

Lindenwood University

Digital Commons@Lindenwood University

---

Strategic Plans

Lindenwood Documents, Booklets,  
Miscellaneous

---

Fall 2007

## Lindenwood University Strategic Plan, Fiscal 2008

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

*STRATEGIC PLAN*  
*Fiscal 2008*  
*Continuing to Create the Future*

*PLANNING PROCESS DOCUMENT*

# *Values-Based*

# LINDENWOOD

## University

### *STRATEGIC PLAN* *Fiscal 2008*

*July 2007*

# Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>MISSION STATEMENT .....</b>	<b>9</b>
<b>CHALLENGES AND OPPORTUNITIES .....</b>	<b>10</b>
<b>ASSUMPTIONS.....</b>	<b>12</b>
<i>Students.....</i>	<i>12</i>
<i>Facilities.....</i>	<i>12</i>
<i>Personnel.....</i>	<i>13</i>
<i>Partnerships .....</i>	<i>13</i>
<i>Community Involvement .....</i>	<i>13</i>
<i>Academic Programs .....</i>	<i>13</i>
<i>Student Support Services .....</i>	<i>14</i>
<i>Administrative Services .....</i>	<i>14</i>
<b>LINDENWOOD’S FUTURE: PREMISES AND GUIDELINES.....</b>	<b>15</b>
<i>Management .....</i>	<i>15</i>
<i>Teaching and Learning.....</i>	<i>16</i>
<i>Campus Culture .....</i>	<i>17</i>
<i>Board of Directors.....</i>	<i>17</i>
<i>Alumni.....</i>	<i>17</i>
<i>Faculty and Staff .....</i>	<i>18</i>
<b>PEOPLE .....</b>	<b>19</b>

<b>Student Enrollments</b> .....	<b>19</b>
<b>Faculty and Staff</b> .....	<b>21</b>
<b>PROGRAMS</b> .....	<b>24</b>
<b>ACADEMIC DIVISIONS AND PROGRAMS</b> .....	<b>24</b>
<i>Arts</i> .....	<b>24</b>
<i>Communication</i> .....	<b>31</b>
<i>Education</i> .....	<b>37</b>
<i>Human Services</i> .....	<b>41</b>
<i>Humanities</i> .....	<b>50</b>
<i>Lindenwood College for Individualized Education</i> .....	<b>57</b>
<i>Management</i> .....	<b>62</b>
<i>Sciences</i> .....	<b>64</b>
<i>General Education Program</i> .....	<b>66</b>
<i>Daniel Boone Campus and NCSACV</i> .....	<b>67</b>
<b>STUDENT AND PROGRAM SUPPORT</b> .....	<b>69</b>
<i>Academic Services</i> .....	<b>69</b>
<i>Admissions</i> .....	<b>71</b>
<i>Athletics</i> .....	<b>75</b>
<i>Spirit &amp; Supplies Shoppe</i> .....	<b>85</b>
<i>Business Office</i> .....	<b>86</b>
<i>Student Development</i> .....	<b>87</b>
<i>Communications Office</i> .....	<b>94</b>
<i>Financial Aid</i> .....	<b>95</b>
<i>Information Services</i> .....	<b>96</b>
<i>Institutional Advancement</i> .....	<b>103</b>
<i>Butler Library</i> .....	<b>107</b>
<b>FACILITIES</b> .....	<b>109</b>
<b>ENROLLMENT NUMBERS</b> .....	<b>113</b>

# Executive Summary

**"We cannot direct the wind/but we can adjust the sails."**

*- Bertha Calloway*

Lindenwood University exists for its students. Classes are taught, personnel are employed, and buildings are constructed all in an effort to ensure that the desires and needs of Lindenwood University students are met. As a university, we cannot force students through our gates; however, we can create an atmosphere and a curriculum that is inviting, challenging, and interesting. In that way, we encourage students to matriculate with us, thus adjusting the sails of their lives.

## **The Student Body**

Enrollment numbers at Lindenwood University continue to grow. It is our goal that the number of students will approach 15,000 next year and 16,600 over the next five years. The largest growth will be seen in the evening and graduate student programs as the day program numbers stabilize.

One of our goals as a university is to continue improving our student retention numbers and thus our graduation rate. This will be accomplished through a program aimed at helping first year students feel connected to the University. This goal will be actualized as first year students participate in a three day orientation prior to the beginning of the fall semester during which they will meet their advisors, become acquainted with various offices on campus, and start working with their LUL101 (Orientation to College) classmates and instructors. In addition, a newly formed First Year Advising office as well the new Student Counseling Center will strive to answer questions and provide a safe harbor for students who may be confused, lonely or homesick.

## **Faculty**

As the student body grows, so grows the faculty. We expect to build the number of full-time personnel with faculty rank to 250 within the next three years. In order for the faculty to understand all duties and responsibilities, a new Employee Guidebook with input from all affected parties and approved by the President and Board of Directors is under construction. In the past year, new faculty members have participated in faculty mentoring, and this opportunity will continue. Additionally, over the next years, faculty members will be encouraged to stay abreast of developments in their areas of study and receive training in teaching methodology.

In some cases, graduate assistants are qualified to assist professors in the day-to-day operation of the divisions, and a new application process for the selection of these students is being developed thereby allowing these individuals to be placed in the right locations thus maximizing benefit for all.

One of the many success stories at Lindenwood University has been its network of external campuses. It will continue to be the goal of these programs to increase both sales and production at external sites while improving services to the students. Site directors will continue to serve as liaisons between the main campus and the external sites thereby ensuring top quality service to all students.

### **Governance and Philosophy**

The 2006-2007 academic year has been a year of growth and change. Titles have changed; responsibilities have changed; but the basic philosophy of Lindenwood University has not changed. The University exists for her students, and any adjustments made were for the benefit of Lindenwood students, to more efficiently and effectively meet their needs.

### **Physical Plant and Facilities**

In the next year, the University family as well as the community will celebrate the opening of the Fine and Performing Arts Center. Customer-friendly entryways, roads, and pedestrian paths will be constructed and plans for the retail center will be detailed. Additional classroom space will be secured, and plans for the renovation of Harmon Hall will be developed.

The Boone campus will continue to grow and prosper as plans for the new Visitors' Center continue. The development of the Weldon Spring site into a center for technology is on the horizon.

### **Academic Programs**

The goal of our academic programs will continue to be to educate, not just train, our students. We will meet this goal by having a general education program that can serve as a model for higher education. We will continue to require evidence that students are able to write and speak in a mature, grammatically correct manner as they leave Lindenwood and enter the world of work.

The Doctor of Education program is off to a fantastic start with more than 100 students already enrolled for classes. Benchmark III is the next goal for the Social Work program, and the new Entrepreneurial Studies degree in garnering attention.

In the next year, a graduate degree in Forensic Psychology will invite new students to the Lindenwood University campus. In addition, the Management Division is investigating the possibility of developing a doctoral program.

### **Regional and National Impact**

Lindenwood University has had a major impact in higher-education throughout Missouri and southwestern Illinois and will continue to do so for the foreseeable future.

Our Belleville Illinois campus has grown beyond anticipated demand in the areas of teacher education, professional and school counseling, and criminal justice. This growth will continue.

Lindenwood will continue to work toward the goal of creating “Campus Town”— a modern retail center with attractive architecture and pedestrian friendly walkways, the community post office, and a variety of shops and eateries. This retail center, available to both Lindenwood students and the surrounding community, will serve as a recruitment tool as more and more people visit our campus.

The new Fine and Performing Arts center will offer performances and presentations for the entire community. As nationally recognized writers, musicians, and speakers perform, the reputation of Lindenwood University as a center for quality education will grow.

Lindenwood University will seek to ensure autonomy and ward off governmental bureaucracy by having a voice on the issues of accreditation. The faculty, staff, administration, students and alumni will be encouraged to write letters of support for voluntary accreditation and against governmental standardization.

### **Financial Health**

We have increased our endowment to over \$65 million today and expect to see it grow to more than \$100 million by 2010 and exceed \$200 million by 2020.

It is our goal to remain 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 2008 will bring a variety of exciting new 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 III steps in CSWE accreditation
- Progress toward full membership in TEAC
- Prepare for the September MoSTEP visit.
- Investigate formal accreditation for the MBS program.

## **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
- Explore lease opportunities for the Cafeteria Building
- Expand the parking facilities
- Recruit actively through our partnership with SWIC
- Establish a partnership with Scott Air Force Base
- 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**

- Complete work on campus roads and pedestrian paths in summer of 2007
- Complete dormitories # 7 and 8
- Complete 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
- Add restroom facilities to the Brock Baseball/Softball complex
- Enhance accessibility for the mobility impaired
- Replace quad building with new Heritage house and Presidential Manse

## **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
- Continue in 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
- Expand partnership for student travel abroad experiences to include Costa Rica and Germany.

### **Programs and Degrees Ahead**

- Expand HSAM-YMCA Professional Studies program and pursue partnership with Boy Scouts of America
- Significantly increase the student census in our MBA program through enhanced recruiting thrusts and new partnerships
- Investigate the addition of traditional day programs to the LCIE format
- Explore options to offer 3-credit courses in the LCIE format
- Examine the feasibility of Doctoral programs in Management and Counseling and an MS degree in Forensic Psychology.

# Assumptions

## ***Students***

- 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.
- The undergraduate population will stabilize at about 3500 residential students and 2800 commuter students (including evening undergraduates).
- The student body will continue to be of high quality and diverse along the dimensions of socioeconomic class, religion, ethnic identity, and national origin.
- 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.
- The University will continue to provide opportunities for physical, intellectual, spiritual, and social experiences for all students.
- The student retention rate will continue to improve.
- Student body will have a diverse composition: 70% from Missouri (60% from St. L. Metro area), 20% from other U.S. states, 10% international.
- Pricing of services will become a greater determinant of whether and where students choose to attend college.

## ***Facilities***

- The University will aggressively develop the West Clay/First Capitol stretch.
- The University will complete a Fine and Performing Arts Complex along West Clay.
- The University will be physically responsible toward the St. Charles community.
- Renovation and repair of existing facilities will continue to be a high priority.
- The University will increase classroom space to accommodate the expanding student population.
- The University will continue to develop and enhance physical facilities at the Boone campus, the Weldon Spring site, and additional future extension campuses in the Missouri/Illinois region.
- State-of-the-art technology will continue to be installed in many additional classrooms.
- The University will implement expanded electronic information access from campus buildings.
- The University will develop additional branch campuses in regional locations, in response to opportunities and callings that are consistent with its mission and purpose.
- The Weldon Spring facility will be remodeled and programs emphasizing technology will be offered.
- Dorms 7 and 8 will be constructed.

## ***Personnel***

- The University and its Board of Directors will adhere to and strengthen the present, entrepreneurial model of management for the foreseeable future.
- The University will experience only a minimal increase in the number of administrative and staff positions in the foreseeable future.
- The number of faculty members who serve primarily undergraduate resident students will undergo only limited growth.
- 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.
- The University will continue to be tenure-free.

## ***Partnerships***

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

## ***Community Involvement***

- 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.
- The University will remain vigilant and involved relative to community problems and their solutions.
- The University will pursue promising new partnerships with businesses, organizations, and municipalities.
- The University will continue to monitor and affect pertinent legislative initiatives at the local, state, and national levels.
- The University will increase its efforts to reach out to and engage the community.

## ***Academic Programs***

- The University will continue to develop a comprehensive instructional technology.
- The University will remain committed to the ideals of an independent liberal arts position, excellent teaching, student success, and development of the whole person.
- The University will continue to diversify its academic programs, especially in the areas of corporate teaching opportunities, partnerships, and multi-disciplinary programs.
- The University will continue to refine and productively use its comprehensive student assessment program.

- 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***

- The University will continue supporting various intercollegiate and intramural sports, and those activities will continue to involve a large proportion of our undergraduate students.
- The University will develop a plan to expand Library electronic information access to students and faculty.
- The University will augment its support services for the off-campus programs it is developing.
- The University will continue to expand its computer facilities to meet the needs of its growing student populations.
- The University will enhance its accommodation of students' social/developmental needs, with student government and student organizations taking the lead in these endeavors.
- The University will increase its student retention over the next five years.

### ***Administrative Services***

- 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.
- Fund-raising will be given more emphasis and resources over the next several years, and gift income will become a larger percent of the overall budget across that interval.
- The University will increase the scope, depth, and quality of its relationship with its alumni.
- Management decisions will continue to be mission-generated and student-centered.
- Internal and external communications will improve.

# 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***

- Lindenwood will remain an independent, entrepreneurial, public-serving university.
- We will maintain an innovative, merit based, growth-oriented management system.
- We will remain debt-free, financially strong, and fiscally responsible.
- We will steadfastly ensure and provide for a balance between overhead and income.
- We will continue to deliver affordable, high-quality programs and services.
- We will enhance our partnerships and connectedness in the local and global communities.
- Because we exist for the student, we will consciously avoid self-serving decisions.
- We will take care to avoid conflicts of interest at all times.
- We will continue to grow our adult and graduate programs as the size of our traditional undergraduate population stabilizes.
- We will remain an opportunity-conscious university, embracing change, and even threats, as chances to improve and advance.
- We will continue to be creative in our thinking while boldly approaching new initiatives that are consistent with our mission.
- We will keep our management structure and function clear of administrative bureaucracy.
- We will continue to link accountability with prerogative and privilege on our campuses.
- We will continue to seek productive, innovative alliances with businesses, organizations, and other schools.
- We will avoid the insidious trend toward homogenization in higher education – we will continue to contrast, rather than compare, ourselves with the mainstream.
- We will continue to regularly and truthfully report the university's financial status to all in a clear, concise, and complete fashion.
- We will ensure our independence by not depending upon support from federal or state monies.
- We will make every effort to accommodate any qualified person who wishes to learn.

- 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.).
- We will expand our sites and facilities in ways consistent with our mission and successful business philosophy.
- We will continue to assist students financially, as needed.
- We will increase our donor base.
- Our general goal will be to develop market dominance in regional locations within a four- hour radius.
- Our present and future leadership will remain committed to the entrepreneurial spirit.
- The faculty, staff, and Boards will be effective ambassadors for the University.
- We will maintain compensation programs to attract, reward, and provide incentives for highly qualified teachers.
- We will consider government grants only selectively and without compromising our basic principles, philosophy, and independence.
- We will improve Lindenwood’s name recognition around the state, region, and nation.

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

- We will remain committed to teaching, learning, and responsible pursuit of the truth.
- We will continue to be values-based, student-oriented, and committed to diversity.
- We will continue to emphasize mentorship, holistic education, and lifelong learning.
- 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.
- We will continue to individualize the university experience for each of our students.
- 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.
- 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.
- We will continue to employ faculty members who are focused on teaching and mentoring.
- We will continue to use our whole curriculum and avoid overspecialization.
- We will continue to promote academic strength and student achievements.
- We will continue to teach about the benefits of the United States’ free economy and competition-based system.
- We will continue to develop the educational and cultural potential of the Boone Campus of Lindenwood University.
- As a public-serving liberal arts university, we will fully support the students, curriculum, and facilities at our satellite campuses.

## ***Campus Culture***

- We will continue to educate the whole person – academically, socially, spiritually, and physically.
- 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.
- 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.
- 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.
- We will continue to change lives and make a difference.
- We will honor and implement our traditional values as we strive to help shape the future.
- We will retain and teach the basic Christian values upon which the university was founded.
- We will be diligent in trying to maintain approximately a 10% international student component in our resident student body.
- We will use and promote our cultural facilities.

## ***Board of Directors***

- 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.
- 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.
- 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.
- The Board will continue to require all members of the Board of Directors to actively and regularly participate in Board meetings, functions, and responsibilities.
- The Board of Directors will become more involved with recruitment of students, especially through the Board of Directors Scholarship Program.
- The members of our Board of Directors must represent total integrity in the community.

## ***Alumni***

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

## ***Faculty and Staff***

- 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.
- 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.
- We will continue a recruiting system in which “The whole university is involved in the Admissions functions.”
- We will strive to maintain a high percentage of faculty members with terminal degrees.
- We will continue to employ faculty members whose primary focus is on teaching and mentoring students.
- Members of the faculty and staff will maintain total integrity on the job as well as in the community.
- 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 3500 of whom are resident students. Eighteen percent of our students are members of minority groups, and 63% are women. We value the cultural, social, and intellectual enrichment afforded the campus by 585 international students who hail from 76 countries. Our domestic students represent 47 states and the District of Columbia. Our students' ages range from the teens to the seventies, with the average student being 30.1 years old. The 50-64 age group continues to be our fastest growing contingent.

### **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>

### **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	3979	4310	4330	4340	4350
Part-Time Traditional Undergrad	139	218	200	200	200	200
LCIE Undergraduate	2067	2022	2105	2195	2285	2375
LCIE Graduate	1723	1474	1573	1661	1750	1839
MBA	410	480	507	531	554	578
ED/ART Graduate	3110	2890	3290	3582	3883	4185
NonDegree Undergrad	549	522	560	560	560	560
NonDegree Graduate	1287	1949	1640	1640	1640	1640
<b>Total</b>	<b>13063</b>	<b>13534</b>	<b>14185</b>	<b>14699</b>	<b>15212</b>	<b>15727</b>

	<b>2010-2011</b>
	<i>Projected</i>
Full-Time Traditional Undergrad	4350
Part-Time Traditional Undergrad	200
LCIE Undergraduate	2465
LCIE Graduate	1928
MBA	601
ED/ART Graduate	4486
NonDegree Undergrad	560
NonDegree Graduate	1640
<b>Total</b>	<b>16230</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 *continue to improve* among the various sectors of the University that must work together to boost student retention.

## One-Year Action Plan and Time Line for 2007-08

### *Student Recruitment*

- The overall student census will increase to about 15,000 in Fiscal 2008 (Team, June, 2008).
- 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.
  - Each division will include recruitment ideas in their strategic plans.

### *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, 2007)

### *Social Life and Development*

- Resident Directors and Resident Assistants will continue to improve their direct involvement in the mentoring system to improve student success and retention. (Student Life; August, 2007)

### *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, 2007)
- Make use of the resident email system to send notices and reminders (Public Relations; ongoing)
- Encourage use of the Lindenwood University website to post campus-wide activities, thereby encouraging student participation in university activities (Student Activities, ongoing).

### *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, 2007)
- Evaluate the annual First-Year Success Program for at-risk freshmen and prepare plans for continuing the program (Provost, Registrar for Student Academic Services; July 2007; Division Deans and Distinguished Mentors, Fall and Spring semesters, 2007-2008)
- Implement the first First-Year Student

### **Five Year Goal**

- 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**

Nine administrative positions report directly to the president: Vice President for Academic Affairs and Provost, Vice President of Human Resource and Dean of Faculty, Vice President for Institutional Advancement, Vice President for Operations and Finance and Chief Operating Officer, Vice President for Student Development, Director of Communications, Director of Community Relations, Director of Information Services, and Director of Planned Giving and Internal Legal Council. Five of these individuals have earned doctorates, one has a master's degree, and three have bachelor's degrees. Seven of them have faculty rank. Their full-time experience in academia ranges from less than a year up to 29 years, with a median of about 14.5. This is a stable and loyal team of campus leaders, with their average seniority at Lindenwood being 12 years.

One hundred and eighty-five of university's employees have faculty rank, and they are ordered as follows (updated 6/7/07):

Professor	40
Associate Professor	50
Assistant Professor	95

Within the group of employees who hold faculty rank, 181 (updated 6/7/07) are primarily assigned to delivering the curriculum. Fifty-five percent of those instructors have earned terminal degrees in their disciplines.

Lindenwood has 112 administrative and staff employees who do not have faculty rank, distributed in the following categories:

Executive/administrative/managerial	13
Other support and service personnel	43
Technical and paraprofessional	10
Clerical and secretarial	20

Skilled craft	15
Service and maintenance	37
Boone Home Personnel	7 fulltime, 8 part-time

Twenty-two of these individuals have a master's degree or above while the remainder have a bachelor's degree or below.

Presently, 20 of our employees are enrolled in classes at Lindenwood University. We would like every non-degreed member of the staff to be enrolled in a bachelor's degree program and every B.A. level employee to enter one of our master's degree curricula. In addition, three faculty/staff members are enrolled in the Ed.D. program.

### **Assumptions**

We will continue to emphasize a team-work attitude, adaptability to university needs, and excellent student services at all levels of our personnel structure, with eyes turned especially toward the boosting of our freshman retention rates.

We will encourage all faculty and staff members to grow personally and professionally thus allowing them to be better teachers and leaders.

### **One-Year Plan**

- Encourage faculty members to continue learning and thereby improving themselves and their teaching. To that end, faculty members will be encouraged to enroll in degree advancement programs (Dean of Faculty; ongoing)
- Encourage professional development among the faculty with the goal of fifty percent of the faculty attending at least one professional conference during the next academic year (Dean of Faculty; 2007-08)
- Slots to fill: ½ time international- slots we will need to consider in the future due to growing numbers
- Analyze the faculty's relative time commitments to teaching, advising, and committee work; recommend adjustments where appropriate (Faculty Strategic Planning Committee; Division Deans, Dean of Faculty, and Provost; ongoing, 2007-08)
- Seek training opportunities for our staff and faculty to include but not be limited to use of the new integrated database (Director of Information Services; December, 2007).
- Continue to update our faculty concerning learning and developmental theories by bringing outside experts in the field to campus (Faculty Planning Committee; August, 2007)
- Further develop the New Faculty Mentoring Program that proved a great success during the 2006-2007 academic year (Dean of Faculty; 2007-2008)
- Offer the 2007-08 series for Emerging Leaders for upcoming managers based on the model offered during the 06-07 academic year (Administrative staff; 2007-08)
- Further enhance the responsibilities of the Faculty Development Committee in the area of personnel development including, but not limited to, input into hirings and promotions (Faculty Development Committee, Dean of Faculty; 2007-2008)

- Make full use of the expertise present among the members of the President's Council (President, President's Council; 2007-2008)
- More fully develop the Lindenwood University Alumni Speakers Series (Alumni office; ongoing, 2007-08)
- Publish and make available the Lindenwood University Guidebook (R. Boyle, R. Guffey, J. Mueller, J. Weitzel; summer, 2007)
- Distribute a second edition of the Lindenwood University academic booklet (J. Weitzel, Deans, PR; October, 2007)

**Five Year Goal**

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

# Programs

## Academic Divisions and Programs

### Fine and Performing Arts

#### Assumptions

- The new Fine and Performing Arts Center will be completed by August, 2008.
- Bid documents, personnel requests, a first-year exhibition/producing budget and other planning documents regarding the new Fine and Performing Arts Center must be submitted in a timely fashion.
- Failure to create and implement a plan for adequate studios will adversely impact the Studio Art program.
- The number of applicants for Dance, Fashion Design, Music and Theatre students will increase exponentially because of the new Fine and Performing Arts Center.
- The significant increase in the number of new student applicants (undergraduate and graduate) for programs in Fine and Performing Arts will result in a more restrictive admissions selection process.
- Growth of the student population in Fine and Performing Arts will have to be closely monitored to insure there are sufficient faculty members and support staff to maintain the academic excellence for which the programs are known.
- The number of requests by community and professional organizations to use Lindenwood facilities, specifically space in the new Fine and Performing Arts Center, will significantly increase.
- With the relocation of most faculty members in the Fine and Performing Arts Division to the new Center, offices and classrooms in the LUCC, Harmon Hall, Spellmann Center and Roemer will become available.
- Departmental budgets for Fine and Performing Arts will increase.
- Underwriting and fundraising activities for the Arts at Lindenwood will increase significantly.

#### Personnel

- **Fine and Performing Arts Center**
  - Staffing proposal will be submitted to the Lindenwood University administration for discussion and ultimate approval. Some staff members will have faculty rank but will have a reduced teaching load per term.
- **Divisional**
  - One divisional secretary (minimum 30 hours per week)
- **Art**
  - One full-time permanent 3-D specialist
  - Two graduate assistants (replacements)
- **Dance**
  - One full-time faculty artist-in-residence (approved for 2006-07 but filled with adjunct faculty)

- Two graduate assistants (replacements)
- **Fashion Design**
  - One graduate assistant (new)
- **Music**
  - One full-time keyboard faculty (approved for 2006-07 but not filled due to small number of applicants)
  - Two graduate assistants (new; one vocal, one instrumental)
- **Theatre**
  - One full-time Technical Director (approved in 2006-07 as replacement for present TD who went from a 9- to 12-month contract)
  - One Production Stage Manager ( new staff position with faculty rank—some teaching responsibilities)
  - Two graduate assistants (replacements)

## **Facilities**

- New Fine and Performing Arts Center
- Additional studio art classrooms (TBD).

## **Assessment**

- **Divisional**  
Create assessment tools for all general education courses taught in the Fine and Performing Arts Division classes consistent with the guidelines furnished by the General Education Committee (Program Managers, Parker; September 2007)

## **Retention**

- **Divisional**
  - Review advisee lists and create a more even distribution (Program Managers; July 2007)
  - Continue to provide myriad performance and exhibition opportunities for students (including Freshmen) to keep them involved and engaged (All Faculty; ongoing)
  - Find a permanent home for Art
  - Other retention initiatives are included (implicitly or explicitly departmental plans.

## **Recruitment**

### **Division as a Whole**

- Establish a formula to create parity for faculty in the Fine and Performing Arts *vis a vis* other traditional academic disciplines which takes into account such factors as extended classroom contact hours; additional duties relative to the academic program outside the classroom; traditional staff functions performed by faculty; and cooperative projects that are interdisciplinary and outside the environs of the classroom (i.e. vocal or instrumental direction for a Mainstage musical)
- Formalize/finalize bids for the new Fine and Performing Arts Center (Parker, Program Managers, Designated Faculty; May/June 2007)

- Refresh, expand, and create web pages for programs in the Fine and Performing Arts (Program Managers, Designated Faculty, Webmaster; August 2007 and ongoing)

## **Art**

- In lieu of other acceptable alternatives, move the studio art classrooms to Harmon Hall and sell Studio East (see attached Addendum for rationale and details)
- Compile a list of visiting artists or artists-in-residence for the coming academic year (Troy, Hargate; July 2007)
- Work with staff from new Fine and Performing Arts Center to identify potential exhibitions for the new venue (Troy, Parker, Executive Director; February 2008)

### **Art Five-Year Plan**

With the acquisition of committed space for studio classrooms, the studio art program will experience much greater yields in the areas of recruitment and retention, will be able to offer multiple sections of its most popular courses, and will probably require an additional full-time faculty member plus one or two additional adjunct positions.

Because of the program re-design, improved teaching, and the growth of the Fashion Design program, enrollment in the graphic and computer art classes has been steadily growing. Majors have increased and the advanced courses are over targeted enrollments. With additional and dedicated computer labs in the new building, the major population in this area will grow three-fold. By 2009, a new full-time faculty member will be justified.

## **Dance**

- Coordinate publicity, touring schedule and programming for community outreach programs in Dance (Best, Strzelec; September 2007)
- Create publicity and touring schedule for new Lindenwood University Dance company-in-residence (Strzelec, Best, Duggan; ongoing)
- Identify potential guest and visiting artists for Master classes (Best, Strzelec; ongoing)
- Work with Public Relations staff to create a plan to promote the new Teacher Certification in Dance (Strzelec, Best, PR staff; July 2007)
- Find better ways to integrate the dance team(s) into the academic program in Dance (Strzelec, Best, coaches; September 2007)
- Determine the number of dance teams to field (Strzelec, Best, Parisi; July 2007)
- Work with staff from new Performing Arts Center to identify potential concert for the venue (Strzelec, Executive Director; December 2007)

### **Dance Five-Year Plan**

The principle emphases will be on continued recruitment/retention and curriculum development. Due to the growth of the dance and musical theatre programs, the addition of the dance teacher certification degree, and the general interest in dance, it will be necessary to continue to offer various technical levels in a variety of dance styles. Retention

will also be enhanced by the addition of live piano accompaniment in technique classes. (In the new Fine and Performing Arts Center both movement studios will be equipped with stereo systems and pianos.)

The dance program will also explore methods of bringing in guest artists in various dance styles for master classes/workshops and consider the possibility of opening some of these classes to the public (for a fee). The new student company will continue to perform and volunteer locally as part of our commitment to the community outreach program. The Lion Line will win a UDA national championship. With the completion of the new building, the Lindenwood dance program will position itself as a leader in dance education for the region.

## **Fashion Design**

- Insure that computers in labs used for Fashion Design classes have been upgraded appropriately to allow the Optitex CAD software to function appropriately (Dewan, Bush; August 2007)
- Create the theme, menu, budget and marketing plan for the Annual Fashion Show by the end of the Fall semester (Dewan, Parker; December 2007)
- Upgrade the software provided by Lectra and Optitex (Dewan, Galikin, Bush; September 2007)

## **Fashion Design Five-Year Plan**

Because of the explosive growth of the program, it will be necessary to hire a new full-time faculty member by the beginning of the 2008-09 academic year. The program expansion will necessitate the consideration of a Fall fashion show to augment the annual show in the Spring.

At present, students who wish to do graduate study in Fashion Design do so under the auspices of the Studio Art program with an emphasis in Fashion Design. Consideration should be given as to whether or not we should create the MA and/or the MFA in Fashion Design as its own academic entity. Expansion of the curriculum will also include more courses in advanced design technology. We will endeavor to acquire donations of state-of-the-art software as we have in the past so that our graduates will be highly marketable. Finally, we would like to include January trips to New York, Paris, and Milan and create a partnership with a design school in one of the European centers of fashion.

## **Music**

- In consultation with Public Relations, create a marketing plan for the new Music Business degree (Alsobrook, Parker; August 2007)
- In consultation with Public Relations, create a promotional brochure and poster for the department (Alsobrook, Parker; August 2007)
- Establish an annual All-Senior Honor Band, Choir, and Orchestra (Alsobrook, Wallis, Briones, Williams, Parker; January, 2008)
- Explore local, national and international touring opportunities for vocal and instrumental ensembles (Briones, Alsobrook; September 2007)

## **Music Five-Year Plan**

The Music faculty continues to pursue the goal of producing the highest number of exceptional music teachers in the Midwest. The program will be enhanced by the completion of the new facility, an increase in the number of internships, and other resume-building experiences made available to students in all facets of the music program.

The 5-year strategic initiatives includes creating a Master of Arts in Education with an emphasis in Music degree that prepares graduates for National Board Certification; developing standardized performance evaluation rubrics for recital and jury assessments; and creating curricula/syllabi for first-year applied music in a small group format (education and business majors only). Cumulatively, these initiatives have the potential to increase enrollment, maximize instructional time for full-time faculty, reduce adjunct faculty expenses, and elevate performance standards.

## **Theatre**

- Develop comparative study document between the Lindenwood University Department of Theatre and the theatre departments of similar institutions of higher learning – regional and national – to use a basis for exploring and implementing quality improvements in curriculum, programs, and productions (Gregory, Parker, Quiggins, Walsh, Galikin; June 2007)
- Develop a guest artist series for the upcoming academic year (Parker, Program Managers in Theatre, Dance and Music; June 2007)
- Produce the final Mainstage season in Jelkyl Theatre (Parker, Gregory; September through April 2007)
- Revise theatre season to enhance success of productions from educational, artistic, and financial perspectives with an eye towards producing in the new Fine and Performing Arts Center (Parker, Gregory, Quiggins, Walsh, Galikin; June, 2007)
- Work with appropriate Administrators to develop a system of allocating resources and funds for theatre productions that will enhance efficiency and quality of productions from both academic and community outreach perspectives (Parker, Gregory, Quiggins, Walsh, Galikin, Mueller; June, 2007)
- Develop marketing plan for the department in conjunction with an executive director of the new Fine and Performing Arts Center (Gregory, Parker, Quiggins; September, 2007)
- Aggressively seek to join the Unified Professional Audition Tour – which consists of the top 15 undergraduate professional theatre training programs in the country – to recruit some of the nation’s top high school theatre prospects. Admission to this group would place Lindenwood among some of the top theatre training programs in the country (Gregory, Parker, Strzelec; January, February, 2008)
- Add the Texas Thespian Festival to annual recruitment activities (Gregory, Parker; November, 2007)
- Develop strategic plan for a regional high school production and theatre camps for summer 2008 (Gregory, Strzelec, Parker, Quiggins; July, 2007)

### **Theatre Five-Year Plan**

We will continue to develop the theatre program with the goal of becoming one of the top theatre training programs in the region. Assuming we will attract various accomplished theatre professionals to join the faculty and/or staff to serve departmental needs in conjunction with the operations of the new Fine and Performing Arts Center, the department will become one of Lindenwood University's Centers of Excellence.

We will look to develop a professional theatre company-in-residence with a goal of joining the League of Regional Theatres (LORT), giving the St. Louis Metropolitan Area a much needed second regional theatre (The Repertory Theatre of St. Louis housed at Webster University is the only current regional theatre serving St. Louis). With a professional theatre company in place, we will look to join the University Resident Theatre Association (URTA). This will place Lindenwood University among the top graduate theatre training programs in the country.

Lindenwood University's theatre program will become a highly sought after national and international destination for students wishing to pursue professional training in theatre.

### **Addendum--Art**

The critical objective of the Art Program for the immediate future is the same as it has been for the past four years: to find a permanent home for the studio program on campus or in close proximity to Lindenwood. The lack of workable space has reached such a critical point that it is affecting almost all other action plans in the program: it is not only impeding potential program growth, but it is having an adverse effect on retention and recruitment. Potential students are unimpressed by the scattershot disposition of studios and dedicated majors are frustrated by the inaccessibility of work space and equipment.

On a very basic level, the lack of effective studio space is preventing the fundamental delivery of the curriculum in two primary categories.

Firstly, the absence of designated studios for Printmaking and the 3-Dimensional disciplines of Sculpture, Fibers, and 3-D Design render the practical course content well below acceptable standards. The studio currently shared by all four disciplines cannot support the wood, metal, and tool shops necessary for teaching Sculpture; the sink and "bath" system required for teaching the wet media of Printmaking and Papermaking (Fibers); the open space required to house large Fibers, 3-D Design, and Sculpture projects in progress; and the compatibility of clean, precise Printmaking with the clay, stone, and saw dust of the other disciplines. The State of Missouri requires 3 units each in Sculpture and Fibers for teaching certification and the Praxis exam contains multiple questions on the Printmaking discipline. Our graduates are not adequately prepared in those subjects.

Secondly, Studio East is in constant use as a classroom so is unavailable for student studio use. By restricting studio access outside of class time, we are effectively denying our students the opportunity to meet the basic requirements of the curriculum. Every studio course requires at least an equal amount of work to be

completed by the student outside of class time. Unlike history or math assignments, however, this work cannot be accomplished in the Library, a dorm room, or on a laptop. It must be done in a studio to which the students' access is greatly limited.

Because of the quality of the faculty, the perceived concern for the students and the improved delivery of the program overall, we are poised to grow once we can provide the necessary space and environment. In Fall 2006, all entry-level studio offerings have been full or over-subscribed (26 enrollments average), indicating existing interest and justification for additional sections, if we had the space.

The Strategic Plan of the Art Department is to investigate the feasibility of moving back into Harmon Hall when the Theatre, Dance and Fashion Design programs move out upon completion of the Fine and Performing Arts Center.

The department already occupies four designated classrooms in the building:

- H111 – Ceramics
- H112 – Clean 2-D: 2-D Design, Color Theory, Fundamentals of Drawing and Design
- H213 – Photography
- H202 – Art History

We need only three more:

- H113 – Sculpture/3-D
- H114 – Painting/Printmaking
- H212 – Drawing

If the art department moved back into Harmon, there will still be five additional classrooms for general use including H101 which can be configured as 75-seat lecture hall:

- H101—75 seat lecture hall
- H110—15 seat conference-style classroom
- H205—20 seat conference-style classroom
- H209—35 seat lecture hall (will require renovation—it is now the dance studio)
- H210—45 seat “smart” classroom.

Plus, a room designated for art history classes and a room dedicated to holding Lindenwood's slide collection in the new Fine and Performing Arts Center will be released for general use.

The only remaining studio need is for graduate student work space which will further demonstrate our commitment to post-baccalaureate studies (especially the terminal MFA degree in Studio Art) and which can be created in a small building (the Clark Street Boxing Club) located on the parking lot adjacent to the LUCC. The space is too small for a classroom and is currently being used in part as prop storage by Theatre.

Without the needed designated studio space, our ability to serve both majors and the general university population will stagnate. Bursting at the studio seams now, we will strive just as

diligently to produce the educational product for the same 169 majors and 750 students per semester.

## **Communication**

### **Statement of Purpose**

The Lindenwood University Division of Communication is dedicated to preparing students for successful careers in the ever-changing, highly competitive, widely diverse fields that comprise communication in the 21<sup>st</sup> century. The curriculum brings together technology and creativity while stressing the need for students to be well rounded in body, mind and spirit. As a consequence, the Division emphasizes the importance of excelling in General Education classes.

The Communication Division, which includes Mass and Corporate Communication, Multimedia Production and Advertising, and Media, is one of the leading university programs of its type in the region, if not the country. The radio and television stations and the multimedia centers are equipped with state-of-the-art equipment. The addition of new faculty members and the recent reconfiguration of the curriculum make this one of the most rapid growing divisions at the university. This dynamic and diverse program provides instruction and opportunities that will equip students with the knowledge and experience they need to succeed.

The Division stresses learning through experience and the importance of versatility. Students are provided with solid basic instruction in technique and theory and are provided with opportunities to put those concepts into practice. Our facilities serve as learning laboratories, where classroom lectures are translated into meaningful hands-on lessons. The curriculum gives students a broad base of knowledge and provides them with the tools and perspective to be successful in industries where technology is constantly changing.

### **Assumptions**

- To stay viable, our academic curriculum must reflect the technological changes in broadcasting, and computer-related industries. Our need for new faculty will increase with enrollment.
- Eventual resolution of governmental confusion regarding the implementation of digital radio will require the radio station to make some technical adjustments to our infrastructure. This could include the possible relocation of the broadcast tower.
- The rapid expansion of new broadcast technologies will result in an increase in the number of students seeking communications degrees and/or hands-on training.
- Changing Federal Communications broadcast definitions will require technological changes for LUTV-26, specifically as it applies to high definition digital video.
- The rapid expansion of new broadcast technologies will alter many long-standing business models in the industry, requiring an adjustment in our instructional methods to better fulfill industry recruiting needs.

- The growth in Internet commerce will create a need for educated web development professionals.
- The corporate need for versatile professionals will necessitate more integrated curricula involving Communications, Fine Art and Business.
- Lindenwood University will continue to be one of the few universities with hands-on, major market sports broadcasting training.
- More significant communications industry companies will request Lindenwood interns.
- A growing consumer demand for training and journalistic education will fuel Lindenwood's new journalism degree program.
- LUTV-26 will move its studios to the Fine and Performing Arts building in August 2008
- Missouri Senate Bill 284 will change the operational landscape of Educational Cablecast television channels. This change could effect the transmission of LUTV-26 programming
- Scheduled for 2009, the FCC will mandate a television picture resolution from analog signal transmission to digital signal transmission
- At a date yet to be determined, the FCC will likely mandate a switch in the broadcast radio bands from analog signal transmission to digital signal transmission

## **Personnel**

The Communication Division consists of 12 fulltime and 1 adjunct faculty, and 1 part-time engineer. It would be the goal of the Communications Division to recruit a new Program Manager for the Multimedia Program and to hire a part-time engineer for LUTV-26

## **Facilities**

The faculty members of the Division are officed in the Spellmann Center and Young Hall. Most of the courses within the Division are taught in the Spellmann Center, Young Hall and Harmon Hall. Virtually all locations on Lindenwood's campuses are used in the production of radio and television programming. Specialized studios, labs, storage and workspaces include

- Robert F. Hyland Performance Arena – broadcasts of sports events and specialty programming
- Lindenwood University Cultural Center – broadcasts of fine arts productions and specialty programming
- Jelkyl Theater – broadcasts of fine arts productions and specialty programming
- Spellmann Center--video editing suites, multimedia labs, radio station, studios (radio)
- Young Hall--television studio, operations office for LUTV-26, television station set and prop storage (until move)
- Relocating the main studio and editing suites for LUTV-26 to the new Fine and Performing Building (one editing suite to remain in Spellmann)

- Retool the video studio in Young Hall for telecourses
- Renovate the KCLC transmitter building, tower, fence and surrounding grounds
- Relocate video editing classroom to the new Fine and Performing Building
- After the opening of the Fine and Performing Arts Building, expand the physical space for Journalism including removing the wall between S3095 and S3100 (the current Print Room), set up a sales office/bull pen in S3135 (currently Video Editing Suite 1)
- Convert KCLC-FM's transmission system from analog to digital, completing the plan proposed in the 2002-2003 Fine and Performing Arts-Communications section of the Lindenwood Strategic Plan

### **One-Year Plan**

- Maintain updated Communication information on the LU Website and LUTV-26 (a member from each department; ongoing)
- Explore opportunities for inter-disciplinary coursework and degree programs (program managers; ongoing)
- Continue to review and upgrade assessment tools in the Division (team; ongoing)
- Develop relationships with other cable outlets that will allow Lindenwood-produced programs to be shown in neighboring communities (Scholle, Carlos, Voss; ongoing)
- Develop more public affairs radio programming featuring Lindenwood faculty and/or Lindenwood-involved issues (Wall, Reighard; ongoing)
- Pursue possibility of video streaming (Wall, Scholle, Carlos, Voss, Bush; December 2007 and ongoing)
- Attend to maintenance and equipment upgrades as necessary for LUTV-26 and KCLC (Reighard, Brancato, Scholle, Carlos, Voss; ongoing)
- Develop a better working relationship between LCIE and semester programs in Communication (Wall, Castro, Kemper, Scholle; ongoing)
- Expand sports broadcasting on both KCLC and LUTV-26 as University sports programs continue to grow (Wall, Reighard, Scholle, Carlos, Voss; ongoing)
- Implement effective retention procedures (all faculty involved; ongoing)
- Recruit a new faculty member to guide and teach the multimedia program (Wall, June; 2007)
- Evaluate the traditional daytime Communication Masters program and, if necessary, make effective changes (Wall, Scholle; June, 2007)
- 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)
- Continue development of new advertising courses to build a relevant curriculum for the Advertising and Media degree. Educated advertising professionals are in great demand, and there is considerable opportunity for Lindenwood to establish a reputation in that lucrative industry. (Wall; August, 2007)

- Evaluate the value of continuing to offer the Professional Writing program since Lindenwood has instituted a Journalism program. (Billhymer, Beard; December 2007)
- Explore non-tuition sources of revenue to support Lindenwood University's broadcasts stations (Wall; December 2007)
- Expand the programming for the Lindenwood University Higher Education television channel, LUTV-26, to include more student-produced work as well as pre-programmed material (Scholle, Carlos, Voss; ongoing)
- Expand the role of LUTV-26 and the Lindenwood University video production and educational programs to more extensively include community involvement. (Scholle, Carlos, Voss, selected students; ongoing)
- Develop more live broadcast capabilities. (Scholle, Carlos, Voss, selected students; ongoing)
- Update and refine promotional videos for use on LUTV-26 and general recruitment (Scholle, Carlos, Voss; ongoing)
- Continue to develop public affairs television programming featuring Lindenwood faculty and/or Lindenwood-involved issues (Carlos, Voss, selected students; ongoing)
- Broadcasts Lindenwood cultural, educational, community interest and sports events through LUHE-26 (Scholle, Carlos, Voss, Wall; ongoing)
- Specify preparations for equipping the new TV Studio in the Fine Arts building. (Scholle, Voss, Carlos; January 2008)
- Grow the Lindenwood-Belleville Communications program. (Scholle, Carlos, Wall, January 2008 and ongoing)
- Conduct a thorough investigation of the traditional day Communication masters program. (Wall, Scholle, Billhymer, Beard; August 2007)
- Upgrade the appearance of the KCLC broadcast tower and grounds. (Reighard, Wall; September 2007)
- Investigate the future of High Definition radio for KCLC. (Reighard, Brancato, Wall; December 2007)
- Expand the scope of the current film courses beyond History of Film and Asian Cinema to include European Cinema (academic program improvement; recruitment, retention; Reighard, Billhymer, Carlos; August 2007)
- Restructure the traditional daytime Masters curriculum (academic program improvement; Team; December 2007)
- Regularly publish a full version of the Lindenwood student newspaper. (academic program improvement, retention, recruitment; Beard, Pettit; August 2007)
- Develop newspaper sales organization and operational system, establishing policies and procedures (off-set student newspaper costs, establish student involvement; Pettit, Beard; October 2007)
- Because of changes in the English Department, evaluate Journalism degree to determine necessary changes in curriculum (academic program improvement; Beard, Pettit; July 2007)

- Work with IT to develop a distance learning program (On-line, Video Conferencing, On-Demand, Telecourses) (recruiting, revenue generation, institutional growth, academic program improvement; Carlos, Scholle; ongoing)
- Expand live programming on LUTV-26 including some sports events (recruitment, retention, community service; Scholle, Carlos, Voss, Schroeder; ongoing)
- Continue to coordinate academic course with video production (academic program improvement; Scholle, Carlos, Voss, Schroeder, Beard; ongoing)
- Research the feasibility of establishing a for profit non-academic HDTV tech school. (revenue generation; Wall, Scholle; December 2007)
- Research the feasibility of establishing a separate “for-profit company to rent out new TV studios for commercial video production (revenue generation; Wall, Scholle, Carlos, Voss; December 2007)
- Organize a Video Summer Camp aimed at middle school and high students (recruitment and retention; Scholle, Carlos, Voss, Schroeder, Beard; May 2008)
- Define operational strategies consistent with SB284 (television operations; Scholle, Wall, Carlos, Voss; ongoing as information becomes available)
- This could lead to research the organization of an educational television consortium in St. Charles County involving area school districts

### **Assessment**

- Develop Assessment tools for the news programs: Multimedia, Advertising, Professional Writing, and Journalism. (Wall, Scholle, Billhymer, Beard; August Ongoing)
- Reduce the annual Communications’ assessment report for General Education to a single comprehensive document (Team; ongoing)
- Upgrade questions on the Divisions Comprehensive Test to more accurately assess the current Communication’s academic programs (Team; ongoing)
- Reflect curricular changes that were made based on information gathered for assessment activities in the annual Communications’ assessment report (Team; ongoing)

### **Retention**

- Continue genuine one-on-one, advisor-to-student contact (Nicolai, Billhymer, Beard, Ludwig, Scholle, Reighard, Wall; ongoing)
- Evenly develop student/adviser ratios to better serve our students (Nicolai, Billhymer, Beard, Ludwig, Scholle, Reighard, Wall; ongoing)
- Attend student events and performances (Team; ongoing)
- Encourage current students to seek out and involve new students (Team; ongoing)
- “Advertise” available opportunities in the radio and television (Reighard, Wall, Scholle, Voss, Carlos; ongoing)
- Develop more aggressive recruitment programs for Communications clubs (NBS-AERho, Advertising Club, Explorer Post) (Nicolai, Scholle, Beard, Carlos, Wall; ongoing)

- Develop more “workshop” style integrate courses for the January Term and summer sessions (Team; ongoing)
- Promote smaller class sizes in Oral Communications (Faculty; fall 2007)
- Provide our students with opportunities that very few universities can offer through the technological upgrades in KCLC (to HD) and video (to HDTV) (Team; ongoing)

## **Five-Year Plan**

- Continue enrollment growth
- Graduate more quality media salespersons and buyers than any school in the state of Missouri
- Build a strong multimedia program focusing on web design and architecture
- Secure as permanent as possible, a secure venue to air LUTV-26, Lindenwood’s television channel
- Provide HD production and programming for LUTV-26
- Air daily student newscasts on LUTV-26
- Use campus-wide connectivity to present live programs
- Use university-wide communications to present programs from any Lindenwood campus
- Establish a functioning, integrated television studio in the new Fine and Performing Arts Center
- Expand LUTV-26’s production to include revenue-generating clients
- Create an online radio station to offer communication/broadcast courses at the Belleville Campus.
- Offer a highly successful Communications program through Lindenwood-Belleville relationship
- Develop programming options for KCLC digital station(s)
- Establish active relationships with area high schools to encourage participation in Lindenwood communications opportunities
- Develop and implement workshop/clinics to market to corporations to improve their employees writing and presentation skills.
- Develop a Film Production curriculum to expand our current video and take fuller advantage of the new video capabilities
- Introduce High Definition video production into the television curriculum
- Research the development of instituting an Audio Production curriculum

## **Recruitment**

- The addition of the Lindenwood student newspaper will make high school campus visits more effective for Journalism
- We will promote Video Summer Camps to middle schools and high school students.
- Other divisions will be encouraged to use LUTV-26 to promote their programs through instructive and entertaining new television shows

- The change to digital transmission will allow the possibility of additional “stations” within our frequency. This opens up a variety of opportunities to extend the voice of the University by reaching a wider audience.
- Telecast more high school sports thereby increasing the visibility of LUTV-26 in the community.

## **Education**

### **Assumptions**

- All Education Division activities will be under the direction of the Dean of the Education Division. An Assistant Dean has been added to facilitate the undergraduate program, the MoSTEP review, and any other duties that might arise. The Vice-President for Human Resources and the Director of Program Development will coordinate the off-campus operations at the 38 sites in Missouri and Illinois. This will streamline the operation of the Division and bring it to the point that on-campus and off-campus operations will be more in concert with one another. An assistant dean will be appointed to replace the associate dean for graduate studies and to manage the Ed.D program.
- A Professional Development Institute will be established with local districts. This will allow practicing teachers to receive services from the Education Division and maintain contact with the university.
- Expansion of the Education Division will continue because of the teacher shortage over the next 20+ years. This teacher shortage may be in areas that we presently do not have programs so these must be initiated.
- Thought will be given to the ratio of full-time/part-time Faculty in order to keep up with the growth of the Education Division in order for the high level of service to be maintained.
- The pending approval of the BS in Exercise Science will necessitate personnel and facilities changes in the physical education department.
- The use of technology for student evaluation and course evaluation will be examined and expanded.
- The division in conjunction with other University disciplines will pursue preparation for METS.

### **One-year plan**

#### **Academics**

Establish the foundation for strategically placing our division as Missouri’s number one preparer of teachers, school administrators, and their continued development. We will do this by

- Develop procedures and processes to assess pre-service teachers’ levels of readiness prior to national tests or employment (Bice; December 2008)
- Continue to develop the quality of the Ed.D programs (Dougherty, Faculty; ongoing)

- Exceed the standards established by the Missouri Department of Elementary and Secondary Education. See Appendix A. (Faculty, Bice, Stephens, Dougherty; March 2008)
- Re-define the role of the division and university in terms of Professional Development for Metro St. Louis schools and districts (Dougherty; September 2008)

## **Technology**

The division will enhance competency in the use of classroom technology for faculty and students by realizing

- Prepare all courses in Educational Administration for distance-learning delivery (Dougherty; January 2008)
- Become proficient in using WebCT (all faculty; December 2007)
- Ensure that all Faculty and students are competent in using FolioTek (Blackman, Schneider; December 2007)
- Utilize STEP for student data analysis to improve the quality of each course and program (Bice; December 2007)
- Provide professional development for the Faculty in interactive technology and its use in instruction (Dougherty, Bice, Stephens; ongoing)
- Expand the use of technology in physical education (Biggerstaff; Spring, 2008)

## **Division Management**

Our students are best served if the division continues with its philosophy of “Meet the needs of students first.” To do that more effectively and efficiently we will manage our affairs according to the following structures:

- Structure the division’s leadership to be more available to meet students’ needs (Dougherty; September 2007)
- Assemble, implement, and support an Institute of Professional Development office and associated functions to meet in-service teachers’ needs (Dougherty; September 2007)
- Prepare handbooks and website information to reduce confusion for students about dates, programs, etc. (Dougherty, Faculty; December 2007)

## **Communications**

Presenting a quality program depends upon honest communication among all public involved in the process

### Internal

Within the division and university, the education division Faculty and staff will do the following:

- Maintain the well established “open-door” policy (Faculty; on-going)
- Utilize the university’s excellent technology to communicate with each other, students and other university faculty (Faculty; on-going)
- Submit educational information to the university’s PR department (Faculty; on-going)

## External

The division is most effective and influential when it:

- Maintains communication and dialog with the accrediting agencies (Dougherty; on-going)
- Maintains personal contacts with district personnel (Faculty; on-going)
- Attends and participate in district functions, conferences, and offer professional services to differing publics (Faculty, on-going)
- Establish an educational lecture series to bring public notice to the division and university. (Gismagian, Dougherty, October, 2007)

## **Assessment**

- Continue to refine the student assessment process, using PRAXIS scores, surveys from employers, cooperating teachers, and graduates, and student portfolios, to improve teaching and learning. (Dougherty, Faculty; ongoing).
- Continue to refine the Assessment Plan for graduate students completing the Master's degree program and the Ed.D (Dougherty, Faculty; ongoing)
- Monitoring STEP, Folio Tek, will provide direction for evaluation and assessment, (Dougherty, Faculty; ongoing)

## **Retention**

- Continue to contact advisees who are having difficulties in class to help resolve problems that could be causing students to leave (Faculty; ongoing)
- Divide our advising sheets into benchmarks to identify areas of progress (Faculty; ongoing)
- Exercise flexibility with students who need additional help or who are having difficulties in their classes, to remove incentives to leave college (Faculty; ongoing)
- Provide more information to students earlier so they are not frustrated by not being informed (Dougherty, Faculty; ongoing)
- The alignment of advising sheets with the new AAT degree now offered by the Community Colleges needs to be addresses (Dougherty; ongoing)

## **Expansion Endeavors**

### Off-Site Programs

Our off-site programs provide the greatest opportunity to grow physically and influentially. To optimize the productivity and effectiveness of these sites, it will be necessary for us to realize these improvements:

- Provide for quality control through professional development for those who deliver our courses off-site.(Boyle, Dougherty, Bice, Stephens, Feely; December 2007)
- Monitor the off-site instructor's effectiveness though their students' successes. .(Boyle, Dougherty, Bice, Stephens, Feely; December 2007)
- Use the off-sites' programs to establish and further the influence of the Institute of Professional Development (Dougherty; December, 2007)

- Establish a system of ongoing reciprocal communication between our main campus and the extension sites through Lindenwood e-mail addresses for all adjuncts (Dougherty; September 2007)
- Establish in-service training for all adjuncts in the technology available to them from the university (Dougherty; September 2007)

## **People and Image**

There are many improvements we can make in our management of human resources:

- Systematically document human resources procedures through handbooks, websites, DESE guidelines, etc (Dougherty, Bice, Stephens; December 2007)
- Publish, distribute, and regularly update those handbooks and documents needed by the students and faculty that determine our policies and procedures (Dougherty, Bice, Stephens; December 2007)
- Make a deliberate effort to increase our quality of instruction as data information necessitates (Dougherty, Bice, Stephens; December 2007)

## **Recruitment Goals**

- Expand community college recruiting. This effort will augment the present population with new students from Missouri and Illinois junior colleges (Faculty; ongoing)
- Explore opportunities to take the Ed.D Degree Program to other locations around the state that are not served for this advanced program. This effort will increase student enrollment. (Boyle, Huss/Feely; July, 2005)
- Expand the recruitment of students to the Education Division by becoming more involved in the local area university programs in the local schools, and summer opportunities for K-12 students. (Boyle/Faculty; ongoing)
- Continue to incorporate MoSTEP Standards for technology required for pre-service teachers. With the web-based portfolios and imbedding technology into class work, we believe that we are addressing this standard. (Faculty; ongoing)
- Continue to review current literature to incorporate current “best” practices in their classes. This is essential for all professors to keep current with all current literature in their field so that preservice teachers are prepared with current material. (Faculty; ongoing)
- Continue to remain informed of the on-going 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.(Dougherty, Faculty; ongoing)

## **Five-Year Plan**

- Incorporate more technology into Education course work. This will include students being able to effectively and efficiently use technology in their classroom and development of their teaching portfolios.
- Refine the development of electronic teaching portfolios.
- Finalize full membership in TEAC (See Appendix B)

- Expand recruitment of highly qualified individuals into our teacher preparation program. .
- Expand the extended site throughout Missouri by taking other degree and certification programs to these locations
- Continue to use the assessment tools of PRAXIS scores, survey results, and student portfolios to improve the quality of teacher preparation
- Continue to explore the possibilities of distance learning
- Explore opportunities to take degree programs to other locations around the state
- Continue to remain informed of the changes that are forthcoming in the ever-changing field of education.
- Redesign the Elementary Education Degree/certification program.
- Establish several additional concentrations within the new doctoral program, to further extend our teacher-education mission and fulfill local and regional needs for additional graduate-study opportunities in the St. Charles and Belleville areas.
- Re-design the clusters in the C-MAT Program to align it with the undergrad program.
- Add a cluster-Master of Arts in Education for non-traditional students
- Develop environmental summer camps for teachers, and K -12 students
- Present alternatives to students pursuing certification and/or degrees
- New programs and K-12 partnerships that plug into the Department of Elementary and Secondary Education's Mathematics, Engineering, Technology, and Science (METS) initiative

## **Human Services Division**

While each department within the Human Services Division will have its separate strategic plan, the dean of the division will set objectives for the division as a whole to facilitate the daily operations among Human Services faculty.

### **One-Year Plan**

#### **Personnel**

The objectives for the 2007-2008 academic year are as follows:

- Systematize annual employee reviews to recommend salary increases, promotions, and employee awards (Witherspoon; June 1, 2007)
- Provide incentives for more employee involvement in the campus culture (Witherspoon; June, 2007)
- Create divisional policies and procedures to maintain consistency and fairness (Witherspoon; June, 2007)

#### **Facilities**

Human Services will have hired two new faculty members in the Criminal Justice Department and Nonprofit Administration Department. With limited office space available in Butler Hall, we will undertake the following initiatives:

- Make Butler 102, which is currently unoccupied, an office for the new NPA faculty member (Blasi; June, 2007)
- Make Butler 113, which is currently occupied by CJ adjuncts and the division's graduate assistant, an office for the new CJ faculty member (Johnson; June, 2007)
- Make Butler 100, which is currently used by NPA, the English writing lab (Witherspoon, Heidenreich; August 2007)
- Make Butler 108, which is currently used by American Humanics, the office for division graduate assistants (Witherspoon; August 2007)
- House American Humanics on the second floor of the Lindenwood University Campus YMCA or in Butler 004 where the CMS graduate assistant is currently located (Witherspoon; August 2007)

## **Assessment**

While each department uses its own assessment strategy, Human Services will be assessed in the following manner:

- Aggregate results from all department yearly assessments into one systematic divisional report, i.e. systematically measure student success by evaluating pre and post test results from various core courses offered in each department (Witherspoon; May, 2008)
- Systematically track job placement for students that have graduated within the preceding academic year (Witherspoon; May, 2008)
- Systematically measure faculty job performance by analyzing student evaluations along with other faculty duties and responsibilities, such as participation in recruitment, advising, and retention efforts as well as IDP accomplishments (Witherspoon; December 2007)
- Systematically track new majors added to all departments within the division (Witherspoon; May, 2008)

## **Retention**

With retention being a premium university wide concern the following initiatives will take place:

- Better communicate and train personnel among departments for more efficient advising of students within the division (Witherspoon; June, 2007)
- Promote and track faculty availability for student contacts during office hours (Witherspoon; August 2007)
- Develop strategies that promote student understanding of graduation requirements (Witherspoon; August 2007)
- Continuously encourage student participation in campus events (Witherspoon, August, 2007)
- Make conscious attempts to refer students to the Wellness program (All Human Services Faculty; June, 2007)

## **Five-Year Plan**

The Human Services Division will do its part in assisting with the university wide recruitment efforts. Additionally, Human Services will undertake its own strategies for

recruitment by attending local and regional college fairs. The division will also maintain and develop partnerships to recruit from and facilitate job placement for students within the division.

Subsequent faculty positions will be filled with individuals with doctoral and other terminal degrees. While growth is anticipated, Human Services aspires to be considered for facilities that will accommodate its growing faculty and student populations. Thus, Human Services will initiate a proposal to hire a full time administrative assistant. This position will allow faculty to maintain student contact hours, which will enhance all efforts toward the efficient operation of each program. Pernell Witherspoon, Dean of Human Services Division, will oversee each of the preceding initiatives.

## **Criminal Justice**

### **One-Year Plan**

#### **Personnel**

As the Criminal Justice Program continues to grow in faculty and students, the following objectives will be put in place for the 2007-2008 academic year:

- Identify and hire full time faculty necessary to meet the growth needs of the program (Witherspoon; one by summer 2007 and an additional person in 2008 if needed)
- Benefit from the services of a graduate assistant which may assist the entire division (Witherspoon; August 2007)

#### **Facilities**

- Utilize Butler 113, which is currently occupied by CJ adjuncts and the Division's graduate assistant, as an office for the new CJ faculty member (Johnson; June, 2007)
- If another faculty member is needed, convert Butler 110, currently utilized for work and learn, to two offices as it has two doors. (Johnson; as needed)

#### **Assessment**

Implement a new assessment process which will include a Graduate Survey component (Overall; August 2007)

#### **Retention**

- Promote the CJSA (Criminal Justice Student Association) to help students feel connected to the major (Marhanka; August 2007)
- Offer "Major Meetings" one time each semester prior to registration to help advise students about courses, internships, and career opportunities. Students will receive more attention from the Criminal Justice faculty and be more knowledgeable about their major. (Johnson and Staff; August 2007)
- Develop a system within the department to track and identify struggling students and refer them to the mentoring program (Faculty; August 2007)
- Develop tutors for the major and have them available as part of their work and learn at regularly defined times (Johnson; August 2007)

- Develop a Criminal Justice Community Advisory Board (Johnson, Corbin; late fall 2007 first meeting)
- Dialogue with the CJ faculty in the LCIE program at the undergraduate level (Corbin; fall 2007)

## **Five-Year Plan**

- Explore the possibility of bringing the Police Academy on site to Lindenwood University (Steenbergen; 2009)
- Be available to work with the University on a campus security plan (as requested by University)
- Development of a “Public Safety Department” which would include Fire Science and Paramedic degrees as well as an EMT certification program housed in the Human Services Division (Steenbergen; 2008)
- In the next five years the Criminal Justice Department would like to continue a steady growth of 5% per year in majors. In addition, CJ would like to continue with an improvement plan of graduating well developed, fully rounded, professional acting students ready and competent to enter the work force. CJ will do this through continued review and improvement of what is taught/how it is taught/ and how each course is evaluated as well as review and update program goals in line with the university’s strategic plan.
- Recruitment and retention will be a special focus. The CJ goals are to use opportunities within our professional, community, and personal connections to recruit qualified students and support Lindenwood’s positive image in the community. On campus CJ will attend recruiting events, follow up with the Admissions counselors, and support activities that promote LU and recruit qualified and motivated students for all majors.

## **Center For Christian Ministry Studies**

### **Current Facilities**

The Center for Christian Ministry Studies has its office in Butler 003, across from the laundry in the lower level of Butler Hall. This additional space has been very helpful, but it remains a desire to present a new, bright presence on campus for CCMS and its mission. CCMS will seek a prominent, visible and accessible place in the mainstream of student life in order to fulfill its vision and mission.

## **One-Year Plan**

### **Recruitment**

- Enroll a minimum of 12 new CMS day students for fall, 2007 for a total of 60 CMS majors and minors. This goal will be revised upward pending bullet #7 below. (House; September 2007)
- Enroll a minimum of at least 24 new CMS day students for fall, 2008. This assumes bullet #7 below. (House; September 2008)
- Recruit the first class of CMS/LCIE students for fall, 2007. Goal is 24, assuming passage of this proposal in spring of 2007. (House; August 2007)

- Update slick/glossy CMS brochure. (House; August 2007)
- Develop and propose a “CMS Student Recruiter” program with the following elements: (House; July 2007)
  - Offer current CMS students a financial cash incentive for every *new* CMS student brought to LU.
  - Model- A stipend of \$200 for every new CMS major enrolled. This is (currently) preferable to a tuition credit as a student motivational tool. (House; September 2007)
- Develop and implement an information form completed by every current CMS student that asks the following: (House; January 2008)
  - How did you learn about the Christian Ministry Studies degree program at Lindenwood?
  - Why did you choose LU?
  - What do you think attracts students to enroll in CMS at Lindenwood?
  - Do you know other potential students like yourself who would like to learn about the CMS program at Lindenwood?
  - Do you know other students currently studying at other institutions who would like to learn about CMS?
  - Would you be willing to supply names and contact information?
- Add new full-time faculty for 081S principally for recruitment needs, but also for diversity, program augmentation and balance, and in support of adjunct ratio standards. Duties and responsibilities will include (House; May 2007)
  - Enlist and recruit the next generation of future pastors, youth ministers, missionaries and worship leaders as an arm of Admissions.
  - Aggressively represent Lindenwood directly to church congregations and leadership, including denominational judicatories.
  - Develop and establish Church Covenants between regional church congregations and Lindenwood University.
  - Serve as Admissions Counselor and CMS representative through Big Events relating to churches, e.g., Family Christian Expo April 28, 2007.
  - Create materials to be used at regional high schools that promote the Center for Christian Ministry Studies.
  - Actively recruit youth groups in local churches and coordinate campus tours and application process.
  - Be the principal spokesperson and enlistment officer for CCMS-*Discipleship Institute* certificate program to local churches and in the community.
  - Manage public relations relative to CCMS degree program and Discipleship Institute in coordination with the Public Relations Office. Help create materials and news releases.
  - Teach CMS courses as required. The Youth Ministry courses would be this faculty’s emphasis.
  - Provide the needed theological balance and diversity to our students of various theological traditions.
  - Share CCMS program development responsibilities with the director.
  - Assist in oversight of CCMS Work and Learn students and projects.

- Actively promote, participate in and support of campus Christian organizations, assisting them to “impact campus culture.”

## **Retention**

- Continue the currently fairly high retention rate in CMS - presumably because of the personal mentoring and relationship philosophy of the professors and adjuncts.
- Participate in the Student Counseling Center in order to serve the LU student community at large.
- Create a student peer mentoring program for CMS students who struggle academically, or with healthy student life-style issues. (House; September 2007)
- Study a proposal for a Sunday Morning Chapel ministry on campus. This initiative will impact retention for LU in general. (House; June 2007)

## **Assessment**

- CCMS is under constant self-assessment as it strains to grow and be increasingly relevant. Now that students are graduating, a new initiative will be an exit survey. (House; November 2007)

## **Other Goals and Objectives**

- Earn approval of CMS120 Introduction to Theology as a General Education course. (House; fall 2007)
- Acquire of the Charbo Church of Christ property or similar space. This will enable... (House; 2008)
  - Space for group services and events, a “great room” for speakers, worship ministry to students, special music events.
  - Offices for CCMS and private counseling space relative to involvement in Student Wellness Center
  - Theological Student Library
  - Community Church Library project
  - “Student Lounge” for Religion and Theology
  - Study area
  - Conference room
  - Classrooms for CMS courses, especially evening courses relating to the CMS/LCIE and CCMS-Discipleship Institute
- Clarification and evaluation of the role of CCMS in light of Lindenwood’s present future. (House; summer, 2007)

## **Five-Year Plan**

- Evaluate entrance standards.
- Evaluate and move to improve ministry efforts to LU community
- Evaluate and move to improve quality of CMS courses
- Add third full-time faculty, Fall 2009
- Earn approval of CMS 330 and 340 Old Testament and New Testament Book Study courses as General Education courses.

## **Nonprofit Administration**

### **Assumptions**

NPA will try to limit its assumptions to realistic assessments that can positively impact the program. NPA assumes its name change will result in a better understanding of what the program represents and should assist in recruiting students as majors. NPA also believes additions such as the recreation and leisure service minor and emphasis area and the creation of new undergraduate courses will also improve career opportunities, skills and knowledge gained, and is attracting new students to the program.

The revision of the graduate program curriculum should also assist in expanding participation in the MA program. The new name and additional course offerings are attracting students. NPA also expects that the new certificate in Fundraising and Development will add dramatically to student totals in both the BA and MA programs.

### **Facilities**

This program and the Human Services Division have too little space. NPA is about to lose one office and the outer office area of the program manager. These changes will displace NPA students, both work and learn and those in the American Humanics program and force them to not be near the faculty.

The lack of facilities can have a negative impact on recruitment and retention. Past experiences indicate that students who have a place to go and interact with the faculty more regularly are more likely to stay in a program and at a university. NPA hopes this reduced space situation is just a short term problem.

### **Assessment**

NPA currently provides a questionnaire to students in the introductory course and then test graduating seniors with the same questions. This is one method to gauge increased knowledge of NPA students. NPA will discuss making improvements to the assessment process and evaluation of career results of NPA graduates under the short and long term action plans. The American Humanics core competencies standard also allows assessing the level of knowledge and the training of skills needed for careers in the nonprofit field.

### **Retention**

NPA does not have much of a retention problem as most students who enter the major seem able to complete the BA or MA degree program. NPA will work closely with students as advisors so as to be aware of problems before they develop into possible retention problems. NPA will work on plans to better prepare students for the major and the course work.

### **One-Year Plan**

- Continue to review and upgrade the course offerings so that we can continue to attract quality students and better educate and prepare our students for careers in the nonprofit sector (Blasi; ongoing)

- Build upon the current internship structure created this past year to expand internship opportunities and to explore the possibility of paid internships (Turner; summer 2008).
- Take steps to more actively involve our American Humanics students in the student activities by requiring involvement as part of receiving a passing grade (Beckerle; January 2008).
- Conduct recruitment at high schools using current upper class students and attend community meetings to raise the profile of the University and our program as methods of recruitment. We will contact people in the nonprofit sector about our masters' degree and our new certificate program (Beckerle; spring semester 2008; Blasi and Turner for masters program; fall 2007).
- Begin the process of creating a student evaluation survey to track the career paths of our graduates (Blasi; spring 2008).
- Enter into discussions with the Boy Scouts of America's national office to explore Lindenwood University being the provider of a master's degree in Nonprofit Administration to their professional and management staff nationwide (Blasi, Beckerle; fall 2007; establish program parameters by January 2008)
- Continue to reach out to the St. Charles Community Council to raise Lindenwood University's presence in the nonprofit community (Blasi; ongoing)
- Seek to receive some clerical assistance to reduce the paperwork load of the program. (Witherspoon; October 2007).

### **Five-Year Plan**

- Implement the new student assessment to track career paths after graduating from either degree program.
- Double the number of students in our master's program and increase significantly the number of undergraduates majoring in Nonprofit Administration. NPA will also recruit more students to minor in NPA and for students to minor in Recreation and Leisure Services Management.
- Offer many more nonprofit courses, especially on the master's program level, to both better educate and prepare students for a career in this field and to also attract more students to this academic area.
- Raise the academic quality and reputation of the programs and this division both inside Lindenwood University and as viewed by outside persons. NPA desires to have an outstanding academic quality reputation.
- Examine additional retention techniques including having student mentors for students who are struggling; have in house workshops; and more active one on one discussions.
- Reach out into the nonprofit community, especially in St. Charles County, NPA will consider more certificate programs to attract those working in this sector as well as those wanting to specialize in his field and expand our involvement with the St. Charles Community Council.

- Have improved facilities for the program and division so that we would have space available for our students to be in the same building and adequate clerical/administrative staff to handle the more routine tasks of the program.
- Add one to two full time faculty members if both the RLS program and the new certificate program add significant number of students to the programs.
- Implement a new executive masters' degree for the Boy Scouts of America using a combination of non-traditional on-campus, online and concentrated course offerings. If successful NPA will need to add at least one additional full time faculty member and several adjuncts to teach the various course offerings.
- Implementing a marketing plan for the YMCA Professional Studies program to increase the number of students in that emphasis area.

## **Social Work**

The Social Work Program will initiate the Council on Social Work Education (CSWE) required secondary admissions process during the Spring Term of 2007. The Program will file Benchmark III during the Summer of 2007, conduct the required Commissioner's visit early in the Fall Term of 2007 and obtain approval for the final required Site Visit during the Spring Term of 2008. The Social Work Program will achieve full accreditation by the Council on Social Work Education during the 2008-2009 academic year.

## **Personnel**

CSWE requires no larger than a 25:1 student/faculty ratio at the BSW level and a 12:1 student faculty ratio at the MSW level. CSWE also requires that the Program employ at least 2 full-time faculty members for the graduate level at the time of the submission of Benchmark I (along with a plan for employment of a third full-time faculty member) with a third full-time graduate faculty member employed at the time of the Benchmark I Commissioner Visit. CSWE requires that a minimum of six full-time graduate faculty members be employed at the time of the Benchmark II Commissioners Visit.

June 2008	Employ additional BSW deployed faculty member
June 2009	Employ two-three additional MSW deployed faculty members
June 2010	Employ three-four additional MSW deployed faculty members
	Employ additional BSW deployed faculty member
	Employ an additional full-time professional support staff member for the MSW Program

Please note that at least three of the MSW deployed faculty members must have an earned doctorate and we anticipate that, due to the nature of the MSW Program envisioned, all must have an earned MSW with a minimum of two years post-MSW professional practice experience. All should have prior MSW teaching experience.

## **Facilities**

As described above, the Social Work Program will have need for additional office space for a minimum of nine additional full-time employees by June of 2010. As currently configured, there is not sufficient space in Butler Hall for that type of expansion in the Division of Human Services.

## **One-Year Plan**

Initiate In-Service Education Workshop (Johnson; summer 2007)

- Expand Social Work Advisory Board to incorporate additional diversity (Jacobsen; August 2007)
- Expand approved BSW Practicum Sites (Mueller; January 2008)

## **Retention**

Initiate Peer Mentoring System within the major (Jacobsen; January 2008)

## **Assessment**

The Social Work Program will continue implementation and refinement of the current Assessment Plan each term. Expansion will occur with the development of the MSW Program. The Program Plan has been identified as a model plan by elements of Lindenwood University and, as such, Program faculty members are interested in sharing experiences and expertise with other academic units upon invitation.

## **Five-Year Plan**

During the 2008-2009 academic year, the Social Work Program will complete a needs assessment for the development of a CSWE accredited MSW Program. Eligibility materials for that Program will be filed early in the 2009-2010 academic year which will begin the three to four year process of obtaining a CSWE accredited MSW Program through the required Benchmark process.

Month specific completion dates cannot be provided as the process must follow deadlines established by CSWE upon completion of each step in the processes identified. Jacobsen, as Program Manager, has responsibilities for completion of each step in the processes described.

# **Humanities Division Strategic Plan**

The Humanities Division will continue to act as the heart of the University's first class General Education program which is central to a Liberal Arts education.

## **Assumptions**

- LU will continue its 5/1/5 course load for faculty.
- The traditional age population of the main campus will not significantly expand; this group will continue to be the main focus of the regular faculty.
- The bulk of the division's teaching load will continue to cover general education courses.
- The ESL program will remain within the purview of the Humanities Division
- The number of Foreign born students will remain near constant.
- The Writing Center will stay within the purview of the Humanities Division.
- The number of students in General Education classes will see modest growth.
- The number of majors in each program will continue to grow, but at a slowing pace.

- Instructors' loads will be based more heavily on the total number of students rather than number of students per class.

## **Personnel**

- Reductions in the student load for professors in performance based classes will require an increase in either full time or adjunct professors; this will be a particular need in English and Foreign Languages.
- An expansion of English language improvement services for non-native speakers will require a growth in the ESL program.
- To better assist our students with weakness in their writing, or to assist students simply wishing to improve their writing, the writing center will require the addition of personnel.

## **Facilities/Physical Plant**

### **Short Term**

- Butler 100 will be turned into the writing center, but the office attached to it needs to have the door moved from Butler 100 to the hall.
- Butler 211, the current writing center, needs to be turned into two offices.
- The closets along side Butler 204 and 202 need to be converted into divisional storage closets by giving them doors that open to the hall.

### **Long term**

- Butler Hall is a good basic facility for the Humanities Division, but the space is too small for two divisions to inhabit. At some point Human Services will need to move into a facility of its own.
- The Building needs basic refurbishing to include repairs, rewiring, new carpet, and painting. Central air may turn out to be more economically efficient in the long run than the current system of individual cooling units. The short term cost of the installation may well be covered by long term savings in other areas.
- Space needs to be allocated for a permanent foreign language library which can also act as a classroom for Language classes.

## **One-Year Plan**

### **Division**

- Re-design the Master of Arts in American Studies program to make it more competitive with AST programs in the region (Humanities Division Graduate Committee; Fall 2007)
- Develop new graduate interdisciplinary courses with the Humanities Division (Humanities Division Graduate Committee; Fall 2007)
- Work toward establishing a center for Frontier Studies at the Boone Campus (American Studies; 2007)
- Participate in the Midwest American Studies Association to introduce graduate students to interaction within an academic society (American Studies; 2007)

- Work with Graduate Admissions and the Education Division to encourage Masters of Education students to pursue a Certificate in American Studies (Humanities Division Graduate Committee; Fall 2007)
- Expand the role of the Writing lab by hiring a full-time individual with an MA (Susan Edele, Fall 2008)

## **English**

- Revise/update the Writing Certificate requirements and distribute brochures to faculty mailboxes, admissions, and interested students. (Department; Spring 2008)
- Administer the Michigan Placement Test to all first-year ESL students and look for other ways to meet these students' needs. (Qualls; Fall 2007)
- Create a literary publication to highlight the creative writing of the Lindenwood student body. (Balogh and Fetters; Spring 2008)
- Determine whether we need a policy to address the possible overlapping of courses ("double dipping") between the Literature and Creative-Writing emphases. This issue arises only in the rare instance of a student who wants to do both emphases. (Department; Spring 2008)

## **Foreign Languages**

- Development of a German exchange program with the Ruhr-Universität. It would be an actual exchange with our students going there and theirs coming here. One incentive for our students is that they might be able to pick up enough German language courses, as well as some major course taught in German, to have a minor in German (John Bell; Spring 2008)
- To accommodate the growing enrollments in Spanish at the 100 level, two or three sections could be added to the current number. At least one might be offered in the evening, as we have done with the Mandarin Chinese courses. This would, of course, require additional instructors. (Foreign Language Department; Spring 2008)

## **History**

- Serve our major even better as advisors by taking responsibility for placing them in education courses as well as history courses (History Department; Spring 2008)
- Have one faculty member teaching in the expanded College Community Living format. (Kerksiek; Fall 2007)
- Consult with satellite campuses on course offerings and the qualifications of adjunct faculty. (Griffin, JSmith; as needed).
- Rationalize course catalog numbers (History Department; December 2007)
- Assuming high enrollments in the three new adjunct taught courses scheduled for Fall 2007, start a search process for an additional faculty member with qualifications to teach courses in geography beyond the World-regional level (such as economic and/or physical geography) as well as courses in world history such as African or Middle Eastern History (Department; Spring 2008)

- Develop topical courses for the January Term, with the end in view of creating courses appropriate for this forma. (Department; Spring 2008)

### **Philosophy**

- Get all courses in regular rotation in the catalog. This will help prospective students learn about our program and help students on campus to select courses more relevant to their major or personal interest. Courses include: Asian Philosophy, Aesthetics, Business Ethics, Contemporary Moral Theory, Epistemology, Metaphysics. (Brown; Spring 2008)

### **Religion**

- Get the new faculty member on board and oriented to his or her tasks and goals. (Mason and Meyers; Fall 2007)
- Begin a process of evaluating the whole offering of REL courses with the goal of providing a systematic and wide range of religion study courses. (Mason, Meyers, Stevens; Fall and Spring of 2007-2008). Specific goals will be to:
  - Look at the numbering system inherited when the present faculty arrived and decide if the difficulty levels and relevant placement of the courses are accurate and reflective of what is being taught.
  - Renumber the courses where needed to reflect their actual placement in the program
  - Begin designing and developing new courses to broaden the range of offerings and to use the skills, abilities, and interests of the incoming faculty person.
  - Expand the offerings in non-Christian traditions and religious study (Religion Department; Spring 2008)
- Work with the Philosophy, History, and Anthropology departments to create a possible minor in Eastern Religion and Philosophy (Mason; Summer 2008)

### **Assessment**

- Because of the nature of the Division, assessment will continue to be done by each program individually. Update assessment programs and tools on a regular basis.
- Re-examine the goals and objectives of ENG150 Composition I and then consider alternative approaches to the assessment tool we use in the course. (English Department; Spring 2008)
- Develop assessment instruments for PHL 150 Introduction to Philosophy and PHL 190 Philosophy of Human Nature. (Douchant/Carper; Spring 2008)

### **Retention**

- Because of the nature of the Division, Retention will continue to be done by each program individually.
- The History Department's retention efforts include newsletters, history club activities, "get-togethers," and field trips. (History Department; ongoing)

- Foreign Language retention should benefit from the limitations of class size discussed elsewhere in this plan. Our efforts to establish and make known our Study Abroad and foreign-travel programs should contribute to students' interest in continuing foreign-language study, as well. (Foreign Language Department; Spring 2008)
- Use new Philosophy honor society, Phi Sigma Tau, the new philosophy club, the student-led Facebook group, and activities like Coffee Conversations, Philosophy Forum, and Philosophy in Film to develop bonds with, and between, students. (Douchant/Brown/Carper; Spring 2008)

## **Five-Year Plan**

### **Division**

- These are dependent on whether or not these programs stay under the control of the Humanities Division.
  - Writing Center – regularize the hours and capabilities of the students working in the writing center. Graduate Students could be useful here. (Humanities Division)
  - ESL – expand the ESL offering by adding necessary fulltime individuals and developing and regularizing a program to bring non-native speakers up to the levels of English necessary for success. (Humanities Division)
  - American Studies
    - Develop exchange programs with American Studies programs abroad.
    - Create an interactive WEB page.
    - Develop educational trips to significant historical and cultural sites in America.
    - Establish a regular curriculum at the Boone campus for day students. (American Studies program)

### **English**

- Over the next two years, test the new courses we recently have added to the Creative-Writing emphasis (ENG291 Introduction to Writing for Performance, ENG292 Introduction to Creative Non-Fiction, ENG323 Advanced Poetry Writing, ENG391 Advanced Fiction Writing). Following this test period, we will examine the requirements for the Creative-Writing emphasis as well as the rotation schedule for the courses.
- Re-examine the goals and objectives of ENG170 Composition II, ENG201 World Literature I, and ENG202 World Literature II.
- Support the American Studies graduate program as appropriate.

### **Foreign Languages**

- Develop a minor in German. Efforts have already begun and have been described above.
- Increase the number of upper-division Spanish courses required for the major to better prepare our students linguistically, culturally, and academically; this is particularly necessary in the literary field, to facilitate the transition to graduate-level study.

- Offer a Semester Abroad experience in a Spanish-speaking country; this could also be a requirement for the major. Nancy Cloutier-Davis is currently looking into this question.
- Reduce the limit in elementary language classes to closer to 25, in order to facilitate a more intensive and therefore more satisfying learning experience. Our classes have been routinely so overcrowded that real, active participation frequently falls by the wayside, and student success and enjoyment are minimized.
- Create at least one upper-level Spanish course (culture and/or literature), which would be offered in the evening.
- The department will support the American Studies graduate program as appropriate.

## **History**

- Explore initiatives that give Lindenwood a more active role in the local history community and to consider new ways of investigating, interpreting, and presenting the history of the region to both the university and public constituencies.
- Increase LU's visible presence in the scholarly community via presentations and publications.
- Replace the current department chair (due to retirement) by a Ph.D. with qualifications in World History.
- Support the American Studies graduate program as appropriate.
- Respond with appropriate support as new directions and priorities for the Boone Campus are developed.

## **Philosophy**

- Given the growth in students taking philosophy classes and having new courses like PHL 216 Modern Symbolic Logic accepted for the Math Gen. Ed. (or Asian Philosophy which was accepted for Cross-Cultural Gen. Ed. credit) that will increase the appeal of taking PHL courses, hire a new professor within 2 years. This will also be important in being able to offer evening and summer classes.
- Develop more courses in conjunction with other programs (like Aesthetics with the Arts program, Business Ethics and Game Theory with the Business program, Modern Symbolic Logic with the Science program, and Eastern Philosophy with the Religion program).
- Develop minors in fields appealing to students in a variety of majors.
- Develop Philosophy of Religion concentration (minor or even major). This depends on the new hire for Religion.
- As part of our long-term plan to offer courses at different levels in the same area (such as Moral Life, Ethics, and Contemporary Moral Theory), create a 100 level Critical Thinking course
- Contingent on a new hire, begin to offer graduate courses in philosophy within 5 years, with a longer-term goal of exploring a graduate program. This would be especially relevant for the graduate program in American Studies and for courses

in Professional Ethics (Bioethics, Business Ethics, Education Ethics) that would appeal to professionals needing or desiring additional education.

- Support the American Studies graduate program as appropriate.

## **Religion**

- Consider other possible minors or special interest minors based on available courses and staff.
- Support the American Studies graduate program as appropriate.

## **Recruitment**

- Actively participate in local college fairs. (Members as available)
- Develop additional media opportunities that showcase the academic and professional strength of the division. (Members as available)
- History: Continue our community outreach (History Day activities, connections with local groups such as the St. Charles Historical society, etc.)
- English: (1) Examine the feasibility of inviting high-school students to the Word Society's CreatiFests, which usually are held once each semester. (2) Design a brochure that we can mail to high schools and distribute to prospective majors who visit the campus.
- Develop a History quiz show for broadcast and recruitment. Kris Smith will receive J-Term comp. time to pursue development of a.
- Languages: 1) Establish ties with more area high schools. This has been very beneficial to the French program, as we can draw talented students from the classes of teachers who have a record of providing a strong foundation in French. 2) Languages: Put together a PR piece in the form of "newsletters" to be distributed to high school students, as well as LU students
  - French Study Abroad Program from Caen, with photos, testimonials from the participants, info about the program, etc.
  - Spanish program presenting the J-Term trips (and a possible Semester Abroad in the future).
- 3) Languages: Enrollments could be greatly enhanced if Foreign-Language study were required by more undergraduate majors. For example, most universities require 2, 3, or 4 semesters of foreign language for the B.A. degree. Currently, the burden of meeting enrollment quotas is quite daunting due to the lack of foreign language in the General Education requirements. We would like to see this issue re-visited by the General Education Committee. 4) Languages: Add sections of each of the languages. While it is preferable to recruit majors from among students who have studied languages in high school (hence our efforts in building relationships with area high school teachers) and who begin in the 200 or 300 level, some recruitment comes from the 100-level classes, and this could only be enhanced by increasing enrollments.

# **Lindenwood College for Individualized Education (LCIE)**

## **Assumptions**

- The LCIE faculty will continue to focus on providing quality teaching and advising.
- The LCIE full-time faculty will increase with enrollment.
- Lindenwood's area of expertise and the LCIE Program's differentiating factor will continue to be the personal attention offered in the one-on-one advising sessions with the students in the program.
- LCIE will continue to operate as part of the Lindenwood Community.
- LCIE will continue to be a leader in innovative educational delivery systems.
- A web site will provide information to prospective and continuing students that are searching this medium. This site will be of high quality, but will not be our focus for processing student information and/or instruction.
- Major fields of employment continue to include, but are not limited to, information technology, health care administration, management, criminal justice, human resource management, corporate communication, mass media, hospitality services management and the service industry.
- LCIE will continue to investigate the need for new programs serving adult students and will add and delete programs as new occupations and community needs arise.
- LCIE will forge strengthened community linkages for recruiting opportunities.
- LCIE will offer colloquia with recognized presenters to serve not only LCIE students, but also the community.
- The future of Lindenwood University and LCIE, in particular, will be fulfilled in part by the growth of St Charles County and the continued expansion of enrollment at our off-site campus locations throughout St. Louis, St. Charles and Belleville, Illinois.
- LCIE will continue to work with Evening, Corporate and Graduate Admissions.

## **Personnel**

- Add one additional full-time faculty advisor to manage the business administration programs at the LUCC (Kemper; fall, 2007)
- Add one additional full-time faculty advisor at the Belleville Campus (Kemper; fall, 2007)

## **Facilities**

- Add three new Power Point Carts at the Lindenwood Cultural Center [LUCC] (Kemper, Bush; fall, 2007)
- Add internet connection to all classrooms in the LUCC (Kemper, Bush; December, 2007)
- Create a library/study area for LCIE students in the LUCC (LCIE Team; January, 2008)
- Create an adjunct faculty work area with computer access, a photocopier and printer in the LUCC that is both private and secure (LCIE Team; January, 2008)

- Replace carpeting in rooms 203, 204, 205,206, 208 & 302 in the LUCC (Kemper; June, 2007)
- Repair and paint lobby walls and doors to restrooms and offices in the LUCC (Kemper; fall, 2007)
- Repair and paint or replace stalls in restrooms in the lobby area of the LUCC (Kemper; fall, 2007)
- Paint classroom, hallway and office doors on third floor of the LUCC (Kemper; fall, 2007)
- Replace floor in third floor men's room in the LUCC (Kemper; fall, 2007)
- Investigate possibility of replacing carpeting on lobby steps with stair treads to improve appearance and ease of cleaning (Kemper; fall, 2007)

### **One-Year Plan**

- Create an advertising campaign for both radio and internet that focuses specifically on the LCIE student market (Kemper, LCIE Team, Queen, Carlos & Wall; July, 2007)
- Add three new Power Point Carts at the Lindenwood Cultural Center (Kemper, Bush; fall, 2007)
- Add internet connection to all classrooms in the Lindenwood Cultural Center (Kemper, Bush; December, 2007)
- Create an orientation class for LCIE adjunct faculty to address the need for consistency in teaching and grading methods (LCIE Team; January, 2008)
- Require all adjuncts to attend an annual meeting to review the adjunct faculty handbook, discuss policy, procedure, and goals in the LCIE, and to commend faculty for their innovations (LCIE Team; December, 2007)
- Develop an LCIE compensation plan for adjunct faculty that includes salary increases based on performance and seniority (Kemper, LCIE Team; September, 2007)
- Advertise in local newspapers for adjunct instructors to teach in the LCIE programs, to ensure that the most qualified candidates are reached (LCIE Team; August, 2007)
- Implement scheduling strategy at the Belleville Campus where the quarter schedule and faculty for same will be developed on site and new adjunct faculty will be recruited from in and around the Belleville area (Kemper, Highley, Caudillo; fall, 2007)
- Identify an Experiential Learning Coordinator for the Belleville Campus (Kemper, Engleking; December, 2007)
- Continue to review new certification processes toward experiential learning credit in the areas of Human Resource Management and Project Management Certification (Engleking; December, 2007)
- Work with Division Deans to offer three semester hour courses in the evening at all sites to satisfy cluster requirements that were not fulfilled with transfer credit (Kemper; Ongoing)
- Create and publish, on a quarterly basis, an LCIE newsletter to go to all adjunct professors and full time faculty to keep the departments abreast of all new issues

- and upcoming events (Manjounes, Jones; December, 2007) Collaborate with Terry St Clair to combine Criminal Justice and Healthcare programs to create a Correctional Facility Healthcare cluster (Manjounes, St Clair; December, 2007)
- Expand Lindenwood's presence at St Anthony's Medical Center through participation in employee fairs and recruitment of adjunct faculty (Manjounes; March, 2007)
  - Implement student satisfaction survey for new cluster offerings to continuously evaluate and improve curriculum (Manjounes; December, 2007)
  - Offer colloquia opportunities for Gerontology students to increase program awareness and to recruit new students (Manjounes; April, 2007)
  - Offer colloquia opportunities for Health Management students to increase program awareness and to recruit new students (Manjounes; September, 2007)
  - Obtain membership in at least one of the following organizations (Medical Group Management Association, Healthcare Financial Management Association, or Missouri Healthcare Executives Group) and attend monthly meetings to recruit adjunct faculty and prospective students (Manjounes; November, 2007)
  - Attend Breakthrough Coalition bi-monthly meetings to obtain membership and as a networking opportunity for the Gerontology program (Manjounes; April, 2007)
  - Set up meetings with key Human Resource personnel at local area hospitals and managed care organizations and work with site manager for opportunities for education and employee benefit fairs to recruit prospective students (Manjounes; December, 2007)
  - Attend education fairs at Blue Cross/Blue Shield of MO for recruitment purposes (Manjounes; May, 2007)
  - Attend and/or present at the meetings of the Missouri Council of Teachers of Mathematics and the Mathematic Educators of Greater St. Louis to recruit instructors for the mathematics cluster and to recruit students to the traditional mathematics degree programs (Kottmeyer; ongoing)
  - Review and revise the LCIE assessment process. We need a process by which our adjuncts and program managers know what is expected of them each term, and we need to publish conclusions in a manner that is helpful to program managers and faculty advisors (Kottmeyer; spring, 2008)
  - Need to establish an annual division meeting (preferably each spring) to assess assessment (Kottmeyer; May, 2007)
  - Update the project management cluster in the undergraduate information technology major (Kottmeyer; summer, 2007)
  - Develop two additional elective clusters in the graduate information technology management degree (Kottmeyer, Mahan; spring, 2008).
  - Maintain and update computer labs in LUCC with funding provided by lab fees to offer students best possible learning environment (Kottmeyer, Mahan, Bush; ongoing)
  - Conduct a feasibility study and prototype development of an electronic database to automate some of the repetitive chores that advisors have to do, and coordinate compatibility of same with the new integrated database (Mahan; January, 2008)

- Update the database cluster textbooks to include student membership in the author's website at a savings of \$120.00 per student (Mahan; June, 2007)
- Create a Germany Cross Cultural cluster. This cluster will add variety to the LCIE program, and it will give students a new option to satisfy their cross cultural requirement (Mead; January, 2008)
- Develop a system for quarterly mailings to all LCIE students prior to each registration period, to remind students when to set appointments, and to encourage students to return each quarter (Mead; January, 2008)
- Attend annual Associated Writers and Writing Program Conference to recruit students to the MFA in Writing, M.A. and B.A. in Communications programs (Mead, Jones; December, 2007)
- Continue program restructuring by adhering to new course descriptions/expectations, recruiting new faculty, developing a Journalism cluster (working with Peter Carlos and adjunct Harry Jackson), and adjusting Scriptwriting cluster to a writing base (Jones; September, 2007)
- Research advertising options and costs to promote the MFA program in publications such as *Poets & Writers* and *The Writer's Chronicle* (Jones; June, 2007)
- Utilize Writer's Workshop radio program for visibility purposes (Jones; ongoing)
- Establish required annual meetings for all MFA students to enhance sense of community and set program goals/expectations (Jones; August, 2007)
- Research possibilities of biannual MFA student readings on campus, to boost program visibility, encourage sense of community, and colloquium offering (Jones; ongoing)
- Develop genre-based reading lists for all MFA independent study courses (Jones; June, 2007)
- Establish program selection criteria including writing sample and statement of purpose (Jones; April, 2007)
- Design high quality program Website with mission statement/expectations, course descriptions, and announcements (e.g. publishing opportunities, jobs) (Jones; December, 2007)
- Contact day English faculty advisors to interest English majors and connect with campus writing organizations (Jones, October, 2007)
- Create MFA recruiting fliers for area undergraduates and the adult community, respectively (Jones; May, 2007)
- Arrange guest reader in poetry, fiction, and nonfiction (Jones; May, 2007)
- Regularly attend and/or participate in literary readings in the area to boost program visibility and recruit (Jones, ongoing)
- Plan to develop a speaker's bureau comprised of 4 or 5 practicing Human Resource professionals to deliver colloquia each year at various campus locations (Horstmeier; September, 2007)
- Explore the possibility of joining a St. Louis area Human Resource professional organization to promote the Human Resource Management programs, recruit prospective students, recruit adjunct faculty, and to improve my knowledge in the discipline (Horstmeier; December, 2007)

- Visit the Human Resource Department of two area corporations to request feedback on current program offerings including suggestions for program improvement and to recruit prospective students and adjunct instructors to the program (Horstmeier; January, 2008)
- Research the feasibility of incorporating a new International Human Resource cluster into the program (Horstmeier; August, 2008)
- Improve communication with the Human Resource Management faculty by forwarding to them the LU Communique newsletters and The President's Notebook as published (Horstmeier; July, 2007)
- Encourage student and faculty involvement in Lindenwood activities by forwarding a weekly activity email to the faculty in Human Resource Management (Horstmeier; August, 2007)
- Complete review of undergraduate criminal justice degree program to restructure degree requirements and move toward future needs of those entering the field of criminal justice St. Clair; January, 2008)
- Work with local police/fire academies to offer specialized seminars at academies to highlight LCIE Criminal Justice faculty and serve as a recruiting springboard (St. Clair; December, 2007)
- Coordinate with Eve Jones to develop a Film studies cluster that would be available for Communications and MFA in Writing students (Castro; December, 2007)
- Discuss with Peter Carlos ways of formalizing and promoting the Advanced Video training we offer to selected graduate students. Students who have completed the Advanced Video course, with Advisor recommendation and Professor Carlos's approval, are doing Independent Study coursework in advanced video. In most cases they are involved in developing programming to be potentially used on LUTV. This enables students to get a rich experience developing professional level television material and leaving the graduate program with an impressive portfolio of work that should aid them in fulfilling their professional goals. The quality and depth of video experience we can now make available distinguishes us from other regional Masters programs and should be exploited in our recruiting and promotional efforts (Castro; December, 2007)
- Coordinate with Erica Blum and other faculty to develop a Graphic Design cluster (Castro; January, 2008)

## **Five-Year Plan**

- Focus on student recruitment strategies across all programs in the LCIE.
- Investigate the possibility of a Master of Science in Public Safety Administration.
- Coordinate networking opportunities for past graduates and highlight accomplishments through a social event to be held at the University Club on an annual basis.
- Work with representatives of area hospitals and nursing homes to develop CME credit seminars to be held on either the main campus or at satellite locations.
- Arrange internships for interested Health Management and Gerontology majors with area businesses.

- Research student interest in and costs of a writing “weekend retreat” at Skyway Farm.

## Management Division

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.

### Assumptions

- Lindenwood’s area of expertise will continue to be the personal attention, personal education of the student and exposure to a business-experienced faculty.
- The development of the student as a value-based business leader and citizen will still be a focal point of the “Lindenwood Educational experience.”
- 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.
- The number of International Students will continue to represent a significant number of business students.
- The continued growth and service area expansion will result in an increased demand for graduate courses to support the growing number of corporations and their employees within the entire service area.

### Personnel

	Regular	Adjunct
Accounting	5	3
Economics	2	2
Finance	2	4
Human Resources	1	2
Information Systems	2	3
International Business	1	5
Law	1	1
Management	3	7
Marketing	2	3
Political Science	1	1
Public Management	0	1
Retail Merchandising	1	1
Sports Management	<u>1</u>	<u>0</u>
<b>TOTAL</b>	<b>22</b>	<b>33</b>

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

## **One-Year Plan**

- Prepare long-term business plan for graduate business education (Project 2010), including revamping of the MBA program and initiation of a doctoral program (Morris; August 2007)
- Assist in the development of a fund raising program in connection with Harmon Hall expansion and other development activities (Morris, et al; December 2007)
- Examine requirements and cost-benefit of business school accreditation and, if warranted, apply to appropriate agency. (Morris, Najjar; October 2007)
- Examine requirements and cost-benefit of doctoral program in management and, if favorable, recommend proceeding. (Morris, Schroeder, et.al; May 2008)
- Evaluate and recommend charter and staffing of ISSE following Ken Chilton's planned retirement in December 2007 (Morris, Chilton; November 2007)
- Re-examine current offerings in MIS to respond to dynamic nature of IT field and recommend necessary curricular changes, including broadened coordination with CSC courses (Ezvan; ongoing)
- Continue to broaden exposure of university and division by production of "Focus on Business," "Insight," "Books & Strikes," and other programs for LU-TV26. (Chilton, Cernik, Otto, et.al.; ongoing)
- Implement special student recruitment efforts for all graduate and undergraduate programs at job fairs, college student fairs, college transfer fairs, and community college contact. (Cannon, et.al.; ongoing)
- Implement student recruitment efforts through community and business contacts etc. (Schultz, et.al.; ongoing)
- Implement special recruitment efforts by targeted recruitment of high school students taking advanced placement courses (Cernik, et.al.; ongoing)
- Expand and strengthen internship programs for division's students through expanded outreach and codification of internship procedures in new internship operating manual. (Hardman, Waring; ongoing)
- Continue to refine and expand assessment program, including use of WebCT for test administration. (Cernik; ongoing)
- Promote and expand new Entrepreneurial Studies major, Economics minor and Retail Merchandising minor, including attracting students from other divisions. (Schroeder, Cannon, Najjar; ongoing)
- Design and implement Major in Economics for 08-09 academic year (Schroeder, Najjar; January, 2007)
- Participate in the planning process of the renovated and expanded Harmon Hall as the primary location for the Division of Management. (Morris & Program Managers; ongoing).

## **Project 2010**

Members of the division are currently preparing Project 2010, a new long term plan for the division to coincide with the expected completion of the renovation and expansion of Harmon Hall and the consolidation of LU's business programs in 2010. Project 2010 is to be submitted to the President for his approval or modification by August 2007.

Issues addressed in the plan will include, but not be limited to

- LU's graduate business programs
- Accreditation
- Doctoral programs
- Community outreach programs

## Sciences

### Assumptions

The majority of the Sciences Division personnel will continue to be engaged in educating students in our traditional day undergraduate program. We do not anticipate initiating any new program areas in the near future. However, we do see two options for involvement in alternative delivery formats for existing and some new courses:

- Expand programming at the Boone campus, particularly in the area of historical archaeology.
- Develop online course materials to meet the requirements of the new Missouri "Virtual School" program

### Personnel

- Hire several new faculty members over the next 2-3 years. The demand for new faculty is driven by three factors:
  - Equalization of deployment for lab science faculty
  - Increase in demand for MTH 131 and MATH 141 due to changes in curriculum requirements in the Management Division
  - Increase in number of students interested in health science related majors, such as Biology and Chemistry.
- Hire 1 biologist (new position) and three mathematicians (2 new and one replacement). For 2008/09 we will propose hiring a new chemist, an additional mathematician, and perhaps an additional psychologist.

### Facilities

Young Hall will continue as the campus "home" of the Sciences Division. The newly remodeled labs, classrooms, and preparation/storage areas provide an ideal setting for offering our courses in biology, chemistry, computer science, earth science, mathematics, and physics. Growth in the numbers of students and faculty will require that we continue to upgrade and redeploy our facilities. Over the next 1-2 years, we will propose to

- Remodel two biology laboratory/classrooms that were "upgraded" 7-8 years ago so that they can be used more flexibly for a wider variety of courses.
- Evaluate options for faculty office space in buildings adjacent to Young Hall.
- Restore the ability to use Young Auditorium for presentations to groups of 100-150 by internal or external speakers.

### Assessment

Our current approach to assessment focuses mainly on assessing the extent to which students master key concepts in our courses, both at the general education and upper division levels.

Future improvements will focus on the changes to course teaching that are made as a result of the assessment process. Most programs in the division also evaluate content mastery in their graduating seniors. Some also report on the post-graduation career plans of the graduates.

However, incoming students and external regulatory bodies would be most interested in data on career success rates after graduation. Some of our programs have attempted to gather that information through mail, phone, and electronic surveys, but the rates of return are very low. We propose to work with our Alumni Relations office to evaluate options for obtaining this type of information in the future.

## **Retention**

Faculty members in the Sciences Division can and should be involved in both retention of students in a science major and retention of students at Lindenwood University.

- Retention of students in a science major is affected by such efforts as major-specific student clubs, peer tutoring programs, appropriate facilities and equipment, and excellent mentoring/advising by faculty.
- Retention of students at Lindenwood can be enhanced by high quality teaching in general education and major-specific courses, providing guidance for students as they transition from a science major to one in another division of the university, and involvement with student activities outside of the classroom.

New initiatives directed at these goals are itemized in our action plans below.

## **Recruiting**

We believe that recruiting new students to programs in the Sciences Division will be positively affected by the improvements in the external image of Lindenwood University envisioned by Dr. Evans' *Strategic Directions* document.

The majority of students who plan to study a science area in college are relatively strong academically. Such students are courted by many universities with reputations for strong programs in the sciences. Enhancing the overall academic reputation of Lindenwood will help us to attract more of these students to our programs.

In addition, we plan to initiate or expand several targeted approaches to reaching qualified students with information about our excellent science programs. These items are detailed in our one and five year action plans.

## **One-Year Plan**

- Work with Dr. Knotts to explore the potential for a program in historical archaeology at the Boone campus (Scupin; December 2007)
- Explore options for offering general education courses to non-traditional students in an online/video format (Perantoni; May 2008)
- Develop plans for hiring additional new faculty in chemistry, math, and psychology (Abbott; January 2008)

- Explore options for developing a Professional Development Institute for math/science teachers as an outgrowth of the STEM initiative (Abbott; November 2007)
- Develop plans for remodeling two biology lab/classrooms (Abbott; January 2008). If approved, work could be completed in summer 2008.
- Develop plan for reconfiguring Young Auditorium after LUHE-TV moves its operations to the new Performing Arts building (Abbott; March 2008) If approved, work could be completed in summer 2008.
- Develop plans for housing additional Sciences Division faculty (Abbott; May 2008)
- Expand the MAA exam for high school students to include students from parts of St. Louis county (Golik; February 2008)
- Increase visibility of science faculty members at high school recruiting events. Work with Admissions counselors to promote scholarship opportunities for science students (Abbott; September 2007)
- Work with LU Public Relations personnel to include a science-related feature in *The Connection* once or twice each year (Abbott; Sep 2007)
- Create and maintain web pages for interested sciences faculty members featuring faculty/student research, class projects, and student clubs. (Golik and VanDyke; September 2007)
- Work with area high school biology teachers to host the annual Envirothon in Young Hall lab classrooms (G. Johnson; February 2007)
- Establish a Sciences Division seminar series to be publicized throughout the region (Program Managers; August 2007)
- Explore the initiation of a student chapter of ACM (Assn of Computing Machinery) (Haghighi; October 2007)
- Explore the initiation of a student chapter of the ACS (American Chemical Society) (Firestine; October 2007)

### **Five-Year Plan**

- Strengthen Earth Science program with new course offerings by Boone campus archaeologist. Potential for offering Secondary Certification in Earth Science
- Work with LU Alumni Office to develop and maintain contact with LU science graduates
- Develop at least one long-term field project on the Boone Campus
- Work toward ACS accreditation for our chemistry program
- Develop program of summer biotechnology workshops for high school teachers through partnering grants from BioRad or other equipment supplier

## **General Education Program**

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 Plan**

- Conduct the biennial review of general-education-course syllabi relative to their formal completeness and substantive quality, to assure first-rate guidance for students (Team; May 2008)
- Review the general-education components of Lindenwood's comprehensive student assessment program and make recommendations for improvement t, to enhance the precision and usefulness of GE assessment (Team; May 2008)

### **Five-Year Plan**

- Review General Education Requirements in light of changing expectations of the work community and similar institutions, to maintain relevance of the requirements to everyday life and extend the "shelf-life" of our students' Lindenwood education.

## **Daniel Boone Campus**

### **One-Year Plan**

- Increase volunteer staffing as a percentage of the paid staff (Jansen; ongoing)
- Increase The Candle Light Special Event to three weekends in December (Jansen; December 2007)
- Put into place a comprehensive marketing program (Garner; July 2007)
- Start Friends of the Daniel Boone Home Newsletter (Garner; July 2007)
- Increase revenue from tourism, development, weddings, and special events (Stewart & Garner; ongoing)
- Expand fund raising and add Boone Fellows (Stewart & Garner; ongoing )
- Increase highway signage by one dozen key highway signs (Stewart; June 2008)
- Support the deferred maintenance program for historic site (Stewart; ongoing)
- Construct the Callaway Historic Home (Stewart; June 2008)
- Complete plans for the Visitors Center (Stewart; December 2007)
- Expand the wildlife restoration program (Stewart; December 2007)
- Develop Weldon Spring as an educational site (Stewart; July 07)
- Continue The National Historic Site in the black on current operations (Stewart; June 2008)
- Add acreage to specific tracts at the Daniel Boone Home (Stewart; December 2007)
- Install county water service (C.W. Stewart; June 08)
- Use the universities radio and TV stations as a part of the integrated marketing program (Garner; ongoing)
- Implement recommendations from the Daniel Boone Home Board of Directors (Stewart; ongoing)

## **Five-Year Plan**

- Complete and make operational the visitors center
- Complete the construction activity on all other projects
- Increase and make sustainable the revenue from tourism, development, weddings, academics and special events
- Complete wildlife restoration programs
- Standardize the event calendar
- Build to site capacity the student academic attendance in the summer
- Become a mature, productive, academic, and technical site.
- Operate The National Historic Site at a surplus in regard to both operations and capital investment
- Construct and make operational the sewerage treatment plants
- Purchase all tracts of ground that are currently encircled by present holdings
- Have craftsmen and artisans populate the buildings of the Boones field Village to provide demonstrations for visitors
- Put into place a major highway billboard program

## **Ice Arena**

### **One-Year Plan**

- Start a men's league with 6 teams (M.Turnipseed; July 2007)
- Host an annual Lindenwood Hockey Exposure Camp (D.Schaub; May 2007)
- Hire a Grad Assistant for Sales and Marketing (D.Schaub; June 2007)
- Sell 10 to 15 dasher board spaces at \$1500 (M.Turnipseed; September 2007)
- Complete locker room project (R.Pratt; August 2007)
- Install seamless glass on Gold rink (R.Pratt; August 2007)
- Solicit area groups for private rentals including churches, boy scouts and school field trips (M.Turnipseed; September 2007)
- Reduce total expenses to \$300,000 (D.Schaub/R.Pratt; June 2008)
- Upgrade video surveillance system (R.Pratt; August 2007)
- Repair and/or upgrade dehumidification system (R.Pratt; August 2007)
- Repair snow pit (R.Pratt; September 2007)

### **Five-Year Plan**

- Grow Learn to Play and Learn to Skate programs
- Bid to host USA Hockey Regional and National tournaments
- Expand men's league to 18 teams
- Book trade shows in the summer months
- Explore making one rink for roller hockey or indoor soccer
- Explore financial viability and possible donations for on-campus facility
- Explore value for future potential sale

## **Program Support Academic Services**

The Lindenwood University Academic Services organization is responsible for managing and assuring accuracy of student records and assuring that student record operations are in adherence to University policy, state and federal reporting guidelines and University catalog requirements. Services include enrollment services, transcript record keeping and management, grade tracking and management, degree verification and all activities related to graduation and degree awards, as well as full institutional reporting responsibilities. Additionally, the operation is currently responsible for managing computer operations specific to Academic Services demands.

### **Assumptions**

The Three Rivers enterprise wide software installation represents a significant re-engineering of University processes and will have a profound impact on Academic Services operations. We assume the roll out of this initiative will occur in the following phases:

- Phase One – Fall 2007: Registration, Business Office and Financial Aid components completed. Transcript systems, Admission systems on line.
- Phase Two – Summer 2008: full integration of centralized student database  
All remote campuses integrated into Three Rivers System

### **Facilities**

Academic Services has three primary initiatives regarding facilities:

- Investigate alternative floor space utilizations to ease access and increase availability to a wider student population (Finnegan team)
- Investigate secure, redundant data center operations to assure safety and availability of Academic Services computerized record operations (Finnegan, team)
- Investigate secure, physical storage operations to assure safety and availability of Academic Services manual record operations (includes records from late 1800's) (Finnegan, team)

### **One-Year Plan**

Academic Services has the following action items in process:

- Comply fully with IPEDs and MDHE recording guidelines (Finnegan, Ulrich; September 2008)
- Complete successful port of Jenzabar “CRT” data to Three Rivers installation (Finnegan, Ulrich, Townsend; March 2008)
- Conduct trial registration of quarter students into on line system (Finnegan, Ulrich, Townsend; December 2007)

- Determine and coordinate system maintenance and upkeep responsibilities (Finnegan, IT; ongoing)
- Successfully complete of May graduation in Family Arena, 2008 (Finnegan, Graduation Team, Townsend, Ulrich, Raisbeck; May 2008)
- Successfully convert to Document Management System (DMS) (Finnegan, Ulrich; June 2007)
- Enterprise wide access to DMS (Finnegan, Ulrich, IT; July 2007)
- Train Admissions / Administration on DMS usage (Finnegan, Townsend; August 2007)
- Implement student self service option on Clearinghouse (Ulrich; June 2008)
- Coordinate international transcript evaluation system with AACRAO (Finnegan, Ulrich, International Office; June 2007)
- Transition to automated degree audit system (Finnegan, Raisbeck; May 2008)
- Automate rooms program (Finnegan, Townsend; July 2008)
- Automate attendance (Finnegan, Townsend; July 2008)
- Automate grades (Finnegan, Townsend; July 2008)
- Complete online transcript ordering system (Finnegan, Ulrich, Simms; July 2007)

### **Assessment**

Investigate and implement online assessment and course evaluation system.

### **Retention**

- Maintain current, and provide enhanced reporting systems for retention
- Develop automated, web based “dash board” systems for monitoring student enrollment
- Integrate and train all interested parties in Clearinghouse student tracking functions

### **Five-Year Plan**

- Review “state of Academic Services” after major data port from CRT into Three Rivers Software systems
- Evaluate and optimize Academic Services customer service systems (online, telephone, face to face) after installation for maximum benefit
- Identify new areas of University support, review existing organizational structures, and make alignment recommendations
- Manage complete revision of course catalog
- Review potential of eliminating paper publication of course catalog and schedules
- Develop simplified materials to streamline registration process. Investigate the addition of a December graduation ceremony
- Explore opportunity to provide acceptance and export of student transcripts electronically
- Support conversion of all classrooms to “high tech”
- Support planning for additional classrooms and computer labs.

## **Day Admissions**

The Office of Admissions serves the University mission by identifying and enrolling talented students of all ages who will benefit from our many programs of study and co-curricular activities. We strive to continue to attract students whose abilities, interests and attitudes match the Lindenwood University culture.

A special emphasis is placed on major involvement of all faculty, staff, board members, students, alumni and friends to identify talented prospective students of all ages: “The admissions office is not the entire University. The entire University is the admissions office.” In order to meet that goal, we will continue to develop ways for our department to be more student-friendly and customer service-oriented.

### **Personnel and Facilities**

The Welcome Center houses the Admissions’ main offices, with work station capacity for more than fourteen admissions/financial aid counselors, the Dean of Day Admissions, Director of Day Admissions Services, Assistant Director of Admissions and other clerical staff. All representatives receive cross-training in order to work with all students and represent all program formats.

### **Personnel**

- The Dean of Day Admissions (J. Parisi) oversees all undergraduate admissions areas
- The Director of Admissions Services (J. Finch) is responsible for admissions file management and coordination with other LU operational offices
- The Asst. Director of Admissions is responsible for marketing and implementation of high school partnerships to maximize student recruitment as well as management of endowed scholarship programs

### **Personnel Responsible for Traditional Undergraduate Admissions**

- Three full-time Admissions/Financial Aid Counselors. We are currently seeking 2 full-time ADMC
- Four three-quarters time equivalent Admissions/Financial Aid Counselors, coaching one sport
- Eight part-time equivalent coaches, (staff and faculty with recruiting responsibilities
- Eight part-time staff in Cheerleading, Dance, Bowling, Softball, W-Lacrosse, M-Lacrosse, Roller Hockey, and Field Hockey with recruiting responsibilities
- One 30HR per week Graduate Administrative Assistant
- Possibly seeking full-time employment to have 2 data entry personnel
- One part-time south Texas recruiter- Needs to be discussed

### **One-Year Plan**

- Reach resident student enrollment capacity with the most talented students identified (team; ongoing)

- Continue to enhance referral initiatives through closer, ongoing contact with all full- and part-time faculty, staff, and current students (team; ongoing)
- Continue to enhance priority school initiatives through closer, ongoing contact with an emphasis on relationship marketing(team; ongoing)
- Join collaborating professional organizations to develop and enhance relationships and maximize recruitment initiatives IE: MOACAC (Missouri Association for College Admission Counseling), NACAC (National Association for College Admission Counseling) IACAC (Illinois Association for College Admission Counseling) (team; ongoing)
- Enhance and strengthen undergraduate student ambassador program (J. Parisi, J. Finch; ongoing)
- Continue to update recruitment materials and website with major emphasis on professional public image branding across (Team; ongoing)
- Strategically modify our “outstanding student scholarship programs” IE: Transfer/Community College scholarships, 3.7/4.0 Academic Talent awards all programs (J. Parisi, S. Queen; ongoing)
- Continue strategy of greater stratification of institutional funding in compliance with strategic modifications (L. Bode, J. Guffey, J. Parisi; ongoing)
- Expand relationships with Non For Profits for recruitment of students that have a values-centered interest through their community service/volunteer experiences with utilization of the Million Dollar Scholarship program (J. Smith; ongoing)
- Increase quality and quantity of applicants through various programs; First Tee, Presbyterian Church USA, endowed scholarships, SAGE, Inns brook Development, etc. (all counselors; ongoing)
- Work with other offices to develop excellence in customer service as well as retention strategies (team; ongoing)
- Develop and implement tracking system to ensure successful recruiting strategies in compliance with admissions goals and enrollment management (Parisi; ongoing)
- Develop more training opportunities for admissions counselors (Parisi; ongoing)
- Implementing training modules on how to run reports that are necessary to the counselors to assist in prioritizing recruitment of the best students (Parisi; ongoing)

### **Five-Year Plan**

- Admissions will continue aggressive recruiting efforts in all admissions areas. We will strive for a reduction in general institutional aid while continuing to assist exceptional students with need
- Continue to work to retain students in order to raise total enrollment rates in conjunction with goals established by the Board of Directors and President
- Continue to implement creative recruiting initiatives, such as *Grow Your Own Teachers* scholarship programs
- Enhance computer automation in conjunction with other offices to ensure progressive development of technology and interoffice communication

## **Evening Admissions and Extension Campuses**

### **Extended Site Expansion**

- Implement and market the new programs at the Weldon Spring Campus (MBA w/ emphasis in Info. Tech, MS-Info. Tech., and Post Bachelor's Certificate in Info. Tech) (Barger, Stewart, Garner, Kemper, Kottmeyer; Fall 2007)
- Implement and market the new programs at a proposed Branson Campus (MBA, MBA w/ Healthcare Management emphasis, and undergraduate Business Administration Certificate) (Barger, Huss, Kemper; Fall 2007)
- Explore potential markets for future expansion in IL and MO (Barger; Ongoing)

### **Program Expansion**

- Assess and strategize for possible program expansion opportunities based on needs in the workplace and trends in higher education (Barger, Campus Directors, D Kemper, LCIE Program Directors, Ongoing)

### **Existing Campus/Program Growth Strategy**

- Meet with contacts at each of LU's strongest producing corporations (Barger; Once per Quarter)
  - Solidify relationship and receive feedback
  - Create "Open doors" at the company for increased access to employees for on-site visits, education fairs, company-wide information distribution
- Target each regions largest employers (Barger, Campus Directors; Ongoing)
  - Seek to establish new relationships with each regions largest employers through personal visits by Dean and appropriate Campus Director
- Implement new student referral program (Barger, Campus Directors; fall and ongoing)
  - Reward current students with LU shirt for each referral to increase the number of referrals and to thank students for their support
- Implement new corporate leads referral process (Barger; ongoing)
  - Acquire personal corporate contacts from our full time faculty, adjunct faculty, Board of Overseers and other sources close to LU
- Make use of focused advertising (Barger, Queen; ongoing)
  - Test various advertising outlets such as newspaper, billboards, and online
  - Track data from all student inquiries and applications as to "How Did You Hear About LU?" to properly evaluate the effectiveness of specific advertising methods and adjust accordingly
- Promote better "Sales" training (Barger; once per Quarter)
  - Ongoing training in professional sales techniques for directors/counselors
- Implement "Courtesy Call" plan for any student that elects to sit out a term to encourage them to re-enroll in the next term (Barger, Campus Directors; once per Quarter)
- Promote community involvement (Barger, Campus Directors; ongoing)
  - Dean and Campus Directors will stay current on events/programs happening in each region to seek opportunities and partnerships

- Study/Monitor the Competition (Barger, Campus Directors; ongoing)
  - Recognize that competitive institutions are more “active” than ever in St. Charles and the other regions in which we operate
  - Research the news/websites for news of our competitors on a weekly basis and react accordingly

### **Efficiency Improvements**

- Streamline processing of documents through planning, technology upgrades, and coordination with other departments (Barger, Campus Directors, Admin Staff; ongoing)
- Improve first phone call process so recruits arrive at their appointment with a counselor with necessary information (Barger, Campus Directors; fall and ongoing)
  - Saves time for Financial Aid later in the student enrollment process
  - Reduces miscommunications which lead to student dissatisfaction
- Streamline the process for acquiring student transcripts from other institutions to reduce time required to admit a student (Barger; fall 2007)

### **Communications Improvements**

- Seek to understand other departments’ processes as they relate to Evening Admissions (Barger; ongoing)
- Seek to explain our processes to other departments to uncover possible process improvements (Barger; ongoing)
- Increase Employee Knowledge/Training (Barger, Campus Directors, Kemper, Morris; once per Quarter)
  - Regularly train on sales/customer service techniques
  - Implement “Best Practices” program to gain from positive experiences at each campus
  - Regularly train on the programs we serve from their directors
- Increase Interdepartmental Communication (Barger; ongoing)
  - Seek to understand the needs/constraints of our internal customers to adjust our own processes for maximum efficiency
- Cross Train w/ Day Admissions to ensure we are able to serve the student and family members or friends of any age (Barger, Parisi; fall 2007)
- Notify appropriate departments in advance of any proposed plans and/or process changes that may affect their operations (Barger; ongoing)

### **Student Experience/Quality Improvement**

- Demand outstanding customer service of ourselves and others (team, ongoing)
  - Strive for excellence as a competitive advantage and differentiating factor due to the fact that our students have many options for education and expect/deserve proper treatment
- LU Football Game Appreciation Event (Barger, Campus Directors, Admission Staff; fall 2007)
  - Host an event at an evening football game for adult students and their families

- Promote the event well in advance as a yearly tradition
- Promote community outreach and social interaction to increase students' sense of connection to Lindenwood University and to each other (Barger; ongoing)
  - International: 5K Run/Walk to raise awareness of, and funds for, an issue of international concern (i.e.-the fight against child malaria deaths in Africa) (Barger, Campus Directors, Staff; Fall 2007) This event to be held on Main Campus to promote better understanding of LU as a whole.
  - Domestic: organize an event to promote a domestic concern (i.e.-Habitat for Humanity project) (Barger, Campus Directors, Staff; Spring 2008)

## **Athletic Department**

### **Assumptions**

- The Athletic Program at Lindenwood University should be an integral part of the University's mission.
- The University seeks to support a nationally prominent athletic program within the context of the overall University.
- The University demands an athletic program with integrity that goes beyond meeting the basic legal structures and guidelines promulgated by the NAIA and club organizations.
- The significant increase in the number of general new student applications will result in a revision of the goals for student-athletes expected in each athletic program each year.
- The number of requests by the community, high schools and professional organizations to use Lindenwood athletic facilities will significantly increase.
- Expansion of the athletic programs will continue as more students request athletic opportunities not currently available.
- Athletic programs will strive to produce successful teams across the board and achieve a top-five position within the Annual Directors' Cup national rankings.
- Academic success of student-athletes should mirror or exceed that of the Lindenwood student body.
- Each athletic team will be involved in community outreach.
- The athletic program should expect to provide positive experiences for student-athletes.
- Coaches are responsible and accountable for the success of their teams in athletic competition. Overall program integrity is included in the evaluation of all department personnel.

### **One-Year Plan**

#### **Advancing the Positive Image of the University**

- Operate an intercollegiate athletics program which by its integrity and overall success, clearly demonstrates the benefit of athletics to Lindenwood University and the Greater Metro Saint Louis area (Creer; 2007-08)

- Enhance the public image of the athletics program on the campus and in the St. Charles community (Newton; 2007-08)
- Develop a program to target involvement in community service programs by student-athletes (Gorzynski; 2007-2008)

### **Academic Achievement and Student-Athlete Development**

- Establish and maintain a Five Year graduation rate for student-athletes who enter the program and student-athletes who exhaust their athletic eligibility at Lindenwood University (Ulrich; 2007-2012)
- Achieve and maintain a minimum 2.00 GPA standard for each student-athlete and maintain a team average grade-point of 3.00 GPA. (Creer; summer, 2008)
- Expand and strengthen the positive relationship between student-athlete success in the classroom and their success as competitive athletes and responsive community members (Creer; 2007-08)

### **Competitive Success**

- Strive to produce one of the best athletic programs in the country by winning the Heart of America Athletic Conference and club sports conferences, participating in and advancing to the NAIA and club sports National Championships, and continuing to be in the top-five standings of the Directors' Cup (Creer; 2007-08)

### **Compliance**

- Maintain full compliance with Lindenwood University, NAIA, HAAC and club organization rules and regulations (Creer; 2007-08)

### **Student-Athlete Development**

- Ensure academic integrity through the recruitment and retention of quality student-athletes leading to degree completion. Provide clear direction to coaches with regard to the importance of recruiting student-athletes who possess the necessary skills to graduate from Lindenwood University (Creer; summer 2007)
- Include measurements of student-athlete retention as part of the coaches' annual evaluation process (Creer; April 2008)

### **Sports Communications Services**

- Continue to position Lindenwood University in the most positive manner possible, while providing quality products and outstanding recognition for the University. The Sports Information Office will serve as the major contact point for the media and community, while acting as an information liaison between the university staff and students (Newton 2007-08)

## **Marketing**

- Increase knowledge of Lindenwood University Athletics through aggressive marketing and promotions for faculty and staff, students, youth groups, former athletes and local businesses (Jackson; 2007-08)

## **Sportsmanship Success**

- Implement a process to educate coaches, players and fans on the expectations of good sportsmanship (Gorzynski; August 2007)

## **Internal Relations**

- Cultivate relationships within the University through regular communication with Academic Departments, Student Activities, Public Relations and Alumni to aggressively tie intercollegiate athletics into University outreach events (Newton; 2007-08)
- Establish lines of communication with faculty and administrators on campus to assist the athletic programs with monitoring its students' performance and the identification of their needs (Gorzynski; August 2007)

## **External Relations**

- Enhance relations with the community, the media, supporters and current and former student-athletes (Newton; 2007-08)
- Develop a database of former student-athletes and devise methods to maintain communications (Newton; summer 2007)
- Create new avenues for interaction between Lindenwood University and the Saint Charles community. Focus on the positive economic impact that Lindenwood University brings to the community, as well as positive influences of the student-athletes (Arns; summer 2007)

## **Recognition**

- Establish the Lindenwood University Athletics Hall of Fame. Lindenwood has won 22 team national championships and has a large number of record-holders, All-Americans, coaches, and individuals who have made significant contribution to the athletics program to induct (Creer; March 2007)

## **Sport Recommendations and Analyses**

### **Athletic Trainers**

- Establish a mandatory campus-wide accident insurance policy as part of the students' activity fee (Biggerstaff; Summer 2008)
- Investigate the potential of a working relationship with a health facility near the campus (Biggerstaff Summer 2009)
- Refurbish the floors in the Athletic Training Room in the Performance Arena and Fieldhouse. Current flooring is the original and is in very bad shape (Godar; Summer 2008)

- Create a student health care facility somewhere on or near with an outside provider. Team family physician has discussed about setting up a student health facility at no cost to Lindenwood except for providing space (Biggerstaff; 2008-09)
- Provide recreational facilities for non-athletes and to reduce the already over crowded athletic facilities (Creer; 2007-2012)
- Better monitor to ensure no student-athlete practices (or competes) until there is verification of a physical, insurance coverage and an emergency card (Biggerstaff; summer 2007)
- Utilize the Communication students to help with announcing at athletic contests (Wall; 2007-08)
- Utilize the Music Department to have a group or individuals sing the National Anthem (Alsobrook; 2007-08)

### **Baseball**

- Install sprinklers and laser level the outfield, which is currently patchy, uneven, rough and potential injury hazard (Summer 2008)
- Install a drainage system in the warning track in hard water runoff areas (Summer 2008)
- Install batting cages accessible to both baseball and softball fields (Loberg; Summer 2008)
- Construct locker rooms for both baseball and softball at the Lou Brock Complex (Creer; 2007-2012)
- Construct restroom facilities at the Lou Brock Complex (Creer; summer 2007)
- Construct an indoor facility that can provide a workout area to reduce the overcrowded conditions at the Fitness Center (Creer; 2007-2012)
- Hire an assistant to help run the program, recruit, manage the Lou Brock Complex facility, and maintain academic tracking of the student-athletes (summer 2007)

### **Men's Basketball**

- Initiate summer camps/shootouts as a means to gain more exposure and to help generate additional income to Lindenwood University and athletic programs (Cherepkai; Summer 2008)
- Obtain and utilize a consistent group of student workers for home games to include statistical programs, game/shot clock, public address announcing, music, security, bookkeeping, greeting teams and officials, as well as maintenance (Cherepkai; 2007-2008)
- Consider overnight lodging for contests exceeding 4 hours in travel due to the difficulty of competing at a high level under these same day travel /play circumstances (Creer; summer 2007)
- Find avenues to promote athletic events on campus other than fliers in the cafeteria, which are at times thrown around, stacked, and not always visible (Cherepkai; 2007-2008)

- Continue the ability to recruit at both a local, regional, national and international level to bring in quality student-athletes (Cherepkai; 2007-08)
- Continue to be a factor in the HAAC and NAIA (Cherepkai; 2007-08)
- Ensure our student-athletes are on the proper academic track towards graduation (Cherepkai; 2007-08)
- Help retention by offering student-athletes no longer able to participate an opportunity to assist in some capacity with the program (Cherepkai; 2007-08)
- Hire John Newman full-time as he is crucial to the long term success of the program (Creer; May 2007)

### **Women's Basketball**

- Create a system whereby professors have a contact sheet (available on pc-common) that would indicate current roster, coaching contact information, and dates players are excused from class for the entire season to eliminate the numerous emails currently being sent by coaches (Jackson; Summer 2008)
- Recognize sports teams for academic excellence (Jackson; 2007-08)
- Honor student-athletes with academic accomplishments (i.e., Academic All-Americans) (Jackson; 2007-08)
- Hold one sports banquet for all sports in the spring with only major recognitions (Creer; spring 2008)
- Update action photos in the Performance Arena hallway. While of historical significance, current photos are outdated and current photos would be more attentive to current student-athletes) (Jackson; Summer 2008)
- Provide a senior award in recognition of committed student-athletes (Jackson; spring 2008)
- Move up in the conference standings resulting in national recognition (Jackson; 2007-2008)
- Continue to compete against high levels of competition outside the conference (Jackson; 2007-08)
- Continue recruitment of student-athletes with solid academic standing (Jackson; 2007-08)
- Provide study hall opportunities (Jackson; Fall 2007)
- Utilize upperclassmen for mentoring (not to eliminate coaches mentoring) (Jackson; 2007-08)
- More actively participate in community volunteer activities (Jackson; Fall 2007)
- Seek assistance to achieve objectives (Jackson; Fall 2007)

### **Bowling**

- Maintain ranking as one of the top bowling programs in the country (Lightfoot; 2007-08)
- Develop a weight training program twice a week as part of each athlete's practice schedule (Lightfoot; September 2007)

- Request monies for recruitment trips (Lightfoot; 2007-08)
- Request Lindenwood pay total price of uniforms (two shirts) (Lightfoot; September, 2007)
- Establish system to better monitor athletes' academic progress (Lightfoot; 2007-08)
- Increase the current number of student-athletes expected for the bowling program to over 50 student-athletes (Creer; April 2007)
- Add several part-time stipend coaches at \$500 each (Creer; September 2007)

### **Football**

- Renovate football locker room (Schuler; Summer 2008)
- Create more support from the student body (Ross; 2007-08)
- Continue to increase involvement in the community (Ross; 2007-08)
- Build a grass field to relieve pressure of the stadium usage by so many teams (Schuler/Ross; Summer 2008)
- Add two GA's for a total of five in football (Ross; 2008)
- Develop three summer weekend camps or jamborees which would bring 200-500 high school students on Lindenwood's campus and would establish relationships with local coaches (Ross; Summer 2008)
- Remove T-shirts and shorts from the spirit pack and give them to the student-athletes as part of their uniform (Ross; Summer 2008)

### **Men's Hockey**

- Raise team GPA by .25 (Schaub; May 2008)
- Explore adding a third ice hockey team (Schaub; June 2008)
- Complete locker room renovations (Schaub; August 2007)
- Start a hockey alumni/booster club (first year goal of 100 members) (Schaub; summer 2007)
- Add a graduate assistant to market arena and men's/women's hockey teams (Schaub; summer 2007)
- Increase attendance by marketing and group ticket sales (Schaub; Summer 2008)
- Invite community individuals and groups to sing the National Anthem (Schaub; 2007)
- Perform a minimum of three community service projects as a team (Schaub; 2007-08)
- Convince Charter Cable to carry select home games (Schaub; 2007-08)
- Hire a part-time assistant or upgrade part-time coach to full-time to monitor all men's hockey academics and assist with administrative duties (Schaub; summer 2007)
- Find a donor(s) for an on campus ice rink facility (Schaub; April 2008)
- Gain more media exposure (Schaub; 2007-08)

### **Women's Ice Hockey**

- Continue the success of retaining student-athletes on the women's ice hockey team by focusing on mentoring, discipline and respect of the team and university (O'Mara 2007-08)
- Maintain team GPA of above 3.00 (O'Mara; 2007-08)
- Maintain a minimum of 20 active participants with a maximum of 26 (O'Mara; 2007-2008)
- Continue to research the possibility of constructing an ice arena on the main campus (Schuab; 2007-2012)
- Schedule more games against NCAA Division I and III teams to receive more national and international exposure and to assist with recruitment (O'Mara; 2007-08)
- Continue efforts with the local amateur girl's hockey programs to help grow the sport of girl's hockey in the Saint Louis area, which will help in the recruitment of more local talent (O'Mara; 2007-08)
- Complete construction of the women's ice hockey team locker room (O'Mara; summer 2007)
- Hire a part-time assistant coach (O'Mara; August 2007)

### **Women's Lacrosse**

- Add directory menu at the entrance to the Fieldhouse and Performance Arena to direct guests where the coaches' offices are located (Creer; summer 2007)
- Add professionally made name plates outside each coaches' door in the Fieldhouse and Performance Arena which will not only identify the office but also make the buildings appear more professional (Creer; summer 2007)
- Add a few pieces of decent furniture for the Fieldhouse lobby for guests to use while waiting to see a coach (Creer; summer 2007)
- Install or repair the fence around the stadium field for a more professional look and for keeping balls inside the stadium for safety reasons (Creer; summer 2007)
- Add additional black iron fencing above the VIP seating area so students can not gain easy access to sneaking on the field (Creer; 2007-08)
- Install additional signage identifying the Stadium, Fieldhouse and Fitness Center, similar to the one that is in front of the Performance Arena so visitors can find the facility and to create uniformity in building signage (Creer; 2007-08)
- Install new turf in the Stadium as the current one is coming apart and has become matted down (Creer; 2007-2012)
- Add new weights to the Fitness Center that are all one solid color (Schuler; 2007-2012)
- Add additional field lighting at each end zone to increase visibility at night (Creer; summer 2007)
- Raise speakers on the stadium light poles for a better sound quality (Creer; summer 2007)

- Paint Lion logo at midfield of the Stadium turf to increase university branding and to showcase the mascot (Creer; summer 2007)
- Erect an indoor practice facility to accommodate team practices during bad weather and provide another facility for practice and competition to reduce the stress of current venues (Creer; 2007-2012)
- Annually host the Missouri Women's and Men's High School State Lacrosse Final Four Tournament to showcase the University and facilities to thousands of people coming to watch the competitions (Cribbin; 2007-2008)
- Ability to receive additional graduate assistant coaches to help with recruiting, retention and to facilitate the program (Cribbin; August 2007)
- Have the highest team cumulative grade point average of any sport at Lindenwood each year (Cribbin; 2007-08)

### **Men's Lacrosse**

- Add locker room capacity to existing facility to accommodate the size of the program. Existing facility does have sufficient space to provide seating and storage for all players. (Creer; 2007-2008)
- Replace existing fieldhouse and fitness center with multi-purpose building. The multi-purpose building would have an indoor field, weight room, locker rooms and coach's offices in a three story configuration. (Creer; 2007-2012)

### **Softball**

- Add restrooms to the concession stand at the Lou Brock Complex (Creer; summer 2007)
- Purchase a groomer/grass cutter for the baseball and softball fields which will eliminate the use of tractors used by maintenance (Behrens; April 2007)
- Sponsor promotions at athletic events to increase student participation and to help develop school spirit (Kreinbring; 2007-08)
- Add a concrete driveway to the softball field (similar to the baseball field) to provide access for emergency vehicles and tractors without going through the dirt and grass areas. (Creer; summer 2007)
- Install sprinkler system on both the softball and baseball fields which will use less water, promote greener and livelier grass fields, and do away with the unsightly ruts and marks on the outfield, which can cause injuries (Creer; 2007-08)
- Install the batting cages already obtained by the baseball program ( summer 2007)

### **Soccer**

- Maintain varsity, developmental team and third-level recreational team (Hutter; fall 2007)
- Continue to attract quality students locally, regionally, nationally, and from outside the United States.(Hutter; 2007-08)
- Continue yearly plan hiring and recycling quality individuals to help manage, run and maintain our quality programs (Hutter; 2007-08)

- Work to improve evaluation mechanism for continued growth and results (Hutter; 2007-08)
- Schedule quality national and regional top level programs (Hutter; April 2007)
- Consider reasonable requests to utilize charters in place of vans, depending on the length of the trips, with ultimate concern of athlete's safety (Creer; 2007-08)
- Institute an athletic study hall for student-athletes (Kaminski; September 2007)
- Promote outreach of student-athletes into St. Charles/St. Louis community (Kaminski; 2007-08)
- Develop the grassy area in the middle of the track to act as an alternative practice and intramural field (Creer; summer 2007)
- Provide alternative indoor practice and workout areas for general students and athletes (Creer; 2007-08)
- Continue to oversee the annual intramural Friendship Cup soccer tournament (Hutter; spring 2008)
- Organize and calendar stadium practice sessions for all sports for fall and spring semesters (Hutter; 2007-08)

### **Swimming and Diving**

- Request two graduate assistants for entire year to work with Aquatics (Penrose; summer 2007)
- Host NAIA Swimming and Diving National Championship (Creer; 2009-2010)
- Purchase a VASA trainer to be placed on pool deck at the Rec-Plex (Penrose; summer 2007)
- Purchase a set of backstroke flags for home meets (Penrose; summer 2007)
- Lindenwood purchase T-Shirts for team going to National Championship (Penrose; February 2008)

### **Tennis**

- Expand on-campus tennis facilities from four to at least six courts to allow for hosting of home matches without the need to arrange for off-campus facilities (Vahle; 2007-08)
- Explore possible partnerships with the YMCA, City of St. Charles and/or corporate or private interests in upgrading tennis facilities for the benefit of the University and /or community (Vahle; Fall 2007)

### **Track and Field/Cross Country**

- Create plan for student-athletes to purchase athletic insurance coverage and have it charged to their account (Creer; summer 2007)
- Arrange with a physician to provide free physicals to the athletes (Biggerstaff; summer 2007)
- Add bleachers to areas around the track complex (Creer; spring 2008)
- Install a scoreboard at the track complex (Creer; spring 2008)

- Hire a full-time strength coach to be utilized by all athletic programs (Creer; summer 2007)

### **Volleyball**

- Host volleyball clinics which will serve as a recruiting tool. Clinics would range in length from a few hours teaching a skill to 3-4 days teaching all skills. There would be no overnight sessions (Young; summer 2007)
- Host club volleyball tournaments which will assist with recruitment (Young; summer 2007)
- Travel primarily by charter bus for trips exceeding three hours for safety reasons. Entry fees from clinics and club tournaments could help to offset the additional cost of charters vs. van rentals (Creer; 2007-08)

### **Water Polo**

- Explore creating a national invitational tournament similar to men's volleyball (Greenhouse; 2007-08)
- Host an annual high school All-Star game (Greenhouse; spring 2008)
- Conduct mini clinics at YMCA's (Greenhouse; 2007-08)
- Improve and expand the Parent's Booster Club (Greenhouse; 2007-08)
- Host the National Championship games (Greenhouse; November 2007)

### **Field House Coaches**

- Install new carpeting (Nagel; summer 2007)
- Obtain a copy machine (Nagel; summer 2007)
- Restructure equipment rooms (Nagel; summer 2007)
- Fix up and utilize outdoors bathrooms (Nagel; summer 2007)
- Determine if dead space can be converted to office space (Nagel; summer 2007)
- Place current athletic action pictures in frames on the walls (Nagel; summer 2007)
- Install a retractable wall to divide the classroom for better utilization (Nagel; summer 2007)
- Create a smart classroom in the current classroom (Bush; summer 2007)
- Obtain matching tables and chairs for the classroom (Nagel; summer 2007)
- Install an additional four rows of lockers in the two small locker rooms (Nagel; summer 2007)
- Install netting in the Fitness Center to prevent injuries from thrown objects (Schuler; April 2007)
- Provide means of lighting area on stadium turf by the cemetery side where trees block the stadium flood lights (Creer; summer 2007)
- Remove mortar residue on walls of new brick on campus (Mueller; summer 2007)
- Determine feasibility of installing carpet to the inside of the track to provide additional practice and competition area (Creer; 2007-2012)

- Top soil inside the track, if carpet is not feasible, to create a smoother surface and help prevent injuries (Creer; summer 2007)
- Top soil the grass “intramural” practice field to create a smoother surface and help prevent injuries (Creer; summer 2007)
- Investigate the possibility of erecting a bubble over the track to create a large indoor multi-purpose activity center (Creer; 2007-2012)

## **Five-Year Plan**

- Create an exploratory committee to examine the benefits of moving from the NAIA to the NCAA
- Host a college ice hockey festival with up to 50 teams from all divisions
- Host national championships for swimming and diving, men’s and women’s ice hockey, soccer, wrestling, and water polo
- Construct on-campus facilities for ice hockey, swimming and diving, indoor track and field, tennis and shooting programs
- Construct a general all-purpose recreational center to meet the needs of the general student body, as well as provide relief for currently over-crowded athletic facilities
- As new facilities are built, develop an extensive intramural program run by the Student Activities Office with a director of the program
- Establish sports camps utilizing Lindenwood’s athletic staff and facilities to help identify prospective new students and help promote Lindenwood in the greater Saint Louis community
- Hire a strength coach to work with the athletic programs and provide a service to the general student body fitness programs
- Hire a full-time director for the Fitness Center and assign two graduate students to assist with the management of the facility. The director could also be the strength coach for the athletic programs but would have no coaching responsibilities. The graduate students would have no coaching responsibilities
- Hire a full-time Assistant Athletic Director
- Hire a full-time Administrative Assistant for the athletic department
- Establish an Athletic Council to include a representative of the President’s Council, Athletic Director, Faculty Athletic Representative, head coaches, one or more faculty member, and a representative from various departments on campus that have an impact on the athletic programs

## **Spirit & Supplies Shoppe**

The mission of the Spirit & Supplies Shoppe is to provide students with the emblematic merchandise that they can wear and use and be part of the University. It also is to provide them with access to the supplies that they need to succeed at the University.

## **Personnel**

The Spirit & Supplies Shoppe is staffed by one Manager (John Snipes) and one Assistant Manager (Shannon Vines). Four part-time grad students and seven work study students, who handle payment transactions, assist patrons and help organize merchandise and supplies on the racks and shelves.

## **One-Year Plan**

- Improve emblematic merchandise to not only increase the volume in the Spirit & Supplies Shoppe but to ensure the best P.R. that the University can have (Snipes, Vines; ongoing)
- Implement a new Point of Sale system for cash register using a bar code system which would speed sales and keep an accurate inventory of merchandise sold and on hand (Snipes; July 2007)
- Add an additional staff person to manage all special events and promotions that help bring Spirit Items to where the customers are (Snipes, Mueller; August 2007)
- Implement a Spirit & Supplies Shoppe website for offering clothing, spirit items to increase sales (Snipes, Bush, Waack; August 2007)
- Offer a Shipping Center at the Spirit & Supplies Shoppe to allow faculty, staff and students to ship packages via UPS and also provide purchasing of United States Postal Service First Class stamps (Snipes; September 2007)
- Offer more supplies including specific art supplies used in art classes taught here at Lindenwood, and toiletry items that residential students would use (Snipes; September 2007)
- Investigate feasibility of pilferage reduction by using security cameras (Bush, Mueller, Snipes; December 2007)
- Incorporate the Spirit & Supplies Shoppe into the new incoming student “Open Houses” to increase traffic flow into the Shoppe. Example-- handing out a free baseball cap or visor to new incoming students in the Spirit & Supplies Shoppe instead of at the President’s office. (Parisi, Snipes; July 2007)
- Include the Spirit & Supplies Shoppe on all admissions tours to encourage school spirit, and promotion of Lindenwood University merchandise (Parisi, Snipes; 2007)

## **Five-Year Plan**

- Obtain space in the Spellmann Center as this is the center of activity. Need a space large enough to have a complete set up of emblematic merchandise and items students use.
- Investigate feasibility for an automated purchase order system.

## **Business Office**

### **One-Year Plan**

- Implement monthly department email/meetings (as needed) (Kapeller; July 2007).
- Conduct annual Employee Reviews ( Kandel/Kapeller; July 2007/on going)

- Implement regular reporting to extracurricular (sport teams and clubs) activity supervisors of students which have delinquent account balance (Kapeller; July 2007).
- Complete Collection Customer Service work shop for collection staff and implement new and improved policies (Kapeller; August 2007).
- Submit monthly to appropriate Lindenwood University publication on relevant information i.e. Tuition due dates, payment options, problem areas and new procedures (Kapeller; July 2007/on going)
- Create off-site accounting procedures and perform control audits (Kandel; June 2008)
- Implement quarterly student agency account reporting schedule to each advisor (Kandel; July 2007).
- Implement new computer system (Kandel/Kapeller; June2008)
  - Training
  - Debugging
  - Accounting manual
  - Establish new accounting controls
  - Work load evaluation
  - Change late fee process to a percent of unpaid balance
  - Evaluate on-line methods of payment using checks and credit cards.
- Evaluate what documentation is needed in student File. Also purge all files that are no longer needed for collection or accounting purpose (Kandel/Kapeller; June 2008).
- After new system is implemented cross train staff (Kandel/Kapeller; June 2008 pending timing of implementation of new system)

## **Five-Year Plan**

- Utilize enhancement of new computer software allowing integration with other internal departments on campus, which should improve communication between departments and student service satisfaction.
- Review the possibility of implementing additional services that would be available to students.
- Prepare and propose a manual for each department for Business office procedures.
- Implement online billing and payment systems.

## **Student Development**

### **Assumptions**

Student Development, formerly Campus Life, will continue its role as a major component in retention services. Effective 2007, Student Development will implement a freshman experience for the fall 2007 undergraduate entering class, support the addition of the two new residence halls, and now be responsible for student misconduct.

Student development will also work more closely with undergraduate admissions, athletics and financial aid as they are all working under the same management chain and for the same

shared purpose. Further, all departments will assist in migrating from our various electronic data silos to the new Three Rivers System.

All Student Development functions and activities are intended to produce positive institutional returns via student retention.

## **Career Services**

### **Assumptions**

Lindenwood University is well positioned to become the most prominent private institution of higher education in the Midwest. From this base of accomplishment, Career Services enters into the coming years facing the opportunities provided by a decade of substantial growth and, at the same time, the challenges of resource and staff constraints.

Therefore, Career Services will continue to uphold and strengthen its commitment to assisting students in making the transition from academic life to the world of work via the below mechanisms.

### **One-Year Plan**

- Administer Strong career assessment to all members of the freshman class enrolled in the Freshman Experience course and provide follow – up career planning seminar (Wehrli; ongoing)
- Generate discipline specific brochures for the Management Division to provide students with information regarding job titles, professional associations and industry related web sites (Wehrli; July 2007)
- Work with web master to reconfigure and improve existing web site and current web based resources for students (Wehrli; ongoing)
- Partner with CareerStarter to facilitate grant and mentoring opportunities for junior and senior level students (Wehrli; June 2007)
- Partner with Alumni Office to implement Alumni Mentoring Program (Wehrli; ongoing)

### **Five-Year Plan**

- Forge new alliances with corporations and non-profit organizations to facilitate internship and employment opportunities for LU students. A Career Resource Library will be developed to expand available student resources. CS staff will work with academic deans and faculty to increase discipline specific programming for each division.

## **Educational Enhancement Center**

### **Assumptions**

The Center for Educational Enhancement provides programs for skill argumentation in three specific areas: Reading Vocabulary, Reading Comprehension and Quantitative Reasoning.

## **One-Year Plan**

- Continue to address the developmental and continuing education needs of Lindenwood University students (Ingram; ongoing)
- Continue to utilize in-depth preparatory assessments that identify areas of student need relative to an established individualized lessons/assistance (Ingram; ongoing)

## **Five-Year Plan**

- Extend hours of operation relative to the long term expected number of services, programs and students designated for support.
- Establish a computer-based instructional format to act as an additional learning tool.

## **Freshmen Programs**

### **Assumptions**

The newly created Office of Freshmen Programs is committed to providing first-year students with the support and resources needed to have a successful transition to Lindenwood University. This office facilitates a retention program for first-year students, provides services to enhance their academic and personal development, and works towards fully engaging and integrating first-year students into the university community. All first-year students and incoming students with fewer than 24 credits are encouraged to utilize the support services of Freshmen Programs.

## **One-Year Plan**

- Create and implement a new five-day orientation program for undergraduate first-year students admitted for Fall 2007 term. The orientation, entitled First Year Experience, will allow the students to become engaged with the Lindenwood community on an academic, personal, and social level, while also learning about the policies and procedures (Williamson and entire campus; August 2007)
- Re-culture the LUL101 course to better meet the needs of our students, which involves recruiting committed instructors, training faculty, identifying a new textbook, and updating the syllabus
  - Anticipated Completion Date of reorganizing the course (Williamson; May 2007)
  - Anticipated Completion Date of re-culturing LUL101 (Williamson, Weitzel; January 2008)
- Develop an innovative first year experience model. It is critical that Freshmen Programs collaborate across departmental and divisional boundaries. We, the Lindenwood University community, must involve ourselves in the holistic development of students. An organizational process review needs to be conducted of all information that is disseminated to first year students to insure we are providing consistent written and verbal information, our policies/procedures are not creating challenges to our students, and to discuss the sequence of the dissemination of information (Williamson, Entire Campus; December 2007)
- Create and continually modify a webpage for the office (Williamson; June 2007/Ongoing)
- Monitor and provide academic support to first-year students who are conditionally admitted, on probation and in good standing (Williamson; ongoing)

- Successfully market the office and its services to ensure all employees and prospective, incoming, and current students are aware of the services available to students (Williamson; September 2007)
- Ultimately increase the retention rate of freshmen to sophomore year (Entire Campus; May 2008/Ongoing)

## **Five-Year Plan**

- Create and implement a one-day orientation for students admitted for Spring term.
- Create and implement learning communities. Learning communities can have a multitude of curricular structures that link together several existing courses. Learning communities allow the students to understand the material on a deeper level, become a part of the community, and results in academic integration.
- Compile statistical data about the effectiveness of the Freshmen Program and the retention of first-year students by working with Institutional Research. In order to make decisions about enhancing, refining, or diminishing programs, it is important to carefully evaluate the effectiveness and needs for such programs.
- Recognize that transfer students are also students in transition and in need of support similar to first year students.
- Ensure the success of the LUL101 course by encouraging everyone to work collaboratively, believe in the course, and understand how this course impacts our students' retention and overall campus satisfaction levels. Recruiting faculty who are truly committed to the course and its outcomes is critical as well as decreasing the class size.
- To personalize and better serve first year students, add a new component to the model – First Year Connection. The First-Year Connection allows students to be assigned to a First Year Counselor. Research has overwhelmingly concluded that the more meaningful contacts students have with faculty inside and outside the classroom, the more likely that their levels of satisfaction, adjustment to college, and academic success are positively influenced. The counselor does not replace the faculty advisor, but is another layer of support. The First Year Counselor becomes the new students' guide during their initial year of college; helps students develop a sense of personal responsibility; disseminates information about rights, responsibilities, expectations, etc.; and meets individually with students to help them develop and create their personal and academic goals. First Year Counselors also works with students on probation or who may be performing poorly in a given semester. Subsequently, the counselor is an integral part of the retention model because they become someone whom the student can go to with questions and problems.
- Allow the Office of Freshmen Programs to evolve into a Center for First-Year Students, which would require additional space, staff, budget, and resources.

## **International Student Center**

### **Assumptions**

The International Student Center (ISC) will advance Lindenwood University in the global learning community by serving as a crossroads for students from around the world seeking

educational opportunities at Lindenwood and for Lindenwood students seeking educational opportunities abroad.

### **One-Year Plan**

- Continue to develop maximum country/student diversity and service, while maintaining program number and quality (Guffey, Burnette; ongoing)
- Implement an undergraduate semester international student orientation five days prior to the term start date. The orientation would provide a more explanative synopsis on how to integrate procedurally, academically and socially. Further, students will be given the Michigan Test, which will determine their first English composition course at Lindenwood (Burnette, Guffey, Humanities faculty; August 2007)

### **Five-Year Plan**

- Investigate offering degree programs abroad. Given the international recruiting arena in the United States is continuing to be highly regulated, many institutions are making efforts to offer degree programs abroad. The major increase in international student enrollments will not come from foreign students entering the United States, but United States institutions entering foreign countries.
- Specifically determine a region/city/market to offer services; identify a person and or institution to locate and create cash flow; determine what courses to offer and in what format relative to the market and establish time tables for implementation.
- Consideration for on-line distance learning should be explored. This will open courses and professor's time, while surmounting the often difficult visa process. This could also be a component of a study abroad campus to reduce overhead and provide additional course offerings.

### **Resident Life**

#### **Assumption**

Residential living places the students in the center of academic, athletic, cultural, and social activities. The Resident Life Office will provide students with an opportunity to be part of the Lindenwood community by encouraging students to live with others of various ages, cultural backgrounds and personal interests

### **One-Year Plan**

- Take a more active role in the supervision of the Resident Directors (Giessman, Russell; ongoing)
- Develop a new training program for the Resident Directors (Giessman, Russell; August 2007)
- Explore the possibility of utilizing married couples as RDs in some of the residence halls (Giessman, Russell; June 2007)
- Develop a new training program for the Resident Advisers (Giessman, Russell, Perkins; June 2007)

- Develop a Resident Life presentation to be used at New Student Registration to be shown to the students and their parents at scheduled times throughout the day (Giessman; June 2007)
- Oversee the completion of the final two new residence halls for Fall 2008 including the numbering of the rooms and ordering of furniture for the rooms and lounge (Giessman, Russell; ongoing)
- Relocate First Capital residents due to redevelopment of the First Capital area (Giessman, Russell; ongoing)
- Develop a Married Student/ Single Parent Handbook that addresses the specific needs of non-traditional students (Giessman; June 2007)
- Create an Assistant Resident Life position to assist in the daily operations of this office as well as housing registration, Admissions registration days, Early Check in and move in week (Giessman; ongoing)

### **Five-Year Plan**

- Explore the possibility of upgrading the residence halls on the Heritage Campus to include air-conditioning, improved electrical circuitry and lounge restoration.
- Explore having a designated “Freshman” residence halls for both men and women.

### **Student Activities**

#### **Assumption**

Student Activities is and will become even more progressively significant in both retention and recruitment as the student population continues to increase and become more diversified. As a result, the number one goal of Student Activities is getting students connected.

### **One-Year Plan**

- Expand student activities in growth, quality, occurrence and diversification to facilitate the ever changing student body, especially in scale of activities and outside vendors (Kreinbring, Sanbourne; August 2007)
- Continue to redefine the role of The Loft, specifically furnishings and the Lion Mart (Kreinbring, Sanbourne; August 2007)
- Continue to help in the connection of freshman toward social engagement through a variety of activities, particularly through the proposed/evolving LU 101 and Freshman Experience (Kreinbring, Sanbourne; August 2007)
- Continue to develop and expand the LU Crew to give members an active role in encouraging Lindenwood's spirit at not only athletic events, but special events also (Kreinbring, Sanbourne; August 2007)
- Continue to expand student wellness/awareness programming, specifically in LU 101, the Freshman Experience, and a student awareness speaker series (Kreinbring, Sanbourne; ongoing)
- Continue to expand Greek Life toward the goal of three fraternities/three sororities, particularly towards the creation and expansion of a third fraternity (Delta Upsilon) (Kreinbring, Sanbourne; August 2007)

- Continue to increase deals with local merchants for Lindenwood discounts/promotions, i.e., Great Clips, Papa John's, Culpeppers, Steak and Shake, etc. (Kreinbring, Sanbourne; Ongoing)

### **Five-Year Plan**

- With this assumption in mind, expand facilities (both office and recreational/student) and direct employees

### **Student Success Office**

#### **Assumption**

As a supportive network of educators and administrators dedicated to helping students develop strategies, we aim to facilitate their success at Lindenwood University and beyond.

#### **One-Year Plan**

- Establish study skill programs to help students develop effective study habits, including time management, organization, and effective teacher interaction, to enhance chances for academic success, bolster student confidence and support retention (Hart; August 2007)
- Encourage wider faculty/staff participation success advisors through timely recruitment, training and recognition. (Hart; August 2007)
- Proactively monitor early attendance and grade reports for trouble indicators. Coordinate efforts to actively engage academic advisors, success advisors, SD/CL staff, Student Counseling Resource Center to intervene for student success. (Guffey, Hart; August 2007)
- Introduce a general success course to promote sound decision making among all students, and at-risk students in particular. (Hart; January 2008)

### **Five-Year Plan**

The Student Success Office will continue to seek ways to openly identify and promote a culture of student involvement and pride in belonging, primarily through peer interaction. We will also seek ways to encourage self-knowledge and higher levels of personal responsibility as part of Lindenwood's evolving culture of excellence. We will also actively seek opportunities to promote successful performance among students at remote locations, as well as those at the main campus.

### **Work and Learn**

#### **Assumptions**

Work and Learn is an integral component of the undergraduate student's college experience. As a result, efforts should be made to maximize the student's experience relative to Lindenwood's needs.

#### **One-Year Plan**

- Improve the performance and attitudes of supervisors through briefings and workshops that encourage mentorship of students (Tolman; ongoing)

- Improve the performance of students through a program that emphasizes service to the university and community as well as personal growth (Tolman; ongoing)

### **Five-Year Plan**

- Provided incentives to supervisors to become more involved in the growth of their workers through periodic performance counseling. One possible mechanism is to only provide work and learn to individuals who wish to be supervisors.
- Encourage supervisors to become more involved in student accountability and work integrity via increased use of computer input devices thereby improving the rate and accuracy of apply work credits to students' accounts.

## **Communications Office**

Lindenwood University's Communications office is responsible for all university publications, content of the official Lindenwood website, and a wide range of internal and external communications matters. Our goal is improved and effective communications at Lindenwood and increased awareness of the university's success in higher education.

### **Personnel**

The Communications Office is staffed by a Director of Communications, Public Relations Coordinator, Sports Information Director, and part time graphic designer.

### **Assumptions**

The Communications Office will handle more than 150 jobs for the university community during the year.

### **Key Messages**

We want to communicate the following key messages in as many of our publications as possible, as well as presidential speeches, community meetings, etc:

- Student and graduate success. Lindenwood University succeeds when its students and graduates succeed; and students and graduates are succeeding in the workplace and in life. It is important to stress that Lindenwood not only prepares students to be successful in the workplace, but also to succeed in life as good citizens and good people.
- A Teaching University. Lindenwood is a "teaching" university. Our faculty members enjoy being in the classroom and helping students succeed. They don't focus on research. They have limited administrative and non-teaching responsibilities that allow them freedom to answer their true calling: teaching.
- Visit the new LU! There is a new energy at Lindenwood. People who haven't been to the campus and finally see it are amazed with its vibrant beauty, its fresh new buildings that meld perfectly with the old ones, and its growing role as a regional higher education leader in the St. Louis area.

### **One-Year Plan**

- Raise awareness of Lindenwood's adult evening program through increased online and outdoor advertising. (Queen; August 2007)

- Raise awareness of Lindenwood's programs in Belleville area through increased online and outdoor advertising (Queen; August 2007)
- Support Lindenwood's new Ed.D. program with needed materials and advertising (Duggan; September 2007)
- Work with new Boone staff on a marketing and communications plan that will support Lindenwood's academic efforts at the Boone Home and Weldon Spring and increase tourism at that site (Queen; October 2007)
- Implement a Lindenwood University Athletic Hall of Fame and annual dinner event (Newton; October 2007)
- Increase and improve signage at all Lindenwood sites, but particularly for underexposed campuses such as Weldon Spring and O'Fallon. (Queen; June 2007)
- Work with Alumni Office and web staff to develop a password only chat room and/or blog for the alumni section of our website. (Queen, Montgomery, Waack; August 2007)
- Continue progressing toward "paperless" course schedules and other documents by stressing online availability and utilizing CDs (Queen; February 2008)
- Continue efforts at monitoring and ensuring proper use of the Lindenwood University logo and work with computer services to create a location on Lindenwood's intranet for logo downloads. (Queen, Bush; May 2007)
- Build a wider network of media contacts in the St. Louis region and beyond to more frequently issues media releases regarding developments and achievements at the university. (Duggan, Queen; ongoing)

### **Five-Year Plan**

The Communications Office must continue to improve internal communications at Lindenwood, particularly communications with our students, and explore innovative communication techniques (text messaging, etc.). In addition, the Communications Office must diligently monitor workload/staffing to maintain continued satisfaction of the university community with our product and our "quick response time."

### **Financial Aid**

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

### **Assumptions**

The Office of Financial Aid will serve approximately 10,000 students in the 2007-08 academic year.

### **Personnel**

The Office of Financial Aid has 10 full-time employees. Under the supervision of the Director of Financial Aid are 4 employees who specialize in the processing of government-

based aid. Under the supervision of the Director of Financial Assistance Planning are 4 employees who are responsible for daily customer service.

### **One-Year Plan**

- Work closely with the admissions office to identify students during the admissions process who are eligible for the Academic Competitiveness Grant.(Bode, O’Heron; ongoing)
- Work with our lender partners to offer workshops to the financial aid staff on customer service, stress management and team building in an attempt to continue to improve overall customer service. (Team; March 2007)
- Encourage our students to use the new user-friendly and informative financial aid web-page for electronic application processing, scholarship information and commonly used financial aid forms.(Team; ongoing)
- Pursue converting our ISIR software from FEEDS to EDExpress which is provided by the Department of Education at no cost. This will expedite the application and correction process allowing us to offer timely information to our students. (Bode, Ziegenfuss; November 2007)
- Provide cross-training of financial aid employees to ensure they are knowledgeable of every aspect of processing and receiving Federal and State aid. (Bode, Ziegenfuss; ongoing)

### **Five-Year Plan**

With the upcoming new database implementation, the daily operation of the financial aid office is subject to change. With this change, we anticipate the ability to offer financial assistance in a more effective, efficient and accurate manner. This will allow us the opportunity to review and modify our current procedures and make any necessary enhancements. Once the implementation process is complete and our daily operation is less manual, we anticipate the ability to work closely with the Student Success Office to assist at risk students who may be unable to complete their education due to financial issues.

The Office of Financial Aid will continue to stay informed of regulatory changes that occur through a variety of resources and publications. As changes occur we will review our procedures and make the necessary modifications.

## **Information Services**

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.

## **Assumptions**

The information Service department will process over 4000 trouble tickets in addition to the items listed below. Information Service will not support student computers other than via telephone; with the exception of verifying valid network connectivity. Information Services will not support (personal or non Lindenwood University) computers other than via telephone. Information Service will not support MAC computers other than network connectivity.

## **Personnel**

The Information Services staff consists of

- One Director
- One Systems Administrator – Server / Software Administrator
- One Assistant Systems Administrator/Network Administrator – (open)
- One Network Administrator – Network Security, maintenance and operation +
- Two User Support Administrators – Tier I Technical Support
- One Telecommunication Supervisor - responsible for day to day telephone, voice mail, local and long distance vendors and cabling issues for the main campus and all 11 remote campuses.
- One Telecommunication Technician – Cabling and user support
- One Web Administrator – Any Web updates
- Data Base Administrator – (Open)

Graduate Assistants

- One Help Desk Assistant (Part Time)
- One Lab Monitor (Full Time)

## **One-Year Plan**

Faculty and Staff BUILDINGS

MAB (IS Staff, TBD)

- High-Tech Room
  - Cabling
  - Projector
  - Computer
  - Symposium
  - V/A splitters
  - Lectern
- Add additional switch
- No new additional personnel

Young (IS Staff, TBD)

- 7 New additional personnel
  - Cabling
  - Switches
  - Computers
- Phones
- Identify Missouri Virtual School Program

- Hardware Demand
- Software Demand
- Bandwith Demand

#### Library

- Additional Utility Power for new servers (IS Staff, TBD)
- Add Switch (Paradissis, Aug 2007)
- Additional storage to DMS (Caguin, TBD)
- Additional fiber to Young (Blevins, Caguin, TBD)
- Remodel MDF (IS Staff, TBD)
  - UPS
  - Racks
  - Servers
  - Generator

#### Roemer

- Building Level
  - Add new power trunk from Library to Telephone switch room which will allow future high tech room additions.
- Research Generator additions to Roemer and Butler Library
- Education
  - Migrate STEP to a server (Paradissis/Caguin, Aug 2008)
- Determine needs for distance learning (IS Staff, TBD)
  - Hardware Demand
  - Software Demand
  - Bandwidth Demand
- Determine needs for Folio Tech (IS Staff, TBD)
  - Hardware Demand
  - Software Demand
  - Bandwith Demand

#### Financial Aid

- Determine needs for ED Express (IS Staff, TBD)
  - Hardware Demand
  - Software Demand
  - Bandwith Demand

#### Business Office

- Re-license ACCPAC software maintenance (IS Staff, TBD)

#### Information Services

- Cable mining for 2<sup>nd</sup> and 3<sup>rd</sup> floor (Blevins, Dec 2007)
- SIS (IS Staff, TBD)
  - Research Helpdesk Management (Bush, Dec 2007)
  - Research replacement of radio replacement to LUCC and Performance Arena (IS Staff, TBD)

#### Butler Hall

- Human Services (IS Staff, TBD)
  - Move Writing Lab
  - Move Current Personnel

- 5 new additional personnel
  - Cabling
  - Switches
  - Computers
  - Phones
- Humanities (IS Staff, TBD)
  - 5 new additional personnel
    - Cabling
    - Switches
    - Computers
    - Phones

#### Harmon Hall

- Put fiber in conduit and add wall-mount box (IS Staff, TBD)
  - Move switch
  - Replace Patch Cables
  - Replace fiber cut during winter and run within new conduit
  - Terminate all network connection in new wall mount cabinet less than 8' from floor
- High-Tech Room (IS Staff, Aug 2007)
  - Cabling
  - Projector
  - Computer
  - Symposium
  - V/A splitters
  - Lectern
- New Ticketing System for the FPA and Campus. (IS Staff, Quiggins, Jan 2008)

#### Gables

- Determine viability of facility (Blevins, Paradissis, Aug 2007)
  - Re-cabling
  - Add additional switch
  - Add wall-mount box

#### Welcome Center (IS Staff, TBD)

- 4 new additional personnel
  - Cabling
    - Internal
    - External to Roemer
  - Switches
  - Computers
  - Phones

#### Plaza

- Video Camera (IS Staff, TBD)
- 1 new additional personnel
  - Cabling
  - Switches
  - Computers
  - Phones

- POS for Spirit Shoppe (IS Staff, Snipes TBD)
- Web Interface

#### Performance Arena / Field House / Press box

- 10 new additional personnel (IS Staff, TBD)
  - Cabling
  - Switches
  - Computers
  - Phones
- Fiber to Press Box (Blevins, TBD)
  - Switch and Wall-Mount hardware
- Fiber and Copper to Performance Arena (Blevins, TBD)
  - Switch and Wall-Mount hardware

#### Spellmann Center

- Additional fiber to Library (Blevins, Aug 2007)
- Additional fiber to Young (IS Staff, TBD)
- DRP (IS Staff, TBD)
- Data Center (IS Staff, TBD)
  - Research and determine new server room location or retrofit existing location or alternate location
- 7 new additional personnel Information Services (IS Staff, TBD)
  - For 2 On Site Tech, 1 A/V, 2 SysTech, 1 Administrative Assistant, 1 PT
  - Cabling
  - Cabling
  - Switches
  - Computers
  - Phones
- Removal and disposal of old computers (IS Staff, TBD)
- Power in 4095 (Paradissis, Aug 2007)
- Research power for Journalism Lab(Paradissis, July 2007)
- International Office Move (IS Staff, TBD)
- Mentoring Program Move (IS Staff, TBD)
- Additional switch in 3<sup>rd</sup> floor data closet (Paradissis, Aug 2007)
- Replace Lab Computers (IS Staff, Aug 2007)
- Replace 4095 Lab (IS Staff, Aug 2007)
- Software Licensing (Caguin, On Going)
- Lecterns (IS Staff, Aug 2007)
- Wireless in Connection Center (Paradissis, Aug 2007)
- CCA (Paradissis, Aug 2007)
- Backup plan and SAN (IS Staff, In Progress)
- 6509 SUP Upgrade (Paradissis, Aug 2007)
- Firewall (IS Staff, Aug 2007)
- Review additional external network capacity (IS Staff, In Progress)
- Assist in the porting of data from Poise to New SIS (IS Staff, In Progress)
- Assist in the porting of data from Q&A to New SIS (IS Staff, In Progress)
- Successful conversion of new Document Imaging System (IS Staff, In Progress)

- Classroom Scheduling Software evaluation, purchase, hardware determination and installation (IS Staff, In Progress)
- Create or update policies to include but not limited to security, email, password, computer use, WEBCT, Distance Learning, Document Imaging, Student Information Systems, software, moves, adds and changes to our data and voice networks they relate to information Technology. Determine boundaries on functions of system that cross departments. (IS Staff, In Progress)
- Journalism Lab Remodeling (IS Staff, TBD)
  - Cabling
  - Switches
  - Computers
- 2 new additional personnel Student Development (IS Staff, TBD)
  - Cabling
  - Switches
  - Computers
  - Phones
  - Power

Implement SIS on main campus and develop DRP for same. (IS Staff, TBD)

Readdress - Research opportunity of possible Wireless, Cable TV and Telephone for campus housing that currently do not have this capability (Bush; August, 2007)

- Find additional space for technical services of computer (IS Staff, TBD)
- Find additional storage space for rotating equipment (IS Staff, TBD)

## **REMOTE**

### Branson

- Determine location, staff, and infrastructure needs (Bush/Paradissis/Caguin TBD)

### LUCC

- Replace wireless connectivity from Roemer (IS Staff, TBD)
- Replace computers in 2 classrooms (IS Staff, Aug 2007)
- 1 new additional personnel (IS Staff, TBD)
  - Cabling
  - Switches
  - Computers
  - Phones
- 3 Portable High-Tech (IS Staff, TBD)
- 2 Additional Switches (Paradissis, Aug 2007)

### Belleville

- Wireless Install (Paradissis, Aug 2007)
- Expanding Internet (IS Staff, TBD)
- BCM Upgrade (Blevins, Aug 2007)
- 2 new additional personnel (IS Staff, TBD)
  - Cabling
  - Switches
  - Computers

- Phones

#### Weldon Springs

- Network Infrastructure (IS Staff, TBD)
- Identify if DRP site (IS Staff, TBD)
  - Phone
  - Data
  - Power
  - Determine backup power status

#### Florissant

- Wireless Install (Blevins, Paradissis, Aug 2007)

#### Ice Arena

- 1 new additional personnel (IS Staff, TBD)
  - Cabling
  - Switches
  - Computers
  - Phones

#### Boone Home

- Technology for Visitor Center
- Connectivity to Work Shop (Paradissis, Aug 2007)

#### Moscow Mills

- Request District to re-cable room and swap out pcs (Blevins, Paradissis, Aug 2007)
- Replace Lab computer (IS Staff, Aug 2007)

### **DORMS**

#### Watson

- Pull out old equipment (Blevins, Paradissis, Aug 2007)

#### 2 New Dorms (Blevins, Paradissis, Aug 2007)

- Cabling
  - Inside
  - Outside
- Switches
- Phones

#### All Dorms

- Security (IS Staff, TBD)
- Replace all front end routers (Paradissis, Aug 2007)
- Document room to switch matrix (IS Staff, Ongoing)

### **EVERYWHERE**

#### All Faculty/Staff Buildings

- Research additional Security – Cameras (Is Staff, Aug 2008)

#### SIS

- STEP (IS Staff, TBD)

## **Five-Year Plan**

- Enhance distance Learning allowing Lindenwood to reach out to the virtual community by making available additional online learning classes. The IS Department currently supports interactive lessons and information links among students and faculty and between students and specific computer-held learning material utilizing our network resources. The hope is to expand this resource. We can provide students on the Internet the same video broadcast available through our two previous venues. The ability of the IS Department to support and develop new links between the University and virtual resources is dependent on the future availability of resources.
- Create Intranet web page for on network faculty and staff allowing Lindenwood University to provide static information to on campus viewers. It will provide policies, procedures and information that are not required on our public web site. Training material will also be provided on this site.
- Fully implement streaming video services in order to provide parents and students with real content or Lindenwood University events. We can provide students, parents and alumni with both live and archived sports contests via both the Internet and our Intranet.

## **Institutional Advancement**

### **Personnel**

- Lucy Morros - Vice President - 100% IA
- Katy Montgomery – Alumni Relations – 100% IA
- Kate O’Neal – Advancement Services – 100% IA
- Charlsie Floyd – Special Events – 50% IA
- Eric Stuhler – Planned Giving – 50% IA
- Marissa Paine – Grant Writer – 50% IA

### **Mission Statement of the University**

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.

### **How Institutional Advancement Divisional Strategic Plan Supports the University’s Mission and Vision.**

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

The responsibilities of the Division of Institutional Advancement encompass activities and programs that help foster understanding and support among the University’s constituencies. The Division is the fundraising arm of the University and has direct contact with prospective donors, including alumni, foundations,

corporations, and friends in the greater community.

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 Division provides 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 in addition to supporting fundraising activities at Lindenwood's satellite campuses and for specific campus initiatives and programs.

### **Assumptions**

Responsibilities of the Division include determining with the President and the Fundraising and Development Committee of the Board of Directors with advice and input from the leadership of the Alumni Board the fundraising goals for the Annual Fund, the Endowment Campaign, and Capital Projects.

### **The 2007-2008 Annual Fund Goal – \$1.2 – 1.7 million**

The Annual Fund provides unrestricted support for student scholarships, academic programs and campus renovations. The activities in this area

- Measure the results of annual giving in two ways: the amount of dollars donated and the number of alumni who participate. The goal is to reach \$1.2 – 1.7 million and to increase the number of accessible alumni (17,126) who participate (see below) (IA; 2007-2008)
- Measure and define the annual fund as unrestricted and restricted yearly giving NOT as capital project giving or endowment giving (O'Neal; June 2007)
- Increase the alumni participation from the current 1% - 2% to 3% - 4% - (IA; 2007-2008)
- Reach annual fund goal by increasing communication with alumni and friends,
  - expanding homecoming, reunion, and class representatives events (Montgomery; daily)
- Increase personal visits with current and prospective donors, the Alumni Board, the Board of Trustees and the Board of Overseers (Morros; ongoing 2007-2008)
- Form a new alumni club in Mid Missouri (Floyd; fall 07)
- Form a new alumni club in Kansas City or another site (Montgomery; Spring 2008)
- Segment and target prospect pools for solicitation (Morros; ongoing 2007-2008)
- Work with Communication Department to increase communication with donors and friends (Montgomery; monthly)
- Work with the Admissions Department on endowed scholarships (Montgomery; before spring enrollment and before fall enrollment)

- Work with committees of the Alumni Board of Directors and the University Board of Directors (Montgomery and Morros; meetings in February, May and October)
- Develop and implement special events for increased giving (Floyd; ongoing 2007-2008)
- Work with Public Relations Department on alumni and advancement web content and on the on-line giving program (Montgomery; monthly)
- Increase volunteer support for special and on- going programs (Floyd; monthly)
- Promote support of Lindenwood through service clubs and community groups (Floyd; weekly)
- Implement broader staff and faculty giving programs and serve on the Athletic Hall of Fame Committee and other committees (Montgomery and Morros; monthly)
- Develop research for the identification and solicitation of prospects (Morros; ongoing 2007-2008)
- Expand direct mail in university publications (Montgomery; daily)
- Increase knowledge and use of Raiser's Edge data base capabilities (Montgomery; summer 2007)
- Expand annual fund through related planned giving activities (see below) (Stuhler; ongoing 2007-2008)

### **The 2007-2008 Endowment Campaign Goal – (\$200 million by the 200<sup>th</sup> Anniversary in 2027)**

The Campaign currently involves endowed scholarships, honor's awards, and lectureships. In addition, endowed chairs and programs are envisioned to support the mission and vision of the institution. The activities in this area

- Expand endowment through planned gifts (Stuhler; ongoing 2007-'2008)
- Contact 3553 alumni prospects from the class of '78 and before about planned giving (Stuhler; June 2007)
- Solicit 10% of the alumni prospects from the above classes for planned gifts (Stuhler; ongoing 2007 –2008)
- Meet with 35 of the alumni prospects and gain 10 commitments (Stuhler; ongoing 2007-2008)
- Increase Sibley Heritage Society membership (currently 107 ) by 10% (Morros; ongoing 2007-2008)
- Increase Butler Society membership (currently 191) by 5% (Morros; ongoing 2007-2008)
- Increase foundation and prospect identification (Morros; ongoing 2007-2008)
- Develop through gifting three new scholarship programs as well as stewarding the existing ones (Floyd; ongoing 2007-2008)
- Execute major donor recognition events (Floyd; September, October, November; Butler Dinner November 2)
- Identify key prospects within the alumni and board members (Morros; ongoing 2007-2008)
- Educate the alumni and potential donor on the various tools

- of planned giving (Stuhler; ongoing 2007-2008)
- Finalize the planned giving brochure (Stuhler; Spring 2007)
- Complete Connection articles and correspondence promoting IRA rollovers (Stuhler; Fall 2007)
- Increase awareness of the planned giving services and the accompanying estate planning legal resources (Stuhler; ongoing 2007-2008)
- Develop gifts in the area of bequests and trusts (Stuhler; ongoing 2007-2008)
- Work with communications and public relations staff to increase awareness of planned giving (Stuhler; ongoing 2007-2008)
- Increase identification, communication and solicitation of planned giving prospects (Stuhler; ongoing 2007-2008)
- Promote membership in the Sibley Heritage Society (Stuher and Floyd; ongoing 2007-2008)
- Develop a public relations campaign for the need of future gifts (Stuhler; October 2007)

### **The 2007-2008 Capital Development Projects Goal – guiding principle is 33% of cost of each project should be donated**

The activities in this area

- Fund \$1.5 million for the Lindenwood Center for the Fine and Performing Arts (Morros; 2007-2008)
- Complete and submit a matching-grant proposal for construction of the Lindenwood University Shooting Range Center (Evans; Morros, Steenbergen et al.; June 2007)
- Develop fundraising support for math and science programs, technology and the Business and Economic Center (Morros; 2007-2008)
- Design fundraising strategies for the Boone Campus, the Belleville Campus, the Blanton Bell Tower, and general improvements in campus infrastructure and beautification (Morros; 2007-2008)
- Expand capital development strategic fund raising projects to include LUCC renovation and construction and the student services building as well as the two new dormitories under construction (Morros; 2007-2008)

### **Advancement Services Integral to the Attainment of the 2007-2008 Goals**

The activities in this area

- Enter and code donations accurately to correspond with fund codes, provide receipts for each donation for tax purposes, and correspond with donors in a timely manner (O'Neal; daily)
- Track pledges and pledge payments and send pledge reminders (O'Neal; monthly)
- Provide reports of donations for IA Division, Chief Financial Officer, President, and the Board of Directors (O'Neal; monthly)
- Enter data of new graduates into the database after each of the five graduation dates (O'Neal; June, July, October, January, April)
- Send Business Office quarterly record of debts and payments (O'Neal;

- quarterly)
- Supervise graduate assistant, work and learn students and volunteers for IA goal attainment (O’Neal; daily)
- Complete Raiser’s Edge Advanced Training (O’Neal; Fall 2007)
- Coordinate invitations and programs for special events (Floyd/O’Neal; October, 2007)
- Assist the Alumni Board of Directors with mailings, minutes and updates (O’Neal; February, May, October)
- Pool data and run reports for IA Division (O’Neal; daily)
- Assist Chief Financial Officer with audit reports at the end of the fiscal year and reconcile reports with that office on a regular basis (O’Neal; July)
- Provide stewardship for all inquiries, by mail, e-mail, telephone or walk-ins (O’Neal; daily)
- Reconcile development information with accounting records (O’Neal; monthly)
- Inform the IA Division about data base software capabilities and use (O’Neal; as needed)
- Expand grant making to support all of the goals listed above (Morros; ongoing 2007-2008)

## **Butler Library**

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

### **Assumptions**

- A strong electronic presence of libraries and library resources will continue to be the trend. As a result, the library can be most successful by considering cost-effective ways to bring the library to the student versus expecting the student to come to the library for any resources that may be available electronically.
- The library must provide exceptional service by building better relationships with students and faculty and truly integrating the library into the academic process.
- The library is a cost-center and must be diligent in identifying cost effective ways to provide service, as well as identify opportunities to generate revenue if at all possible.
- The technology of information delivery will continue to evolve at a rapid rate and the library must stay aware of current technology and apply new technology when appropriate.
- The library should take every opportunity to ensure students develop lifelong learning skills.

- The library has a role in adding value to information by selecting, organizing, synthesizing, and evaluating information.
- The library exists as a support function for the university. As a support function, the library staff must behave in a proactive manner to understand all aspects of its patron's service and information resources needs and behave diligently in providing those services and resources
- The constantly changing information, technological and research environments will demand greater flexibility in staffing, training for staff, and allocation of institutional resources.
- Resource sharing will continue to be an important way to meet demands and keep costs in check.
- Two pages from the library section of the Lindenwood website continue to rank in the most visited pages on the university's site. This being the case, the staff at Butler Library needs to make the electronic delivery of information its first priority. The staff must also find ways to treat those students accessing library services remotely with the same level of service as those students who come to Butler Library proper.

## **Personnel**

The current staffing are 4.5 professional librarians and 1 paraprofessional staff members responsible for reference, cataloging, bibliographic instruction, government documents, acquisitions, circulation, inter-library loan, serials, and collection management.

## **Facilities**

The facilities include

- 20 workstations that may also be used to access the library catalog via MOBIUS; the Internet; and the following databases: Academic Search Premier, Alt HealthWatch, America: History and Life, Business and Company Resource Center, Clinical Pharmacology, EBSCO Animals, Education Full Text, ERIC, Funk & Wagnalls New World Encyclopedia, SciFinder Scholar, Health Source - Consumer Edition, Health Source: Nursing/Academic Edition, Historical Abstracts, Humanities Full Text, MAS Ultra - School Edition, MasterFILE Elite, Military & Government Collection, MLA Bibliography, MLA Directory of Periodicals, NewsBank, The Philosopher's Index, Primary Search, ProQuest Historical Newspapers - The New York Times, ProQuest Psychology Journals, Social Services Abstracts, Social Work Abstracts, and Business Source Premier, and JSTOR, ATLA, MasterFile, LitFinder, Literature Resource Center, SocIndex, MorningStar, Art Full Text, Lexis/Nexis, and International Index to the Performing Arts.
- Books, serial back files, other paper materials, and government documents (135342 titles)
- Theses collection (1200 volumes)
- Periodical collection (10,986 bound volumes, 2416 microform reels)
- Audiovisual Materials (1862 videos, and CDs)

## **One-Year Plan**

- Create a new staff position that incorporates responsibilities for managing the archival collection, as well as managing certain aspects of circulation functions.
- Create internal marketing campaign using the American Library Association's "Read" program. The program provides posters that can be altered to include images of students, faculty, and/or staff. The posters include a person's image and the title of their favorite book.
- Add a Butler Library Cafe
- Reorganize library to better utilize unused space and materials. The goal is to include designated quiet study areas; a seminar room (with a network connection); additional computers (possibly laptops for in-house check out); a reorganization of student computers in the library; and the addition of one closed caption television.
- Explore alternative media resources for learning.
- Pilot "virtual reference" program.
- In conjunction with the "virtual reference" program, purchase a reference question database.

## **Five-Year Plan**

Over the past four years Butler Library has seen consistent increases in usage. The increases have been experienced electronically, as well as on site. It is the goal of the staff to ensure that trend is not only maintained, but improved upon.

The staff at Butler Library will continue to explore new and innovative ways to deliver relevant learning resources to students both electronically, as well as through traditional means in order that the library continues to be an integral part of the Lindenwood academic community.

## **Facilities**

### **Main Campus**

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.

## **Personnel**

The facilities department consists of 1 Chief Operations Officer, 1 director, 1 manager, 10 maintenance/construction workers, 1 plumber, 2 groundskeepers and 7 housekeepers. Several students perform work-study duty for tuition credit by working for the Facilities Department in a number of cleaning or maintenance functions. Subcontractors are often hired for larger projects.

## **Physical Plant**

The main campus of Lindenwood University is comprised of 500 acres, 15 administrative/classroom structures, 14 dormitories, 222 houses, 6 athletic facilities, and several other properties. These numbers change frequently, as the University continues to grow and prosper. Lindenwood's Boone Campus in Defiance, Missouri, spans more than 1,000 acres and includes fourteen buildings for conferences, classes, and tourism.

- Land  
500 acres located in St. Charles City and 1000 acres in St. Charles County
- Administrative and Classroom Buildings  
Roemer Hall, Harmon Hall, Butler Hall, Butler Library, Young Science Hall, Memorial Arts Building, Gables, Business Service Center, Southern Air (Wentzville), Lindenwood Cultural and Community Center, Visitor Center (Former Commerce Bank), O'Fallon Senior Center (leased space), Spellmann Campus Center, Field House, and the Success Center.
- Dormitories  
Sibley Hall, Ayres Hall, Parker Hall, Cobbs Hall, Irwin Hall, Niccolls Hall, McCluer Hall, Blanton Hall, Guffey Hall, Flowers Hall, Mathews Hall, Watson House, Eastlick, Stumberg
- Houses  
Linden Terrace (87), Kingshighway Houses (7), Duchesne/Glenco Houses (34), First Capitol Houses (94)
- Athletic Facilities  
Robert F. Hyland Performance Arena, Fitness Center, Hunter Stadium, Field House, Track, Century Tel Ice Arena, and Lou Brock Sports Complex
- Maintenance Facilities  
West Clay maintenance building, First Capitol Drive facility, various storage garages around campus
- Other

Presidents' House, Alumni House, Drive-in property, Frontage on First Capitol Drive, Lindenwood University Club, Daniel Boone Home and Village, McGregor house and acreage, Commercial properties near LUCC

## **Assumptions**

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

## **One-Year Plan**

- Complete construction of Fine and Performing Arts Center (J. Mueller, February, 2008)
- Continue construction of two new residence halls, dorms G & H to be completed for occupancy by August of 2008 (J. Mueller, July 07-June 08)
- Construct two monumental type gates at Kingshighway/First Capitol and Watson (J. Mueller, August 07)
- Complete road improvements from Watson to Stadium bridge and construct new 2-lane bridge to replace old 1-lane bridge (J. Mueller, August 07)
- Replace windows in Sibley, Parker, and Cobbs (G. Heidelbaugh, August 07)
- Renovate a portion of Butler Hall to include painting, new flooring and appropriate wiring (G. Heidelbaugh, August 07)
- Modify entrances to Roemer and Library to better accommodate our mobility impaired students (J. Mueller, August 07)
- Design additional modifications to campus to better accommodate our mobility impaired students (J. Mueller, May 08)
- Begin construction of West Clay intersection realignment (J. Mueller, October 07)
- Continue to purchase "zone list" property for replacement housing as First Capitol housing develops into retail center (G. Heidelbaugh, ongoing)
- Continue to purchase "zone list" property and property located within Lindenwood Town Center area for future development purposes (J. Mueller, ongoing)
- Continue to participate in negotiations regarding development of Lindenwood Town Center and relocation of Post Office (J. Mueller, ongoing)
- Investigate feasibility of a Butler Library café (G. Heidelbaugh, August 07)
- Explore potential cooperative agreement with City/LU/YMCA (J. Mueller, ongoing)
- Install coat racks and shelves in Spellmann Center (G. Heidelbaugh, August 07)
- Clean carpets, perform touch-up painting, conduct repairs in rooms, and remodel bathrooms as necessary throughout housing units. (G. Heidelbaugh, J. Norman, August 07)

## **Five-Year Plan**

- Complete construction of two new residence halls, dorms G&H for occupancy August 2008
- Complete construction of West Clay intersection realignment
- Construct Carillon tower at First Capitol/West Clay intersection
- Construct addition and renovation of Harmon Hall for Management Program
- Begin construction of West Clay extension
- Expand Hyland Performance Arena to include multipurpose room for student usage
- Construct Student Services Center within Lindenwood Town Center

<b>Communications</b>						
	<b>Mass Com</b>	<b>Corp Comm</b>	<b>Multi-Media</b>	<b>Ad Media</b>	<b>Pro Writing</b>	<b>Journalism</b>
<b>Actual 2007</b>	197	106	24	20	3	16
<b>Projected 2008</b>	206	110	25	25	3	18
<b>Projected 2009</b>	213	114	26	28	3	20
<b>Projected 2010</b>	220	118	27	30	3	22
<b>Projected 2011</b>	227	122	28	33	3	24
<b>Projected 2012</b>	234	126	29	35	3	25

<b>Education</b>						
	<b>Early Child</b>	<b>Elem</b>	<b>Sec Subj. Area</b>	<b>K-12 Cert</b>	<b>M.A. Cert.</b>	<b>MA in Ed. Admin</b>
<b>Actual 2007</b>	90	403	360	115	1791	720
<b>Projected 2008</b>	110	430	365	127	1934	777
<b>Projected 2009</b>	112	432	367	135	2088	839
<b>Projected 2010</b>	113	432	368	140	2255	906
<b>Projected 2011</b>	113	432	368	143	2435	978
<b>Projected 2012</b>	114	432	370	145	2629	1056

<b>Education (Continued)</b>						
	<b>MAT</b>	<b>Physical Ed</b>	<b>Ed. S</b>	<b>Athletic Training</b>	<b>Counseling</b>	<b>Ed.D</b>
<b>Actual 2007</b>	394	185	86	133	712	108
<b>Projected 2008</b>	413	187	88	138	747	250
<b>Projected 2009</b>	474	190	91	143	782	275
<b>Projected 2010</b>	497	191	94	148	817	302
<b>Projected 2011</b>	521	192	97	154	852	332
<b>Projected 2012</b>	547	192	100	160	887	365

<b>Fine and Performing Arts</b>					
	<b>Theatre</b>	<b>Dance</b>	<b>Music</b>	<b>Fashion Design</b>	<b>Art</b>
<b>Actual 2007</b>	121	33	73	72	160
<b>Projected 2008</b>	135	45	80	120	169
<b>Projected 2009</b>	135	47	85	130	173
<b>Projected 2010</b>	145	49	87	142	183
<b>Projected 2011</b>	155	50	88	160	193
<b>Projected 2012</b>	170	52	89	200	203

<b>Humanities</b>						
	<b>Amer Studies</b>	<b>English</b>	<b>Languages</b>	<b>History</b>	<b>Phil</b>	<b>Religion</b>
<b>Actual 2007</b>	5	93	44	124	15	8
<b>Projected 2008</b>	10	95	48	128	18	11
<b>Projected 2009</b>	11	97	52	132	22	12
<b>Projected 2010</b>	12	99	56	135	28	13
<b>Projected 2011</b>	12	100	60	137	30	15
<b>Projected 2012</b>	13	101	62	138	32	15

**Human Services**

	<b>CJ</b>	<b>HSAM Nonprofit</b>	<b>Social Work</b>	<b>CMS</b>
<b>Actual 2007</b>	257	173	59	52
<b>Projected 2008</b>	283	178	61	58
<b>Projected 2009</b>	297	183	63	61
<b>Projected 2010</b>	312	188	65	64
<b>Projected 2011</b>	328	193	67	67
<b>Projected 2012</b>	333	198	69	70

**LCIE**

	<b>Bus Admin</b>	<b>Comm</b>	<b>CJ</b>	<b>Gerontology Health</b>	<b>Hosp Services</b>	<b>Human Resource Mgmt</b>
<b>Actual 2007</b>	1564	208	311	155	7	214
<b>Projected 2008</b>	1626	218	326	160	8	219
<b>Projected 2009</b>	1688	228	341	170	9	224
<b>Projected 2010</b>	1750	238	356	180	10	229
<b>Projected 2011</b>	1812	248	371	190	10	233
<b>Projected 2012</b>	1874	258	386	200	11	235

**LCIE (Continued)**

	<b>Info Tech</b>	<b>MFA- Writing</b>	<b>Mortuary Mgmt</b>
<b>Actual 2007</b>	146	35	2
<b>Projected 2008</b>	153	35	2
<b>Projected 2009</b>	160	37	3
<b>Projected 2010</b>	167	39	3
<b>Projected 2011</b>	174	41	3
<b>Projected 2012</b>	180	43	4

**Management**

	<b>Acct</b>	<b>Bus Adm</b>	<b>Fin</b>	<b>HR Mgmt</b>	<b>Int'l Bus</b>	<b>MIS</b>
<b>Actual 2007</b>	132	888	90	42	125	18
<b>Projected 2008</b>	134	895	92	43	127	18
<b>Projected 2009</b>	136	900	93	44	128	19
<b>Projected 2010</b>	137	910	93	45	129	19
<b>Projected 2011</b>	138	920	94	45	130	20
<b>Projected 2012</b>	140	920	95	46	130	20

**Management (Continued)**

	<b>Mktg</b>	<b>Mgmt</b>	<b>Pol Sci</b>	<b>Public Mgmt</b>	<b>Sport Mgmt</b>	<b>Retail</b>	<b>Entrepreneur</b>
<b>Actual 2007</b>	195	51	54	13	135	31	6
<b>Projected 2008</b>	197	53	56	13	137	33	7
<b>Projected 2009</b>	199	55	56	14	139	35	8
<b>Projected 2010</b>	200	55	57	14	141	37	9
<b>Projected 2011</b>	200	56	57	15	143	37	10
<b>Projected 2012</b>	200	56	58	15	145	39	10

**Sciences**

	<b>Biology</b>	<b>Chemistry</b>	<b>Pre-Health</b>	<b>Computer Science</b>
<b>Actual 2007</b>	104	36	105	82
<b>Projected 2008</b>	104	38	110	86
<b>Projected 2009</b>	106	40	115	88
<b>Projected 2010</b>	110	40	120	89
<b>Projected 2011</b>	115	40	126	90
<b>Projected 2012</b>	115	40	130	91

**Sciences (Continued)**

	<b>Math</b>	<b>Pre-Engineer</b>	<b>Psych</b>	<b>Soc/Anthro</b>
<b>Actual 2007</b>	61	32	169	12
<b>Projected 2008</b>	62	33	170	13
<b>Projected 2009</b>	62	34	170	13
<b>Projected 2010</b>	62	35	170	13
<b>Projected 2011</b>	62	36	170	13
<b>Projected 2012</b>	62	37	170	13



South Elevation

# 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)