and tuition revenues (Boyle/Doyle; 12/01)
- Matriculate first class of students pursuing the education specialist degree, to meet a growing need for professional K-12 administrators (Team; 09/01)
- Initiate the recently approved undergraduate program in Industrial Technology, to meet needs in an area with a critical shortage of teachers (Education faculty; 08/01)

- Expand extended-site program by 2 sites, to increase service, the student census, and tuition revenues (Boyle/Doyle; 02/01).
- Continue to secure TEAC accreditation (Team; ongoing)
- Offer more classes for teachers in the St. Louis City Public Schools, to increase service, the student census, and tuition revenues (Boyle; ongoing)
- Complete and use two new smart classrooms on second floor of Roemer, to increase technology competencies of Education majors (Boyle/Strecker; 08/01)
- Expand programs in Library Media, Marketing Education; MAT; and M.A. in History, Mathematics, and English (Boyle; ongoing)
- Systematize community-college recruiting by getting a recruiting plan and timeline from each program manager in the division, to augment the number of new students from Missouri and Illinois junior college districts (Boyle;10/01)

Assessment

- Refine student assessment process, using PRAXIS scores and student portfolios, to improve teaching, learning, and compliance with NCA expectations (Boyle; 04/02)
- Devise assessment for Physical Education, to have complete coverage of assessment requirements throughout the Education Division (Boyle; 04/02)

Changes in Five-Year Plan

- Incorporate more technology into Education courses
- Finalize full membership in TEAC
- New degree programs and certifications will be developed to address critical shortage areas

Student-Major Projections (boldface denotes actual count)

Year	Early Child.	Elem. Educ.	Second. Educ.	K-12 Cert.	M.A. Cand.	M.A. Ed. Ad.	Cert. Only	Phys. Ed.	Ed. S.
1998-99	56	279	274	49	1547	237	150	192	
1999-00	67	306	300	58	1650	284	165	217	
2000-01	72	341	335	63	1820	309	180	237	
2001-02	77	371	360	68	1980	334	200	257	40
2002-03	82	396	375	80	2130	354	215	280	65
2003-04	87	406	390	85	2240	374	225	290	85
2004-05	93	418	405	93	2400	400	240	315	100
2005-06	100	430	420	100	2560	425	255	335	110

Fine & Performing Arts and Communications

Update of Facilities and Personnel

Harmon Hall--painting studio, ceramics studio, photo studio, University teaching slide collection, fashion design studio, student "black box" theatre, Hendren Gallery, Gallery 202, smart classroom, small dance studio, scene shop, prop and costume storage

LU Cultural Center--choir room, band room, class piano lab, class voice lab, general music practice rooms, organ practice rooms, concert hall, two small galleries, video editing suite, two Macintosh labs, printing and computer editing suite, video storage/repair/check-out suite, music library, smart classroom (in education building)

Studio East--large open warehouse space for teaching sculpture, 3-D design, 2-D design, drawing, figure drawing, printmaking, stained glass, a small gallery also used for a classroom

Roemer Hall--costume design studio, costume storage, green room, dressing rooms, main theatre, box office

Robert F. Hyland Performance Arena--auxiliary gym used for dance studio, cheerleading and pom-pom line practices; main gym used twice per year for dance concert and jazz concert; upper promenade used for gallery

Communications Division merged with Fine and Performing Arts to facilitate development and promotion of Multimedia Programs and other areas that combine Communications with the Arts.

Changes in Assumptions

- The multimedia program will be one of the fastest growing areas within the framework of Studio Art and Communications.
- The Fine and Performing Arts *will remain committed to being* one of the fastest growing divisions within the University.

One-Year Action Plan for 2001-2002

- Finalize academic components and begin to publicize 2-3 programs, to significantly increase recruitment (Parker; 12/01)
- Create a teacher education partnership with St. Louis Art Museum, to make students more marketable as we give them valuable experience (Parker; 05/02)
- Institute new recruitment strategy with area high schools identified as feeder schools by inviting students and their teachers to art programs and events, to

- significantly increase the number of undergraduate and graduate students (Burke; 12/01)
- Establish Fine and Performing Arts scholarship competition with Mosaics, to increase the number of new recruits (Parker/Floyd/Gladwin; 10/10)
 - Create a national and international high school exhibition on the computer, to give LU national recognition and augment recruitment (Ruebling; 4/02)
 - Encourage an active participation by MADCO personnel in recruitment to Lindenwood (Scoggins; 5/02)
 - Produce CD, "Live at Lindenwood" to provide students with professional experience, and advertise LU and our programs (Henry/Carter/Parker; 11/01)
 - Develop dance workshop series for students and teachers from area high schools and dance studios in conjunction with the Spring Dance Alive Concert, to increase short- and long-term recruitment (Bloch; 05/02)
 - Create a Web page attachment for programs, to increase advertising (Ruebling; 05/02)
 - Create new Art Program brochure, to enhance recruitment (Tillinger/Burke/Ruebling; 10/01)
 - Add new Bachelor of Fine Arts in Music Performance degree, to increase student enrollment (Carter; 08/01)
 - Current facilities upgrades: Studio East--electricity upgrade and installation of accordion lights; Painting Studio--installation of accordion lights; Photo Studio--installation of accordion lights; Rooms--install hot water heater and repair showers, to provide a better learning environment (Hargate; 11/01)
 - Hire coach for Lion Line, to enhance competitive performances, recruiting, and retention (Parker; 07/01)
 - Reestablish the Spirit Band, to strengthen activities, recruitment, and retention (Carter/Opperman; 08/01)
 - Creation of 2nd jazz band and rock-and-roll ensembles, to strengthen activities, recruitment, and retention (Carter/Moser; 08/01)
 - Send faculty to chaperone students at American College Dance Festival, to improve recruitment and retention (Scoggins; 04/02)
 - Present Young Men of Harmony Symposium and Performance, to improve recruitment and retention (Henry; 02/02)
 - Intensify theatre recruitment, to re-vitalize the theatre program (Team; ongoing)
 - Send cheerleaders and Lion Line to national competition, to enhance recruitment and retention (Knerr/Holland; 01-02 and 04-02)
 - Create a full performance partnership with Chesterfield Community Theatre, to expand performance venues to affluent, culturally oriented community (Parker/Walsh; 09/01)
 - Coordinate any museology projects with Twilight Riverboat personnel (as appropriate), to expand internship opportunities and financial development (Jones/Gladwin/Parker; ongoing)
 - Systematize community-college recruiting by getting a recruiting plan and timeline from each program manager in the division, to augment the number of new students from Missouri and Illinois junior college districts (Parker; 10/01)

Assessment

- Implement entrance and exit exams for Art Students and quantify results, to satisfy meaningful and useful assessment standards (Tillinger; 12/01)
- Measure and quantify competencies and expressive modalities in Music program, to satisfy meaningful and useful assessment standards (Carter and Henry; 12/01)
- Measure and quantify competencies and expressive modalities in Theatre program, to satisfy meaningful and useful assessment standards (Reeder; 12/01)
- Measure and quantify competencies and expressive modalities in Dance program, to satisfy meaningful and useful assessment standards (Scoggins; 12/01)
- Implement pre- and posttests for Communications, specify competencies assessed, and quantify results 101, 110, and 121, to satisfy meaningful and useful assessment standards (Communications faculty; 12/01)

Changes in Five-Year Plan

- Use space vacated by KCLC for practice rooms and a recording studio

Student-Major Projections (boldface denotes actual count)

Year	Art	Dance	Fashion Design	Music	P/A Theatre	Communications
1998-99	108	21	11	46	121	424
1999-00	127	22	21	47	112	473
2000-01	147	24	26	49	103	424
2001-02	144	45	45	70	145	560
2002-03	154	55	50	76	150	595
2003-04	160	70	55	80	155	625
2004-05	170	80	60	90	160	650
2005-06	175	85	65	95	160	670

Humanities**Changes in Personnel and Facilities**

No additional faculty members will be added during the 01-02 academic year. One replacement faculty member was hired in May 2001. Three Panamanian graduate students will join the Humanities faculty on a part-time basis. We will investigate the possibility of moving written communications to Humanities: as a result, two faculty members from Communications will join our division.

Butler Hall will be more fully utilized by the Humanities Division. Three additional faculty offices will be added along with three classrooms and three offices for the Panamanian graduate students.

Changes in Assumptions

None

One-Year Action Plan for 2001-2002

All Humanities Areas:

- Send brochures to department chairpersons of area community colleges. Include names of department heads and encourage contact. Make faculty available to meet with community college personnel and classes as the need arises (Weitzel; 12/01) in progress
- Send brochures to department chairpersons of area high schools. Include names of department heads and encourage contact. Make faculty available to meet with high school personnel and classes as the need arises (Weitzel; 12/01) in progress
- Systematize community-college recruiting by getting a recruiting plan and timeline from each program manager in the division, to augment the number of new students from Missouri and Illinois junior college districts (Weitzel;10/01)

English:

- Design and implement a grammar test to measure the grammar proficiency of majors (Schnellmann; spring/02) in progress
- Update English education advising forms (faculty; fall 01) in progress
- Increase the emphasis on grammar in the English 150 course (faculty; 6/02) in progress
- Make use of pre- and post- test grammar exams at the English 150 level to determine success of the new grammar emphasis (faculty; 6/ 01) in progress
- Design and offer a writing certificate program for business majors (Bell/Green; fall/01) in progress
- Offer creative writing courses at the Boone Home as a part of a scheduled cluster (Hurst; fall/ 01) in progress
- Develop a writing-enhancement program for international students (Hurst; 5/02) in progress
- Further develop a career-oriented approach for English majors making use of logical thinking, problem solving, and clear, persuasive writing (faculty; 6/02) ongoing
- Offer graduate level English courses in conjunction with the education division (Tretter/Heyn; summer 01) ongoing
- Offer five C-Base review workshops yearly (Schnellmann/Hickenlooper) ongoing
- Be available for Praxis review sessions (faculty; 6/02) ongoing
- Add and teach a basic grammar course for all English majors (Schnellmann, 12/01) ongoing
- Expand and improve the services of the writing center (Hurst; 6/02) ongoing
- Design and offer a senior seminar course (Tretter; fall/02) in progress

- Revise and implement new senior assessment to include more objective and measurable markers (Schnellmann; spring/02) in progress
- Distribute brochures to area high schools to increase enrollment (faculty; fall 02) in progress
- Continue to develop assessment methods for use in all English courses (faculty; 02) in progress
- Send questionnaires to English department chairperson to determine the type of graduate level English Education course might be of interest to middle and high school teachers. This course translate into the summer course offered summer, 2002 (Weitzel; 12/01) in progress

History:

- Create a history department brochure to be sent to high school counselors as a means of attracting new history majors (Hamilton/Griffin; 12/01) in progress
- Teach workshops for area high school teachers at the Boone Campus in cooperation with Professor Cernik of the management division with the aim of building ties with area high schools to promote recruitment (Hamilton; 12/01) in progress
- Continue to offer graduate courses in history in conjunction with the education division. These courses are designed to acquaint secondary school teachers with historical materials that can be used in the classroom and to introduce them to Lindenwood, especially the Boone Campus (history faculty; 5/02) ongoing {
- Offer a graduate course for teachers entitled "The American Character in American History: Biography in the Classroom" at the Boone Home during the summer of 02 (history faculty; 6/02) in progress
- Continue sending flyers to area high school history department chairpersons and building principals as a means of marketing the summer graduate history courses for teachers (Smith/Hamilton; 6/02) ongoing
- Offer C-Base review sessions in social studies (Griffin/Heidenreich; fall and spring/ 01-02) ongoing
- Office Praxis review sessions in social studies (history faculty/ fall 01 and spring 02) ongoing
- Create a Praxis Resource Library in Butler for use by students when preparing for the exam (history faculty; 6/02) in progress
- Develop more precise and useful assessment methods to increase the effectiveness of the program (Griffin/faculty; 5/01) ongoing
- Continue to develop pre- and post-tests for History 100 (faculty; 6/02) ongoing
- Refine grading methods for History 400 (faculty; 6/02) ongoing
- Create pre- and post- tests for each of the following course: in progress
 - GEO 201 (Griffin/ 12/01)
 - HIS 105/105 (Hamilton/Smith/Heidenreich; 12/01)
 - HIS 200 (Griffin; 12/01)
 - HIS 301 (Kerksiek; 12/01)
- Continue to cooperate with the ROTC Department to further develop Lindenwood's ROTC program. During the Fall 01 semester, HIS 207, The American Military Experience will be offered (Heidenreich; 12/01) in progress

- Investigate grant program for use at the Boone Home (Hamilton/Smith; 6/02) in progress
- Investigate offering a summer frontier camp for area youth (Smith; 6/02) in progress
- Continue the major role in the area of general education in the college community. History 100, a class required of all LU students, generally takes over 50% of instructor load for all five history professors. In addition, including History 100, all history and geography general education courses alone make up 80% of instructor load. The hiring of a new full time professor did not diminish this percentage. In fact, the figures rose somewhat for fall '00 (93%) and spring '01 (88%). (faculty) ongoing

Modern Language Department (French, German, Spanish):

- Create new advising forms for Spanish Education students (Heyder; 5/01) in progress
- Develop materials for the language lab to augment success in all language classes and on the Praxis exam (faculty; 5/02) in progress
- Develop a language brochure to distribute to high school language teachers and counselors to increase enrollment (faculty; fall/01) in progress
- Develop plans that require all beginning and intermediate level language students to work in both the language listening and computer labs (faculty; 6/02) in progress
- Digitize cassettes for use by elementary language students (faculty/fall 02) in progress
- Continue trips to Germany, France, Spain, and Mexico during J-term semesters (faculty) ongoing
- Investigate the possibility of membership in a National Spanish Honors Society (Heyder; 6/02) in progress
- Create a Spanish linguistics course (Zyck; 6/02) in progress
- Purchase and make use of standardized assessment tools for beginning levels of all languages (faculty; 6/02) in progress
- Invite area high school teachers and students on campus to visit with native speaking international students (faculty; fall 01) in progress
- Be available to visit high school classes (faculty/ students; 6/02) in progress
- Philosophy:
 - Develop a proposal for a regular (catalog-based) major in philosophy (Brown; 02-03) in progress
 - Develop a recruiting brochure for philosophy (Brown; 6/01) completed
 - Add ethics courses across the curriculum to edify students relative to career choices (Charron/Brown; 1/01) completed
 - Develop more precise and useful assessment methods in philosophy (Brown/Charron; 5/02) ongoing
 - Begin offering professional ethics course (Brown/Charron; 6/02) in progress
 - Revise contract major/minor (Brown/Charron; 6/01) Completed
 - Continue to increase the numbers of students taking philosophy courses (Brown; 6/02) ongoing

- Create a philosophy web site (Brown; 6/02) in progress
- Start a philosophy club (Brown/Charron; 6/02) in progress

Religion:

- Create a handout identifying career options for religion majors and minors (Mason/Meyers; 6/02) in progress
- Continue to develop both qualitative and quantitative assessment tools for the religion program (Mason/Meyers; 6/02) ongoing

Assessment

- Implement revised assessment for ENG 170, implement assessment for ENG 201 and ENG 202, to satisfy meaningful and useful assessment standards (Schnellmann; 12/01)
- Develop assessment tool for majors and minors in French, to satisfy meaningful and useful assessment standards (Durbin/Weitzel; 12/01)
- Assess reading comprehension in Spanish, to satisfy meaningful and useful assessment standards (Heyder; 12/01)
- History will add CATS; pre- and posttests for GEO 201, HIS 105, 106, 200, 301; general-education assessment in GEO 201, HIS 105 and 106, to satisfy meaningful and useful assessment standards (Griffin/History faculty; 04/01)
- Philosophy and Religion will pre- and posttest in PHL 100 and conduct general-education assessment in PHL 100, to satisfy meaningful and useful assessment standards (Brown; 12/01)

Changes in Five-Year Plan**All Humanities Areas:**

- Increase numbers of majors in all areas
- Increase faculty as need indicates
- Encourage cross-disciplinary learning with other divisions
- Improve library holdings
- Expand use of technology for all classes
- Continue to encourage critical thinking and writing skills in all courses
- Make Lindenwood University a leader in the rapidly growing area of electronic communication by providing students with the fundamentals needed to be competent and qualified writers and communicators and developing a new curriculum that will incorporate the latest in technology.
- Expand the current programs in American history, literature, religion and philosophy combining them with anticipated majors in historic site management, archival history, and historical science

English:

- Track and contact alumni of the English program
- Contact and sponsor one visiting speaker each year
- Sponsor a networking event by which high school and college students may have a forum to read their work (Canale/Hurst/Heyn)
- Encourage students in other divisions to take writing and grammar courses
- Investigate reviving Sigma Tau Delta, an English Honor Society

- Investigate the possibility of offering undergraduate literature courses during the summer

History:

- Investigate expanding the program in history to include a course in Latin American History and Culture
- Work with other academic divisions to establish a nationally recognized center for the study of values centered at the Daniel Boone Home which will incorporate both an undergraduate and graduate program designed to education both the traditional students and the business professional in applied ethics and values

Modern Languages:

- Offer evening and summer courses in modern languages
- Develop a web page for modern languages
- Offer regular opportunities for conversational practice in all languages through development of clubs and language tables

Philosophy:

- Create additional courses as needed to include any or all of the following: Symbolic Logic, Aesthetics, Philosophy of Science, Metaphysics, Epistemology, Philosophy of Mind, Philosophy of Language, Ethics Seminar, Professional Ethics

Religion:

- In conjunction with the business and philosophy departments, develop course sections and study guides to emphasize the religious, moral, and value based content of American Society. (These would not be new courses; they would, however, bring new emphasis to teaching values and morals as a part of LU's educational system.)
- Increase the amount of written work in religion course, and encourage students to face the critical issues in society and think rationally, morally, and critically about them.
- Investigate hiring an additional professor with expertise in religious studies outside of Christianity and the United States so that LU students might have the opportunity to have a broader education and learn more about religions and groups with whom they might deal in life and business.
- Add more religion courses that deal with the practical and personal aspects of religion in order to allow students to develop more fully their personal, spiritual, and religious understandings of life.

Student-Major Projections (boldface denotes actual count)

Year	English	Language	History	Intl. Studies	Phil./Rel.
1998-99	60	16	67	6	3
1999-00	47	15	71	6	6
2000-01	47	13	67	12	9

2001-02	52	16	75	11	7
2002-03	54	17	77	12	8
2003-04	56	18	79	13	9
2004-05	58	18	80	15	11
2005-06	60	20	80	20	12

Management

New Statement of Purpose

The Lindenwood University Division of Management strives to teach students to be functioning members of the business community. The Division integrates the latest theoretical and practical knowledge into a comprehensive learning geared to the needs of the employers and the employees.

The business programs in the LCIE (cluster format for adult learners) offers a structured, broadbrush approach in the area of business administration. Using the Socratic method of teaching and a core requirement in the liberal arts, the overall purpose of the LCIE business curriculum is the development of the students analytical skills, with emphasis placed on both written and oral communication.

Changes in Personnel and Facilities

The current Management Division faculty consists of.

	Full-Time	Adjunct
Accounting	3	2
Economics	3	1
Finance	1	3
Human Resources	1	1
Human Service Agency	2	3
Information Systems	2	2
Law	1	1
Management	2	10
Marketing	1	4
Political Science	2	0
Retail Merchandising	1	0

The Management Division has most of its faculty located in the Memorial Arts Building. Faculty members located in MAB primarily teach in the undergraduate and/or traditional graduate management programs. MAB also houses one classroom and two computer labs used primarily for management classes/students/.

Three of the Management Division faculty are located in the Lindenwood University Cultural Center, and primarily teach and administer in the LCIE, or cluster format of program delivery. The Cultural Center also has 14 classrooms that are shared with other LCIE programs. Management classes are also taught at various locations, including Westport, O'Fallon, Wentzville, Washington, and several area businesses.

**Changes in Assumptions
(Additions)**

- Lindenwood's area of expertise will continue to be the personal attention and personal education of the student.
- A web site presence will be necessary to transmit information to prospective students that are searching this medium. This presence will be of high quality, but will not be our focus for processing student information.
- Areas of employment within the business field that are growing rapidly include MIS, health care administration, sales, and the service industry.
- Business professionals have an increasing need for technology skills and quantitative skills.
- Lindenwood University's future will be fueled by the growth of St. Charles, Lincoln and Warren Counties.
- The County's rapid growth will increase the demand for graduate courses in public management.
- On-site management classes for adults in the 30+ age category are a major growth area for Lindenwood University.

One-Year Action Plan for 2001-2002

- Develop a Division of Management Speakers Bureau, to augment contact with community organizations and schools with a positive impact on recruiting (Cernik/Otto/Arns; 10/01)
- Enhance the Division's Website information, to improve quality and scope of information available to students and potential students (Van Wassenhove; 10/01)
- Develop a program for program managers to work in a more comprehensive manner with adjunct professors in the MBA program, to improve program quality (Hardman; 08/01)
- Increase recruitment focus on community college students via faculty linkages at Lindenwood and the community colleges, to improve inflow rate of new students (Team; 08/01)
- Implement a systematic agribusiness recruiting plan coordinated with the Agribusiness Admissions Specialist, to recruit 25 or more Agribusiness students (Young/Kamm/Hammond; 05/02)
- Update Division Faculty Handbook, to improve regular and full-time faculty productivity (Arns; 09/01)
- Develop an interactive website for local high school faculty members and students featuring St. Charles voting data, to create improved relations with high schools and students (Cernik; 01/02)
- Initiate MBA weekend core course offerings, to attract a new group of MBA students (Team; 10/01)

Assessment

- Complete assessment tools for graduate and undergraduate courses and the Division, to strengthen Division for accreditation requirements (Cernik/Babbitt; 01/01)
- Develop pre- and posttests for general-education courses (PS 155, PS 156, BA 200, Ba 211), to satisfy meaningful and useful assessment standards (Hardman; 12/01)
- Implement assessment in Business Administration, Sales/Marketing, Retail Merchandising, HRM, and HSAM, to satisfy meaningful and useful assessment standards (Hardman; 12/01)
- Enumerate and quantify competencies in MIS, to satisfy meaningful and useful assessment standards (Hardman; 12/01)
- Strengthen major follow-up in Accounting, to satisfy meaningful and useful assessment standards (Babbitt; 12/01)

Changes in Five-Year Plan

- Expand the Public Issues Forum to include other services to the Business, Government, and Not for-Profit communities
- Target Winghaven for Lindenwood University to be the primary educational interface
- Continue to explore off campus possibilities for cluster and traditional course offerings
- Develop an evening undergraduate program in MIS and accounting
- Develop an MA in Sales
- Continue expanding the MIS course offerings to reflect growing field of study.
- Incorporate distance-learning courses where appropriate
- Develop standardization where appropriate for graduate level courses, including course syllabi and student assessment
- Develop a course for business appraisal
- Develop an adjunct orientation and training program
- Establish a Division tutoring center
- Explore program development in Hotel and Restaurant Management

Student-Major Projections (boldface denotes actual count)

Year	Acc	Bus Adm	Fin	Hlth Mgt	HRM	HSAM	Int'l Bus	MIS	Mktg	Poli Sci	Pub Mgt	Agri-Bus.
1998-99	85	1587	25	99	330	108	30	45	120	30	5	
1999-00	99	1713	26	93	296	115	20	92	146	39	5	
2000-01	80	1759	38	84	259	71	33	84	105	32	6	
2001-02	135	1745	40	130	385	120	75	150	150	40	40	25
2002-03	140	1805	45	135	395	125	90	175	160	40	45	35
2003-04	145	1870	50	140	405	130	110	200	165	45	50	45

2004-05	150	1880	50	145	410	135	120	220	170	45	50	50
2005-06	155	2000	55	150	415	140	130	240	175	45	50	55

Future Directions

Continued Excellence in Teaching: With more and more graduates excelling in areas that can be measured, i.e. the CPA exam and the LSAT test, develop a progressive benchmark for quality measurement. Strive for results, consistency, quality, and skills that will transfer to the workplace of tomorrow.

Expansion of Graduate Programs: Continue to research and develop an Executive MBA and a Doctorate of Management to respond to the needs of potential students, and for the rapidly changing work environment

Partnership with Area Businesses: Continue to seek partnerships with area businesses for onsite educational programs.

Sciences

Changes in Personnel and Facilities

Full-time personnel have decreased from 7 to 6 in Mathematics and Computer Science. Young Hall is undergoing a moderate upgrade this summer, with the auditorium being converted to a video studio and a biology laboratory room being refurbished and modernized. An additional classroom will be created with the move of the video studio from the second floor to Young Auditorium.

Changes in Assumptions

Many of the Science students who would have majored in Mathematics or Computer Science will elect to major in our Pre-engineering program.

One-Year Action Plan for 2001-2002

- Expand contacts with area high school and community college science faculty to increase their awareness of Lindenwood's science programs, thereby increasing quality and quantity of incoming science students (Abbott 12/01).
- Develop a web page for each program as a recruiting tool for new students (Program Managers 8/02).
- Develop master plan for optimal utilization of laboratory, classroom and other spaces in Young Hall (Abbott / Soda 12/01).
- Install "smart" technology in additional classrooms in Young Hall (Soda / Perantoni 8/01)
- Develop database to track graduates to monitor career placement and success in all majors (Program Managers 8/01).
- Expand use of WebCT to include more faculty members (Perantoni 5/02).

- | | | |
|--|--|---------|
| | <ul style="list-style-type: none"> • Conduct an online course and evaluate its effectiveness compared with the traditional format (Perantoni 1/02). | 2001-02 |
| | <ul style="list-style-type: none"> • Initiate the development of outdoor classroom stations at the Boone site to be used in teacher education programs and as part of elementary and secondary school visits to the Boone site (Pavelec / Anderson 8/01). • Explore development of an Environmental Studies program that will prepare students for careers in Parks & Recreation Management or Outdoor Education (Pavelec 1/02). • Develop plan to improve course offerings and internship opportunities in analytical chemistry to support increased recruiting efforts for students pursuing a B.A. in Chemistry (Saum / Pavelec 3/02). • Initiate Forensics / Criminalistics program as a new minor for Criminal Justice and Chemistry majors (Moorefield / Pavelec 11/01). • Revise Criminal Justice curriculum to provide specialty areas that will aid in recruiting and retention, as well as provide additional opportunities for our graduates (Moorefield / Steenbergen 3/02). • Initiate student exit interviews with CJ graduates as part of ongoing tracking program (Moorefield / Steenbergen 5/02). • Evaluate potential for developing an undergraduate Information Technology major in the day program (Soda 3/01). • Modify introductory Computer Science courses to better attract, motivate and retain computing students (Golik, Hamilton, Van Dyke, Soda 8/02). • Review and revise Mathematics curriculum to better serve majors in education, science and pre-engineering, resulting in improved recruiting and retention (Colburn, Golik, Hamilton, Kohler, Soda 8/02). • Recruit and maintain a core group of adjunct faculty for the Gerontology program that can cross-teach classes at various locations. • Establish articulation agreement in Pre-Engineering with UM-Rolla (Pavelec / Golik 10/01). • Evaluate course offerings in Psychology to determine areas of need (Kelly / Scribner / Evans 12/01). • Revise Social Work curriculum to increase recruitment and retentions; Evaluate revised CSWE accreditation standards to ensure compatibility (Mueller 5/02). • Develop an Archeology component of the Anthropology focusing on the Boone site and the Twilight Steamboat Museum (Scupin 1/02). • Establish collections of Native American and Colonial American artifacts for the Boone Home Museum display (Scupin 5/02). • Develop a course rotation plan for the graduate level Gerontology degree program that includes three credits of Research Methods or an appropriate capstone course to be offered twice yearly (Patterson 07/02) • Systematize community-college recruiting by getting a recruiting plan and timeline from each program manager in the division, to augment the number of new students from Missouri and Illinois junior college districts (Abbott;10/01) | 2002-02 |

Assessment

- Conduct extensive reviews of the assessment systems in Computer Science and Mathematics, to yield more meaningful and useful information, improve teaching and learning and satisfy the expectations of NCA (Abbott; 12/01)
- Evaluate assessment options in Chemistry and implement most effective ones, to yield more meaningful and useful information, improve teaching and learning and satisfy the expectations of NCA (Abbott; 12/01)
- Implement pre- and posttests for BIO 151 and 152, revise BIO 401 assessment and develop database on graduates, to yield more meaningful and useful information, improve teaching and learning and satisfy the expectations of NCA (Abbott; 12/01)
- Revise the Psychology capstone assessment instrument and test competencies in PSY 100, to yield more meaningful and useful information, improve teaching and learning and satisfy the expectations of NCA (Abbott; 12/01)
- Develop pre- and posttests for Social Work, to yield more meaningful and useful information, improve teaching and learning and satisfy the expectations of NCA (Abbott; 12/01)
- Modify pre- and posttests in Criminal Justice, to yield more meaningful and useful information, improve teaching and learning and satisfy the expectations of NCA (Abbott; 12/01)
- Develop pre- and posttests in Astronomy, to yield more meaningful and useful information, improve teaching and learning and satisfy the expectations of NCA (Abbott; 12/01)

Changes in Five-Year Plan

- Improve recruitment, retention and career success of biology and chemistry students with interest in professional and/or graduate school.
- Expand program offerings in Environmental Studies to increase enrollments.
- Remodel biology, chemistry and physics laboratories in accordance with Young Hall master plan.
- Complete installation of "smart" technology in each classroom in Young Hall.
- Convert Y205 from a regularly scheduled computer classroom to an "on-call" computer classroom for use by science classes.
- Utilize database information on science graduates to revise existing programs and initiate new programs.
- Offer online science courses to meet needs of specific sets of current or potential students.
- Complete a working set of outdoor classrooms for models of environmental education at the Boone site.
- Expand B.A. chemistry program to meet needs of employers requiring analytical chemists.
- Expand Forensics / Criminalistics minor for both Criminal Justice and Chemistry majors.
- Offer specialized "training courses" to field personnel in areas of law enforcement, corrections and juvenile justice.

- Explore option of offering CJ majors the opportunity to attend a local police academy during their senior year at Lindenwood.
- Initiate new program(s) to prepare students for careers in computer-related fields.
- Establish additional articulation agreements with additional community college programs to increase enrollments in upper division science courses.

Student-Major Projections (boldface denotes actual count)

Year	Bio.	Chm.	Comp Sci.	Pre-engineering	Crim. Justice	Gerontology	Math	Counseling	Psych	Soc. Work	Sociology/Anthro
1998-99	107	15	72	-	176	43	46	287	129	24	9
1999-00	104	19	86	-	213	22	39	290	122	40	7
2000-01	110	24	86	25	220	21	32	400	120	38	7
2001-02	115	19	70	37	190	23	22	290	132	25	9
2002-03	120	22	75	40	200	23	23	303	137	26	10
2003-04	130	26	80	43	210	24	24	311	142	26	11
2004-05	140	30	85	46	220	24	25	319	145	27	12
2005-06	150	34	90	50	225	24	26	327	145	27	12

STUDENT SUPPORT SERVICES

Admissions

Changes in personnel and facilities

Associate Dean and Director of Adult and Graduate Admissions has assumed responsibility for Undergraduate Day Admissions and all new student financial aid awards as Dean of Admissions.

Currently 3 full time admissions representatives, with increased involvement of coaches, faculty and other part time staff.

Two half time graduate assistants to update information and navigation of website.

Effective 7/6/01 Admissions has relocated to the old Commerce Bank Building on First Capitol Drive.

One Year Action Plan for 2001-2002

- Reach resident student enrollment capacity.
- Integrate admissions offices into one general office with separate functions.
- Transfer current new student data system into the Access program used by Adult, Corporate and Graduate Admissions. This composite program will include all new student information that can be segregated by format.
- Complete integration of admissions and campus life office services in new building.
- Continue to improve collaboration with academic offices and programs, to better serve students.
- Enhance academic area recruiting efforts through division deans and faculty.
- Continue recruitment efforts from rural areas, especially through new agribusiness degree program.
- Reestablish student ambassadors program to involve current students in admissions effort.
- Involve current students to return to their high schools with an admissions counselor to meet with prospective students.
- Update print materials for greater awareness of academic, student services, sports and facility expansion and improvements.

Changes in Five – Year Plan

- Continue all current initiatives

Admissions - Adult, Corporate and Graduate

Changes in personnel and facilities

Dean of Admissions also serving as Director

Office Manager promoted to Assistant to the Dean of Admissions

Full time staff assigned to site campus centers in O'Fallon and Wentzville.

New LCIE faculty member assigned half time to corporate admissions activities.

One Year Action Plan for 2001-02

- Continue growth in new enrollments by a minimum of fifty more students than previous year's totals each term.
- Continued improvement in retention of potential continuing students through degree program.

- Reassign staff member to provide student reenrollment information to faculty advisors from term to term and manage information.
- Continue development of corporate education partnership team to meet needs of area businesses.
- Expand offerings, enrollments and marketing of O'Fallon and Wentzville sites.
- Complete updating of print materials for adult undergraduate and graduate academic programs.

Changes in Five – Year Plan

- Continue all initiatives in 2000 five-year plan, including:
- Continue, at a minimum, increase in enrollment sited in one-year action plan each of the next five years.
- Continue to develop and implement a web recruitment system and update site that effectively attracts adult students.
- Establish the University as the corporate choice for education partnerships in the metro area.
- Continue to explore and establish joint academic curriculum and recruitment programs with computer software technology partners.

Financial Aid

Statement of Purpose

The primary service of the Financial Aid Office is to collect and process all information necessary to establish and execute a financial plan for all students requesting assistance in meeting the cost of their education. A financial plan may include a personal contribution, Lindenwood University Grants, Scholarships, State and/or Federal Title

Changes in Personnel and Facilities

The office is staffed with six full-time employees: One Director of Financial Aid, One Director of Financial Assistance Planning, and four Financial Aid Officers.

The office is located in the lower level of Roemer Hall.

Changes in Assumptions

With the continued growth in enrollment, the Financial Aid department will serve in excess of 6500 students in the 01/02 academic year. The Financial Aid Office assisted with over 5500 applicants for financial aid during the 2000-01 academic year.

One-Year Action Plan for 2001-2002

- Convert financial aid database to new software, to increase efficiency and service to students (Computer Services; TBA)
- Train financial aid staff on new software, to increase service to students (Computer Services; TBA)

- Continue to utilize electronic services available through Net Wizard and Wiz Kid, to provide greater service and quicker delivery of funds to students (Team; ongoing)
- Update Financial Aid Web page on a monthly basis, to offer more current information to students and potential students (Ziegenfuss/McCullough; ongoing)
- Implement Department of Education electronic return of Title IV aid software, to increase accuracy and efficiency in the return of Title IV aid (Ziegenfuss/McCullough; ongoing)
- Install electronic NASFAA encyclopedia, to increase accuracy in the disbursement of Title IV aid (McCullough; ongoing)

Changes in Five-Year Plan

- Continue to upgrade technological capabilities to further enhance services to students (e.g., electronic entrance and exit counseling, electronic filing of FAFSA, etc.)
- Increase training/cross-training for all financial aid staff, to better meet student needs
- Continue to collaborate with all Lindenwood administrative offices to better serve out students in a proactive manner

Library

Changes in Personnel and Facilities

The current staffing is four professional librarians and two paraprofessional staff members responsible for reference, cataloging, bibliographic instruction, government documents, acquisitions, circulation, serials, and collection management. The facilities include:

- Automated integrated library system from III part of the Missouri Common Library Platform, including online catalog, automated circulation system, integrated acquisitions and serials check-in system.
- One computer with CD-ROM drive loaded with databases, such as
- PROQUEST, *Britannica Encyclopedia*, Masterplots, St. Louis Post Dispatch, and BIP+
- Workstations able to access OCLC cataloging, interlibrary loan and reference services
- Workstations for MOBIUS circulation system.
- Four computers devoted to Internet access, EBSCOhost, and First Search
- 6 computers for online public access catalog.
- Security system to prevent theft of material. Video and film collection (1531 titles) Government documents collection (60,000 items) Book collection (122,461 volumes)
- Theses collection (1450 volumes)

Changes in Assumptions

None

One-Year Action Plan for 2001-2002

- Add all of Butler Library's holdings to the OCLC database for conversion to Mobius, to prepare for conversion to Mobius (Team; 03/01) - In Progress
- Convert all of Butler Library's books that are classified in the Dewey Decimal format to the Library of Congress format, so that students will be able to locate needed research material more easily (Team; 08/01) - In Progress
- Barcode all Butler Library books, so that student satisfaction will be increased with a more accurate and faster check out system (Team; 08/01) - In Progress
- Continue to develop and offer COL 111 Internet Resources as a one credit hour course, so that students will learn how to do effective research, a lifelong skill (Booker/Strecker/McWeeney,/Hubenschmidt; 09/01) - Ongoing
- Offer more library services through the University's website, so that commuter or distance students can be offered some of the same services that students who come to the library receive (Strecker/Booker/McWeeney; 08/01) - In Progress
Implement the Common Library Platform through MOBIUS (Team 06/01)
- Develop training classes for the new online library system (Booker/Strecker/McWeeney,/Hubenschmidt; 09/01)
- Security strip all library material so that material is protected from theft. (Team; 05/01)
- Develop more bibliographic instruction classes specifically designed for a target audience such as professional counselors.
Booker/Strecker/McWeeney/Hubenschmidt; 09/01)
- Develop assessment methods for library service.
(Booker/Strecker/McWeeney/Hubenschmidt; 12/01)

Changes in Five-Year Plan

Explore consortial agreements to purchase electronic materials

Campus Life**Office of Work and Learn****One-Year Action Plan 2001-2002**

- Continue to increase the percentage of student work completion in the Work and Learn/Community Service Program with quality experiences
- Increase the number of community contacts for the future development of student opportunities
- Develop multi-levels of work experiences within the Work and Learn Program to continue to grow individuals and enable them for the work place after graduation

- Establish a firm foundation for the ROTC program to develop future military leaders-Establish "Host" status at Lindenwood University for the Army ROTC program - In progress

Changes in Five-Year Plan

- Continue initiatives in 2000 five year plan

Campus Life

Leadership Center

Changes in Personnel and Facilities

The five major programs in the Leadership Center of Campus Life are: Career Development, Work & Learn, Community Work Service, Academic Success Services, Retention and Residential Services. The personnel for the Leadership Center consists of five full-time employees: Director of Campus Life, Director of Work and Learn/Community Work Service-Military Science Liaison, Director of Career Development, Director of the Success Program and a Director of Residential Services. These offices moved to the Visitors Center of Lindenwood University

One-Year Action Plan for 2001-2002

- Increase student numbers and participation within all Leadership Center programs
- Enhance the coordination of the Leadership Center – Campus Life Office with the Offices of Admission

Changes in Five-Year Plan

- Move to the Spellmann Student Center

Campus Life

Office of Career and Development

One-Year Action Plan 2001-2002

- Further develop the Career Resource Library with information about corporation, not-for-profits and government agencies
- Host networking opportunities for students and employees in the future Spellmann Campus Center
- Continue to strive for the placement of all students in their field of education
- Host Educational Placement Day yearly with increasing placement results
- Utilize the TAP (Talent Accomplishment Program), to better engage students in school activities and to track their accomplishments throughout there time at Lindenwood University

Changes in Five-Year Action Plan

- Continue all initiatives from 2000 five year action plan
- Continue to establish community partnerships for internships and employment opportunities

Campus Life

Resident Life (formerly Housing)

One -Year Action Plan for 2001-2002

- Upgrade Heritage Campus residence halls as needed
- Add capacity up to 2,300 beds
- Continue to reorganize external housing facilities so serve non-traditional housing needs, i.e. single parent, married and apartment style living for graduate students

Changes to Five-Year Action Plan

- Supervise renovation of Ayres Dining Hall after completion of the new Campus Center is complete.

Campus Life

Director of Success – Mentoring Program Office

One-Year Action Plan 2001-2002

- Continue to serve the needs of students using contracts, time management sheets, progress reports and weekly meetings
- Manage retention efforts by serving the needs of undergraduate students
- Coordinate efforts set by the Academic Appeals Committee with returning students with grade and attendance problems

Changes in Five-Year Action Plan

- Continue initiatives from the 2000 Five-Year Plan

ADMINISTRATIVE SERVICES

Public Relations

Changes in Personnel and Facilities

The office is currently staffed by: a Director of Communications, a full-time assistant, and four work-and-learn students.

Changes in Assumptions

None

One-Year Action Plan for 2001-2002

- Convey Lindenwood's message of "success" in printed documents, advertising and all communication efforts (ongoing).
- Have catalogs, booklets and other material available for download from Lindenwood website (01/02)
- Work with academic services office, international student services and others to post Lindenwood forms and applications on website (03/02)
- Increase the visibility of Lindenwood University through stories in the local news media (ongoing).
- Stress Ph.D.s and other qualifications of our distinguished faculty in an effort to continually raise our credibility in the region.

Changes in Five-Year Plan

None

Institutional Advancement

Changes in Personnel and Facilities

The Development office has moved off campus and is now located across the street at 120 S. Kingshighway. The office is currently staffed by a Development Director, Community Development Director, a full-time Alumni Director, an Office Manager, one graduate student, and at least 5 work and learn students.

Changes in Assumptions

None

One-Year Action Plan for 2001-2002

- Pursue involvement with community groups and individuals to strengthen Board of Overseers and partnership opportunities (Team; ongoing) – Ongoing
- Increase alumni participation in fund-raising and all other aspects of the University, including events (Team; ongoing) – Ongoing

Changes in Five-Year Plan

None

Academic Services**Changes in Personnel and Facilities**

Academic Services has been restructured, so that it is managed by the Director of Academic Services and the Dean of Faculty. In addition to the Director, Academic Services employs three full-time Data Coordinators. A Director of Records, who reports to the Dean of Admissions, works in the Academic Services suite, and coordinates with the Director of Academic Services to complete and perfect files of incoming students and generate reports related to enrollment management. At most times during the academic year, Academic Services also has 3-4 student assistants.

Changes in Assumptions

- None

One-Year Action Plan for 2001-2002

- Increase the accuracy of the Registrar's database to 99% on a consistent basis, to improve ability to manage enrollment and increase the student census (Ulrich/Team; 12/01)
- Implement direct, spreadsheet entry of course schedules by the division deans, to reduce the error rate in course-schedule development (Townsend; 10/01)
- Improve coordination of academic-policy decisions and paper-processing functions with Admissions, Financial Aid, and Campus Life, to increase the quality of student services and reduce the number of errors between offices (Evans/Townsend/Team; ongoing)
- Improve the database skills of key employees, to enhance service to students and improve the effectiveness of reports generated from the database (Townsend; 07/01)
- More effectively meet the retention and re-recruitment needs of the Graduate and Adult programs (Evans/Townsend/Team; ongoing)

Changes in Five-Year Plan

- Seek more collaborative functioning with all sectors of the Lindenwood Community
- Move to a more modern and powerful database system to replace the Poise system, which the vendor is phasing out
- Improve coordination of the Academic Services database with those of Financial Aid, Campus Life, and the Business Office.

Business Office

Changes in Personnel and Facilities
None reported.

Changes in Assumptions
None

One-Year Action Plan for 2001-2002

- Increase staff training on, and our Windows-based database throughout all functions within the Business Office.

Changes in Five-Year Plan
None

Bookstore

Changes in Personnel and Facilities

The Bookstore moved to its new storefront headquarters in the First Capitol Mall. Storage and display areas are much more spacious, attractive, and accommodating. The premises have been completely refurbished this year.

Changes in Assumptions
• None

One-Year Action Plan for 2001-2002

- Parking lot lights will be installed on Bookstore parking lot (Mueller; 12/01)
- Remodeling of upper level of Bookstore, to increase space (Goldstein/Mueller; 09/01)
- Remodeling of lower level of Bookstore, to bring supplies in from that level (Goldstein/Mueller; 12/01)
- Start new product categories (Goldstein; ongoing)
- Use computers for partial ordering, to increase efficiency and speed and quality of service to students (Strecker/Goldstein; 03/02)

Changes in Five-Year Plan

- Expand the selling of used books
- Expand the trade book section.