

Lindenwood University

**Digital Commons@Lindenwood University**

---

Strategic Plans

Lindenwood Documents, Booklets,  
Miscellaneous

---

7-1-2006

## **Lindenwood University Strategic Plan, Fiscal 2007 Update**

Lindenwood University

Follow this and additional works at: [https://digitalcommons.lindenwood.edu/strategic\\_plans](https://digitalcommons.lindenwood.edu/strategic_plans)

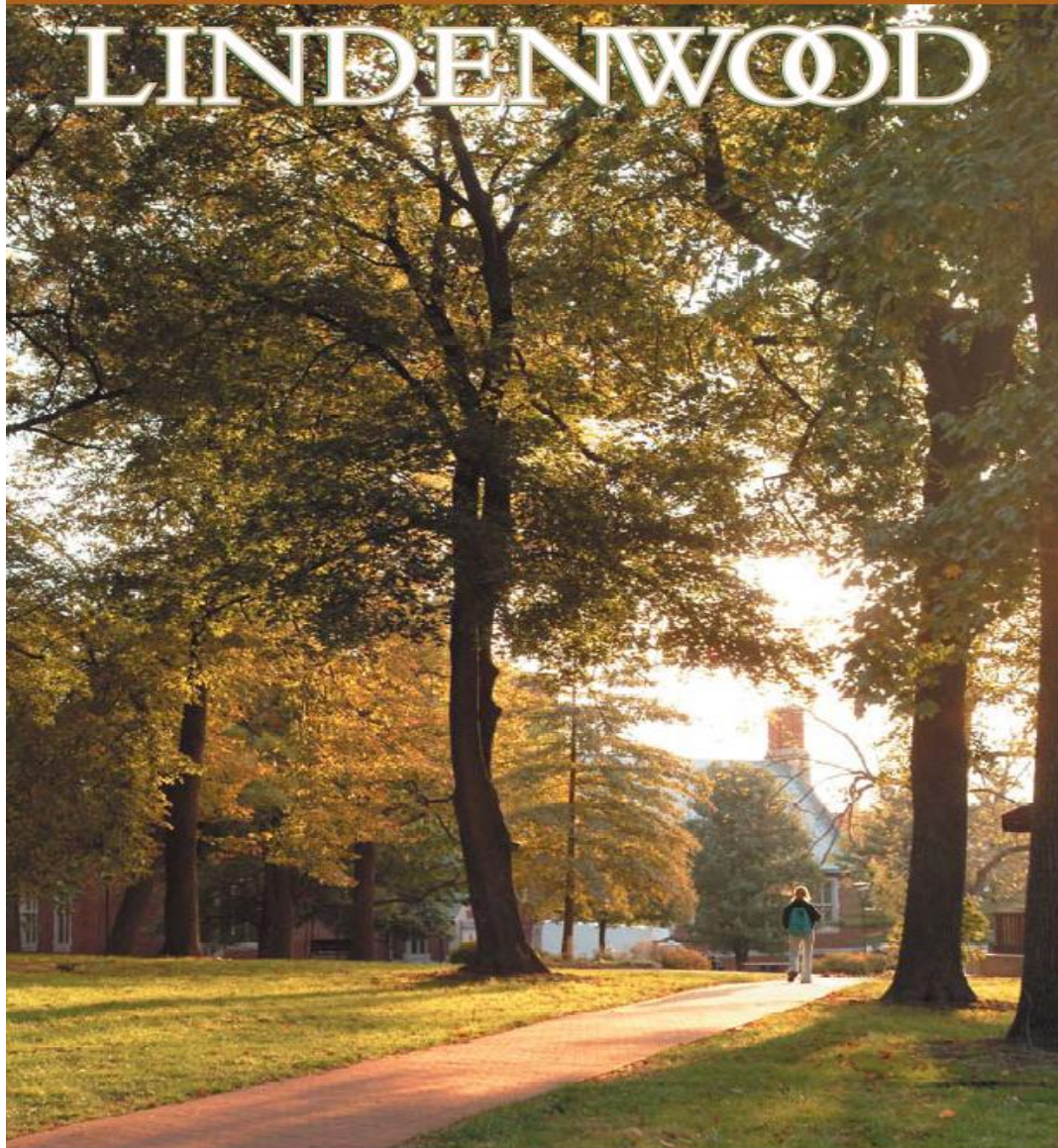


Part of the [Education Commons](#)

---

# LINDENWOOD University

VISIONS OF YOUR FUTURE



*STRATEGIC PLAN*  
*Fiscal 2007 Update*  
**Create the Future**  
*July 1, 2006*

# LINDENWOOD

## University

### *STRATEGIC UPDATE* *Fiscal 2007*

*July 1, 2006*

# Contents

EXECUTIVE SUMMARY .....	5
MISSION STATEMENT .....	8
CHALLENGES AND OPPORTUNITIES .....	9
ASSUMPTIONS.....	11
<i>Students</i> .....	11
<i>Facilities</i> .....	11
<i>Personnel</i> .....	12
<i>Partnerships</i> .....	12
<i>Community Involvement</i> .....	12
<i>Academic Programs</i> .....	12
<i>Student Support Services</i> .....	13
<i>Administrative Services</i> .....	13
LINDENWOOD’S FUTURE: PREMISES AND GUIDELINES.....	15
<i>Management</i> .....	15
<i>Teaching and Learning</i> .....	16
<i>Campus Culture</i> .....	17
<i>Board of Directors</i> .....	17
<i>Alumni</i> .....	18
<i>Faculty and Staff</i> .....	18
PEOPLE .....	19

<b>Student Enrollments .....</b>	<b>19</b>
<b>Faculty and Staff .....</b>	<b>21</b>
<b>PROGRAMS.....</b>	<b>23</b>
<b>Academic Divisions and Programs.....</b>	<b>23</b>
Arts.....	23
Communication.....	27
Education.....	30
Human Services.....	32
Humanities.....	34
Lindenwood College for Individualized Education .....	51
Management .....	53
Sciences .....	57
General Education Program.....	59
Daniel Boone Campus and NCSACV .....	60
<b>Student and Program Support .....</b>	<b>65</b>
Academic Services.....	65
Admissions.....	66
Athletics .....	68
Bookstore .....	69
Business Office .....	69
Campus Life .....	71
Financial Aid .....	73
Information Services.....	74
Institutional Advancement.....	76
Library .....	79
<b>FACILITIES .....</b>	<b>81</b>

# Executive Summary

We have just completed another record-setting year in numerous areas of endeavor, including increasing the faculty and student populations to all-time highs.

## **Personnel**

- We expect to build the number of full-time personnel with faculty rank to 230 within the next five years (from 45 in 1989), in conjunction with expected program growth.
- We will restructure the management of our network of external campuses to increase both sales and production at those sites while improving services to the students.

## **Student Body**

- Student census will climb to about 15,000 in the coming year and to more than 17,000 over the next five years.
- The traditional-age student body will continue to level off as we satiate our residential-student capacity, but evening and graduate markets will continue to grow at a moderate to brisk pace for the foreseeable future.
- We will continue to improve the successful student-retention initiative launched in Fiscal 2005. Freshman retention is improving, and we expect at least a 70% first-to-second-fall semester retention rate for the class that matriculated in the fall of 2005.

## **Regional and National Impact**

- University has become the higher-education alternative of choice in this region and will continue to increase its student census at campuses throughout Missouri and Southwestern Illinois for the foreseeable future.
- Our Belleville Illinois campus has grown 100% faster than we anticipated, and we see that part of our operation as continuing to expand at an even higher rate in the near future due to growing demand in the areas of teacher education, professional and school counseling, and criminal justice.
- We are becoming the national education and training center for the premier Human Service agencies, such as the YMCA and the Boys Scouts; we expect our award-winning Human Services program to become even more prominent over the next decade.
- We will be launching major initiatives in the Arts in Belleville as we complete the refurbishing of the Ittner-designed theatre there.
- Lindenwood will continue to own and control the land for the new “Campus Town” district of St. Charles – a modern retail center with attractive architecture and pedestrian friendly walkways and a variety of shops and eateries; we will be seeking plans from interested merchants and vendors this summer and fall.

- Lindenwood is exploring the concept of a Summer Executive Institute for Law Enforcement Administrators in cooperation with the St. Louis County and Municipal Police Academy.

### **Governance and Philosophy**

- Our Board of Directors, administration, faculty, and staff have developed and will refine a new statement of our unique system of higher education management that maximizes quality, convenience, and affordability – a system we call “The Lindenwood Way.”

### **Physical Plant and Facilities**

- Lindenwood has made an unprecedented and regionally unmatched commitment to the Arts as evidenced by the construction of the Fine and Performing Arts Center. We expect to center to open for classes and theatre, musical, and other productions as early as January of 2008.
- This summer we will develop plans and blueprints for customer-friendly entryways, roads, and pedestrian paths to the St. Charles campus and will implement many of those plans in Fiscal 2008.
- We will raze and reconstruct the Young Hall Greenhouse by the end of August.
- The retail center will include a centralized Lindenwood student-services facility providing registrar, financial aid, and business office access under one roof.
- We continue to develop the historical village at our Boone campus and expect that project to become a national hub for undergraduate and graduate education in American Studies and Character Education – providing progressively more educational value than typifies other such centers.
- We will add ten more hi-tech classrooms during the summer of 2006.

### **Academic Programs**

- We have just started and will vigorously build a Journalism program that will become one of the strongest in the region.
- Within one year, we will have approval from our accrediting association to offer the Doctor of Education degree, and we anticipate fairly strong local demand for the program.
- Within two years we will receive specialized accreditation from the Council on Social Work Education; we have progressed from Benchmark I to Benchmark II this year.
- This summer (2006) we will be signing and implementing a unique agreement with the St. Louis County to partner with its County and Municipal Police Academy; this groundbreaking pact will afford up to 30 of our finest Criminal Justice students the opportunity to complete their final senior semester of college work by taking the official POST certification courses at the Academy.

### **Financial Health**

- We have increased our endowment from under a million dollars in 1989 to almost \$50 million today and expect that to grow to more than \$100 million by 2012 and exceed \$200 million prior to Lindenwood’s 200<sup>th</sup> birthday.

- We have not only successfully met the challenge of the Mabee matching grant slated to underwrite our new Fine and Performing Arts Center but have surpassed the mandatory fundraising goal, and we will seek additional gifts in support of this monumental project.
- We will continue to be in charge of our future by remaining debt-free, independent, self-sustaining, and committed to our historical mission.



# Mission Statement

Lindenwood University offers values-centered programs leading to the development of the whole person – an educated, responsible citizen of a global community.

Lindenwood is committed to these purposes:

- Providing an integrative liberal arts curriculum,
- Offering professional and pre-professional degree programs,
- Focusing on the talents, interests, and future of the student,
- Supporting academic freedom and the unrestricted search for the truth,
- Affording cultural enrichment to the surrounding community,
- Promoting ethical lifestyles,
- Developing adaptive thinking and problem-solving skills,
- Furthering lifelong learning.

Lindenwood is an independent, public-serving liberal arts university that has an historical relationship with the Presbyterian Church and is firmly rooted in Judeo-Christian values. These values include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of the truth.

# Challenges and Opportunities

We anticipate that Fiscal 2007 will bring many additional opportunities for innovative and progressive initiatives, including the following:

## **Accreditation:**

- Continue to build on the many positives cited by the visiting team of the Higher Learning Commission during its October, 2005 focused visit
- Proceed with Benchmark II steps in CSWE accreditation
- Progress toward full membership in TEAC

## **Belleville Campus:**

- Acquire additional property adjacent to the original Belleville Campus site
- Sale of land to State of Illinois for construction of State Police Forensics Lab
- Recruit actively through our partnership with SWIC
- Startup the recently signed partnership with Kaskaskia College
- Move forward in establishing partnership programs with the Illinois State Police
- Completion of Theatre renovation and launching of significant productions

## **Campus Revitalization and Continued Expansion**

- Install additional campus roads and pedestrian paths in summer of 2006
- Complete the greater part of the construction of the Fine and Performing Arts Center
- Obtain initial commitments from vendors, partners, and the City of St. Charles regarding the Lindenwood retail center
- Continue to pursue the inner belt road loop concept for City of St. Charles

## **Boone Campus**

- Enlarge the resident student population for the Boone challenge semesters in summer and fall
- Fulfill the new master plan for the Boone Campus

## **Other New Partnerships**

- Codify or renew several agreements with junior colleges, especially in Illinois
- Renew our effort to form an articulation agreement with Scott Air Force Base
- Take initial steps toward a formal agreement with the Illinois State Police that will establish a forensics-education training program

## **Programs and Degrees Ahead**

- Expand HSAM-YMCA Professional Studies program and pursue partnership with Boy Scouts of America
- Host Higher Learning Commission focused visit to secure approval for Lindenwood's doctoral program in Education

- Significantly increase the student census in our MBA program through enhanced recruiting thrusts and new partnerships

# 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 3400 residential students and 2800 commuter students (including evening undergraduates).
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 strong.
7. Student body will have a diverse composition: 70% from Missouri (60% from St. L. Metro area), 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.

## ***Facilities***

1. The University will aggressively develop the West Clay/First Capitol stretch.
2. The University will build a Fine and Performing Arts Complex along West Clay.
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 continue to be installed in many additional classrooms.
8. The University will implement expanded electronic information access from campus buildings.
9. 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 University and its Board of Directors will adhere to and strengthen the present, entrepreneurial model of management for the foreseeable future.
2. Only a minimal increase in the number of administrative and staff positions in the foreseeable future.
3. The number of faculty members who serve primarily undergraduate resident students will undergo only limited growth.
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 environment.
5. The University will continue to be tenure-free.

## ***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 continue to refine and productively use its comprehensive student assessment program.

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.
6. The University will increase its student retention over the next five years.

### ***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.
3. Management decisions will continue to be mission-generated and student-centered.



# Lindenwood's Future: Premises and Guidelines

At its annual working retreat in July of 2002, the Lindenwood Board of Directors developed and adopted this list of basic ideas and tenets, upon which we will chart and build the future of this grand old university. In the autumn of 2003, we solicited and received further input on these foundational principles from our administration and faculty, and the Board, faculty, and staff review, evaluate, and revise them at least annually. These guidelines represent the resolve and character of Lindenwood's collective spirit, which started with Mary and George Sibley's commitment to holistic higher education in 1827 and will carry the school forward for its next 179 years.

## ***Management***

1. Lindenwood will remain an independent, entrepreneurial, public-serving university.
2. We will maintain an innovative, merit based, growth-oriented management system.
3. We will remain debt-free, financially strong, and fiscally responsible.
4. We will steadfastly ensure and provide for a balance between overhead and income.
5. We will continue to deliver affordable, high-quality programs and services.
6. We will enhance our partnerships and connectedness in the local and global communities.
7. Because we exist for the student, we will consciously avoid self-serving decisions.
8. We will take care to avoid conflicts of interest at all times.
9. We will continue to grow our adult and graduate programs as the size of our traditional undergraduate population stabilizes.
10. We will remain an opportunity-conscious university, embracing change, and even threats, as chances to improve and advance.
11. We will continue to "think outside the box," boldly approaching new initiatives that are consistent with our mission.
12. We will keep our management structure and function clear of administrative underbrush.
13. We will continue to link accountability with prerogative and privilege on our campuses.
14. We will continue to seek productive, innovative alliances with businesses, organizations, and other schools.
15. We will avoid the insidious trend toward homogenization in higher education – we will continue to contrast, rather than compare, ourselves with the mainstream.
16. We will continue to regularly and truthfully report the university's financial status to all in a clear, concise, and complete fashion.



17. We will ensure our independence by not seeking or depending upon support from federal or state monies.
18. We will make every effort to accommodate any qualified person who wishes to learn.
19. We will, on a regular basis, tell the Lindenwood story to our various constituencies through the use of a variety of communications vehicles (the Internet, university publications, media exposure, advertising, special events, etc.).
20. We will expand our sites and facilities in ways consistent with our mission and successful business philosophy.
21. We will continue to assist students financially, as needed.
22. We will increase our donor base.
23. Our general goal will be to develop market dominance in regional locations within a four- hour radius.
24. Our present and future leadership will remain committed to the entrepreneurial spirit.
25. The faculty, staff, and Boards will be effective ambassadors for the University.
26. We will maintain compensation programs to attract, reward, and provide incentives for highly qualified teachers.
27. We will consider government grants only selectively and without compromising our basic principles, philosophy, and independence.
28. We will improve Lindenwood's name recognition around the state, region, and nation.

### ***Teaching and Learning***

1. We will remain committed to teaching, learning, and responsible pursuit of the truth.
2. We will continue to be values-based, student-oriented, and committed to diversity.
3. We will continue to emphasize mentorship, holistic education, and lifelong learning.
4. We will incorporate technology into our curriculum, but will continue to emphasize face-to-face interaction between teacher and student as the principal means of delivering quality education.
5. We will continue to individualize the university experience for each of our students.
6. We will continue to keep our teachers and students free from the counterproductive characteristics of an academic-tenure system; we will not reinstate a tenure system.
7. We will continue to support and encourage academic freedom, but will reserve the right to assess an instructor's conduct against the policies of Lindenwood University.
8. We will continue to employ faculty members who are focused on teaching and mentoring.
9. We will continue to use our whole curriculum and avoid overspecialization.
10. We will continue to promote academic strength and student achievements.

11. We will continue to teach about the benefits of the United States' free economy and competition-based system.
12. We will continue to develop the educational and cultural potential of the Boone Campus of Lindenwood University.
13. As a public-serving liberal arts university, we will fully support the students, curriculum, and facilities at our satellite campuses.

### ***Campus Culture***

1. We will continue to educate the whole person – academically, socially, spiritually, and physically.
2. We will retain the ideal of an alcohol-free, drug-free campus with single-sex housing (except for married students), and a system of strict enforcement of these policies.
3. We will continue to engender, nurture, and promote both leadership and the work ethic through a vigorous work/learn program and an emphasis on community service and volunteerism.
4. We will continue to provide education that meets real needs, has lasting value, respects history and honor, inspires responsibility, impacts the future, improves the quality of life, and strives for success through excellence.
5. We will continue to change lives and make a difference.
6. We will honor and implement our traditional values as we strive to help shape the future.
7. We will retain and teach the basic Christian values upon which the university was founded.
8. We will be diligent in trying to maintain approximately a 10% international student component in our resident student body.
9. We will use and promote our cultural facilities.

### ***Board of Directors***

1. We will maintain a Board of Directors comprised of individuals who, without exception, care deeply about Lindenwood, personally make gifts to the university, and actively procure outside support for the school, and actively promote it to the community.
2. The Lindenwood Board of Directors will continue to assume stewardship of the university's strong heritage, outstanding educational programs, healthy fiscal condition, and highly effective system of management.
3. The Board will do what is best for Lindenwood in the long run and avoid taking the path that is easiest, most convenient, or most popular in the short-term.
4. The Board will continue to require all members of the Board of Directors to actively and regularly participate in Board meetings, functions, and responsibilities.
5. The Board of Directors will become more involved with recruitment of students, especially through the Board of Directors Scholarship Program.
6. The members of our Board of Directors must represent total integrity in the community.

## ***Alumni***

1. We will encourage our alumni to be lifelong supporters of Lindenwood through the donation of their time and talent, financial support, and recruiting efforts.
2. We will emphasize opportunities for planned giving.

## ***Faculty and Staff***

1. We will continue to seek and support teachers who are dedicated to the university and her students – and avoid those who are more loyal to their disciplines than to their vocation.
2. We will continue to draw upon all the talents of our faculty and staff, including their creative, entrepreneurial abilities, not just those traditionally associated with their job titles.
3. We will continue a recruiting system in which “The whole university is involved in the Admissions functions.”
4. We will strive to maintain a high percentage of faculty members with terminal degrees.
5. We will continue to employ faculty members whose primary focus is on teaching and mentoring students.
6. Members of the faculty and staff will maintain total integrity on the job as well as in the community.
7. Faculty and staff decisions and actions will consistently place the student’s developmental interests first.

# People

## **Student Enrollments**

Lindenwood serves a diverse, talented student body of over 14,000 students, more than 3200 of whom are resident students. Seventeen percent of our students are members of minority groups, and 65% are women. We value the cultural, social, and intellectual enrichment afforded the campus by 500+ international students who hail from 75 countries. Our domestic students represent 46 states and the District of Columbia. Our students' ages range from the teens to the seventies, with the average student being 30 years old. The 40-to-55 age group continues to be our fastest growing contingent.

### **Actual Enrollments by Student Type: Unduplicated Head Counts**

	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	Actual	Actual	Actual	Actual	Actual	Actual
Full-Time Traditional Undergrad	2747	2757	2992	3076	3167	3425
Part-Time Traditional Undergrad	182	117	130	217	148	180
LCIE Undergraduate	1260	1432	1507	1467	1497	1698
LCIE Graduate	1156	1004	1084	1141	1159	1314
MBA	458	604	500	387	382	462
ED/ART Graduate	1211	1455	1513	1830	2144	2610
NonDegree Undergrad	641	667	565	592	590	599
NonDegree Graduate	1834	1683	1829	2475	2431	1753
<b>Total</b>	<b>9489</b>	<b>9719</b>	<b>10120</b>	<b>11185</b>	<b>11518</b>	<b>12041</b>

### **Projected Enrollments by Student Type: Unduplicated Head Counts**

	<b>2004-2005</b>	<b>2005-06</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
	Actual	Actual	Projected	Projected	Projected	Projected
Full-Time Traditional Undergrad	3778	4106	4138	4168	4200	4240
Part-Time Traditional Undergrad	139	201	282	307	317	326
LCIE Undergraduate	2067	2019	2373	2524	2700	2810
LCIE Graduate	1723	1606	1835	2013	2223	2420
MBA	410	509	575	600	610	624
ED/ART Graduate	3110	3329	3529	3587	3727	3801
NonDegree Undergrad	549	556	580	625	655	685
NonDegree Graduate	1287	1692	1700	1708	1718	1725
<b>Total</b>	<b>13063</b>	<b>14018</b>	<b>15012</b>	<b>15532</b>	<b>16150</b>	<b>16631</b>

### **Assumptions**

1. Student retention will continue to be an even higher priority focus than it had been traditionally at the University prior to 2003.
2. Communication and cooperation will improve among the various sectors of the University that must work together to boost student retention.

## **One-year Action Plan and Time Line for 2006-07**

### *Student Recruitment*

- The overall student census will increase to about 15,000 in Fiscal 2007 (Team, June, 2007).
- We will continue to strengthen and diversify involvement of faculty and staff members in the recruiting arena, chiefly in two ways:
  - We will systematically replicate the excellent faculty efforts in the Wednesday-evening Admissions telethons (begun in Fall of 2005).
  - We will systematically replicate the faculty and staff prospective-student referral campaigns that we implemented in the Fall of 2005.

### *Athletics*

- Athletics will work in closer cooperation with the faculty regarding athletics-related student absences. (Athletics Director, Assistant Dean of Campus Life, Provost and Division Deans; August, 2006)

### *Social Life and Development*

- Make better use of student activities for not only retention but also recruitment through promotion with the radio station, TV station, newspaper and website, including the upcoming new campus only Student Activities TV Station (Click, September, 2006).
- Resident Directors and Resident Assistants will continue to improve their direct involvement in the mentoring system (begun in spring of 2005), to improve student success and retention. (Assistant Dean of Campus Life, Director of Resident Life; August, 2006)

### *Communication*

- Inform students of new textbook ordering system – through MBS Direct – and provide timely instructions and reminders regarding the ordering and delivery of texts (Chief Operating Officer, Provost; August, 2006)

### *Advising and At-Risk Retention*

- Conduct annual comprehensive retention report, evaluate the results, and take indicated additional steps to boost University-wide retention. (Provost, Student Retention Task Force, Division Deans; July, 2006)
- Carry out the annual First-Year Success Program for at-risk freshmen (Provost, Registrar for Student Academic Services; July 2006; Division Deans and Distinguished Mentors, Fall and Spring semesters, 2005-06)
- Revise the first-year advising templates used by faculty advisors to match course selection with ACT profiles and academic histories (taking the student's anticipated major into account) (Provost, Division Deans; July, 2006)

## Changes in Five-Year Goals

- The overall student census will grow to more than 17,000, principally as a result of moderate to brisk recruiting in the evening, graduate, and corporate programs.

## Faculty and Staff

### Personnel Profile

Nineteen administrative positions report directly to the president: comptroller, business office manager, director of institutional advancement, director of community relations, dean of the Boone Campus, director of outreach and quality control, dean of enrollment management, chief operations officer, dean of campus life, director of communications, provost, one division-director, and seven division-dean positions. Eight of these individuals have earned doctorates, seven have master's degrees, and four have bachelor's degrees. Sixteen of them have faculty rank. Their full-time experience in academia ranges from less than a year up to 35 years, with a median of about 14. All but four of them came to Lindenwood with considerable non-academic management experience as well. This is a stable and loyal team of campus leaders, with their average seniority at Lindenwood being 11 years.

Two-hundred and ten of the university's employees have faculty rank, and they are ordered as follows:

Professor	43
Associate Professor	49
Assistant Professor	118

Within the group of employees who hold faculty rank, 150 are primarily assigned to delivering the curriculum. Sixty percent of those instructors have earned terminal degrees in their disciplines.

Lindenwood has 157 administrative and staff employees who do not have faculty rank, distributed in the following categories:

Executive/administrative/managerial	28
Other support and service personnel	30
Technical and paraprofessional	23
Clerical and secretarial	32
Skilled craft	14
Service and maintenance	30

The level of formal education of these individuals is below the master's-degree level.

## **Assumption**

No changes

## **One-Year Action Plan for 2006-07**

- Identify staff members who could benefit from enrollment in Lindenwood classes and have at least one in three of those start a degree program, to enhance the quality and productive of service (all office managers; August, 2006)
- Implement at least three new services and/or modes of interacting with students that will positively affect student retention. (all office managers; ongoing)
- Analyze the faculty's relative time commitments to teaching, advising, and committee work; recommend adjustments where appropriate (Faculty Strategic Planning Committee; Division Deans and Provost; ongoing, 2006-07)

## **Changes in Five-Year Goals**

- Increase full-time faculty to 230 to meet anticipated program growth in graduate and evening programs

# Programs

## ***Academic Divisions and Programs***

### **Arts**

#### *Changes in Statement of Purpose*

None

#### *Changes in Personnel and Facilities*

##### *Personnel*

1. Addition of a full-time faculty member for Dance/Musical Theatre
2. Addition of a full-time faculty member principally for Fashion Design/Art/Theatre
3. Replace two full-time faculty members with a full-time faculty member with a specialty in keyboard and accompaniment.

##### *Facilities*

1. Addition of the 900-seat Ittner Auditorium at the Lindenwood-Belleville campus
2. Addition of the 400-seat former sanctuary at the Lindenwood-Florissant campus
3. Renovation of Harmon Hall 112 to on-campus art studio (space currently in use as 1 faculty office and small rooms for storage)
5. Expanded use of Harmon Hall 113 for certain art studio classes in addition to lecture classes across the curriculum
6. Construction will continue on the new Fine and Performing Arts center

##### *Assumptions*

Amend Assumption #5 to read:

1. As a Division, we will pursue opportunities for study, performance and partnerships abroad with institutions of higher learning and other appropriate venues.

Amend Assumption # 8 to read:



2. The Division of Fine and Performing Arts will make a commitment to the Belleville, Boone and Florissant campuses to provide performances, exhibitions, and classes (as appropriate and practical).

Eliminate Assumption #9—information included in Assumption #5.

*One-Year Action Plan for 2006-07*

ART

- Present introductory class in digital photography and continue to work with faculty in Communications to develop possible options for this course of study (Collier, Burke, Beard; January, 2007)
- Develop a plan for a Studio Art center (Troy, Art Faculty, Parker, President Spellmann; September, 2007)
- Expand campus venues for exhibition of student art (Hargate, Burke, Collier; ongoing)
- Continue to maintain a position for Lindenwood representation on the Laumeier Sculpture Park student advisory board (Troy; ongoing)
- Produce one exhibition per semester with accompanying symposia which utilizes Lindenwood academic expertise (Troy, Burke, Collier, Hargate, Sakahara; October, 2006 and March, 2007)
- Develop a plan for regular upgrades in software and hardware for graphic and computer art (Collier; January 2007)
- Update web page(s) in Art (Troy, Collier, Information Technology staff; ongoing)
- Actively pursue having repairs and upgrades made at Studio East facility (Troy, Parker; September, 2006)

DANCE

- Interview and hire new full time dance faculty to serve Dance program and also work in Musical Theatre. May also offer programming in Physical Education (Ballroom dancing, etc.) (Strzelec, Parker; June 2006)
- Expand inter-relationships and inter-dependence between Dance, Music and Theatre due to the popularity of the new BFA in Musical Theatre (Strzelec, Gregory, Williams, Briones; ongoing)
- Continue to build a stronger relationship between Lion Line, Lionettes, and dance majors (Scoggins, Strzelec, Parisi; ongoing)
- Formalize process and procedures for student participants in Fall and Spring dance concerts (Strzelec, Scoggins, new faculty, Parker; September, 2006)
- Create and submit to the President for approval, a plan for costuming Senior Projects in Dance (Strzelec, Parker; September, 2006)
- Continue to plan for studios, classrooms, offices, etc. in new Fine and Performing Arts Center (all faculty; ongoing)
- Refresh Dance and dance team web pages (Strzelec, Parisi, Information Technology staff; September, 2007)

- Intensify recruitment efforts (Strzelec, new faculty; ongoing)

## FASHION DESIGN

- Update and refresh the LU webpage for Fashion Design (Dewan, Galikin; September, 2007)
- Continue to plan for studios, classrooms, offices, etc. in new Fine and Performing Arts Center (all faculty; ongoing)
- Explore the development of national/regional competitions on the Lindenwood campus (Strzelec, Parisi, Nichols; December, 2006)
- Find donors and sponsors for the annual fashion show (Dewan, new faculty, Development; February, 2007)

## MUSIC

- Strength inter-relationships and inter-dependence between Music, Theatre and Dance (Alsobrook, Strzelec, Gregory; ongoing)
- Aggressively promote the new Music Business degree program (Alsobrook, Wallis, Williams; December, 2006)
- Seek sponsor for new Voices Only and instrumental CD's (Williams, Wallis; September, 2006)
- Continue to plan for studios, classrooms, offices, etc. in new Fine and Performing Arts Center (all faculty; ongoing)
- Submit requests for additional uniforms, instrument repair, music and instrument acquisitions (all faculty; September, 2006)
- Expand the new Women's Ensemble choral group (Briones; October, 2006)
- Submit CD to Missouri Music Educator's conference board for consideration of inclusion in the annual conference (Wallis, September, 2006)

## THEATRE

- Continue aggressive recruitment efforts at the Missouri Thespian and International Thespian conferences (Gregory, Parker, Walsh, Quiggins; June, 2006 and January, 2007)
- Produce first production at the Florissant site (Gregory, Parker; Fall, 2006)
- Produce a variety show including theatre, music, dance and art for exhibition at the Ittner Auditorium in Belleville (Parker, Strzelec, Alsobrook, Gregory, Troy; Fall, 2006)
- Continue to plan for studios, classrooms, offices, and performances at the new Fine and Performing Arts Center (all faculty; ongoing)
- Upgrade promotional DVD's for distribution to high school teachers and counselors (Carlos, Parker; January, 2007)
- Seek donors and partnership opportunities as well as underwriting for productions (Gregory, Development, Parker; ongoing)

- Participate in the presentation of the Cappy Awards, which honor exceptional high school students in Theatre and Dance (Gregory, Parker, Walsh; May, 2006-2007)
- Refresh and expand Theatre Webpage (All faculty and Information Technology staff; September, 2007)

*Changes in Five-Year Goals*

None

*Student Enrollment Projections*

<b>Year</b>	<b>Art*</b>	<b>Dance</b>	<b>Music</b>	<b>Theatre</b>
<b>2005-06 (Actual)</b>	<i>184</i>	<i>23</i>	<i>63</i>	<i>121</i>
<b>2006-07</b>	165	57	75	135
<b>2007-08</b>	172	65	85	155
<b>2008-09</b>	185	78	100	175
<b>2009-10</b>	195	90	115	200
<b>2010-11</b>	200	100	127	220

**\*includes Fashion Design**

## **Communication**

### *Changes in Personnel and Facilities*

The Communication Division consists of seven fulltime, one part-time, and three adjunct faculty, one staff with faculty rank, and one part-time engineer.

### *Changes in Assumptions*

1. The structural changes in Charter Communications' service to St. Charles County and its various municipalities will force a change in LUHE-TV's governmental assignment. An agreement between Lindenwood, Charter and St. Charles County has guaranteed a cablecast future for LUTV-26.
2. A growing consumer demand for training and journalistic education will fuel Lindenwood's new Journalism degree program.
3. City officials in municipalities in St. Clair County have openly stated they are looking for Lindenwood University to take the lead in securing and developing a cable television station to serve the educational and governmental needs of their communities. An academic program will be put in place to work hand-in-hand with this demand.

### *One-Year Action Plan for 2006-07*

#### **DIVISION**

- Maintain updated Communication information on the LU Website and LUHE, provide on-demand video, and possibly audio podcasting (recruitment, retention, community service; a member from each department; ongoing)
- Continue to review and upgrade assessment tools in the Division (academic improvement and adjustments; team; ongoing)
- Develop relationships with other cable outlets that will allow Lindenwood-produced programs to be shown in neighboring communities (recruitment, retention, community service; Scholle, Carlos; ongoing)
- Attend to maintenance and equipment upgrades as necessary for LUHE-TV and KCLC (academic program maintenance; Wall, Reighard, Brancato, Scholle, Carlos; ongoing)
- Consider the employment of a full-time Lindenwood broadcast engineer (academic/lab and clinical support; Wall, Scholle; June, 2006)
- Coordinate LCIE and semester programs in Communication for more efficient use of people and facilities. (recruitment, retention, program enhancement; Wall, Castro, Kemper, Scholle; ongoing)
- Finish reconfiguration of multimedia labs to PC platform computers (expanded classrooms, better institutional support, more economical; Wall, Scholle, Collier, Bush; August, 2006 and ongoing)

- Recruit a new faculty member to guide and teach the multimedia program in the day and LCIE formats (recruitment, retention, academic program improvement; Castro, Wall, Scholle; June, 2006)
- Evaluate the traditional daytime Communication Masters program and, if necessary make effective changes (Wall, Scholle, Beard; August, 2006)
- Audit the construction of the new Fine and Performance Arts building as it pertains to the proposed television studios and integrating technology in the theatre structure to maximize media access and coverage without intruding on the performance space or detracting from the theatre experience (Team; March, 2007)
- Hire advertising professionals as adjunct instructors for the Advertising and Media degree. (Wall; August, 2006)
- Evaluate the values of continuing to offer the Professional Writing program since Lindenwood has instituted a Journalism program. (Billhymer; Beard; Dec. 2006)
- Explore non-tuition sources of revenue to support Lindenwood University's broadcasts stations. (Wall, Scholle, Carlos; August, 2006 and ongoing)
- Developing Assessment tools for the news programs: Multimedia, Advertising, Professional Writing, and Journalism. (Assessment; Wall, Scholle, Billhymer, Beard; August 2006)
- Transfer Lindenwood campus cable channel 42 to Campus Life. Communications will provide training and hardware. (Carlos, Martin, Scholle; July, 2006)

#### LUHE-TV

- The programming for the Lindenwood University Higher Education television channel, LUHE, will be expanded to include more student-produced work as well as pre-programmed material (institutional advancement, academic program enhancement; Scholle, Carlos; ongoing)
- In conjunction with the new Lindenwood, Charter, Ct. Charles County cablecast agreement, pursue the establishment of a more stable and permanent television channel allocation for LUHE-TV (recruitment, retention, community service; Scholle, Carlos; July, 2007)
- Through cooperation with Charter Communication, work to expand cable television subscribers' access to LUHE-TV beyond its current geographic limits. As Charter Communication implements newer technology, coverage to include Troy, Warrenton, and points west (recruitment, retention, community service; Scholle, Carlos, Martin; ongoing)
- Devise broadcast capabilities for the Lou Brock Baseball/Softball Complex (recruitment, retention, community service; Scholle, Carlos, selected students; August 2006)
- Make initial equipment and format decisions regarding the new TV Studio in the Fine Arts building (Facilities, academic program maintenance; Scholle, Carlos; January 2007)
- Maintaining a leadership role in "bird-dogging" Missouri Senate Bill 816 (Community service, protecting the University's investment, increasing Lindenwood's sphere of influence statewide, Wall; February, 2006 and ongoing as long as necessary)

- Pursuit of the Lindenwood University commercial cablecast station (Expanded source of revenue, academic opportunity; Scholle, Carlos, Wall; November, 2006 and ongoing)
- Implement the Journalism program. (Academic growth, recruitment; Beard)
- Hire new faculty professional with newspaper experience to instruct journalism courses. (Wall, Beard, June 2006)
- Hire new faculty professional with broadcast experience. (Wall, June 2006)
- Work with the City of Belleville and Charter Communications to develop a cablecast station this is both financially and educationally viable (Community Service, academic growth, recruitment, public relations; Scholle, Carlos, Wall, August, 2006 and ongoing)
- Grow the Lindenwood-Belleville Communications program (LCIE and Day). (Academic growth, recruitment; Scholle, Carlos, Wall, January 2006 and ongoing)
- Adjust to the success of the Multimedia Program and the Advertising Program. Enrollment predictions were underestimated (Retention, facilities' management, faculty assignments; Wall, Scholle; September 2006)
- Upgrade the appearance of the KCLC broadcast tower and grounds (Public relations, facilities management; Reighard, Wall; September 2006)
- Investigate the future of High Definition radio for KCL. (Public service, academic program, technical update; Reighard, Brancato, Wall; December 2006)

*Changes in Five-Year Goals*

- Develop a commercial cablecast television to generate revenue
- In conjunction with Lindenwood-Belleville's academic program, establish an educational/governmental cablecast station to serve St. Clair County, Illinois
- Create an online radio station to offer communication/broadcast courses at the Belleville Campus
- Through Lindenwood-Belleville, offer a highly successful Communications program both in the traditional daytime format and LCIE formats

*Student Enrollment Projections*

<b>Year</b>	<b>Mass Comm</b>	<b>Corporate Comm</b>	<b>Multimedia Design</b>	<b>Advertising and Media</b>	<b>Pro Writing</b>	<b>Journalism</b>
<i>2005-06 (Actual)</i>	224	105	44	13	6	5
<b>2006-07</b>	285	115	50	20	15	15
<b>2007-08</b>	310	120	55	25	20	25
<b>2008-09</b>	325	123	58	35	25	32
<b>2009-10</b>	335	125	65	40	30	40
<b>2010-11</b>	343	125	70	45	33	50

## **Education**

### *Statement of Purpose*

No change

### *Changes in Personnel and Facilities*

Two additional personnel have been added to the education division and one new faculty member has been employed in the counseling division. At least two others will be employed to replace faculty that will be leaving in the counseling program.

### *Changes in Assumptions*

1. The emphasis on Professional Development Schools will continue and be expanded. Presently, we are working in three elementary schools and with one large district.
2. Thought will be given to the expansion of both faculty and facilities over the next couple of years to keep pace with growth and expansion. The division's efficiency and support of one another would be much improved if the different offices that make up the division were closer together.
3. The Education Division's growth primarily will take place at its external sites. The challenge of identifying productive coordinators that will help Lindenwood meet our growth is paramount.

### *One-Year Action Plan for 2006-2007*

- Online portfolios will be developed for both the educational leadership and school counseling programs (Boyle/Stephens/Dougherty; August, 2006)
- Submit proposal to Higher Learning Commission of North Central to establish an Doctor of Education degree in Educational Leadership and Instructional Leadership (Boyle/Dougherty/Bice; July, 2006)
- Formulate a plan to expand the Education Division offices in Roemer Hall to include space presently used by the Business Office (Boyle/Feely; August, 2006).
- Expand Professional Development opportunities with school districts (Education Division; ongoing)
- Expand extended-site program by two sites. This expansion will lead to increased service, student census, and tuition revenues (Feely/Huss; August, 2006)
- Expand community college recruitment. This effort will augment the present population with new students from Missouri/Illinois community colleges (Boyle, Admissions; August, 2006)
- Work with local districts to provide Beginning Teacher Assistance/Mentoring Programs. This effort allows us to meet beginning teachers in these districts and recruit them into our graduate programs (Boyle/Stephens; On-going)

- Continue to remain informed of the ongoing changes in the educational arena and be ready to change as mandates are handed down. This area seems to keep changing as governmental intrusions occurs. We must keep informed in order for our division to remain proactive (Education Division; ongoing)
- Continue to refine the assessment process, using PRAXIS II scores and student portfolios to improve teaching, learning, and program development. This will help each member of the Education Division to evaluate what and how we are doing (Blackburn, Schneider; August, 2006)
- Review the School And Professional Counseling programs and recommend needed changes (Stephens; August, 2006)

*Changes in Five-Year Goals*

None

*Student-Enrollment Projections*

<b>Year</b>	Early Child.	Elem. Educ.	Second. Educ.	K-12 Cert	M.A. Cand.	M.A. Ed. Ad.	MAT	Phys. Ed.	Ed. S./ Ed.D.
<i>(Actual)</i> <b>2005-06</b>	98	418	342	100	1662	890	408	177	<i>(Ed.S only)</i> 61
<b>2006-07</b>	105	475	380	115	1800	990	460	207	140
<b>2007-08</b>	110	525	395	127	2000	1070	525	220	164
<b>2008-09</b>	121	575	420	145	2220	1158	595	240	194
<b>2009-10</b>	136	630	450	155	2440	1260	640	265	215
<b>2010-11</b>	144	680	475	165	2650	1300	680	285	230



## **Human Services**

### *Changes in Personnel and Facilities*

- Addition of one full time Criminal Justice instructor

### *Changes in Assumptions*

1. We will increase enrollment in the Christian Ministries Studies within the Human Service Division
2. We will initiate a cooperative effort with either the Missouri Police Chiefs Association or the St. Louis County Police Academy to conduct a CJ Command and Staff School
3. Lindenwood University Social Work Program will successful continue pursuit of accreditation by the Council on Social Work Education (CSWE)

### *One-Year Action Plan for 2006-2007*

- Plan and implement a Police Command and Staff School in cooperation with either the Missouri Police Chief's Association or the St. Louis County Police Academy that will provide advanced management and leadership training for police executives throughout Missouri. (Steenbergen, Corbin; St. Clair; January, 2007)
- Implement the articulation agreement between Lindenwood University and St. Louis County Government on behalf of the St. Louis County and Municipal Police Academy for the Bachelor of Arts in Criminal Justice. This agreement allows CJ students to attend the St. Louis County and Municipal Police Academy in their final semester at Lindenwood University. (Steenbergen, Corbin, Evans; July, 2006)
- Continue use of the Lindenwood Crime Scene House for expanding hands on applications for classes such as Criminal Investigation, Policing and Social Work Practicums (Marhanka, Mueller; ongoing)
- Develop courses that include travel abroad during the January Term such as London/Paris for the CJ majors as well as travel to Washington D.C. with the Human Service Agency Management majors. (Witherspoon, Johnson, Marhanka; September, 2006)
- Develop a NonProfit Institute for the Masters in Human Service Agency Management (S. Guffey; June, 2006)
- Continue work with BenchMark II, a requirement of full accreditation for Social Work, including developing a student handbook.(Jacobsen, Mueller, Johnson; 2006-07)

*Changes in Five-Year Goals*

- Expand the Criminal Justice program by creating a traditional student, day course of study at the Belleville Campus
- Utilize the proposed Illinois State Police Crime Laboratory at the Belleville campus for internship and additional teaching opportunities for all Lindenwood students
- Have Lindenwood University be recognized as one of the premier institutions offering Criminal Justice studies
- Achieve full CSWE Accreditation status
- Begin the process of creation of a CSWE accredited MSW program.

*Student-Major Projections*

<b>Year</b>	<b>Criminal Justice (Undergrad only)</b>	<b>Human Service Agency Management (undergrad &amp; grad)</b>	<b>Social Work</b>	<b>Christian Ministry Studies</b>
<b>2005-06 (Actual)</b>	241	145	57	47
<b>2006-07</b>	240	200	65	54
<b>2007-08</b>	250	245	80	62
<b>2008-09</b>	260	280	100	69
<b>2009-10</b>	267	300	125	75
<b>2010-11</b>	273	315	150	80

## Humanities

### *Change in Statement of Purpose*

The Humanities Division, at the center of the university experience, seeks to broaden and deepen students' understanding of what it means to be human, through the study of creations of the human spirit: language, literature, philosophy, religion, and history. We hope the process of that study will help students develop mature analytical thinking, writing, and speaking skills that will be useful throughout their professional and personal lives. Our goal is to foster within our students a profound understanding of the humanizing traditions of Western civilization, a respect for compatible traditions of other cultures, and an ability to be informed and compassionate citizens of the United States.

### *Personnel and Facilities Changes*

	Regular	Adjunct	Part time*
American Studies	0	0	2
English	12	2	4
History	7	0	0
Languages	3	0	2
Philosophy	2	0	1
Religion	<u>2</u>	<u>0</u>	<u>1</u>
TOTAL	29	5	8.5

\*Part time faculty members are defined for the purposes of this report as those people who are full or half time Lindenwood employees but who teach 1/3-1/2 time in different departments. For instance, part time employees who taught in the Humanities Division during the 2005-06 academic year included Donna Charron (3/5 time philosophy), John Bell (3/5 English, 2/5 German), Haydee Taylor (Panamanian instructor, 3/5 Spanish, Martin Ma (3/5 Mandarin Chinese) and Elaine Tillinger, Sue Tretter, Jann Weitzel, Charlene Engleking, and Michael Castro, all full time employees who teach less than full time in the departments listed above.

Seventeen (58%) of the full-time humanities professors have earned terminal degrees. Five of the faculty members are completing work on their dissertations, one is enrolled in Ph.D. studies, and six of the faculty members have earned MA degrees in their fields. As the University grows, so grows the Humanities Division. Due to the fact that the majority of courses taught in the Humanities Division are taught as general education requirements or electives, as the student population increases, the number of courses needed also increases which brings about the need for added faculty members.

Below are listed specific faculty needs as identified by the various departments within the Humanities Division:

- American Studies:
  - Eventually, one professor designated as program director should be full-time American Studies to add solidity and validity to the program. This professor, however, will continue to be available to teach general education courses in his or her present discipline when needed. Current faculty and staff affiliated with the program can teach all courses required for the major/minor in American studies so that any student can complete the requirements within four years. As the program grows, additional affiliate staffing may be required.
  
- English
  - During the fall 2005, adjunct faculty taught five of the English composition courses. During the spring, adjunct faculty taught three composition courses. Due to the request by one faculty member to stay part time as well as the need to add the Writing Proficiency lab course, it was proposed that a new faculty member be added whose responsibility would mainly be to teach ENG 150 and 170. That proposal has been approved by the President and a search is currently underway.
  
- Modern Languages:
  - It is the goal of the Modern Language department to expand and diversify the Foreign Language course offerings thereby making our French and Spanish Majors and Minors more competitive. It is also our goal to investigate the feasibility of offering a Minor in German as well as offer additional introductory language studies such as Russian and Chinese. In order to accomplish these goals, it may become necessary to have faculty on 10 or 12-month contracts and to offer Foreign Languages courses in the evening and/or summer. Each of these goals may make it necessary to hire additional faculty members.
  
- History:
  - By 2010, further growth would warrant adding another faculty member with advanced training in Geography as well as the ability to teach Asian or African history (in order to round out our world history offerings.) This would enable us to offer more sections of Geography 201 (especially important for teacher certification) and allow for new courses such as Economic Geography, which would be useful for students from the Management division, especially those in international business.
  
- Philosophy
  - A dramatic growth in numbers of students enrolling in philosophy courses as occurred over the past four years. Due to that growth, a new faculty person was added in 2005, and third philosopher was hired this past spring.

- Religion
  - The full-time Philosophy professor will be able to pick up some sections of freshman Religion courses.

### *Changes in Facilities*

Butler Hall is home to the Humanities Division. All Humanities offices are located on the second and third floors of the building along with one foreign language lab and one writing lab. In addition, tutoring services and work and learn space for American Studies, English, French, German, history, philosophy, religion, and Spanish are also located in Butler Hall.

Due to the growth of the Humanities faculty, it will be necessary to reorganize our space during the summer 2006. We have attempted, in the past, to relocate the writing lab outside of Butler Hall, and it has been suggested that the language lab move out of Butler in order to create more office space. However, we strongly believe that these spaces need supervision by faculty members, and having offices, classrooms, and labs spread across campus would make this need difficult to accomplish. In addition, when students need assistance in the language lab or writing lab and work and learn students are not available, faculty members are able to step in and help.

In order to house our new faculty members beginning with the 2005-06 academic year, it was necessary to move the history and religion/philosophy tutor room to the Butler Loft and cut the writing lab in half. This created “cramped quarters” but for now, it is our only option. It may also be necessary to eliminate the adjunct and graduate assistant offices; the difficulty in this move is that faculty members will no longer have quiet spaces to conference with students concerning their writing and language work. Sharing office space is not feasible due to the small size of office space in Butler Hall. It is anticipated that within the next 2-3 years, the Humanities Division will have outgrown the top two floors of Butler Hall and will need to spread out into additional space.

One additional facility need is a designated space for language and history classes that require the use of wall maps and large visual aid books. At present, all maps and large books must be carried from building to building due to the lack of secure storage space in classrooms. This makes the use of visuals other than those available online (assuming the availability of high tech classrooms) difficult, at best. Having a classroom, similar to labs used by science, education, and computer science areas, where materials can be stored and used, is a high priority.

### *Changes in Assumptions*

None

*One-Year Action Plan for 2006-07*

HUMANITIES DIVISION

The Division will

- Recruit students into our programs in a variety ways: (Team; ongoing)
  - Have printed and sent flyers announcing graduate education courses offered by Humanities personnel.
  - Advertise scholarship opportunities available through the Humanities.
  - Continually update the website by announcing changes, adding photographs of Faculty members, listing contact names and addresses, and including links to relevant sites, copies of newsletters, and announcements of activities.
  - Continue to brainstorm ideas for inviting high school students to visit our campus and get involved with campus activities.
  - Be available to meet with students and parents as requested by Admissions.
  - Be available for our current students so that they will invite their friends to attend Lindenwood.
  - Offer the best education possible so that current students will share their positive experiences with their friends and family.
  - Brainstorm ideas for continued use of LUHE TV.
- Work in cooperation with Ryan Guffey to test all incoming non-English speaking students to ensure correct placement into writing courses. (Qualls/Weitzel; summer, 2006)
- Work cooperatively with CW Stewart, Provost Evans, and President Spellmann to create courses to be offered at the Boone Campus in an effort to make use of the facilities and encourage participation in our American Studies program..(Tillinger/ Tretter; ongoing)
- Send cards of congratulations to students who earn successful passing scores on Praxis exams in history, English, French, and Spanish as a means of encouraging student growth and achievement. (Team; ongoing)
- Encourage the use of CATS assessment methods in division courses by the fourth week of every semester as a means of making any needed changes early in the semester. (Team; ongoing)
- Play a more active role in open registration days in order to “find” our history and English majors who mistakenly register as Education majors. This is vital so that a correct advisor is assigned and that correct sequencing of subject specific coursework is ensured. (Weitzel; ongoing)
- Continue working to ensure that each student earning a degree in history, English, French or Spanish and desiring to earn secondary education certification has an advisor in his/her academic area as well as in education. This will ensure proper advising and fewer errors. (Faculty; ongoing.)
- Offer literature, religion, and history courses as late start and evening courses in an attempt to meet the needs of all students. (Team; ongoing)
- Work to increase numbers of majors in all areas. (Team; ongoing)

- In an effort to recruit and retain interested students, increase the number of activities offered by Humanities-related clubs and activities and encourage current members to invite potential members. (Team; ongoing)
- Investigate offering cross-disciplinary courses such as philosophy/religion/sociology courses, philosophy/literature courses, and history/anthropology courses. Such cross-disciplinary courses help students understand the relationships among areas of study. (Team; ongoing)
- Continually update 2-4 year course rotations in order to ensure that students can graduate with a completed degree in four years, assuming they are enrolled full time and do not change majors too often. (Team; ongoing)
- Work with academic services to continually update and use the new advising sheets on the J-drive in an effort to maintain quality advising. (Team; ongoing)
- Mentor all new faculty members for advising purposes. Pair new faculty with experienced faculty for the first year so that each new person understands, as much as possible, how to adequately advise students. (Team; ongoing)
- Educate the entire campus on the plagiarism policy in an effort to insist on honesty and integrity among all students. (Weitzel, fall 2006)
- Retention: It is the goal of the Humanities Division to make every effort to retain our students. To meet this goal, we will
  - Contact students directly when 4-week and midterm grades indicate a problem. We recognize that catching the problem early is a step toward solving it. (Team; each semester)
    - We will encourage students to meet with advisors regularly until grade issues are resolved.
    - We will work with students to set up study plans.
    - We will help students set up study sessions with tutors.
    - If need be, we will enlist the aid of students' coaches to encourage attention to coursework.
  - Encourage students to become involved in on-campus activities. We recognize that involved students often feel more connected and thus more determined to succeed. (Team; ongoing)
  - After the example set by the History Department, encourage students to attend beginning of the semester "get-togethers" to help new students meet upper-classmen and find a "home" in their chosen majors. (Team, ongoing)
  - Announce division events to which all students are invited: film series, Create-a-Fests, language tables, etc. (Team; ongoing)
  - Have open-door policies. Advocate for our majors with other offices on campus. Do everything we can to make attending Lindenwood a positive experience. (Team; ongoing)
  - Continue the development of division bulletin board. Over the past two years, the division Team has developed bulletin boards to help students stay aware of due dates (i.e. applying for student teaching, graduation, etc.), encourage students to consider majors within the division, announce upcoming events (Coffee Conversations, Philosophy Film Series, Create-A-Fests), direct students to needed advisors (Mr. Whaley for Honors, for example), share past

events as a means of encourage future participation (photos of trip to Ecuador, etc.), and to encourage future educational options. (Team; ongoing)

- Work to identify our majors early so that we can address any problems that might develop. Work with the Education Division to ensure that history, English, Spanish and French majors have advisors in their field. (Team; ongoing)
- Send newsletters to all majors and potential majors. (History Team; ongoing)

## AMERICAN STUDIES

The American Studies faculty will

- Continue to communicate and work in cooperation with Sheryl Guffey and the Admission's staff to direct undeclared students to Dr. Tillinger and Dr. Tretter for advising. This effort will potentially aid in recruiting majors to this field. (Team; ongoing)
- Set up and maintain advising worksheets on PC Common to ensure quality advising of majors. (Tillinger, Tretter; ongoing, 2006)
- Develop a new assessment plan that is both competency-based and quantifiable based on HLC standards as a means of identifying strengths and weaknesses in the program. (Tillinger, Tretter; ongoing)
- In an effort to recruit American Studies majors, develop a scholarship for American Studies for high school students and undergraduates coming to Lindenwood (Tillinger, Tretter; 2006-07)
- Continue to work with Scott Queen and Laura Sheppard in PR and Darren Collier to develop a brochure, flyers and a professional mailing poster promoting the Lindenwood American Studies Program, and the unique possibilities at the Boone Campus and the Boone Challenge semester to be sent to community colleges, universities, high schools, and other satellites in an effort to recruit interested students. (Tillinger, Collier; October, 2006)
- Develop a web page for recruitment in cooperation with Graphic and Computer Arts faculty and students. (Faculty; November, 2006)
- Continue the process of coordinating other majors on campus to cross list possible American Studies courses. This will help during the initial years of the program to introduce all areas on campus to American Studies. (Tillinger, Tretter; ongoing.)
- Continue to cooperate and meet with Peter Carlos and LUHE-TV for various types of programming, specials, discussion panels, and guest speakers to promote the AST program. (Tillinger, Tretter; ongoing)
- Work with Mike Wall for KCLC "spots" and interviews about the American Studies program and special events. (Tillinger, Tretter; ongoing)
- Develop a colloquium series at the Boone Campus for American Studies students and the Lindenwood Community as a means of broadening the content and delivery of the program. (Tillinger, Tretter; ongoing, 2006)
- Meet with the Dean of Humanities, Dr. Jann Weitzel, the Dean of Boonesfield Village, C.W. Stewart, Provost Jim Evans, Divisional Deans and Program Managers to develop an affiliate faculty to participate in American Studies.(Tillinger, Tretter; ongoing)



- Coordinate and designate affiliate American Studies faculty from various programs and Divisions (and cross-list classes or develop special class for AST). Some of this is in place: Jeff Smith (History), Grant Hargate (Art), Mike Stein (Sociology), Joe Cernik (Political Science), Hollis Heyn (English), Mike Mason (Religion and Music history), Alan Meyers (American Religion), Don Heidenreich, (History of American Sports), Marella Briones (History of American Music), and Dave Knotts and Mike Jacobsen (social work.) (Tillinger, Tretter; ongoing)
- Develop a May term for educational travel for credit to important American sites and cities. This will serve as a replacement for J-term courses and will take place at a better time in terms of weather. (Tillinger, Tretter; ongoing, 2006)
- Expand the teacher education program by offering a Certificate in American Studies. Work cooperatively with the Education Division to develop and promote this program. (Tretter, Tillinger)
- Continue to articulate the Boone Challenge Semester and recruit for on-site living and experience. (Tretter, Tillinger; ongoing)
- Keep a running survey of AST majors/minor/ graduate students and graduates (ongoing.)
- Offer in-service days for educators wishing to learn more about interdisciplinary teaching (ongoing.)
- Offer AST clusters working toward a LCIE major in AST (ongoing.)
- Add areas of emphasis to major, i.e. social work and general studies (ongoing.)

## ENGLISH

The English Faculty will

- Work with both international students and American students to improve English language skills in an effort to help all students succeed academically. (Qualls, Green, Schnellmann; May, 2007)
- Work with the Education Division and other divisions/departments to offer cross-disciplinary courses. This effort will help students understand the relationships among their many areas of study. (Qualls, Green, Schnellmann; May, 200t)
- Investigate establishing more specific grading standards and processes for essays written in composition classes and apply them across all sections in an effort to maintain consistency. (Team; May, 2007)
- Continue to develop, test, and implement assessment exams for upper-level courses, thereby generating the data necessary to make any needed changes to coursework. (Glover, Schnellmann, Hickenlooper, Bell, Canale, Tretter; May, 2007)
- Update the department's web page as needed. This will serve as a recruiting tool. (Team; fall, 2006)
- Conduct at least one pre- and/or post-discussion group of selected plays produced by the LU Theatre Arts Department each year. (Heyn, Canale; May, 2007)

## FOREIGN LANGUAGES

The Foreign Language faculty will

- Require all 100- and 200-level language students to utilize the technologies and resources available in the Language Lab for course work as an additional means

- of encouraging understanding of content. (Team; ongoing)
- Have most 300-level language students participate in the Conversation Partner Program, as instructor sees fit, for course work. This will help students become more fluent in the spoken language. (Team; ongoing)
- Increase emphasis on oral proficiency through use of Language Lab and the Conversation Partner Program. (Team; ongoing)
- Acquire additional materials for the Language Lab to satisfy growing needs of language students. (Team; ongoing)
- Offer trips to French-, German-, and Spanish-speaking countries during the academic year (not just J-Term), to get more students excited about the subject matter and persuade them to start or continue their study of a foreign language. (Team; ongoing)
- Organize field trips to restaurants, live theater, and movies with language students as forms of cultural enrichment. (Team; ongoing)
- As an option for J-Term, offer a Praxis Review course for Spanish/French education majors who may need it. (Heyder, Durbin; as needed)
- Expand the different Foreign Language Clubs, Honor Societies, language tables, and conversation partner programs to promote and invigorate our programs. (Team; ongoing)
- Increase Honors participation in all qualifying foreign language courses. (Team; ongoing)
- Increase contacts with area schools, building on activities already carried out. (Team; ongoing)
- Revise pre- and post-test assessment in all language courses, thereby having the data necessary to make any needed adjustments to courses. (Team; ongoing.)
- Be involved in the Intercultural Festival activities. Help promote pride and respect for international students and their homelands. (Team; ongoing)
- Increase library offerings in French and Spanish. (Team; ongoing)
- Keep up to date the different literary seminars in both Spanish and French, thereby ensuring the use of current materials/research in the classroom. (Team; ongoing)
- Continually update the two-year course rotation to ensure all majors can complete their studies in four years. (Heyder, Durbin; ongoing)
- Revise program information for LU Webpage. (Team; ongoing)

## HISTORY

The History Faculty will

- Continue to publicize and offer one summer graduate course for the Master of Arts in Education for secondary school history teachers. Work cooperatively with the Education Division to promote these courses. (ongoing)
- Expand history web page as a means of sharing the developments in the department. This will serve as a recruitment tool. (Heidenreich, Team; fall, 2006)
  - Post student papers from history 400 on Lindenwood history
  - Add page listing faculty and student accomplishments
  - Add information useful to students of history

- History web sites
  - Career information
- Co-operate with the Education Division in training Middle School Social Studies Teachers. Demand for these teachers is expected to rise; helping to meet their needs will be an important part of our program. Use DESE materials to achieve this goal.
  - Investigate establishing advising protocols. (Faculty; fall, 2006)
  - Investigate orienting history curriculum for middle school teachers to ensure they have necessary competencies. (Faculty; fall, 2006)
  - Integrate Middle School SS students with history majors via newsletter and activities. (Kerksiek, K.Smith; ongoing)
- Encourage retention and cohesiveness of history majors (all efforts below were implemented in 2004-2005 or earlier and are ongoing).
  - Coordinate with registrar's office to ensure our lists of majors are updated. (Kerksiek, ongoing)
  - Sponsor get acquainted social gathering each fall with emphasis on including new majors (Team, ongoing)
  - Encourage membership and participation in the History Club (Whaley, Team; ongoing)
  - Publish our newsletter for majors each semester (Kerksiek, K.Smith; ongoing.)
  - Plan yearly departmental field trip (Faculty; ongoing)
- Expand cooperation and coordination with other programs as a means of helping students understand the links between subject areas and divisions.
  - History of Sport in the United States – offer as an American Studies Course in January Term; coordinate with Sport Management Program. (ongoing)
  - Teach Missouri History as a January Term course applicable for Elementary Education majors. (J. Smith; January 2007)
  - Coordinate teaching of military history with the ROTC program (Heidenreich; ongoing)
  - Meet with history and humanities student teachers to help prepare them for student teaching and the job market. (Weitzel, Faculty,;ongoing)
- Expand community outreach:
  - Judge History Day competition at regional and state levels; encourage Lindenwood history education students to attend. In this way, LU faculty can meet middle and high school teachers and potentially recruit students interested in history coursework. (Griffin, Heidenreich, K.Smith, J.Smith, Whaley; February, 2007; March, 2007, ongoing)
  - Investigate building stronger connections with local cultural organizations to facilitate student research projects and field trips. (K.Smith, ongoing)
    - Missouri Historical Society
    - St. Charles Historical society
    - Mercantile Library
    - St. Louis Art Museum
  - Survey our alumni for

- New employment opportunities for our graduates
  - Relation of our curriculum to their needs as teachers (Kerksiek, K.Smith; ongoing)
- Augment education in history:
  - Provide review sessions for students taking C-Base exam in social sciences in order to help students seeking teacher certification to pass the exam. (Griffin, Heidenreich; ongoing)
  - Investigate expanding the role of history tutors to improve their education and service to students (Whaley; ongoing)
  - Encourage students to expand use of technology. This will serve useful to students after graduation as they enter the workforce. (Team; ongoing)
    - Increase familiarity with databases
    - Use PowerPoint, etc, for student presentations
  - Encourage student participation in the Lindenwood Honors Program; offer all History courses for honors credit. (Team; ongoing)

## PHILOSOPHY

- The Philosophy faculty will
- Develop new minors in philosophy for students seeking cross-disciplinary studies. A minor in Christian Ethics in conjunction with the religion program will be proposed. Other minors in conjunction with other programs are being considered. (Brown/Mason/Meyers; ongoing.)
  - Continue the Philosophy in Film series and develop it into a recruiting and retaining program for the department. (Brown; ongoing)
  - Increase courses for non-majors and develop new courses for majors. With the addition of an additional part-time faculty member, the number of sections of the 100-level course will be increased from 3 to 4; in addition 200-level courses for non-majors will increase from 2 to 3, and courses for majors will increase from 2 to 3. This increase will allow the development of courses focusing on individual philosophers—e.g. a course on Plato or Descartes—in addition to other courses to make our majors more competitive for graduate programs. (Brown/Douchant; October, 2006 and ongoing)
  - Develop new courses of interest to non-majors and courses of interest to majors. For example, a course in Intermediate/Advanced Logic is offered by independent study spring 2005. For non-majors, a course in Philosophy of Love based on the successful J-Term course of January 2004 will be developed as a regular semester course. (Brown/Douchant; ongoing)
  - Revise course rotation to ensure all majors can complete their studies in 4 years and add new courses to the rotation as needed. PHL 280 Epistemology, PHL 380 Metaphysics, and PHL 380 Contemporary Moral Theory have been added. Phil 240/340 Bioethics and PHL3260/360 Philosophy of Science have been added to the catalog. This revision will be done so as to recruit and retain students and to make them desirable candidates for graduate study. (Brown/Douchant; ongoing)
  - Revise program information for LU Web and revise program brochure (Brown; ongoing)

## RELIGION

The Religion Faculty will

- Integrate courses currently taught in the REL curriculum that will augment and support the American Studies program at the undergraduate and graduate level. (Meyers, Mason; March, 2007)
- Develop a process for identifying and training tutors to assist students enrolled in REL courses to ensure complete understanding of material. (Mason, Meyers; in process)
- The first draft of a complete listing of career and graduate opportunities for religion majors and minors to assist students on the next leg of their educational journey has been completed. The final revision will be complete by January, 2007 (team.)
- Research how religion other courses address the University's emphasis on character development, values, and American character and ethics. (Mason, Meyers; 2006-2007)
- Continually review the REL curriculum to find ways to emphasize and make relevant the values of the Judeo-Christian tradition and the goals of Lindenwood University (Mason, Meyers; ongoing)
- Research teaching methods and course content that would encourage students to face the critical issues in society and think rationally, morally, ethically, and critically about them (Team; ongoing) Add special topic courses that deal with the practical and personal aspects of religion in order to allow student to develop more fully their personal, spiritual, and religious understandings of life (Team; February, 2008)
- Develop a local chapter of the national honor society for students of religious studies and seek a charter for Lindenwood University. (Mason, Meyers; February, 2007)

### *Assessment Goals*

**Purpose:** As a means of assuring the quality of our programs, the Humanities Division is committed to an active and on-going program of assessment. In addition to, but apart from, regular student grading, the goals and objectives of individual courses will be consistently and regularly measured using tools designed to determine student competencies as related to course objectives. These tools are regularly evaluated for their effectiveness in quality assurance.

**Action Plan:** In carrying out this philosophy, Humanities programs will meet regularly to evaluate results and to adjust both assessment tools and instructional methods and materials.

The Humanities Faculty will

- Continually review all courses assessments offered in the Humanities and use those results to make needed changes to the courses themselves. (Team; ongoing)
- Use CAT techniques throughout coursework offered in humanities (Team; ongoing)

- Systematically evaluate higher levels of Bloom Taxonomy for upper division classes in throughout the Humanities Division. (Team; ongoing)
- Include statement of assessment in all division syllabi and discuss with students in all classes the importance of and use of assessment materials and subsequent results. (Team; ongoing)
- Work with Don Heidenreich, Chairperson of the Assessment Committee, to make all needed changes to division instruments. (Team)

Each department within the Humanities Division developed its own assessment goals, and those goals are listed below.

- American Studies
  - Evaluate the assessment process for American Studies in light of fact that American Studies is a new and emerging program (October, 2006.)
  - Improve the assessment for American Studies courses in the area of quantifiable evaluation. In addition, revise pre- and post- *self-evaluations* for all American Studies courses that qualify as General Education and major specific courses (September, 2006.)
  - Re-evaluate goals and objectives for American Studies during the 2005-06 academic year, to update program (Team; August, 2006)
  - Review and revise assessment of Introduction to American Studies (AST101). Begin assessment of rotating American Studies courses (Team; August, 2006)
  - Propose to Deans Council to change the AST101 course to a 200 level course (accomplished: fall, 2006)
- English
  - Continue to develop assessment for upper division courses
  - Continue refining evaluation processes of portfolios for graduating (or senior) majors (Glover, Bell; May, 2007)
  - Make needed changes to coursework based on assessment results (Glover; May, 2007)
  - Coordinate syllabus development to ensure instruction uniformity for multiple section courses (Glover; May, 2007)
- Foreign Language
  - Continue to monitor effectiveness of assessment tools and adjust as needed to assure quality of instruction (Team; ongoing)
  - Make needed changes to coursework based on assessment results (Team; ongoing)
  - Continue development of standards for student competencies in oral and written work for introductory and intermediate language classes (Team; ongoing)
- History
  - Have assessment cycles in place in surveys (History 100, 105 & 106, Geography 201) providing information regarding student learning in specific areas such as economic and social geography, historical geography, economic and political history, etc. (Team; going)

- Assess all history courses using locally generated measures.
- Philosophy (Team)
  - Evaluate Bloom's taxonomy for assessment of upper-level philosophy courses
  - Explore the possibility of developing minimum standards and assessment tools for this purpose in all philosophy courses (Team; ongoing)
  - Formalize assessment for PHL 150, 214, 215. (Team; Fall, 2006)
  - Develop assessment for upper-level courses (Team; ongoing)
- Religion
  - Continue to develop qualitative and quantitative assessment tools for the religion program. (Team; ongoing)
  - Evaluate the new pre- and post-test in REL 202 –*Religion in America*. The results will be used to improve the course during the coming two year cycle (Team; February, 2007)
  - Implement changes to the content of the REL 210 and 211 courses during the 06-07 academic year based on the results of a pre- and post-test (Team; February, 2008)
  - Evaluate the new assessment tool for REL 320 – *Christian Doctrine* and administer to the students (Team; February, 2007)
  - Implement the assessment of the measurement device used to study the students' comprehension and ability to critically evaluate the various arguments for the existence of God in REL 325 – *Philosophy of Religion*-every other year (Team; February, 2008)

### *Changes in Five-Year Goals*

#### HUMANITIES DIVISION

The Humanities Faculty will

- Actively recruit students into all majors and minors. Make use of the website, newsletters, positive recommendations from current students, meetings with parents and students as arranged by Admissions, and Humanities scholarship opportunities.
- Propose needed increases in faculty as the student population grows. Work to hire the best possible full and adjunct faculty.
- Encourage all faculty members to use PCCCommon and WebCT to better meet the needs of our students. Additionally, expand the use of technology for all classes in order to meet the needs of visual learners.
- Organize additional cross-disciplinary coursework in an effort to help students understand the relationships among the themes and theories of their coursework.
- Continue to develop advising techniques. Work as a division to understand the various majors and minors so that appropriate advising occurs. Develop a mentoring program for new faculty members.
- Investigate additional majors and minor to best meet the needs of our students in an ever-changing world.
- Improve library holdings in all disciplines.
- Learn, as a division, to think “outside the box.” Investigate program options at other schools and apply those ideas to Lindenwood University.

- Update the Strategic Plan on a yearly basis

## AMERICAN STUDIES

The American Studies faculty will

- Develop new American Studies interdisciplinary courses with the growth of the program and the needs of the students. (Tillinger, Tretter)
- Integrate more LU American emphasis classes into the curriculum on the undergrad and grad level using LU faculty as affiliate AST faculty. (Tillinger, Tretter)
- Cooperate with the Education Division in establishing the National Center for the Study of American Culture and Values. (Tretter, Tillinger)
- Expand the Teacher Education program by offering a Certificate in American Studies. (Tretter, Tillinger)
- Offer Continuing Education courses with an emphasis on civic responsibility, community participation and cultural awareness based on traditional American values. (Tillinger, Tretter)
- Integrate University resources at the Boone Home with the LU curriculum. (Tillinger, Tretter)
- Establish a regular LU academic curriculum at the Boone campus for Monday-Friday AST classes; include such options as T, TR and MW courses... (Tillinger, Tretter)
- Team teaches AST classes at the Boone Campus and at LU. (Tillinger, Tretter)
- Recruit and exchange from American Studies programs abroad. (Tillinger, Tretter)
- Participate in the American Studies Association, encouraging majors to present papers. (Tillinger, Tretter)
- Attract attention to Lindenwood University's American Studies program through participation in the Midwest American Studies Association. This participation will also give our students the opportunity to become active members. (Tillinger, Tretter and students)
- Promote the major for pre-law, government services, museology, global business, human service agencies, and media. (Tillinger, Tretter)
- Invite visiting area artists and craftspeople to teach Folk classes for credit during the May through December Terms. (Tillinger, Tretter)
- Research outreach programs offering service learning American Studies projects to foster civic responsibility in high schools. (Tretter)
- Expand the American Studies Club to explore topics and opportunities outside the classroom and to engage in discourse with a larger community. (Tillinger, Tretter)
- Promote the new MA program in American Studies using updated posters, flyers, and working in cooperation with Scott Queen. (Tillinger, Tretter)
- Continue to create internships relevant to the students' interest and needs in their area of emphasis. (Tillinger, Tretter)
- Recruit new members to the Board of Overseers who are interested and supportive of the American Studies Mission. (Tretter, Tillinger)



- Train undergraduate and graduate AST students as on-site guides and interpreters at the Daniel Boone Home. (Tillinger, Tretter)
- Train students to work in the field of historic preservation for Boone Campus projects such as reconstructing and repairing buildings and historically repair artifacts and textiles. (Tillinger, Tretter, Boone Facility staff)
- Design and set up a professional archival system using acid-free storage, files, paper and a temperature control system with a dehumidifier. (Tillinger, Tretter, Boone staff)
- Make the Boone Archives On-Line for students and researcher. (Tillinger, Tretter)
- Hire professional staff for the Boone Campus that will work in cooperation with AST faculty. (Administration, Tillinger, Tretter)
- Develop teaching packets for Elementary and Secondary teachers for use in the classroom to assist in teaching. (Tretter, Tillinger, E. Johnson)
- Have in place a *living history museum* and campus using students as period actors working and living on-site. (Tillinger, Tretter)
- Maintain the historical integrity of the Boone site through animal husbandry, period gardening, historic preservation, including Folk arts/crafts such as soap making, blacksmithing, weaving, quilting, candle making, care of costumes, textiles and the decorative arts. (Tillinger, Tretter)
- Assist in Boone activities such as Pioneer Days and Christmas Walk.
- Incorporate field work in courses.
- Develop an Native American interpretive site at the Boone Home (Tretter, Tillinger.)

## ENGLISH

The English faculty will

- Increase the number of English majors by one or two each year (Team)
- Continue to track and contact alumni of the English program for the purposes of program assessment and recruitment (Canale)
- Encourage students in other divisions to take writing and grammar courses as a means of ensuring a strong foundation for all coursework and for work following graduation. (Team)
- Assess the mission and operation of the Writing Center and recommend improvements (Hurst)
- Research and develop a policy and procedures handbook for the English Department (Glover)
- Investigate working with LCIE instructors in developing colloquium credit discussions of theater performances and literature readings (Heyn)
- Investigate using J-term travel to further the study of literature (Heyn, Bell, Glover)

## FOREIGN LANGUAGES

The Foreign Language faculty will

- Have the French study-abroad program in Caen, France, well established and running smoothly (Durbin)

- Increase Foreign Language faculty in French and Spanish, to meet growing numbers of students participating in program, majoring and minoring (Faculty)
- Enhance German language offerings to allow for the offering of a German minor. To meet this goal, a German professor will need to be added (Bell)
- Have some new faculty with 10- and/or 12-month contracts. (Team)
- Add course work in Spanish to bring the major requirements up to 30 hours (Heyder)
- Recruit and work ever more closely with students to increase the number of majors and minors in the Foreign Language programs (Team)
- Expand the Foreign Language Clubs, Honor Societies, language tables, and conversation partner programs to promote and invigorate our study programs (Team)
- Increase Honors participation in all qualifying foreign language courses. (Team)
- Re-examine the possibility of offering effective summer courses in Foreign Languages. (Team)
- Increase student direction of language clubs—as opposed to having organization and direction in the hands of professors. (Team)
- Continue trying to attract students to our program through the use of the Foreign Language scholarship. (Heyder)
- Increase contact with area schools. Including in this goal is the need to be available to visit student teachers as requested by the education division. (Team)
- Work to promote Foreign Language requirement for B.A. degrees and International Business degree. (Durbin)
- Investigate the possibility of offering additional language options including but not limited to Chinese and Russian. (Team)

## HISTORY

The History faculty will

- Refine and continue ongoing objectives from 1-year plan. (Team)
- Expand department offerings in regional studies to include Africa. This will make our world studies program comprehensive. (Assumes new faculty member with competence in the field.) (Griffin)
- Expand departmental offerings in geography to include economic geography. (Assumes new faculty member with graduate degree in Geography.) (Team)
- Investigate offering minor in geography. (Assumes new faculty member with graduate degree in Geography.) (Team)

## PHILOSOPHY

The Philosophy faculty will

- Explore the possibility of offering online philosophy courses. (Brown, Douchant)
- Develop summer philosophy program (dependent on staffing). (Douchant, Brown)
- Expand philosophy club and develop club related recruitment strategies for prospective students. (Brown)

## RELIGION

The Religion Faculty will continue to

- Investigate hiring an additional professor with expertise in religious studies outside of Western Christianity and the United States so the LU students might have the opportunity to obtain a broader education and learn more about religions and cultures they might deal with in life and business. (Team)
- Contact local seminaries about a combined degree that would allow non-traditional students to complete an undergrad and seminary degree in an accelerated format. (Team)
- Review and evaluate the number of credit hours required for a major or minors in Religion during the next five years. (Team)
- Investigate the possibility of doing overseas study programs or of bringing international students to Lindenwood University to study Christianity and the other great world religions. (Team)
- Contact the Presbyterian Church agencies involved with higher education in other countries as a possibility of using Presbyterian schools in other nations as a source of international students for Lindenwood University. (Team)
- Develop a step by step plan to host a student conference on the study of religion and science and invite students from surrounding areas to come and hear and present papers on the subject. This would be formulated as a recruiting tool and advertisement for Lindenwood University and as a means of addressing some of the critical issues in the current discussion of values, morals and faith in this country. (Team)

### *Student-Major Projections*

<b>Year</b>	<b>American Studies</b>	<b>English</b>	<b>Languages</b>	<b>History</b>	<b>Philosophy</b>	<b>Religion</b>
<i>(Actual)</i> <b>2005-06</b>	4	96	17	100	11	5
<b>2006-07</b>	13	102	20	104	15	10
<b>2007-08</b>	21	104	26	108	18	11
<b>2008-09</b>	25	105	28	112	22	12
<b>2009-10</b>	30	107	30	115	28	13
<b>2010-11</b>	32	109	32	117	30	15

In total, the faculty of the Humanities Division served 9,277 students during the fall 2004, J-term 2005 and spring 2005 semesters for a total credit hour load of 28,106. While it is our goal to increase our majors and to grow our programs, we also recognize it is our responsibility to educate the whole university in the areas of American Studies, Christian Ministry Studies, English, modern languages, history, philosophy, and religion.

## **Lindenwood College for Individualized Education**

### *Changes in Personnel and Facilities*

The number of full-time faculty positions in LCIE was reduced by two in conjunction with the restructuring of the system for managing Lindenwood's network of external sites and graduate and evening programs.

### *Changes in Assumptions*

1. LCIE will work in closer cooperation with the Evening, Corporate, and Graduate Admissions.

### *One-Year Action Plan for 2006 – 2007*

- Research cost to install television monitor with dvd/vcr player on ceiling brackets in each classroom in cultural center (Kemper; December, 2006).
- Implement a change in the culminating project grading system from a pass/fail grade to an earned letter grade to accurately reflect the student's mastery of the project (Kemper; July, 2006).
- Develop a pre-test/post-test assessment for the Communications Cluster to be used each quarter in all sections (Engleking; July, 2006).
- Work with Division Deans to offer three semester hour courses in the evening at the Belleville Campus to satisfy cluster requirements that were not satisfied with transfer credit and to promote a "traditional" degree program for prospective students wanting day-time classes (Kemper; ongoing).
- Research usefulness and cost of webpage for program offerings at Belleville Campus, possibly in conjunction with Professional Counseling and Education programs (Kemper; ongoing).
- Work with Michael Castro to bring more and various Communications clusters (e.g. Foundations) to Belleville Campus (Kemper; September, 2006).
- Call on the Director of the Hospitality Service Management Program at Forest Park Community College to explain our degree completion program in Hospitality Service Management and recruit new students to the program (Jump; September, 2006).
- Add a computer lab for student use at the Florissant Campus (Jump; December, 2006).
- Coordinate the offering of colloquia at the Florissant Campus (Jump; ongoing).
- Work with Beth Mead to re-structure Social Science course content and textbook requirements (Horstmeier; September, 2006).
- Implement a thorough evaluation of core clusters in the Human Resource Management Program to ensure offerings are comprehensive and current (Horstmeier; December, 2006).

- Formalize an articulation agreement for the A.A.S. degree in Networking between St. Charles Community College and Lindenwood University toward the B.A. in Information Technology (Kottmeyer, Bush; September, 2006).
- Research and revise the criminal justice curriculum to add two elective clusters: one in Crisis Management (St .Clair; July, 2006) and the other in Communications Skills for the Criminal Justice Profession (St .Clair; July, 2006).
- Redesign undergraduate healthcare management and gerontology capstone course (Wolfsberger; July, 2006).
- Collaborate with Terry St.Clair to design courses that combine healthcare and criminal justice for a correctional medicine cluster (Wolfsberger; December, 2006).
- Coordinate seminar at Barnes, Jewish, Christian Hospitals to recruit graduate Health Management students (Wolfsberger; November, 2006).
- Evaluate, design and implement separate clusters specific to the undergraduate and graduate programs in Health Management (Wolfsberger; October, 2006)
- Develop an Advanced Poetry Workshop Cluster to recruit students and enhance the MFA in Writing program (Castro; December, 2006)
- Work with Doyle and Barger to successfully implement the new External Campus Network Management system, to improve effectiveness of operations and services to students (Team, July, 2006)

*Changes in Five-Year Goals*

None

*Student Enrollment Projections (grad and undergrad combined)*

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Student Major</b>	<i>(Actual)</i>					
<b>Undecided /other</b>	107	110	114	118	127	132
<b>Business Administration*</b>	1538	1588	1653	1778	1861	1950
<b>Communications*</b>	256	300	326	343	361	378
<b>Criminal Justice*</b>	285	293	309	319	330	340
<b>Gerontology/Health Mgmt.*</b>	154	157	167	175	185	195
<b>Hospitality Services Mgmt.</b>	7	010	012	014	015	015
<b>Human Resource Mgmt.*</b>	292	301	314	332	351	370
<b>Information Technology</b>	161	186	207	226	244	260
<b>MFA – Writing**</b>	27	029	030	031	032	033
<b>Mortuary Mgmt.</b>	1	002	003	003	003	003
<b>Valuation Sciences</b>	6	006	006	006	006	006
<b>Counseling</b>	791	831	861	881	891	901

## Management

### *Statement of Purpose*

The Lindenwood University Division of Management strives to teach students to be functioning, contributing members of the business community. The Division focuses on the development of the “whole person” as an enlightened, future leader in business and of society. The Division integrates the latest theoretical and practical knowledge into comprehensive learning designed to meet the requirements of a global economy.

### *Personnel*

	Regular	Adjunct
Accounting	<u>5</u>	3
Economics	<u>3</u>	2
Finance	1	3
Human Resources	1	2
Information Systems	3	3
Law	1	1
Management	3	7
Marketing	<u>3</u>	3
Political Science	1	0
Public Management	0	1
Retail Merchandising	1	1
Sports Management	<u>1</u>	<u>2</u>
TOTAL	<u>23</u>	28

There are eight faculty members with terminal degrees in the management division.

### *Changes in Assumptions:*

1. Lindenwood’s area of expertise will continue to be the personal attention, personal education of the student and exposure to a business experienced faculty.
2. Mentoring by faculty will continue to be an important aspect of the Lindenwood experience.
3. On-Line learning options will be required to meet some students needs.
4. The development of the student as a values based business leader and citizen will still be a focal point of the “Lindenwood Educational experience.”
5. Business professionals have an increasing need for a clear understanding of the uses of technology coupled with communication and problem solving skills.
6. Areas of employment with the business field will continue to grow including: accounting, finance, MIS, general management, and entrepreneurial studies.

7. Lindenwood University's future will be fueled by the growth of St. Charles, Lincoln, and Warren Counties in Missouri and by new service centers in Illinois.
8. The number of International Students will continue to represent a significant number of business students.
9. The continued growth and service areas expansions will result in an increased demand for graduate courses to support the growing number of corporations and their employees within the entire service area

*One-year Action Plan for 2006-07*

- Continue student recruitment efforts for all graduate and undergraduate programs. (Team; ongoing).
- In conjunction with Graduate Admissions promote the newly developed Entrepreneurial MBA concentration. (Morris; ongoing)
- Explore developing and marketing an Intrapreneurial MBA concentration. (Morris; ongoing)
- In conjunction with Graduate Admissions promote the MBA Advanced Standing program to both internal (i.e. MA's in Education) and external publics. (Team; ongoing)
- Develop an active MBA Alumni Social Networking Program. (White, June, 2007)
- Enhance technological capabilities at all outreach sites. (Morris, August, 2006)
- Increase the number of "Focus on Business" programs offered on LUHE as a means of enhancing awareness of our business offerings. (Morris/Chilton; ongoing).
- Continue the assessment process for all programs within the division. (Program Managers; ongoing).
- Introduce an economics minor as an option for Lindenwood Undergraduates. (Kamm, Chilton, Najjar; August, 2006)
- Develop a new undergraduate course in social issues in economics (Kamm, Chilton, Najjar, January, 2006)
- Implement Entrepreneurial Studies curriculum with course offerings in J-Term and/or Spring semester 2007 (Morris; December, 2007)
- Introduce a revised Java Programming Course in our graduate and undergraduate programs during the Fall Quarter 2006 (Lesh; October, 2006)
- Implement, in collaboration with the computer service faculty, the cross listed programming courses to be offered to MIS and CSC students. (Ezvan, Lesh; ongoing)
- Develop a Special Topics course on XML to be offered during the January Term 2007 (Ezvan, Lesh; October, 2006)
- Develop a fraud examination course within the accounting curriculum by May 2007 (White, Waring; June, 2007)
- Evaluate the replacement of Channels of Distribution (BA 357) with Market Research and Information. (Arns, Vahle, Elder and Cannon; January, 2007)

- Initiate a new Campus Chapter of Delta Epsilon Chi (the college division of DECA) (Arns, Wiedner, Elder; December, 2006)
- Create an undergraduate Sport Management Club. (Ellis, Hudgins; August, 2006)
- Develop a network of practicum locations in metropolitan high schools for sport management majors. (Ellis, Hudgins; May, 2007)
- Develop a capstone course for the MA in Sport Management program (Ellis, Hudgins; February 2007)
- Develop a J-Term field project utilizing metro locations for a Sport Management Special Topics Course (Ellis, Hudgins; January 2007)
- Develop a risk management/loss prevention course (Ellis, Cannon; March, 2007)
- Explore methods for better integrating retail merchandising and fashion design for those students who are interested in both subject areas (Cannon; March, 2007)

### *Freshman Retention*

- Continue to meet with all freshmen classes at least three times during the first semester (ongoing)
- Freshmen who have 9 or more college credit hours transferred in from high school encourage their enrollment in entry level business courses such as BA 200, BA 211, and BA 240 (ongoing)
- Encourage freshmen involvement and attendance, as is appropriate, with activities sponsored by the various “clubs” within the Division of Management (Team; ongoing)
- Encourage Sport Management freshmen to register for one or the “lower level” sport management classes (Team; ongoing).

### *Changes in Five-Year Goals*

- Work with appropriate individuals in the planning development and construction of a new location for the Division of Management
- Develop plans to effectively utilize the new Division of Management location to offer more educational programs for corporate “partners”
- Within the “new” building develop a “center” with a focus on small business and entrepreneurial endeavors
- Work with the Lindenwood Press for possible Management, Sport Management, Public Management and Political Science publications.
- Develop an MA program in Retail Management
- Offer an on-line Graduate Certificate in Global Management.
- Develop on-line learning options to meet student needs
- Event Administration and Promotion Program to direct a Heart of American Athletic Conference championship
- Event Administration and Promotion to direct an NAIA national championship
- Enhance the Management Division’s visibility in the St. Louis Metropolitan area through “Profiles on Saint Charles County (KCLC) and “Insights” (LUHE TV)



- Conduct ongoing survey of Political Science and Public Management graduates to determine the percentage that have attended graduate school law school and which schools they attended, as an aid to recruitment
- Develop a certificate program in risk management and loss prevention
- Develop an undergraduate major in economics
- Develop an undergraduate major in entrepreneurial studies
- Design in conjunction with the Computer Services Lab, technical specifications for one of the Computer labs in Harmon Hall to support courses in Linux and open source technologies
- Expand MIS offerings and develop courses in data memory and enterprise information systems
- Implement a Graduate Certificate program in Global Management

*Student Enrollment Projections*

<b>Year</b>	<b>Acct</b>	<b>Bus Adm</b>	<b>Fin</b>	<b>HR Mgmt</b>	<b>Int'l Bus</b>	<b>MIS</b>	<b>Mktg</b>	<b>Mgmt</b>	<b>Pol Sci</b>	<b>Public Mgmt</b>	<b>Sports Mgmt</b>	<b>Retail</b>
<i>(Actual)</i> <b>2005-06</b>	114	703	72	38	95	19	154	47	49	5	80	22
<b>2006-07</b>	120	717	82	42	97	24	160	65	46	15	84	22
<b>2007-08</b>	125	775	85	45	100	25	165	70	48	16	85	30
<b>2008-09</b>	136	780	86	46	102	26	168	71	50	17	86	31
<b>2009-10</b>	137	785	87	47	104	27	170	72	51	18	87	32
<b>2010-11</b>	148	790	88	48	105	28	172	73	52	19	90	33

## Sciences

### *Changes in Personnel and Facilities*

None

### *Changes in Assumptions*

None

### *One Year Action Plan for 2006/07*

- Continue to build top-of-mind awareness of quality science programs at LU (Program Managers, ongoing)
  - High School / Community College outreach
  - LUHE-TV programming
- Implement plan for major improvements in existing greenhouse facilities (Mettler-Cherry / Abbott, Sep 2006)
- Evaluate potential for initiating a new Forensics major and/or minor for Chemistry majors (Pavelec, May 2007)
- Expand offerings in Anthropology and Sociology with an emphasis on courses that may be cross-listed with other departments including Psychology, History and American Studies (Scupin/Stein, ongoing)
- Continue improvements in Sciences Division Program web pages to enhance recruiting of computer-savvy students who expect a detailed and informative web presence (Golik / VanDyke, Dec 2006)
- Revise CSC 100 course content to attract a wider variety of students interested in computer-oriented majors (Haghighi / Van Dyke, Dec 2006)
- Complete installation of computer projection equipment in all classrooms in Young Hall so that all students can benefit from integration of appropriate technology in instruction (Abbott/Bush, Aug 2007)
- Continue upgrading classroom facilities in Young Hall, particularly with regard to lighting and acoustics (Abbott, ongoing)
- Develop a database to track Sciences Division graduates to monitor career success in all majors; evaluate ways of publicizing this information to potential students and student advisors (Program Managers, May 2007)

*Enrollment Projections*

<b>Year</b>	<b>Biol</b>	<b>Chem</b>	<b>PreHealth</b>	<b>Comp. Science</b>	<b>Math.</b>	<b>Pre- Eng</b>	<b>Psych</b>	<b>Soc./ Anthro.</b>
<i>(Actual)</i> <b>2005/06</b>	100	30	104	61	20	22	139	6
<b>2006/07</b>	102	30	106	64	21	23	144	7
<b>2007/08</b>	104	32	110	68	21	24	150	9
<b>2008/09</b>	106	34	115	73	22	27	155	10
<b>2009/10</b>	110	36	120	77	23	30	160	10
<b>2010/11</b>	115	36	126	81	24	33	163	11

## **General Education Program**

### *Statement of Purpose*

The mission of Lindenwood's General Education Program is to ensure that all Lindenwood students receive a "liberating arts" education with long-lasting functionality – a broad and deep foundation for problem-solving, innovation, meaningfulness, and personal satisfaction throughout life. We want to instill the ability to "think outside the box," the courage and motivation to make a real difference in the world, and a proclivity to be other-centered in personal relationships as well as in one's work.

### *One-Year Action Plan for 2006-07*

- Complete the biennial review of general-education-course syllabi relative to their formal completeness and substantive quality, to assure first-rate guidance for students (Team; November, 2006)
- Complete production of Lindenwood's General Education brochure, which will express the rationales underlying each requirement (Team; November, 2006)
- Work with the Communications Division and LUHE-TV to produce several clips on the relevance of Lindenwood's GE courses (Team; December, 2006)

### *Changes in Five-Year Goals*

- No changes

## **Daniel Boone Campus and NCSACV**

### *Statement of Purpose*

The Daniel Boone Campus consists of more than one thousand acres and thirty structures. The Daniel Boone Home, the historical Boonesfield Village, and a several-hundred-acre environmental laboratory and preserve-is being developed and operated to present unique learning opportunities for students. The site provides regional and national patrons opportunities in the areas of American Studies, Environmental Science, and Character Development. Lindenwood's National Center for the Study of American Culture and Values (NCSACV) is the overarching educational and cultural program that creates and delivers these distinctive learning experiences. The NCSACV has six "cornerstone" programs or core values: American History and the American Experience, American Citizenship and Civics, American Heritage—the Arts, the Humanities, and Historic Interpretation, Character Education and Character Development, Ethics, Faith and Spirituality.

### *Changes in Assumptions*

1. The site will transition from a visitor and tourist attraction to include becoming an academic and value based educational center.
2. The Weldon Spring academic center will be included as part of the Daniel Boone Home strategic planning process.
3. The expansion of Academic programs, fundraising in conjunction with existing tourist-oriented programs will allow the Daniel Boone Home to better focus on its statement of purpose.
4. Additional focus will be on the site's environmental improvement, and reintroduction of native plants, trees, and crops.

### *One-Year Action Plan for 2006-07*

The Strategic Planning process will be segmented into the following areas:

- Personnel, Staff and Volunteer Development and Training.
- Academic Strategies
- University Interaction
- Historic Facilities Expansion
- Historic Restoration of Plant Life
- Maintenance
- Advancement and Fund Raising

#### **PERSONNEL, STAFF AND VOLUNTEER DEVELOPMENT AND TRAINING**

- In-service training of the staff will occur each year before season opens.

- Special training and testing of all volunteers will occur before they are placed in service (Stewart; September, 2006)
- Volunteer staffing will be increased to be equal in numbers and hours to the Daniel Boone Staff (Stewart; September, 2006)
- Volunteer staff will be managed and directed by a designated staff member who will be responsible for their performance (Stewart; September, 2006)
- Special event training will occur within two weeks of the actual event to work out problems in advance of the event (Stewart; September, 2006)
- The staff will be schooled on developing the Daniel Boone Home’s institutional historical memory. What events are held and why. Developing traditions as part of the human legacy will be expanded (Stewart; September, 2006)

#### ACADEMIC STRATEGIES

- Daniel Boone will continue to recruit junior level undergraduate and first year graduate students for its Challenge Semester (Stewart; ongoing)
- Students will work at the Daniel Boone Home and fulfill the six “cornerstone” values (Stewart; July, 2006)
- Historic skill classes will be offered that are taught on the weekends primarily aimed at non-resident individuals (Stewart; July, 2006)
- International student programs will be created to accommodate special entrepreneurship activities. (Stewart; February, 2007)

#### UNIVERSITY INTERACTION

Inclusion of the Lindenwood University student life’s programs will be key to making the Daniel Boone Home available as a resource to the faculty and student body.

- Monthly programs will be scheduled at the Daniel Boone Home with the office of Student Services to encourage Lindenwood Students to learn about the site (Stewart; August, 2006)
- Student groups will be offered opportunities to complete work projects at the Daniel Boone Home (Stewart; October, 2006)
- Event scheduling will be structured to increase Lindenwood Student involvement in Daniel Boone Home events (Stewart; September, 2006)

#### *Historic Facilities Expansion-Capital Projects*

PROJECT	2005-06
San Carlos Fort	\$50,000
Lower Lake	15,000
Van Bibber Lake and Drainage	20,000
Log School House	15,000
Bollmann Grading/Drainage	30,000
Daniel Boone Home Roof	45,000
Bollmann Fencing	2,000
Parking Lot	40,000
Visitor’s Center	2,000,000

#### HISTORIC RESTORATION OF PLANT LIFE

- Edible native plants will be introduced and encouraged in special areas. Plants similar but not limited to: watercress, cattail root, cane sprouts, pecans, walnuts, hickory nuts, butternuts, hazelnuts and other local species (Stewart; July, 2006)

#### MAINTENANCE

The following activities are scheduled:

- The storage area at Sappington (chicken house) will be dismantled and the grounds restored to natural (Stewart; July, 2006)
- The storage sheds near the barn will be dismantled and the contents moved to the Craftsman area (Stewart; July, 2006)
- The roof will be replaced on the Daniel Boone Home (Stewart; June, 2006)
- The brick oven in the Stake House Summer Kitchen will be replaced (Stewart; July, 2006)
- A comprehensive painting schedule will be followed for volunteer and student assistance (Stewart; July, 2006)
- A specific detailed maintenance list is maintained at the site (Stewart; July, 2006)
- Drainage issues continue to be addressed and improved (Stewart; July, 2006)

#### ADVANCEMENT AND FUND RAISING

- Fund raising will center on non-traditional university sources (Stewart; July, 2006)
- A listing of the top 100 historic donors will be assembled for personal visits (Stewart; July, 2006)
- Foundations that traditionally give for historic preservation will be contacted.
- Grants from private foundations will be solicited (Stewart; July, 2006)The Daniel Boone Home Director will spend a minimum of one day each week engaging in advancement activities (Stewart; July, 2006)

#### *Changes in Five-Year Goals*

- Personnel, Staff and Volunteer Development and Training.
  - a. The staff will become more volunteer and student based with growth in staffing levels from these areas
  - b. The Daniel Boone Home will have its tourism business structured in such a way that some tour activities minimize labor content. Films and the Visitors Center will help accomplish this.
- Academic Strategies
  - a. The emphasis will shift from undergraduate to graduate research oriented student activities when the archival storage facilities are incorporated in the new visitors' center.
  - b. The number of academic offerings will increase as the number of students continues to grow and the level of student interaction continues.

- University Interaction
  - a. The increased incorporation of the Daniel Boone Home with Lindenwood student life will expand to increase the number of activities.
  - b. Many of the Daniel Boone Home calendar events will begin to become student staffed with graduate students participating in the event management portion of the experience.
  
- Historic Facilities Expansion

Lindenwood University will continue to expand its training and historic centers.

Project	Total Cost	2005	2006	2007	2008	2009	2010
San Carlos Fort	\$ 50,000	\$ 50,000					
Village Lower Lake	\$ 15,000	\$ 15,000					
Van Bibber Lake/Drainage	\$ 30,000	\$ 20,000					
Log School House-VB	\$ 15,000	\$ 15,000					
Bollmann Grading/Drainage	\$ 30,000	\$ 30,000					
DBH Roof	\$ 90,000	\$ 45,000	\$ 45,000				
Bollmann Fencing	\$ 2,000	\$ 2,000					
Parking Lot	\$ 40,000		\$ 40,000				
Visitor Center	\$ 2,000,000		\$1,000,000	\$ 1,000,000			
Blacksmith Shop	\$ 40,000		\$ 40,000				
Sash Saw Mill	\$ 350,000			\$ 175,000	\$ 175,000		
Saddleback Env. Studies Bld.	\$ 50,000		\$ 50,000				
Howell House	\$ 250,000					\$125,000	\$125,000
Callaway House	\$ 300,000				\$ 150,000	\$150,000	
Pole Barn	\$ 15,000		\$ 15,000				
Carriage House Renovation	\$ 50,000			\$ 25,000	\$ 25,000		
Stable Renovation	\$ 50,000			\$ 50,000			
<b>Totals</b>		<b>\$ 177,000</b>	<b>\$1,190,000</b>	<b>\$1,250,000</b>	<b>\$350,000</b>	<b>\$275,000</b>	<b>\$125,000</b>

- Historic Restoration of Plant Life

Tree plantings and native plants and grasses will be expanded in each years planting season. Trails will be established to allow students and visitors to the center to view native plants as would have been present during Daniel Boone’s lifetime. A detailed plan will be followed for specific soil types and needs.



- Maintenance
  - a. Maintenance standards will be further expanded to include routine programs of preventive maintenance for HVAC systems, all electrical, fire prevention, and drainage systems
  - b. Maintenance work lists for non-recurring items will be kept posted in the Craftsman center where they can be assigned as per schedule.
  - c. A “make or buy,” paradigm will be established to determine what maintenance needs can be done on site by staff and those which need to be contracted out.
  
- Advancement and Fund Raising

Fund raising for the Daniel Boone Home will continue to be refined. Capital projects will be expanded further to include and annual fund to supplement the capital characteristics of the existing fund raising plan. Amounts of projections should be adjusted on an annual basis to improve the accuracy of the fund raising projections.

<b>Fund Raising Efforts</b>	<b>Year</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Boone Committee</b>		\$50,000	\$100,000	\$50,000			
<b>St. Louis Foundation Sources</b>			\$100,000	\$100,000	\$100,000		
<b>Corporate Sources</b>			\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>Project Funding</b>		\$25,000	\$5,000	\$25,000	\$50,000	\$100,000	\$50,000
<b>Historic Givers</b>			\$35,000	\$60,000	\$60,000	\$60,000	\$60,000
<b>Memberships At Large</b>		\$25,000	\$35,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>Ardmore Foundation</b>		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Andersen "type" Foundation</b>		\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
<b>Total Projected</b>		<b>\$320,000</b>	<b>\$595,000</b>	<b>\$605,000</b>	<b>\$580,000</b>	<b>\$530,000</b>	<b>\$480,000</b>

## ***Student and Program Support***

### **Academic Services**

#### *Statement of Purpose*

The Academic Services Office is dedicated to creating a positive, people-focused culture and operational excellence at Lindenwood University. This division provides for all student populations, support to the administration, faculty and staff, and fosters communication between all academic and student services.

#### *Responsibilities*

Responsibilities of Academic Services include:

Management of all registration services:

- Grades and transcripts
- Student information for mentoring program
- Weekly student progress reports
- Early identification of “at-risk” students
- Retention of students through early intervention of roadblocks to success
- Streamlining transfer process
- Degree audits and graduation certification
- Classroom utilization
- Government reporting and institutional surveys
- Certification of athletic eligibility
- Veterans Affairs Coordination
- Enrollment verifications and loan deferments
- Management and processing of course schedules
- Prepare files for admittance for graduate and LCIE students
- Database Management
- Teaching responsibilities
- Registration and rosters
- Syllabus collection
- Maintain academic files
- Coordination of Honors Convocation Ceremony, Baccalaureate and Commencement Ceremonies

### *Personnel Changes*

None anticipated

### *One-Year Action Plan for 2006-07*

- Continue to integrate technical advances into everyday operations, to improve services, advising, registration, record keeping, report generation, degree audits, and VA certification, to boost our competitive edge and increase customer satisfaction (examples: degree audit & room scheduling programs) (Dean, Team, Information Services; ongoing)
- Elimination of social security numbers as primary identifiers (Dean, Team, Dominic Soda; September, 2006)
- Continue implementation of an electronic database reference catalog for electronically stored course syllabi (Dean, Coordinator, Team; ongoing)
- Develop and implement guide for retention and disposal of student records, to protect individual student data (Registrar; December, 2006).
- Develop and implement Academic Services policy and procedures manual to clarify expectations and increase effectiveness of services (Dean, Assistant Registrar; ongoing)

### *Changes in Five-Year Goals*

- Help plan and implement an one-stop omnibus Student Services Center in the retail center development

## **Admissions**

### *Undergraduate Admissions 2006-07 Strategic Update*

#### *Changes in Personnel and Facilities*

1. Personnel Responsible for Traditional Undergraduate Admissions
  - The Dean of Admissions (S. Guffey) and the Associate Dean of Admissions (J. Parisi) oversee all undergraduate admissions areas.
  - Five full-time Admissions/Financial Aid Counselors
  - Five three-quarters time equivalent Admissions/Financial Aid Counselors, coaching one sport
  - Added One full-time Administrative Assistant

#### *Changes in Assumptions*

None

*Changes in Five-Year Goals*

None

*Student Enrollment Projections:*

**Residential Students - Projections for Fall 2006**

	Headcounts for Spring 06	Graduating in Spring or Summer 06	Number Left After Graduation	Estimated Proportion Dropping	STUDENTS SHIFT STATUS	Returning Fall 06	Goal for Fall 06	New Students Needed for Fall		
								Int'l	U.S.	Total
Day Undergrads										
Freshmen	868	0	868	0.21		0	950	75	875	950
Sophomores	713	0	713	0.16	→	686	751	15	50	65
Juniors	558	0	558	0.08	→	599	670	10	61	71
Seniors	761	350	411	0.15	→	863	870	0	7	7
International Grad Students	76	20	56	0.13		49	70	21	0	21
Other	31	6	25	0.16		21	35	0	14	14
<b>TOTAL</b>	<b>3007</b>	<b>376</b>	<b>2631</b>	<b>0.16</b>		<b>2218</b>	<b>3346</b>	<b>121</b>	<b>1007</b>	<b>1128</b>

Summary:

We will need to recruit about **1128 new students for the fall term** to start out with about 3300 students in residence.

*Adult and Graduate Admissions 2006-07 Strategic Update*

*Changes in Personnel and Facilities*

1. Added North County Campus at Florissant Site – Jim Jump site director

*Changes in Assumptions*

1. Belleville and other external sites will come under the management of a campus network manager for all activities related to enrollment, to coordinate management of all site activities and policies with all Lindenwood administrative offices.

*One-Year Action Plan 2006-2007*

New Objectives

- Work more closely with the following departments for comprehensive synergy in order to capitalize on enrollment opportunities for all formats
  - LCIE

- Division of Management
  - Traditional Undergraduate
  - Education
- Continue to expand our presence in North County through partnerships/outreach

*Changes in Five-Year Goals*

None

**Athletics**

*Changes in Personnel and Facilities*

None

*Changes in Assumptions*

1. Athletics will work in closer cooperation with the faculty regarding athletic related student-athlete absences.

*One-Year Action Plan for 2006 – 2007*

- Negotiate purchase of Church of Christ facilities to provide locker rooms, bathrooms, equipment storage and meeting space (Mueller, Dec. 2006)
- Remodel and improve locker room space and amenities at the Lindenwood Ice Arena (Schaub, Oct. 2006)
- Provide bathroom facilities at the Lou Brock Stadium complex (Behrens, Loberg, Feb. 2007)
- Install remote scoreboards for both baseball and softball fields (Behrens, Loberg, Feb. 2007)
- Install sprinkler systems to the baseball and softball fields (Behrens, Loberg, Mar. 2007)
- Construct concrete driveway to the softball field to eliminate having to drive tractors and emergency vehicles over the grass (Loberg, Feb. 2007)
- Sponsor promotions at athletic events to increase student participation and to help develop school spirit (Click, Aug. 2006)
- Develop community outreach/partnership with various non-profit programs in St. Charles/St. Louis area (Jackson, Creer, Aug. 2006)
- Create J-Term class identified with Character in Sport/Education where student-athletes would volunteer time as part of the community outreach/partnership initiative (Jackson, Gorzynski, Dec. 2006)
- Provide adequate practice facilities for Cheerleading and Dance programs (Nichols, Aug. 2006)

- Develop more field space for recreational, intramural and athletic usage (Ross, Aug. 2006)
- Increase marketing and promotions of the athletic programs (Barger, Aug. 2006)
- Hire a Sports Information Director (Creer, Aug. 2006)

*Changes in Five-Year Goals*

None

**Bookstore**

*Changes in Personnel and Facilities*

*None*

*Changes in Assumptions*

None

*One-Year Action Plan for 2006 – 2007*

- Facilitate transition to outsourcing of book ordering and delivery system through MBS Direct. (Goldstein, Snipes; August, 2006)
- A must to have security cameras in high pilferage areas. (Bush, Goldstein, Snipes; January, 2007)
- Increase the sale of emblematic merchandise by new designs and upgrading merchandise. (Goldstein, Snipes; ongoing, 2006-2007)
- More time spent to upgrade merchandise bought for the university through purchase orders at better prices and companies purchased from, and the follow up on credits from companies. (Goldstein, Snipes; ongoing, 2006-2007))

*Changes in Five-Year Goals*

None

**Business Office**

*Statement of Purpose*

The Business office has two purposes. One is to accurately charge and collect student accounts while assisting each student with payment options that may assist them in covering the cost of their education. In this role, the Business Office maintains critical communication between the student and other departments such as Academic Services, Financial Aid, and Housing. Secondly is providing the university with accurate financial

accounting of transactions, capital resources and investment and manage cash flow under the direction of the President, Board of Directors and Board of Finance.

*Personnel Changes*

None

*Facilities Changes*

None

*Changes in Assumptions*

None

*One-year Action Plan for 2006-2007*

- To add online payment options.
- Add automatic credit card debiting as a method of payment for payment plans
- Add online credit card payment option for paying student account in full.
- Fully implement the school as lender program.
- Implement a Lindenwood University alternative loan program for approved students.
- Cross-train critical staff positions.

*Changes in Five-Year Goals*

None

## **Campus Life**

### *Statement of Purpose*

The Campus Life Offices are committed to the development of the whole person within a value system that acknowledges the university's Christian heritage and focuses on four-dimensional personal growth: mental, social, physical and spiritual. Campus life helps students to establish good learning skills; gain a broad range of knowledge and understanding about the arts, humanities and sciences; obtain social and physical enjoyment through athletic and recreational activities and special events; grow in capacity for work, achievement and leadership; and experience self-discovery and personal fulfillment that will serve a lifetime.

### *Changes in Personnel and Facilities*

Student Activities: Laura Begley, Assistant Director  
Campus Life: Brandi Goforth, Assistant/American Humanics Coordinator  
Success Center: Dan Ingram, Director

### *Changes in Assumptions*

None

## **CAREER SERVICES**

### *One-year Action Plan for 2006 – 2007*

- Partner with Regional Business Council to facilitate internship and employment opportunities for students and alumni (Wehrli; September, 2006).

### *Change in Five Year Goals*

None

## **STUDENT ACTIVITIES**

### *One-Year Action Plan for 2006-07*

- Make better use of student activities for not only retention but also recruitment through promotion with the radio station, TV station, newspaper and website, including the upcoming new campus only Student Activities TV Station (Click; September, 2006).

### *Change in Five Year Goals*

None



## HOUSING

### *One-Year Action Plan for 2006-07*

- Relocation of First Capitol residents due to redevelopment of the First Capital area (Giessman; August, 2006).

### *Changes in Five-Year Goals*

- Establish an on-line housing application process. Responsible person (Giessman and Admission staff)
- Redevelop Linden Terraces from individual houses to apartment-style units. Responsible person (Giessman)
- Relocation of First Capitol residents due to redevelopment of the First Capitol area (Giessman)

## WORK-AND-LEARN

### *One-Year Action Plan for 2006-07*

No changes in priorities or function

### *Changes in Five-Year Goals*

- Develop a sound technological means of tracking and posting work credits (Tolman).

## MENTORING AND ATHLETIC SUCCESS

### *One-Year Action Plan for 2006-07*

No changes in priorities or function.

### *Changes in Five-Year Goals*

- To continue increasing the rate of at-risk student success (Bell, Hart).

## INTERNATIONAL OFFICE

### *One-Year Action Plan for 2006-07*

No changes in priorities or function.

### *Changes in Five-Year Goals*

- Increase the diversity of the international student body (Guffey).

## SUCCESS CENTER

### *One-Year Action Plan for 2006-07*

No changes in priorities or function.

#### *Changes in Five-Year Goals*

- To continue increasing the rate of transition student success (Ingram).

## **Financial Aid**

### *Statement of Purpose*

The mission of the Office of Financial Aid is to serve as a comprehensive resource service center for students requesting financial assistance in meeting the cost of their education. Our goal is to establish a financial plan specific to each individual student. A broad range of financial services are provided to ensure each student is successful in the completion of their education.

### *Changes in Personnel*

We plan to add an additional staff person to process student loans.

### *Changes in Facilities*

None

### *Changes in Assumptions*

None

### *One-Year Action Plan for 2006-07*

- Utilize electronic services available through Net Wizard and Nteract, to provide the best services available to students (Team; ongoing)
- Continue to work closely with Nelnet on Lindenwood University student loan processing for graduate level students to insure accurate and efficient loan processing ( Bode, Ziegenfuss, Geiler; ongoing)
- Utilize the full range of Nelnet products and services (Bode, Ziegenfuss, Geiler; ongoing)

### *Changes in Five-Year Goals*

None

## **Information Services**

### *Mission Statement*

The Information Services (IS) mission is to advance the principles of Lindenwood University by providing superior Information Services support to our students, faculty, and staff through teamwork and innovation. Our goal is to help develop students who are well educated, socially enlightened, and morally centered citizens ready to take their place in the global community. Toward that end, Information Services focuses specifically on the talents, interests, and needs of our student charges. In them we encourage adaptive thinking as well as support and encourage their development of problem solving skills with the future in mind.

### *Changes in Personnel and Facilities*

#### **OUTGOING PERSONNEL**

David Healzer  
Robbie Herold

#### **NEW PERSONNEL**

Jason Waack - Webmaster  
Alex Paradissis – Network Administrator  
Lawrence Cox – Assistant Network Administrator

### *Changes in Assumptions*

2. Information Service will develop closer working relationship with each division to ensure better customer technology integration.

### *One-Year Action Plan for 2006 – 2007*

- Continue implementation of the IS infrastructure for campus and intercampus connectivity, to increase student, faculty, and staff efficiencies (team; ongoing)
- Continue to fine tune our firewall project to limit both outside intrusions and inappropriate material from entering our intranet, to better utilize current facilities (Paradissis; ongoing)
- Continue Web development project, to increase usage by making it easier to navigate and broadening its scope and timeliness. (Waack; ongoing)

- Research alternatives to make bookstore products available via Web page, to increase sales (Waack; December 2006)
- Install fiber and connect Press Box to existing data networks. (Blevins; August, 2006)
- Connect via fiber the Performance Arena to existing fiber cable plant. (Blevins; August, 2006)
- Continue upgrading old equipment in High Tech Classrooms making them consistent with other rooms and more user-friendly. (Team; ongoing)
- Install 10 new high tech rooms per demand. (Team, August, 2006)
- Purchase according to planed one quarter new PC, for classrooms and to replace existing older lab computers. (Bush; July, 2006)
- Rotate computer inventory from Labs and classrooms to faculty and staff for better proficiency. (Team; ongoing)
- Continue working with Vendor on new campus ERP and Implement the Distributed Technology Plan – This allows Lindenwood and satellite campuses to connect to the Lindenwood University network in order to develop a seamless enterprise network capable of supporting all our campuses. (Teams; ongoing)
- Continue to revise IT policies for clarity and accuracy. (Paradissis; ongoing)
- Research opportunity of possible Wireless, Cable TV and Telephone for campus housing that currently do not have this capability (Bush; August, 2006)
- Implement Internet, Cable TV and Telephone for campus housing that currently do not have this capability (Blevins; December, 2006)
- Continue supplying remote campuses with needed technology as well as continued support (Team; ongoing)
- Continue consultation with RenWeb for development of an integrated data base system, to improve University-wide effectiveness and efficiency in the processing and use of student data and records (Bush, Evans, R. Guffey; ongoing)
- Work with St. Charles Community College to allow collaboration agreement for IT students (Bush, Kottmeyer; August, 2006)
- Work with Premier Knowledge to allow collaboration agreement for IT students (Bush, Kottmeyer; August, 2006)
- Work with Mid River's Wireless to bring IT students to Lindenwood University (Bush; June, 2006)
- Upgrade Virus Protection Software University wide. (Team; Dec)
- Westport location, provide wireless campus and more portable high tech classroom equipment. (Team, August, 2006)
- Florissant Location, provide wireless campus and more portable high tech classroom equipment. (Team, August, 2006)
- Determine requirement for Belleville for a wireless campus. (Bush, July, 2006)
- Integrate networks through out the Lindenwood system via secure point to point Network tunneling. (Paradissis, August, 2006)
- Research and beta test area Wireless Hotspots on main campus (Paradissis, December, 2006)
- Determine equipment specifications, install and transition WebCT (Paradissis, December, 2006)

- Migrate student email to non-Windows based platform due to cost savings initiative. (Paradissis, August, 2006)
- Research, determine specifications, and install network monitor system for entire Lindenwood University network (Paradissis, July, 2006)
- Research and beta a streaming video product for potential use across campus network ( Bush, August, 2006)
- Work with Development to seek alternate funding for most technology projects. (Bush; ongoing)
- Wireless VOIP 1116 First Capitol (Team, August, 2006)
- Recable Butler Hall 2<sup>nd</sup> and 3<sup>rd</sup> Floors (Blevins, August, 2006)
- Cable for High Tech Rooms (Blevins, August, 2006)
- Add ACD for Registrar to streamline student processing (Blevins, August, 2006)
- Research VOIP phone system for Belleville (Blevins, August, 2006)

### *Changes in Five-Year Goals*

None

## **Institutional Advancement**

### *Statement of Purpose*

The responsibilities of the Institutional Advancement office encompass activities and programs that help foster understanding and support among the University's constituencies. The office stands as the fundraising arm of the University and has direct contact with prospective donors; including alumni, foundations, corporations and friends.

Institutional Advancement articulates, facilitates, and encourages financial and other support for the enhancement of the University's capacity to fulfill its mission. These responsibilities include goal setting achievement for annual funds, endowment funds and capital projects.

The office provides a number of private support-related services that include endowment stewardship, administration and allocation of gifts and bequests; a fund-raising recording and reporting structure; development and enhancement of community relations; and planned giving programs. The office also provides support for fundraising at satellite campuses and fund-raising for specific campus initiatives and programs.

The primary goal of the office of Institutional Advancement is to involve all constituencies in the life of Lindenwood University and invite their investment and support.

### *Changes in Personnel and Facilities*

- The office is currently staffed by a Chief Development Officer, Director of Sports Marketing, Manager of Database systems, two work-and-learn students and a Graduate Assistant.

### *Changes in Assumptions*

None

### *Capital Projects*

- The largest of the capital projects is the Lindemwood Center for Fine and Performing Arts. Construction has begun. The funding mechanisms include foundation support including a challenge grant from the JE and LE Mabee Foundation of Tulsa Oklahoma, customized planned giving support and a strategic approach to maximizing individual and corporate participation.

Prospect research continues as the deadline for the Mabee Foundation challenge nears on July 1, 2006. Beyond that gifts will still be pursued with many significant naming opportunities available to be finalized.

The completion of this facility will allow Lindenwood to become the leader in educating teachers and to provide a leading cultural center in the St. Louis region.

- The Business and Economic Center: The acceleration of the building of a fine and performing arts center has allowed for a more immediate expansion of the facilities and programs in the area of business and management. A coordinated effort between the administration and faculty of the business and management programs will allow for a successful fundraising campaign for both the programmatic areas and the renovation of the building.

Additional projects identified in the Capital and Program Development Initiative include:

- Fine and Performing Arts Center naming opportunities
- Studio Arts Facility
- Boone Campus
- Belleville Campus
- Blanton Bell Tower
- Campus Beautification and Infrastructure

### CHANGES IN ADVANCEMENT SERVICES

None

*Changes in One-Year Action Plan for 2006-07*

THE ANNUAL FUND

- Develop a systematic approach to reach annual fund goals, to increase fundraising effectiveness (Eschbach; ongoing)
- Increase personal visits to current and prospective donors, to increase the number of donations (Eschbach, Barger, Stewart; ongoing)
- Segment and target prospect pools for solicitation, for more effective operation (Eschbach, Barger, Stewart, O'Neal; ongoing)
- Work with Communications Department to develop new university publication to increase communication with donors and friends (Eschbach; July, 2006)
- Further develop interactive website and on-line giving program, to make gifting easy (Eschbach; July, 2006)
- Increase volunteer support - ongoing (Eschbach; ongoing)
- Implement broader staff and faculty giving programs (Eschbach; July, 2006)

THE ENDOWMENT CAMPAIGN

- Develop training tools for foundation and prospect research to be handled on a regular basis (Eschbach; ongoing)
- Identify prospects with key alumni, board members and staff (Eschbach, Barger; ongoing)
- Continue to build relationships with estate planning course (Eschbach; ongoing)
- Work with communications and public relations staff to increase awareness of planned giving opportunities (Eschbach; ongoing)
- Visit and solicit planned giving prospects (Eschbach, Barger, Stewart ongoing)

CAPITAL DEVELOPMENT

- Finish Fine and Performing Arts Center campaign and finalize all gifts (Eschbach, Floyd; ongoing)
- Complete Lou Brock Sports Complex campaign (Floyd, Barger; July, 2006)
- Continue public phase of Belleville Auditorium campaign (Doyle, Radcliff; ongoing)

*CHANGES IN ADVANCEMENT SERVICES*

NONE

*Changes in Five-Year Goals*

- None

## **Library**

### *Statement of Purpose*

The Butler Library serves the curricular and research needs of the students and faculty of Lindenwood University. The Library staff performs acquisitions, preservation, circulation and bibliographic control of print and electronic resources that support the University's curriculum. Staff of the Library promotes use of these resources through direct user support services, formal bibliographic instruction and development of print and electronic instructional aids.

### *Goal of Strategic Plan*

The goal for Butler Library's Strategic Plan is to continue to increase usage of the services and resources offered by the library, as well as continue to increase usage of the facility.

### *Students Served*

Butler Library is open 91 hours per week during the academic year and serves students, faculty, staff, alumni and administration.

### *Changes in Personnel and Facilities*

A Reference Librarian will be retiring August 2006, and a replacement will be sought.

### *Changes in Assumptions*

1. Recent research indicates that academic library user's expectations have changed. Users want electronic resources that are readily available, as well as intuitive. Consequently, it is the responsibility of the library staff to identify, organize, and deliver resources in such a manner that meets user's expectations.

### *One-Year Action Plan for 2006 – 2007*

- Will fully implement open source technology to allow students improved access to **all** electronic and hardcopy resources available through Butler Library; (MacDonald; September 2006)
- Work with Education department to build education collection to support the pending doctoral program in Educational Leadership; (MacDonald; December 2006)
- Will develop formalized outreach programs to ensure all off-campus students are aware of Butler Library's electronic resources; (Dorlac; Virgil, ongoing)



- Will facilitate the delivery of all MOBIUS privileges to Illinois campus; (MacDonald; July 2006)
- Will restructure job duties of all staff at Butler Library to better meet needs of users; (MacDonald; July 2006)
- Reclassification project will be completed; (Hubenschmidt; May 2007)
- The collection will be shifted to create additional space; (Team; Summer 2006)
- The juvenile literature collection will be integrated into the Library catalog; (Virgil; June 2007)
- The Government Documents collection will be assigned Library of Congress call numbers; (McWeeney; Summer 2006)
- Online tutorials for all databases will be created; (Virgil; Dorlac, ongoing)
- Investigate on-demand interlibrary loan and document delivery services; (MacDonald; August 2006)
- Will pilot an online reference service using instant messaging; (Team; October 2006)
- Will continue to update the library web page to meet user needs; (Team; ongoing).

*Changes in Five-Year Goals*

None

# Facilities

## *Statement of Purpose*

The facilities department's main purpose is to continually ensure an up-to-date, safe, and secure environment that supports our educational program and is flexible for changing needs. This department has four primary roles within the University. This department not only maintains the physical plant of the University but also works continuously to enhance and improve the appearance and condition of the existing physical plant. These two roles are performed so that the primary activity of educating students may take place in a clean, safe, and fully functioning environment. The facilities department is also responsible for providing input for planning of new construction projects and land acquisitions. This input is a vital part of the University's overall master plan. Finally, as new construction projects are implemented, the facilities department is responsible for overseeing the entire construction process. The combination of these four roles leads to achieving the facilities department's goals of exceeding the expectations of our customers and being able to attract new ones.

## *Students Served*

All students at the University are served by this department. Residential students are served by the department's providing and maintaining housing facilities, recreational facilities, food service, telephone and internet access, mail room use, keys, and emergency repair. All students are served by classroom, computer, and administrative facilities.

## *Others Served*

This department also serves the faculty, staff, and the community. The faculty and staff are supported by making sure they have a comfortable, safe, and efficient workplace. The community is served by having an aesthetically pleasing institution within their neighborhood and having the ability to attend events at a safe, well-maintained campus.

## *Changes in Personnel and Facilities*

There will be up to 90 new homes added in the Glenco area to replace 105 homes in the First Capitol area.

## *Changes in Assumptions*

None

### *One-Year Action Plan for 2006 – 2007*

- Continue assessment/repair of all roofs, to eliminate water problems (Heidelbaugh; ongoing)
- Continue assessment/implementation of tuck-pointing and sealing needs, to eliminate water problems (Heidelbaugh; ongoing)
- Relocate Watson Lodge, to clear area for new road and “front door” to Harmon Hall (Mueller; July, 2006)
- Complete construction on Phase I of new Watson gate road, to enhance traffic flow and create additional parking (Mueller; August, 2006)
- Continue construction of Fine and Performing Arts Center, to remain on target for occupancy in late 2007 or early 2008 (Mueller; ongoing)
- Negotiate design of new Customer Service Center Building, to allow for increased customer service to students (Mueller; July, 2006)
- Finalize location and design of carillon bell tower, to prepare for construction immediately following intersection realignment ( Mueller; December, 2006)
- Finalize re-development plans for First Capitol area, to prepare for Shopping Center construction (Mueller; July, 2006)
- Continue to acquire “zone list” property as necessary, to replace Men’s housing within redevelopment area (Heidelbaugh; ongoing)
- Complete addition of new greenhouse at Young Hall, to provide updated facilities for the Science Division (Abbott; August, 2006)

### *Changes in Five-Year Goals*

- Construct new Customer Service Center
- Construct First Capitol Shopping Center Development

# LINDENWOOD

LINDENWOOD UNIVERSITY

ST. CHARLES, MISSOURI

Office of Undergraduate Admissions  
209 South Kingshighway  
Saint Charles, MO 63301-1695  
(636) 949-4949  
[www.lindenwood.edu](http://www.lindenwood.edu)