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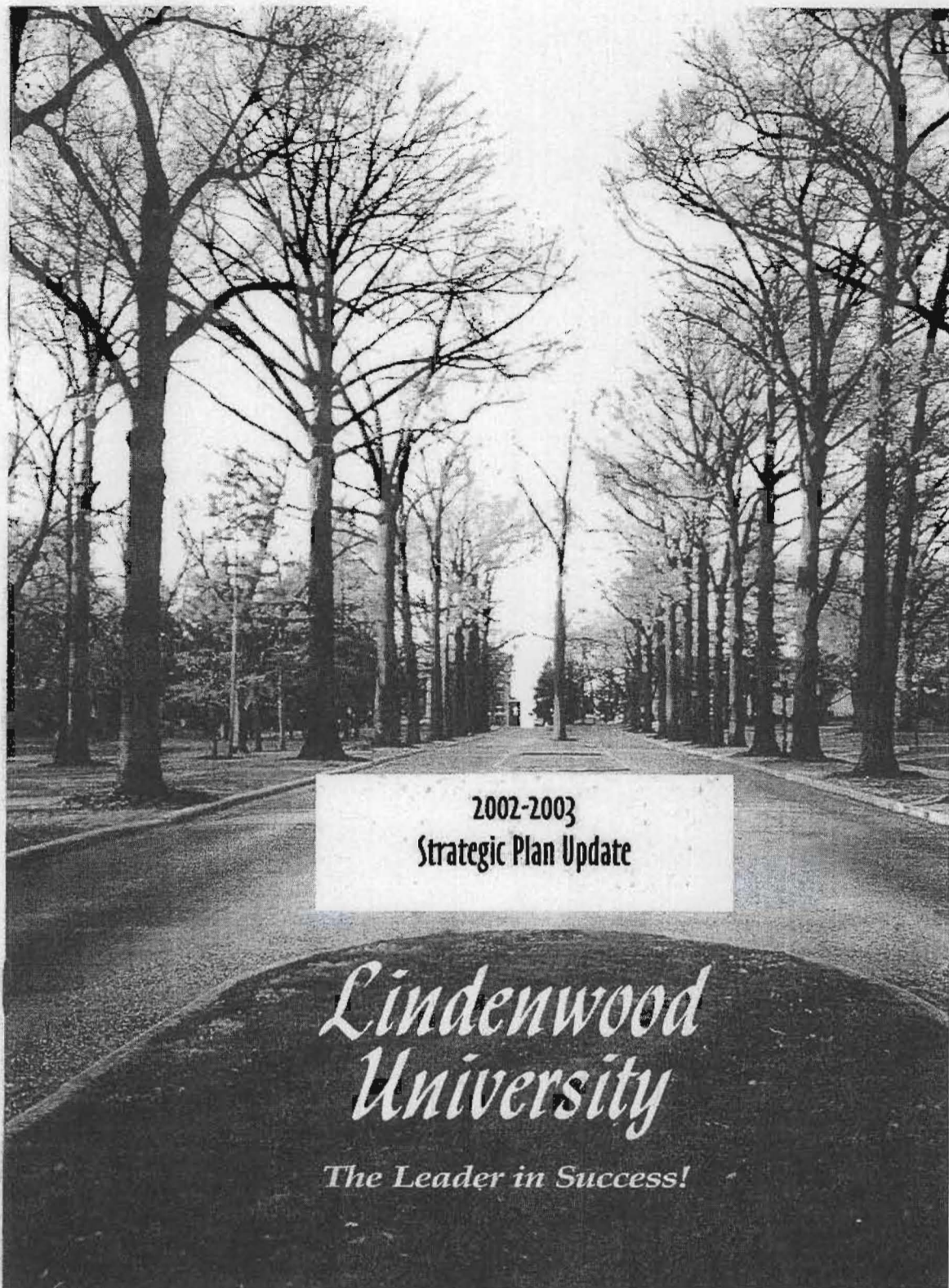
Lindenwood University Strategic Plan Update, 2002-2003

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2002-2003
Strategic Plan Update

*Lindenwood
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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 2400 residential students and 2400 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. Pricing of services will become a greater determinant of whether and where students choose to attend college.¹

Facilities

1. The University will aggressively develop the West Clay/First Capitol stretch.
2. The First Capitol expansion will include six new residence halls, which will absorb the residential space now provided by the LV trailer parks and housing off First Capitol, a new Campus center, and an Admissions building.
3. The University will build a Fine and Performing Arts Complex along West Clay.
4. The University will be physically responsible toward the St. Charles community.
5. Renovation and repair of existing facilities will continue to be a high priority.
6. The University will increase classroom space to accommodate the expanding student population.
7. The University will continue to develop and enhance physical facilities at the Boone campus and additional future extension campuses in the Missouri/Illinois region.
8. State-of-the-art technology will be installed in many of the classrooms.
9. The University will implement expanded electronic information access from campus residences.
10. The University will develop additional branch campuses in regional locations, in response to opportunities and callings that are consistent with its mission and purpose.

Personnel

1. The present administration 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.
5. The University will enhance its accommodation of students' social/developmental needs, with student government and student organizations taking the lead in these endeavors.

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	Actual	Projected	Projected
Full-Time Traditional Undergrad	2747	2757	2992	3076	3091	3300
Part-Time Traditional Undergrad	182	117	130	217	585	585
LCIE Undergraduate	1260	1432	1507	1467	1890	2040
LCIE Graduate	1156	1004	1084	1141	1637	1768
MBA	458	604	500	387	714	757
ED/ART Graduate	1211	1455	1513	1830	1996	2196
NonDegree Undergrad	641	667	565	592	636	648
NonDegree Graduate	1834	1683	1829	2475	2081	2164
Total	9489	9719	10120	11185	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, 1 director (down from 2), 1 supervisor, 12 maintenance/construction workers, 1 groundskeeper [down from 4], 1 electrician, 1 plumber, and 7 housekeepers.

The Lindenwood University campus is comprised of 360 acres, 10 administrative structures, 12 dormitories, 75 mobile homes, 154 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 Center, and the Visitor Center (Former Commerce Bank)
Dormitories:	Sibley Hall, Ayres Hall, Parker Hall, Cobbs Hall, Irwin Hall, Niccolls Hall, McCluer Hall, Blanton Hall, New Men's Hall, Watson House, Eastlick, Stumberg
Mobile Homes:	75 mobile homes in LV2
Houses:	Linden Terrace (89), Kingshighway Houses (3), Duchesne Houses (2), First Capitol Houses (60)
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, 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 2002-2003

- Continue assessment/repair of all roofs, to eliminate water problems (Mueller; 07/02)
- Continue assessment/implementation of tuck-pointing and sealing needs, to eliminate water problems (Mueller/Thomas; 07/02)

- Complete construction of Campus Center, to increase classroom space and provide a new dining hall (Mueller; 09/02)
- Construct temporary Cunningham connection and John Weber Drive extension to newly aligned First Capitol, to fulfill Lindenwood University's contractual obligation with City and MODOT (Mueller; 10/02)
- Complete landscaping of newly aligned First Capitol, to fulfill Lindenwood University's contractual obligation with City and MODOT (Mueller, 12/02)
- Begin construction of two new dormitories to be used as men's residences. (Mueller, 7/02)
- Begin construction of new outdoor track facility/soccer field. (Mueller, 7/02)
- 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)
- Begin remodeling of Ayres Dining Hall to accommodate additional housing for male students. (Mueller, 9/02)

Changes in Five-Year Plan

(Additions)

- Complete construction of Campus Center
- Construction of new loop drive
- Completion of newly aligned First Capitol
- Construction of four additional dorms
- Propose renovation plans annually, minimizing cost whenever possible
- Construction of new track
- Construction of new Fine Arts Center

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 to 28
Associate Professor	from 59 to 61
Assistant Professor	from 68 to 72
<i>Support</i>	
Executive Offices	from 9 to 6
Academic Services	from 4 to 6
Admissions	from 18 to 20
Financial Aid	from 10 to 7
Business Office/Bookstore	from 14 to 18
Campus Life	no change (12)

Maintenance/Housekeeping from 34 to 37

Changes in Assumptions

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

One-Year Action Plan for 2002-2003

- Upgrade computer hardware and software and train staff on its use.

Changes in Five-Year Plan

None

PARTNERSHIPS

Additional Cooperative Agreements

Christian Ministry Studies program in partnership with area churches

Forest Park Campus of SLCC (Hospitality Services, pending)

Teacher-Education extension programs at Ozark, Nixa, and Blue Eye in Missouri

One-Year Action Plan for 2002-2003

- Pursue pre-engineering outreach to rural areas in cooperation with UM-C
- Enhance cooperative programs with Boeing, MasterCard, and other area corporations
- Formalize a general articulation agreement with East Central College
- Strengthen and expand our partnership with the City of Wentzville, Missouri
- Seek partnerships with firms and organizations in Wentzville, O'Fallon, Washington (MO), and Belleville (IL)

Changes in Five-Year Plan

None

COMMUNITY INVOLVEMENT

One-Year Action Plan for 2002-2003

- Make further progress on the First Capitol Project
- Implement partnerships with Boeing, MasterCard, and other companies in the region
- Increase community connectedness by increasing active membership in our Board of Overseers advisory groups and their involvement with Lindenwood's program managers

- 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 two additional residence halls
- 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
- Continue our series of forums that address issues of government regulation and control in education, business, and industry -- through the River's Edge Institute and the Institute for the Study of Economics and the Environment

ACADEMIC PROGRAMS

Education

Statement of Purpose

The Lindenwood University Education Division believes in a high-quality system of K-12 public education that is free and appropriate to all Missourians. We also value the diversity of opportunities provided through the existence of a strong network of private and parochial schools. A rigorous academic program that is practical in nature stresses content both during teacher preparation and when students assume their initial employment. The worth of every youngster is emphasized without regard to race, gender, or creed and that education is viewed as a means by which all children can progress to their highest level of opportunity. The underlying philosophy of the Education Division is to prepare teachers who know their subject matter and can teach their subject. Lindenwood University will continue to be recognized as the premier principal and teacher preparatory institution in Missouri.

Changes in Personnel and Facilities

Full-time faculty members: 13

Part-time faculty members: 55

The Education Division will continue to offer most of its classes in Roemer Hall. All of those classrooms have been upgraded and continue to serve us quite well. Technology continues to improve therefore allowing us to better role model for students as they go

through the teacher education program. In summer of 2001, two state-of-the-art "eMINTS" classrooms were developed on the second floor of Roemer, funded by a grant from Southwestern Bell. Three full-time and three part-time Education faculty members have relocated 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. The extended site program is now offered at over 23 off-campus locations. Some of these locations include Independence, Hannibal, Missouri Valley College, Riverview Gardens, Hazelwood, Ferguson-Florissant, Parkway, Rockwood (2 locations), Mehlville, Fox, Fort Zumwalt, Francis Howell, Wentzville (High School and Southern Aire locations) Northwest in House Springs, St. Louis City, Waynesville, Sullivan, and the Branson Area. All off-campus locations utilize classroom space at these various locations.

Changes in Assumptions

None

One-Year Action Plan for 2002-2003

- Continue to refine the assessment process, using PRAXIS II scores and student portfolios (using the new scoring guide), to improve teaching, learning, and compliance with NCA expectations (Boyle/ Education Division)
- Matriculate first class of students pursuing the education specialist degree, to meet a growing need for professional K-12 administrators (Team)
- Expand extended-site program by 2 sites, to increase service, the student census, and tuition revenues (Boyle/Doyle/Feely).
- Continue to move forward with our securing TEAC accreditation (Team)
- 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)
- Explore opportunities to take the Specialist Degree Program to other locations around the state (Doyle/Feely/Boyle)
- Systematize the recruitment of students to the Education Division by becoming more involved with the local FEA (Future Educators of America) chapters in the local area (Boyle)

Assessment

- Refine student assessment process, using PRAXIS scores, surveys from employers, cooperating teachers, and graduates, and student portfolios, to improve teaching, learning, and compliance with NCA expectations (Boyle; Education Division).
- Realign the curriculum for Physical Education to better meet the competencies of the PRAXIS II examination for this area (Boyle/Mulhern).

Changes in Five-Year Plan

- Incorporate more technology into Education course work
- Finalize full membership in TEAC

- New degree programs and certifications will be developed to address critical shortage areas
- Continue the expansion of the extended site throughout Missouri by taking other degree and certification programs to these locations
- Continue to use the assessment tools of PRAXIS scores, survey results, and student portfolios to improve the quality of teacher preparation
- Continue to explore the possibilities of distance learning
- Explore opportunities to take degree programs to other locations around the state
- Increase student enrollment according to the following projections

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	75	350	360	68	1980	406	200	230	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
2006-07	100	474	462	220	2810	467	265	352	120

Future Directions

Continued growth to meet Demand: Lindenwood University will continue its significant growth well into the next century because of the job prospects for new teachers and administrators. Current projections indicate that as many as 5,000 classrooms will be staffed by less than qualified teachers in 2004. Therefore, school districts will continue to aggressively compete for capable, well-prepared, and committed individuals who choose education as a profession. Opportunities to serve practicing educators through graduate and professional development course work will continue to expand.

Geographical and Curricular Diversification: Because of the flexibility in delivery systems, practical curriculum, entrepreneurial spirit, the Education Division will continue to be the major provider of teacher preparation and administrative preparation programs to Missouri's teachers and school districts. Long-range goals include:

- Convenient locations around the state
- Continued recognition as the premier program for teachers and administrators in Missouri
- Explore an International Teacher Preparation Program.
- Lindenwood University graduate course credit awarded to 80% of the teachers in the state.

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. Two rooms have been converted to large, high-tech classrooms.

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 – tidy up and refurbish 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

Changes in Assumptions

- None reported.

One-Year Action Plan for 2002-2003

- 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; 12/02)
- Establish Fine and Performing Arts scholarship competition with Mosaics, to increase the number of new recruits (Parker/Floyd 12/02)
- Move KCLC studios and faculty offices to Spellmann Center (Wall/Reighard/Niccolai 9/02)
- Make preliminary recommendation to President for new Cultural and Performing Arts Center (Parker 8/02)
- Produce CD, "Live at Lindenwood" to provide students with professional experience, and advertise LU and our programs (Henry/Carter/Parker; 11/02)
- Move Mac computer lab, video check-out equipment and faculty offices from LUCC to Spellmann Center (Ruebling/Barnard/Scholle 10/02)
- Create a Web page attachment for programs to increase advertising (Ruebling 5/03)
- Create new Art Program brochure, to enhance recruitment (Tillinger/Burke/Ruebling; 10/02)
- Add new Bachelor of Fine Arts in Music Performance degree, to increase student enrollment (Carter; 12/02)
- Install hot water heater and repair showers in Theatre dressing rooms (Myrda/Quiggins/Parker 12/02)
- Complete assessment rubrics for Fine and Performing Arts/Communication General education courses and theatre courses. (Parker/Myrda/Walsh 8/02)
- Co-host first annual high school marching band festival with Francis Howell Central High School. (Carter/Parker/Opperman 10/02)
- Add a Main stage production to season (Henry/Parker/Pyron 9/02)
- Equip television studio and establish programming details with Charter Communication for the Higher Education Channel (Ruebling/Scholle/Barnard/Parker 10/02)
- Create plans for renovation of LUCC sanctuary/auditorium (Carter/Henry/Parker 4/03)
- Intensify theatre recruitment, to re-vitalize the theatre program (Team; ongoing)
- Send cheerleaders and Lion Line to national competition, to enhance recruitment and retention (Nichols/Holland; 01-03 and 04-03)
- Complete move of Costume Shop to Harmon Hall, renovation of Fashion Design Studio and clean-up of backstage and storage areas in Jelkyl Theatre (Myrda/Quiggins/Walsh/Parker 08/02)
- Work with Humanities Division and Boone campus personnel to create the undergraduate degree program in American Studies (Weitzel et al/Gladwin et al/Parker et al 12/02)
- Explore possibilities of establishing a relationship with a professional improvisational theatrical troupe-in-residence (Parker/Quiggins 8/02)

Changes in Five-Year Plan

- Implement new, digitalized radio station on the ground floor of the Spellmann Campus Center; commence regular, digital broadcasting
- Plan and implement Lindenwood University Educational TV programming
- Design, construct, and begin programs and productions at the Lindenwood Fine and Performing Arts Center along West Clay

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	102	25	40	52	80	453
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

Human Services

New Statement of Purpose

The Lindenwood University Human Services Division serves to prepare students to be part of the United States Army, community service/non-profit organizations and corrections agencies. This Division exposes students to theoretical and pragmatic learning opportunities to prepare them to make immediate contributions in an employment setting.

Changes in Personnel and Facilities

The current Division of Human Services Faculty consists of:

	Full-time	Adjunct
Criminal Justice	2 2/5	0
Social Work	1	0
Human Service Agency Management	2 1/5	0
Military Science	1	3

The Human Service Division has its faculty located in Butler Hall.

Assumptions

- Lindenwood's area of expertise will be the personal education and personal attention of the student.
- Areas of employment within the Human Service Field that are growing rapidly include: case management, corrections, forensics, youth work, non-profit management, recreational management, geriatrics, commissioned military officers, and local, state and federal agency workers.
- According to the Occupational Outlook Handbook published by the U.S. Department of Labor Bureau of Labor Statistics, job opportunities for social and human service assistants are expected to be excellent, particularly for applicants with appropriate postsecondary education. The number of social and human service assistants is projected to grow much faster than the average for all occupations between 2000 and 2010—ranking among the most rapidly growing occupations in the nation.

One-year action plan for 2002-2003

- Develop a Human Service Advisory Board that will hold dual membership on Board of Overseers.
- Create a system for Program Managers within the Human Services Division to work within a collaborative interdisciplinary team setting.
- Increase student enrollments through referrals and local agency networks.
- Begin developmental phase of campus-based Boys & Girls Club that will serve as a laboratory school for future leaders in the non-profit sector.

Assessment:

- Complete assessment tools for undergraduate courses and the Division for accreditation requirements.
- Develop pre and post test for core course requirements. (MS 101, HSA 100, CJ 200, SW 110) to satisfy meaningful and useful assessment standards.

Five-Year Plan

- To develop areas of emphasis for Military Science in the Business Division and Criminal Justice Division.
- Increase membership of Human Service Advisory Board.

Humanities

Statement of Purpose

The Humanities are the heart of the liberal arts, offering a broad knowledge of literature, language, history, philosophy, and religion that fosters ethical maturity along with lifelong intellectual curiosity and independence. Our mission is to put each student in contact with the most significant thoughts and ideas that diverse cultures and epochs have produced. We encourage our students to develop a socially responsible worldview, as well as the critical thinking and problem-solving skills they will need in their future. We hold that clear, effective writing is not only a crucial skill in today's world, but also the hallmark of an educated person.

Changes in Personnel and Facilities

Prior to the beginning of the 2002-2003, three new faculty members and one replacement faculty member were added. The replacement person was in the area of history, due to a resignation. Two of the three new professors were added to English and the third was added to history.

Butler Hall is home to the Humanities Division. All faculty members in the division are housed in Butler with one exception, who is housed in Young due to physical difficulty with steps. All faculty members have offices on the first, second, or third floors. In addition, the writing and foreign language labs are housed in and utilized by Humanities personnel. Tutoring services for English, history, foreign language, philosophy and religion are also available in the building as is the office for the newly created Lindenwood University publication.

Changes in Assumptions

None

One-Year Action Plan for 2002-2003*All Humanities Areas:*

- Have printed and 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; 12/02) in progress
- Have printed and 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; 12/02) in progress
- Establish assessment committees with student membership (faculty; spring 2003)
- Pilot programs to assess general education objectives in upper division courses such as HIS 301, HIS 302, HIS 400 (Griffin; spring 2003)
- Create a new degree area: American Studies (Tretter, Heyn, K. Smith, J. Smith, Weitzel; spring 2003) in progress
- Create additional courses to be offered at the Boone Campus (faculty; spring 2003)
- Investigate scheduling options such as ½ semester courses and evening MAT/English courses (Griffin, Tretter; spring 2003)

- Recognize successful passing scores on Praxis exam by English and history education students (English and history faculty; 2002-2003) in progress
- Include CATS assessment methods in division courses (humanities faculty; 2002-2003) ongoing

English:

- Create a new LU publication (Rhodes, Weitzel; fall 2002) in progress
- Create and offer a journal editing course for students interested in working with the new LU publication (Rhodes; spring 2003) in progress
- Continue work with the newly created English Club, winner of the LU 2002 Club of the Year award (Hurst, Canale; fall 2002) in progress
- Advertise more widely the newly created writing certificate program for business majors (Bell/Green; fall/02) in progress
- Offer additional courses at the Boone Home as a part of a scheduled cluster (Schnellmann; fall/ 02) in progress
- Offer COL 052, a writing course for students with limited English proficiency (Qualls; 5/02) in progress
- Revise the Effective Writing, ENG 110, course for use with students with limited writing skills (Green, Tretter; fall 2002) in progress
- Continue offering graduate level summer and evening English courses in conjunction with the education division (faculty; 2002) ongoing
- Offer five C-Base review workshops yearly (Schnellmann/Hickenlooper) ongoing
- Be available for Praxis review sessions (faculty; 2002) ongoing
- Expand and improve the services of the writing center (Hurst; 2002) ongoing
- Design and offer a senior seminar course (Tretter, Wightman; fall/02) in progress
- Revise and implement new senior assessment to include more objective and measurable markers (English faculty; spring/03) in progress
- Pilot assessment instruments for World Literature II and Effective Writing and the revised writing assessment in Composition 150 (English faculty; 2002-2003) in progress
- Continue to develop assessment methods for use in all English courses (faculty; 02) in progress
- Investigate adding a service learning component to courses (Tretter; fall 2002) in progress
- Update list of majors ensuring that all English Education majors have both appropriate education and English advising (Glover; fall 2002) ongoing
- Investigate offering public relations course in conjunction with the Graduate Educational Administration degree (Billhymer; 2002-2003) in progress
- Investigate the possibility of visiting area high schools and sharing information about the English and writing programs (Billhymer; January 2003) in progress
- Investigate offering a media literacy course for area teachers at the graduate level (Billhymer; 2002-2003) in progress
- Investigate field trip options to include attendance at area theatrical performances and/or a trip to English in conjunction with British Literature studies (English faculty; 2002-2203) in progress

History:

- 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; 5/03) ongoing
- Investigate offering a World History course at the graduate level for area middle and high school teachers (history faculty; summer 2003) 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 (history faculty; 12/02) 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; 6/03) ongoing
- Offer C-Base review sessions in social studies (Griffin/Heidenreich; fall and spring/ 02-03) ongoing
- Offer Praxis review sessions in social studies (history faculty/ fall 02 and spring 03) ongoing
- Add to Praxis Resource Library in Butler for use by students when preparing for the exam (history faculty; 6/03) ongoing
- Develop more precise and useful assessment methods to increase the effectiveness of the program: multiple pre and post tests in HIS 100; standardize grading rubrics for papers; create and utilize a graduate survey (Griffin/faculty; 5/03) ongoing
- Continue to cooperate with the ROTC Department to further develop Lindenwood's ROTC program. (Heidenreich; 12/02) in progress
- Investigate offering a summer frontier camp for area youth (Smith; 6/03) in progress
- Participate in the *Louisiana Purchase: an International Perspectives Symposium* offered at the Boone Campus (Smith, Heidenreich; 2002-2003) on going
- Become more involved in the area and state History Day activities (history faculty; 2002-2203) ongoing
- Develop a scholarship for History Day winners (history faculty; fall 2002) in progress
- Develop a course training education students to assist high school students prepare for History Day Contest (history faculty; spring 2003) in progress
- Create and begin offering a social studies minor (history faculty; spring 2003) in progress
- Update list of history majors (Kerksiek; fall 2002) ongoing
- Reorganize and revitalize the History Club (Whaley; 2002-2003) ongoing
- Investigate role in Museum Studies Minor (Heidenreich, K. Smith, J. Smith; 2003) in progress

Modern Language Department (French, German, Spanish):

- Develop materials for the language lab to augment success in all language classes and on the Praxis exam (faculty; 5/03) in progress

- Revise plans that require all beginning and intermediate level language students to work in both the language listening and computer labs (faculty; 6/03) in progress
- Continue trips to Germany, France, Spain, and Mexico during J-term semesters (faculty) ongoing
- Offer a Praxis Review course during J-term for Spanish education majors (Zyck; 2003) ongoing
- Invite area high school teachers and students on campus to visit with native speaking international students (faculty; 2002-2003) in progress
- Be available to visit high school classes (faculty/ students; 6/03) in progress
- Hold weekly luncheon get-togethers for students and staff interesting in conversing in French (Durbin; 2002-2003) ongoing
- Continue field trips to movies and restaurants with language students (foreign language faculty; 2002-2003) ongoing
- Continue involvement with the Intercultural Night activities (foreign language faculty; 2002-2003) ongoing
- Further involve students in the French club and Spanish club activities (Durbin, Heyder, Zyck; fall 2002) ongoing
- Investigate the purchase of on-line language dictionaries for the language computer lab (Heyder; fall 2002) ongoing
- Complete hookup of all language lab computers to internet (computer services; summer 2002) ongoing
- Create coursework in each class that would involve students with available technology (foreign language faculty; 2002-2003) ongoing
- Contact area high school concerning the Foreign Language scholarship (Weitzel, foreign language faculty; 2002-2003) ongoing
- Increase holdings in French and Spanish libraries (foreign language faculty; 2002-2003) ongoing
- Revise pre and post-test assessment in beginning language courses (foreign language faculty; 2002-2003) ongoing
- Increase emphasis on oral proficiency through use of language labs (foreign language faculty; 2002-2003) ongoing
- Increase emphasis on reading proficiency in FLF/S 311 courses (Heyder, Durbin; fall 2002) ongoing

Philosophy:

- Make any needed revisions to the newly establish Philosophy major and minor (philosophy faculty; 02-03) in progress
- Develop more precise and useful assessment methods in philosophy including tools for use in PHL 100 and PHL 102 (Brown; 5/03) ongoing
- Begin offering professional ethics course (philosophy faculty; 6/03) in progress
- Continue to increase the numbers of students taking philosophy courses (philosophy faculty; 6/03) ongoing
- Create a philosophy web site (Brown; 6/03) in progress
- Further develop the newly established Philosophy Club (philosophy faculty; 6/03) in progress

- Encourage student use of the newly created philosophy tutoring room (philosophy faculty; 2002-2003) in progress

Religion:

- Continue to develop both qualitative and quantitative assessment tools for the religion program (Mason/Meyers; 6/03) ongoing
- Assess student knowledge of religion as a means of determining possible revisions to course materials (Meyers, Mason; 2002-2003) ongoing
- Encourage student use of the newly created religion tutoring room (religion faculty; 2002-2003) in progress
- Develop coursework for new CMS courses (Mason, Meyers, McAlpin; 2002-2003) ongoing
- Offer first course in CMS, Principles of Youth Ministry (Mason, McAlpin; fall 2002) in progress
- Research textbooks appropriate for use in CMS program (religion faculty; fall 2002) in progress
- Create resource materials listing possible career and graduate school options for religion majors (Meyers, Mason; fall 2002) in progress

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
- Offer a major in American Studies
- Offer a minor in Social Studies
- Offer a minor in Museum Studies

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 extending the offerings of graduate level English courses for area middle and high school teachers

- Make use of J-term travel to further study literature and writing

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
- Offer regular opportunities for conversational practice in all languages through development of clubs and language tables
- Entice students to study languages at Lindenwood University through offering of Foreign Language scholarship

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 values-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.
- Develop a 4-year plan for CMS coursework

Student-Major Projections (boldface denotes actual count)

Year	English	Language	History	Philosophy	Religion/CMS
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1998-99	60	16	67		3
1999-00	47	15	71		6
2000-01	47	13	67		9
2001-02	57	13	75	12	6
2002-03	59	14	77	14	15
2003-04	61	18	79	16	25
2004-05	62	19	80	17	30
2005-06	63	20	81	28	35
2006-07	64	20	82	30	38

Future Directions

Continued Excellence in Teaching:

The Humanities faculty is committed to excellence in teaching. Effective teaching methods are frequently discussed among colleagues in Division and Department meetings. New faculty are informally mentored by experienced faculty members as a means of ensuring top quality teaching. Faculty members review student evaluations each semester in order to make needed changes to courses in order to better meet the academic needs of their learners. Faculty in French, Spanish, English, and history offer out-of-class sessions to help students prepare for the C-Base and Praxis exams required by preservice teacher education students. Test review sessions held outside of class are common among division faculty members, and tutors are trained in the best methods for assisting students who experience difficulty with the coursework.

Expanded Partnership with the Education Division:

As stated previously, Humanities faculty members offer C-Base and Praxis review sessions and classes for pre-service teacher education students. In addition, history and English faculty members offer graduate level courses for area middle school and high school teachers through the Education Division. In the future, camps for area youth may be offered at the Boone Campus taught by education students who are mentored by Humanities faculty.

Emphasis on Writing:

Beginning in the fall 2002 semester, a new Lindenwood University publication will be produced by English faculty and Lindenwood students. This publication will serve the need of informing students of campus activities and accomplishments. Students will be able to earn credit either toward graduation or Work and Learn for their participation with this endeavor. In the future, it is the goal of the Division to offer editing and newswriting coursework for interested students.

Integration with the Boone Campus:

It is the goal of the history, English, and philosophy departments within the Humanities Division to offer additional coursework at the Boone Campus at both the undergraduate and graduate level. Summer opportunities for area youth are an additional possibility.

Creation of Additional Majors and Minors:

Within the next year, it is the goal of this division to offer a degree in American Studies and minors in social studies and museum studies. Appropriate coursework will be developed and offered.

Development of CMS Program:

Beginning in the fall 2002, coursework for the new CMS program (Christian Ministry Studies), with emphasis in Youth Ministry, will begin. Through this program, Lindenwood University will investigate options for working with a variety of religious denominations and churches as a means of providing educational opportunities to better equip students for the 21st century.

LCIE

Statement of Purpose

Given the likelihood that graduates will change not only their employment, but also their careers over their work life and that they will compete in an increasingly global market place, the College for Individualized Education, within the general curriculum, offers students opportunities to improve their communication skills, demonstrate workplace responsibility, use interpersonal skills, practice working within a team, and develop an appreciation of the importance of continuing growth and education with an emphasis on values-centered thinking. To this end, the LCIE Programs offer a structured, broad-brush approach in several career areas. Designed exclusively for the older adult student, using the Socratic method of teaching and a core requirement in the liberal arts, the overall purpose of the LCIE curriculum is the development of the student's analytical and communication skills, with emphasis placed upon both written and oral communication.

The LCIE offers ten undergraduate degree programs and eight graduate degree programs.

Our Counseling Department, within the LCIE, offers three graduate degree programs and four areas of certification.

Facilities

LCIE full-time faculty offices and the administrative office are located in the Lindenwood University Cultural Center.

Classes are taught at various locations, including the Culture Center, Main Campus, Westport Plaza, St. Anthony's Medical Center, in the cities of O'Fallon, Wentzville, Washington and several major corporations in the St. Louis and St. Charles metro area.

Changes in Facilities

A new computer lab was installed (late in May) in Room 109 of the Cultural Center. Previously occupied by the education division for office space, this room now features state-of-the-art computer technology with fifteen computers, having inter/intranet capabilities.

The networking computer lab, currently in Room 2E of the Cultural Center, will be moved to a larger room (Room 111) in the Cultural Center (approximately mid June) to accommodate the increasing enrollment in the Information Technology Degree Program.

The Faculty Advisor

The Faculty Advisor (FA) serves as a mentor and an academic resource for a group of no less than one hundred students. The FA handles both the procedural and the academic planning aspects of these students' programs. Besides interacting with the students, the FA teaches a cluster group, recruits new students and, in some cases, develops/manages academic programs, and recruits and supervises adjunct faculty. For the most part, the FA is the students' immediate contact with Lindenwood University. S/he helps the student plan and coordinate his/her program of study from entry through degree completion, providing a source of continuity to the student's on going academic experience and serving as the central unifying factor in the educational process. Only full-time faculty of Lindenwood University can become a Faculty Advisor in the LCIE.

Faculty

	<u>Full - Time</u>	<u>Adjunct</u>
General Education	3	24
Business Administration	3	24
Communications (Corp. & Mass)	0	11
Counseling Programs	3	21
Criminal Justice	1	2
Gerontology/ Health Management	1	6
Human Resource Management	1	5
Information Technology	0	7
Mortuary Management	1	4
Valuation Science	<u>0</u>	<u>0</u>
TOTAL	13	104*

* Number may increase/decrease according to student enrollment each term. The range is typically between 75 to 110 adjunct instructors per term.

Changes in Faculty

Suzanne Nordstrom joined the LCIE in October/01 as Director of Health Management/Gerontology Programs, Faculty Advisor and Instructor of Health and Gerontology courses.

John Manoogian joined the LCIE in June/02 as Director of Human Resource Management Programs, Faculty Advisor, and Instructor of Management and Training courses.

Assessment

Current Assessment:

Every LCIE undergraduate student completes a culminating project at the end of his/her degree program. LCIE graduate students may choose to complete a culminating project/thesis in the major or take a capstone course related to the major. The faculty advisors assess the culminating projects and the instructors give grades in the capstone courses. These results have been used to assess the majors that are offered in the LCIE.

Future Assessment:

Skills assessment inventories will be developed for all clusters. These will be based on quantitatively measurable objectives and will be administered by the instructors of the clusters. The information generated will identify strengths and weaknesses in specific skills and will be used in making revisions in content or teaching methods.

Counseling Programs Assessment:

Students in the counseling program have the option of completing a seven-hour exit examination (CPCE) that includes a choice of 2/3 written essay questions which cover the application of the eight core areas of the curriculum OR the successful completion of a five chapter quantitative research thesis and a portfolio (School Counseling Students) demonstrating mastery of certification competencies as designated by DESE

Assumptions

- Lindenwood's area of expertise and the LCIE Program's differentiating factor will continue to be the personal attention offered in the one-on-one advising sessions with the older adult student in the program.
- LCIE will continue to promote the integration of the LCIE into the Lindenwood system of instruction and its values.
- LCIE will continue to be a leader in innovative educational delivery systems.
- A web site presence to provide information to prospective and continuing students that are searching this medium. This presence will be of high quality, but will not be our focus for processing student information and/or instruction.
- Areas of employment that are increasing continue to include, but are not limited to, information technology, health care administration, management, criminal justice, human resource management, corporate communication and the service industry.
- LCIE will continue to investigate the need for new programs serving adult students and will both add and delete programs as new occupations and community needs arise.
- LCIE will forge strengthened community linkages for recruiting opportunities.
- LCIE will offer colloquia with recognized presenters to serve not only LCIE students, but also the community as well.

- The future of Lindenwood University and LCIE, in particular, will be fulfilled in part by the growth of St Charles County and the continued expansion of off-site campus locations throughout St. Louis, St. Charles and within the corporate sector.
- The counseling program will continue to facilitate the development of competent reflective practitioners.
- The counseling program will continue to focus on providing quality teaching and advising.
- One full-time faculty will be added in 2002 to meet the growth in school counseling and develop a potential school psychology program.
- Enrollment in school counseling certification classes will continue to increase although overall enrollment will stabilize.
- The counseling program will continue to revise curriculum standards and competencies based on assessment results to provide a high quality degree program.
- The counseling program will continue to receive Graduate Assistant support as well as technical support.

Student Enrollment

Typically the Fall and Winter terms have the largest enrollment in the LCIE. Enrollment for both of these terms has been combined to offer an overall picture of enrollment during the academic year. Enrollment for the Fall/01 term and Winter/02 term is as follows:

	<u>Undergraduate</u>	<u>Graduate</u>
Non-Majors	108	0
Business Administration	993	378
Communications (Corp. & Mass)	103	122
Counseling Programs	0	698
Criminal Justice	119	73
Gerontology/ Health Management	78	43
Human Resource Management	184	130
Information Technology	264	N/A
Mortuary Management	1	N/A
Valuation Science	<u>0</u>	<u>0</u>
TOTAL	1850	1444

One Year Action Plan 2002 – 2003

- Change faculty evaluation of student to include objectives delineated in cluster syllabi & provide standard ranking scale to assess student performance in each objective (LCIE Faculty; 9/02), to improve student assessment
- Implement skills assessment inventory requirement for each cluster to assess the degree of student mastery of the concepts and skills required for that cluster (LCIE Full-time & Adjunct Faculty; 4/03), to improve student assessment

- Develop Web Site: -Program description -Upcoming qtr. Schedule -Name & work phone numbers of FA (LCIE Faculty; 12/02), to enhance enrollment activity
- Rewrite Culminating Project Directive, offering specific information as to kinds of projects, content, due dates, and the like (Engleking; 9/02), for project standardization
- Develop FA guidelines for transfer credit hour acceptance in LCIE (Griesenauer; 12/02), to clarify and standardize transfer recognition
- Expand the Wentzville cluster offerings to six clusters per quarter (DoyleKemper; 09/02), to increase enrollment
- Expand the O'Fallon cluster offerings to eight clusters per quarter (Griesenauer, Kemper; 9/02), to increase enrollment
- Develop a plan for 3 hour courses to fulfill requirements at Wentzville (1), O'Fallon (1), and St. Charles (2) (Kemper; 09/02), to reduce defections to fill in requirements
- Develop one-day symposium of Human Resource representatives from metro area corporations (Manoogian; 4/03), to evaluate & improve curriculum and recruit students
- Revise Human Resource curriculum as recommended by corporate HR representatives (Manoogian; 5/03), to improve HR program
- Develop one-day symposium of Business Professionals from metro area corporations (Griesenauer, Kemper; 5/03), to evaluate & improve curriculum and recruit students
- Develop & implement cluster in database design & management (Kottmeyer; 2/03), to improve curriculum & increase IT enrollment
- Develop & implement an alternative math cluster that includes an introduction to computer logic & programming (Kottmeyer; 2/03), to improve curriculum & increase IT enrollment
- Develop one-day symposium of Gerontology & Health Management representatives from metro area (Nordstrom; 5/03) to increase program awareness and recruit students
- Expand Lindenwood's presence at St. Anthony Medical Center (Nordstrom, Kemper; On-going), to recruit students
- Implement student satisfaction survey for new cluster offerings (Nordstrom; 6/03), to evaluate & improve curriculum
- Develop CME program for Nursing Home administrators (Nordstrom; 5/03), to increase enrollment & increase community presence
- Conduct & implement a career development workshop (counseling) (Patterson; 9/02), to promote professional opportunities & recruit students
- Develop counseling database to effectively track students (Sankar & Grad Asst; ongoing), for retention & course scheduling
- Acquire provisional approval for School Psychologist certification (Nickels & new faculty; 6/03), for submission of certification request/proposal to DESE

- Develop “special topics” courses based on student requests and feedback (Nickels; 6/03), to provide additional course selections for school & professional counseling
- Network with community agencies to develop potential new internship sites (Counseling faculty; ongoing), to increase community awareness of program
- Redesign undergraduate corporate writing and communications cluster, covering current communications skills and technologies (Castro & Felzien; 9/02), to improve curriculum & increase enrollment
- Redesign documentary express cluster (Castro & Jackson; 2/02), to improve curriculum & increase enrollment
- Develop program proposal for MFA in writing (Castro; 10/02), to improve curriculum & increase enrollment
- Develop new course (ICJ340) course in forensic investigations (Steinmann; Winter quarter, 2003), to address student interest in this area
- Meet with St. Louis City Police & Family Court (Juvenile) Officials (Steinmann; 1/03), to increase enrollment
- Meet with St. Louis County Police & Family Court (Juvenile) Officials (Steinmann; 5/03), to increase enrollment
- Meet with Community College Criminal Justice Coordinators at Florissant Valley, Forest Park & Meramec campuses (Steinmann; 9/02), to increase enrollment
- Increase number of criminal justice journals in library (Steinmann; 9/02), to provide more accessible material for CJ students

Five-Year Plan

- Develop an LCIE Alumni Association and a “Where Are They Now” publication.
- Continue to pursue partnerships with area corporations in order to satisfy their educational and training needs.
- Develop career exploration workshops for adults in the community as a service and as a recruiting tool.
- Develop statewide graduate credit workshops for supervision training for internship supervisors in counseling.
- Implement criminal justice student exit interview to assess his/her position concerning the strengths and weaknesses of the program.
- Track employment of criminal justice graduates to determine what fields they enter.
- Develop additional courses and recruiting strategies for MFA in writing program.
- Explore ways of integrating the art program with the technology program to develop specific program options.

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.

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
Information Systems	2	3
Law	1	2
Management	2	9
Marketing	2	3
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. 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 who 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.
- We are offering courses at more sites and will pursue Saturday classes.

One-Year Action Plan for 2002-2003

- Enhance outreach to community business organizations with the express purpose of recruiting undergraduate business and MBA students (05/31/03).
- Further develop adjunct instructors as student recruiters for both the graduate and undergraduate programs (Hardman, Otto, Arns, Ezvan, Morris, Schultz, Van Wassenhove, (11/30/02).
- Continue the recruitment focus on Community College college students via faculty linkages between Lindenwood and the Community Colleges, (Team; 05/31/03).
- Increase the Agribusiness recruiting efforts in conjunction with Admissions Services. (Hammond, and Wiedner; 5/31/03).
- Further develop the adjunct training program implemented this past academic year (Hardman 5/1/02).
- Implement two MBA course offerings on Saturdays in conjunction with a marketing effort to attract a new student market segment. (Hardman, Otto, Arns, (11/01/02).
- Conduct MBA special events evening at Lindenwood football games (Hardman, team; 11/30/02).
- Develop Advisory Panels for all “disciplines” within the Division (Hardman, Arns, Otto, Morris, Ezvan, VanWassenhove, Ellis, Schultz, Cernik)
- Enhance the involvement of the full-time and adjunct faculty in supporting student extra curricular activities, especially “clubs” affiliated with the Division of Management.
- Improve the integration of Finance, Accounting and Economics graduate and undergraduate courses in order to enhance individual program effectiveness (Morris, Waring, Felty, Najjar, Kamm, (10/31/02).
- Continue to improve the Lindenwood Web Site and the information immediately available to students (VanWassenhove, 4/30/03).
- Develop a new concentration in Business Law utilizing existing courses (Hardman, Ellis, 12/31/02).
- Enhance coordination between the Retail Merchandising Program and the Fashion Design Programs (Schultz, 5/31/03).
- Infuse more “ethical issue” material throughout the curriculum of the Division.
- Initiate the Hospitality Management Program in conjunction with Forest Park Community College.

Five-Year Plan

- Expand the Public Issues Forum to include other services to the Business, Government, and Not for-Profit communities
- Target Winhaven 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 the potential of a concentration in Tourism to augment the Hospitality Management Program

Student-Major Projections (boldface denotes actual count)

Year	Acc	Bus Adm	Fin	HRM	Int'l Bus	MIS	Mktg	Poli Sci	Pub Mgt	Agri-Bus.	Sports Mgmt.
1998-99	85	1587	25	330	30	45	120	30	5		
1999-00	99	1713	26	296	20	92	146	39	5		
2000-01	80	1759	38	259	33	84	105	32	6		
*2001-02	90	718	67	29	37	92	122	44	27	2	77
*2002-03	95	730	70	55	40	95	130	45	30	20	80
*2003-04	100	740	75	40	40	100	140	48	35	25	85
*2004-05	105	750	80	45	45	105	150	49	40	35	90
*2005-06	110	750	85	50	45	110	170	50	45	45	95
*2006-07	115	760	90	55	50	115	175	50	50	50	100

*No longer includes LCIE or Human Service Agency Management student enrollment.

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 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

With the creation of the Human Services Division and the transfer of Criminal Justice and Social Work to that division, three faculty members have left the Sciences Division. A major remodeling of the Physics lab/classroom (Y306) is underway and will be completed in time for Fall classes. The new lab will contain lab tables and computers to permit students to carry out both hands on and virtual lab experiments. Several new types of laboratory equipment have also been ordered. An additional classroom (Y203) has been created as a result of the video control room moving to the first floor. Remodeling and upgrading of two existing classrooms will also be completed this summer.

Changes in Assumptions

Many students who would have majored in Computer Science will elect to major in our new Computer Information Systems program.

One-Year Action Plan for 2002-2003

- 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 12/02).
- Continue development of web pages for each program as recruiting tools for new students (Program Managers 12/02).
- Install "smart" technology in additional classrooms in Young Hall (Soda / Perantoni 8/02)
- Develop database to track graduates to monitor career placement and success in all majors (Program Managers 12/02).
- 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 3/03).
- Establish collections of Native American and Colonial American artifacts for the Boone Home Museum display (Scupin 5/03).

Assessment

- 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 (Saum/Pavelec 12/02)

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 and chemistry 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.
- Expand B.A. chemistry program to meet needs of employers requiring analytical chemists.
- Expand Forensics/Criminalistics minor for both Criminal Justice and Chemistry majors.
- 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	Math	Counseling	Psych	Sociology/Anthro
1999-00	104	19	86	-	39	290	122	7
2000-01	110	24	86	25	32	400	120	7
2001-02	115	19	70	37	22	290	132	9
2002-03	120	22	75	40	23	303	137	10
2003-04	125	26	80	43	24	311	142	11
2004-05	130	30	85	46	25	319	145	12
2005-06	135	34	90	50	26	327	145	12
2006-07	140	37	95	55	27	335	150	13

STUDENT SUPPORT SERVICES

Admissions

The office of admissions continues to serve the University mission by identifying and enrolling talented students, of all ages, who will benefit from our many programs of study and co-curricular activities, while bringing value to the heritage of the institution. A special emphasis is placed on major involvement of all faculty and staff to identify talented prospective students of all ages.

“The admissions office is not the entire University,
the entire University is the admissions office.”

Changes in Personnel and Facilities

Relocated all admissions recruitment offices in Welcome Center, with work station capacity for more than fourteen (14) admissions representatives, as well as international student admissions, the dean of admissions, assistant and other clerical staff. All representatives receive cross training in order to work with all students and represent all program formats. Campus switchboard, 949-2000 and main admissions telephone, 949-4949 is also housed in the Welcome Center. Recently completed integration of new student admissions information tracking system.

Current staffing according to counselor's area of emphasis.

Traditional Undergraduate Students

- 3 full time Admissions Representatives
- 3 ¾ time equivalent Admissions Representatives, coaching one sport
- 5 ½ time equivalent Admission Representatives, coaching two sports or teaching
- 7 other coaches, staff and faculty with major recruiting responsibility
- 4 part time staff in cheerleading, dance, band, and bowling with major recruiting responsibility

Adult, Corporate and Graduate Students

- 2 full time Admissions Representatives
- 1 ½ time Admissions Representative split emphasis with day
- 1 and ¾ full time Corporate Relations Managers
- 1 Administrative Assistant to Dean of Admissions and Admissions Office
- ¾ part time clerical assistant
- 1 full time International Student Admissions Representative
- 4 part time adult student assistants, maintaining offices at Westport, O'Fallon, Wentzville and Washington, Missouri sites

One Year Action Plan for 2002 – 2003: Traditional Undergraduate

- Reach resident student enrollment capacity

- Enhance student referral initiatives through closer, on going contact with all full and part-time faculty, staff and current students
- Enhance and strengthen undergraduate student ambassador program
- Continue to update recruitment materials and website with major emphasis on professional public image branding across all programs

Changes in Five Year Plan: Traditional Undergraduate

- Continue and strengthen all current initiatives

One Year Action Plan for 2002 – 2003: Adult, Corporate and Graduate Admissions

- Re-establish growth pattern across all degrees and formats.
- Continue and Enhance: Emphasis on retention of potential continuing students through degree programs; student re-enrollment efforts through advisors; corporate relations team to meet needs of area business
- Continue to update recruitment materials and website with major emphasis on professional public image branding across all programs

Changes in Five Year Plan: Adult, Corporate and Graduate Admissions

- Continue and strengthen all current initiatives

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 seven full-time employees: One Director of Financial Aid, One Director of Financial Assistance Planning, and five Financial Aid Officers (one serving as Perkins Loan Officer).

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 7000 students in the 2002-03 academic year. The Financial Aid Office assisted with over 6500 applicants for financial aid during the 2001-02 academic year.

One-Year Action Plan for 2002-2003

- 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)
- Continue to use the 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)
- Strengthen training/cross-training for all financial aid staff, to better meet student needs

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.)
- Continue to collaborate with all Lindenwood administrative offices to better serve our 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 2002-2003

- 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; 08/02) - IN PROGRESS

- Barcode all Butler Library books, so that student satisfaction will be increased with a more accurate and faster check out system (Team; 08/02) - 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 (McWeeney/Hubenschmidt; 09/2) - Ongoing
- Continue to security strip all library material so that material is protected from theft (Team; 05/02) Ongoing
- Continue to develop more bibliographic instruction classes specifically designed for a target audience such as professional counselors (McWeeney/Hubenschmidt; 09/02) Ongoing
- Continue to develop assessment methods for library service (McWeeney/Hubenschmidt; 12/02) Ongoing
- Replace Microfilm/Microfiche reader/printer

Additions to Five-Year Plan

NONE

Campus Life

Changes in Assumptions

None

One-Year Action Plan 2002--2003

- 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 educate individuals and prepare them for the work place after graduation
- Establish a firm foundation for the ROTC program for development of future military leaders
- Establish "Host" status at Lindenwood University for the Army ROTC program.
- Increase student numbers and participation within all Leadership Center programs
- Improve coordination of the Leadership Center - Campus Life Office with the Offices of Admission
- Further develop the Career Resource Library with information about corporation, not-for-profit and government agencies
- Host networking opportunities for student and employees in the 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
- Track students' accomplishments throughout their time at Lindenwood University.
- Upgrade Heritage Campus resident halls as needed
- Continue to reorganize external housing facilities to better serve non-traditional housing needs (i.e. single parent, married and apartment style living for graduate students)
- Continue to serve the needs of students by 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 who have had grade and attendance problems
- Increase student participation in campus-wide clubs and organizations.
- Add residential capacity to 2,400
- To expose students to volunteer agencies and social programs in the local community
- To enable students to be involved in hands-on experiences outside their normal disciplines
- To provide diverse opportunities that will enhance the student's educational background and broaden their range of marketable talents
- To establish a campus intramural program

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 2002-2003

- 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 (01/03)
- Work with academic services office, international student services and others to post Lindenwood forms and applications on website (03/03)
- 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 (Ongoing)

WORK WITH CONSULTANT TO DEVELOP AND PROMOTE LINDENWOOD BRAND AND STANDARDIZE MESSAGE/IMAGE OF PRINTED DOCUMENTS (ONGOING)

Changes in Five-Year Plan

None

Institutional Advancement

Changes in Personnel and Facilities

- The Development office seeks to staff a Director of Institutional Advancement position (1.0 FTE) during FY 2003.

Changes in Assumptions

- The annual fund goal will continue to increase as the needs of the University increases to serve more students;
- Capital campaign initiatives will require the development of new donors and friends of Lindenwood University in addition to past givers;
- Planned giving activities will require increased focus to improve its effectiveness;
- Increased frequency of periodic publications and the development of new publications will be necessary to improve cultivation efforts of alumni and other donors;
- Innovative and cost effective fundraising activities such as e-mail campaigns, website development, etc. will be required to achieve an increasing demand for funds;
- The Alumni Office will continue to support various activities such as the maintenance of updated records of all alumni, alumni contributions to the Connection and other publications, participation in the annual Career Fair, and implementation of various alumni meetings including the Butler/Sibley Society Dinner, alumni board meetings, the alumni receptions, and various alumni meetings and other functions;
- Increased awareness of academic and campus programs will result in expanded opportunities for foundation and community support.

One-Year Action Plan for 2002-2003

Increase level of foundation support (ongoing; Team);

- Plan and implement fund-raising projects for capital campaign initiatives (ongoing; Team)
- Cultivate new donors for specialized capital programs, e.g., Daniel Boone Home and Village, Fine and Performing Arts, and Campus capital expansion
- Pursue involvement with groups and individuals to advance planned giving efforts
- (ongoing; Team)
- Enhance opportunities for strengthening Board of Overseers and partnership opportunities through Leadership Center activities (ongoing; Team);
- Increase alumni participation in fund-raising and event participation (ongoing; Team)
- Continue to complete database information on alumni and utilize more efficiently the database system by upgrading current development software and training

Five-Year Plan

- Plan annual fund-raising goal; design steps to achieve goal;
- Increase Endowment Fund by 25%
- Increase efforts to attract corporate support by 5% annually, focusing on metropolitan St. Louis area
- Increase Butler Society membership
- Increase Alumni giving participation through direct solicitation and Alumni Insider

- Track and increase Alumni recruitment efforts
- Develop fund-raising donor page on Website to attract gifts

Changes in Future Directions

- Seek opportunities to address civic groups about Lindenwood University activities including sporting events and packages, fine arts events, capital campaign and annual fund
- Seek to partner with area businesses and organizations in program to recruit scholarship students to Lindenwood University
- Work with larger area employers to recruit their employees to Lindenwood University through tuition reimbursement programs
- Continue to upgrade database system to allow greater flexibility in reporting and usage
- Become less reliable on tuition for capital expenditures

Academic Services

Changes in Personnel and Facilities

In addition to the Director, Academic Services employs three full-time Data Coordinators; one full-time Assistant Registrar; one part-time Assistant Registrar and a Director of Records. At most times during the academic year, Academic Services also has 3-4 student assistants.

Changes in Assumptions

- Academic Services will collect documents such as transcripts, applications and other document submitted by a new student, will monitor and complete new student files to assure the finalization of the admission process.

One-Year Action Plan for 2002-2003

- Continue to 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; ongoing)
- Increase the effectiveness of direct, spreadsheet entry of course schedules by the division deans, to reduce the error rate in course-schedule development (Townsend; 12/31)
- Continue to 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; ongoing)

- More effectively meet the retention and re-recruitment needs of the Graduate and Adult programs (Evans/Townsend/Team; ongoing)
- Improve the visual appeal and cordialness of the Academic Services office (Townsend/Evans)

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 2002-2003

- 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

None this year.

Changes in Assumptions

- None

One-Year Action Plan for 2002-2003

- Improve buying of new merchandise with Lindenwood log (Goldstein; 12/02)
- Fixtures for Bookstore Annex will have more folded merchandise (Goldstein; 12/02)
- Improve lighting of lower level of Bookstore (Goldstein/Mueller; 12/02)

- Reduce amount of “returns” of books by increasing the amount of information we get from students (Goldstein; ongoing)
- Continue increasing the variety of clothing in both the female and the unisex lines (Goldstein; 09/02)

Changes in Five-Year Plan

- Promotional brochures or catalog will be printed and sent out to students and alumni