

**UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF VERMONT**

JANET JENKINS, et al.,

Plaintiffs,

v.

No. 2:12-cv-184-WKS

KENNETH L. MILLER, et al.,

Defendants.

**PLAINTIFFS' MEMORANDUM IN OPPOSITION TO
DEFENDANT LIBERTY UNIVERSITY'S MOTION FOR RECONSIDERATION
AND DEFENDANTS LIBERTY UNIVERSITY'S AND LIBERTY COUNSEL AND
RENA LINDEVALDSEN'S MOTIONS TO CERTIFY INTERLOCUTORY APPEAL**

Yet again, Defendants seek to stall the progress of this case. Defendants Liberty University, Liberty Counsel, and Rena Lindevaldsen seek either reconsideration or interlocutory appeal of this Court's order denying their motions to dismiss. Specifically, Liberty University seeks reconsideration of this Court's conclusion that Plaintiffs pleaded sufficient facts to state a facially plausible claim that the University is vicariously liable for the tortious acts of two of its employees—Defendants Rena Lindevaldsen and Victoria Hyden. *See* ECF No. 278. In the alternative, the University seeks certification for interlocutory appeal of that issue of liability and the issue of whether the Court correctly concluded that it may exercise personal jurisdiction over the University. Liberty Counsel and Lindevaldsen seek only this Court's certification of its order for interlocutory appeal. ECF No. 280. The motions should be denied.

I. Liberty University Fails To Justify Reconsideration

Liberty University attempts to justify reconsideration on two grounds: first, that the Court failed to address the issue of the University's control over Lindevaldsen's and Hyden's conduct, *see* Def. Liberty University's Mot. for Recons., ECF No. 278, at 5–7, and second, that the Court

held that the University could be held vicariously liable because its employees were aided by their employment at the University, *see id.* at 7–9. Neither ground meets the demanding standard for reconsideration.

“The standard for granting . . . a motion [for reconsideration] is strict,” *Shrader v. CSX Transp., Inc.*, 70 F.3d 255, 257 (2d Cir. 1995), and “well-settled,” *Kolel Beth Yechiel Mechil of Tartikov, Inc. v. YLL Irrevocable Trust*, 729 F.3d 99, 108 (2d Cir. 2013). Liberty University has failed to “point to controlling decisions or data that the court overlooked—matters, in other words, that might reasonably be expected to alter the conclusion reached by the court.” *Shrader*, 70 F.3d at 257. Nor has the University “identifie[d] ‘an intervening change of controlling law, the availability of new evidence, or the need to correct a clear error or prevent manifest injustice.’” *Kolel Beth Yechiel Mechil of Tartikov, Inc.*, 729 F.3d at 108 (quoting *Virgin Atl. Airways, Ltd. v. Nat’l Mediation Bd.*, 956 F.2d 1245, 1255 (2d Cir. 1992)). At bottom, Liberty University “seeks solely to relitigate an issue already decided.” *Shrader*, 70 F.3d at 257.

Liberty University’s motion “must be narrowly construed and the standard strictly applied to discourage litigants” like the University “from making repetitive arguments on issues that have been thoroughly considered by the court, to ensure finality, and to prevent the practice of a losing party examining a decision and then plugging the gaps of the lost motion with additional matters.” *Vaughan v. Vt. Law Sch., Inc.*, No. 2:10-cv-276, 2011 WL 4036629, at *1 (D. Vt. Sept. 12, 2011) (Sessions, J.). Liberty University should not be given yet another chance to avoid liability “based upon a flawed reading of the Court’s decision.” *Id.* at *2.

A. The Court Correctly Concluded that Plaintiffs State a Facially Plausible Claim that Liberty University Is Vicariously Liable for Its Employees' Conduct Within the Scope of Employment

Liberty University cannot justify reconsideration of this Court's correct conclusion that Plaintiffs stated a facially plausible claim that the University is vicariously liable for its employees' conduct within the scope of their employment. At this early stage in the case, Plaintiffs need only plead sufficient factual matter, which if accepted as true, states a claim to relief that is plausible on its face. Op. & Order, ECF No. 277, at 14 (quoting *Ashcroft v. Iqbal*, 556 U.S. 662, 678 (2009)). Plaintiffs' claims have facial plausibility because Plaintiffs pleaded factual content that allows the Court to draw the reasonable inference that Liberty University is liable for the misconduct alleged. *Id.* To warrant reconsideration of that conclusion, Liberty University must—and yet fails to—show a “need to correct a clear error.” *Kolel Beth Yechiel Mechil of Tartikov, Inc.*, 729 F.3d at 108.

In its September 29, 2017 order, this Court considered and rejected two specific arguments raised by Liberty University concerning its vicarious liability for the acts of its employees: first, that Plaintiffs' complaint “neither alleges nor allows any plausible inference that any of these employees acted within the scope of their employment with the University in the alleged events,” and second, that “Plaintiffs may not hold Liberty University liable for the acts of those with whom its employees conspired because ‘such an attenuated chain of responsibility does not comport with the purpose underlying vicarious liability.’” Op. & Order, ECF No. 277, at 66–67 (quoting Def. Liberty University's Mot. To Dismiss, ECF No. 237, at 3). The Court applied Vermont's law on vicarious liability as established by the Vermont Supreme Court—and as described by Liberty University in its motion to dismiss. See Def. Liberty University's Mot. To Dismiss, ECF No. 237, at 4–5. Liberty University now faults the Court for purportedly failing to apply that very same law.

The Court concluded that Liberty University could be held vicariously liable for Lindevaldsen's conduct in the representation of Lisa Miller because it was within, or at least incidental to, the scope of her employment. Op. & Order, ECF No. 277, at 68. It is well settled in Vermont that "an employer or master is held vicariously liable for the tortious acts of an employee or servant committed during, or incidental to, the scope of employment." *Id.* at 67 (quoting *Brueckner v. Norwich Univ.*, 730 A.2d 1086, 1090 (Vt. 1999)). "Conduct of the servant falls within the scope of employment if: (a) it is of the kind the servant is employed to perform; (b) it occurs substantially within the authorized time and space limits; (c) it is actuated, at least in part, by a purpose to serve the master; and (d) in a case in which the force is intentionally used by the servant against another, it is not unexpected by the master. Conduct of a servant is not within the scope of employment if it is different in kind from that authorized, far beyond the authorized time and space limits, or too little actuated by a purpose to serve the master." *Id.* at 67–68 (quoting *Brueckner*, 730 A.2d at 1091 (citing Restatement (Second) of Agency § 228)).

Liberty University argues that the Court overlooked whether the University controlled or had the right to control Lindevaldsen's and Hyden's conduct. Not so. First, Plaintiffs have plausibly claimed that Liberty University is vicariously liable because it had the requisite control insofar as it employed Lindevaldsen and Hyden and therefore had control over their actions in the workplace. The University is vicariously liable for their use of University resources at their offices on the University campus during work hours to further the alleged conspiracy. *See, e.g.*, ECF No. 204-12 (email from Zodiates to Hyden on a Tuesday afternoon asking Hyden to print an attachment requesting delivery of items and to place it on Lindevaldsen's desk). Second, Plaintiffs have also plausibly claimed that the University is vicariously liable because it had control over and benefited from the conduct of the Jenkins–Miller case. The Court acknowledged

that “Lindevaldsen was not employed primarily to litigate family court cases for the University.” Op. & Order, ECF No. 277, at 68. It nonetheless inferred that the University employed Lindevaldsen to “further[] the purpose of the law school” in part by incorporating the litigation in which she engaged into her employment as a professor at the University. *Id.* Lindevaldsen allegedly did incorporate her work on the Jenkins–Miller case into her teaching at Liberty University by assigning her book on Lisa Miller’s case as required reading for all incoming students at the University’s law school. *See, e.g., id.*

The Court may also reasonably infer vicarious liability because of Staver’s simultaneous participation in the Jenkins–Miller case as dean of the law school and founder of Liberty Counsel. During that representation, Staver supervised Lindevaldsen and actively participated in the case while also serving as dean of the University’s law school. *See, e.g., Aff. of Mathew D. Staver*, ECF No. 238-2 ¶¶ 5–7 (stating under penalty of perjury that Liberty Counsel began representing Lisa Miller in October 2004 and that Staver began serving as Founder and Chairman of Liberty Counsel and Dean and Professor of Law at Liberty University School of Law in May 2006). But Staver did not simply doff his Liberty University hat and don his Liberty Counsel hat when working on his representation of Lisa Miller. As evidenced by Liberty University’s and Liberty Counsel’s public statements on the Jenkins–Miller case, Staver participated in the case in his dual role as dean of the law school and founder of Liberty Counsel. *See, e.g., Dean Staver Set To Argue Same-Sex Civil Unions at Virginia Supreme Court*, Liberty Univ. (Apr. 16, 2008) (Ex. A) (Liberty University press release announcing, “On Thursday, April 17, Liberty Counsel is scheduled to present an oral argument in defense of Lisa Miller and her six-year-old daughter at the Virginia Supreme Court. . . . Mathew D. Staver, Dean of Liberty University School of Law and Founder of Liberty Counsel, will be presenting the argument and

will be available for interviews following the court’s dismissal. . . . Matt Barber of Concerned Women for America has posted an exclusive interview with Rena Lindevaldsen, Assistant Professor at Liberty University School of Law and ‘of counsel’ for Liberty Counsel, on the CWA website concerning this case.”); *Liberty Counsel Argues at Vermont Supreme Court Tomorrow over Same-Sex Civil Union*, Liberty Counsel (Mar. 12, 2008) (Ex. B) (Liberty Counsel press release announcing, “Tomorrow, Liberty Counsel is scheduled to present oral argument in defense of Lisa Miller and her five-year-old daughter at the Vermont Supreme Court. . . . Mathew D. Staver, Founder of Liberty Counsel and Dean of Liberty University School of Law, commented: ‘This case illustrates that when one state sanctions same-sex unions, other states will be affected. One state should not be allowed to write the marriage policy of another state and export same-sex unions beyond its borders.’”).¹

Plaintiffs’ factual allegations supporting personal jurisdiction over Liberty University also support vicarious liability. This Court has held that, for purposes of personal jurisdiction,

¹ The two articles are remarkably similar in the ways they describe the Jenkins–Miller case despite being posted by different entities. Compare *Liberty Counsel Argues at Vermont Supreme Court Tomorrow over Same-Sex Civil Union*, Liberty Counsel (Mar. 12, 2008) (Ex. B) (“Tomorrow, Liberty Counsel is scheduled to present oral argument in defense of Lisa Miller and her five-year-old daughter at the Vermont Supreme Court. The case is *Miller v. Jenkins* and concerns the right of Lisa Miller to decide that Janet Jenkins, her former same-sex partner, should not be declared a parent to Lisa’s child. This is a precedent-setting legal battle between Virginia and Vermont over same-sex unions and the right of fit, biological parents against unrelated third parties. . . . Under the Vermont civil union law, the Vermont Supreme Court granted parental rights to Janet, who continues in her lesbian lifestyle. . . . Lisa gave birth to her child through artificial insemination from an anonymous donor, but the relationship ended when Janet became abusive and Lisa became a Christian. In Virginia, where Lisa resides, the state law and constitutional amendment do not recognize any rights associated with same-sex ‘marriage,’ civil unions, or domestic partnerships.”), with *Dean Staver Set To Argue Same-Sex Civil Unions at Virginia Supreme Court*, Liberty Univ. (Apr. 16, 2008) (Ex. A) (“On Thursday, April 17, Liberty Counsel is scheduled to present an oral argument in defense of Lisa Miller and her six-year-old daughter at the Virginia Supreme Court. The case is *Miller v. Jenkins* and concerns the sovereignty of the Commonwealth of Virginia regarding its marriage and domestic relations policy in the face of a Vermont ruling seeking to import same-sex civil unions. This is a precedent-setting legal battle between Virginia and Vermont over same-sex unions and the rights of Lisa Miller, the fit, biological mother of her daughter, against Janet Jenkins, the unrelated third party with no biological or adoptive relationship with the child. . . . Miller gave birth to her child in Virginia through artificial insemination from an anonymous donor. Her relationship ended when Jenkins became abusive and Miller became a Christian. In Virginia, where Miller resides, the state law and constitutional amendment do not recognize any rights associated with same-sex unions. Under the Vermont civil union law, the Vermont Supreme Court granted parental rights to Jenkins, who continues in her lesbian lifestyle.”).

“Liberty Counsel and Liberty University operated as a unified entity with respect to Lindevaldsen and Staver’s representation of [Lisa] Miller.” *See* Op. & Order, ECF No. 220, at 46; *see also* Op. & Order, ECF No. 277, at 90 & n.19 (discussing prior order on personal jurisdiction over Liberty University). The Court relied on Plaintiffs’ allegations that the two entities “shared common leadership, were located in the same building, and Lindevaldsen, when acting as an attorney for Liberty Counsel, used the resources of Liberty University to carry out the business of her representation of Miller,” “that Liberty Counsel acted as a ‘laboratory school’ to train Liberty University students, essentially serving as a law school clinical program,” that “Lindevaldsen and Staver’s representation of Miller, ostensibly solely on behalf of Liberty Counsel, was critical to carrying out their roles as professors at Liberty University,” that “Lindevaldsen wrote a book about her representation of Miller which . . . was required reading for students at the law school, and . . . designed exam questions based on this case,” and “that the entities held themselves out to the student body and the public as being closely connected.” Op. & Order, ECF No. 220, at 45–46; *see also* Op. & Order, ECF No. 277, at 90 n.19.

Moreover, Liberty University partnered with Liberty Counsel on the latter’s cases and publicly advertised the joint venture. During at least 2008–2014, the University touted to prospective law school applicants a partnership between the two entities in which Liberty University students could participate in Liberty Counsel cases. *See, e.g.*, Law School Admission Council, Official Guide to ABA-Approved Law Schools: Liberty University School of Law (2008) (Ex. C) (“The Constitutional Litigation Clinic works in conjunction with Liberty Counsel, a nonprofit legal organization specializing in constitutional law, which has offices on the Liberty University campus. Students work on cases with a heavy constitutional law component. They experience all phases of newly filed and ongoing Liberty Counsel cases, including having direct

client contact, attending attorney strategy sessions, drafting legal documents, and, where permitted by local rules, participating in hearings and trials. . . . The School of Law has formed a partnership with Liberty Counsel in founding the Center for Constitutional Litigation and Policy. The center trains law students who have career plans in public interest litigation that focuses on constitutional and religious liberty advocacy. It offers externships in constitutional litigation and trains students to become policymakers and leaders in strategy and tactics.”² Lindevaldsen participated in the clinic as a member of the University’s faculty since at least 2006, *see Professor To Join National Round Table Discussion*, Liberty Univ. (Dec. 5, 2006) (Ex. K) (“Professor Lindevaldsen’s areas of teaching include . . . Constitutional Litigation Clinic.”)—the same year she became a full-time employee of Liberty University, *Aff. of Rena M. Lindevaldsen*, ECF No. 238-3 ¶ 3. The two entities entered into another “joint partnership” as early as 2008. *See, e.g., Liberty Counsel Interns’ Day Is Action-Packed at Nation’s Capital*, Liberty Univ. (June 26, 2008) (Ex. L) (“The law students who attended the events are participating in a summer externship conducted by Liberty Counsel and the Liberty Center for Law and Policy, a joint partnership between Liberty Counsel and Liberty University School of Law.”); *Liberty Counsel Law Clerks and Interns Enjoy Action-Packed Day at the Nation’s Capital*, Liberty Counsel (June 25, 2008) (Ex. M) (same). Liberty University continues to rely on Liberty Counsel to “[m]aintain an educationally and experientially sound externship program

² *See also* Law School Admission Council, Official Guide to ABA-Approved Law Schools: Liberty University School of Law (2009) (Ex. D); Law School Admission Council, Official Guide to ABA-Approved Law Schools: Liberty University School of Law (2010) (Ex. E); Law School Admission Council, Official Guide to ABA-Approved Law Schools: Liberty University School of Law (2011) (Ex. F); Law School Admission Council, Official Guide to ABA-Approved Law Schools: Liberty University School of Law (2012) (Ex. G); Law School Admission Council, Official Guide to ABA-Approved Law Schools: Liberty University School of Law (2013) (Ex. H); Law School Admission Council, Official Guide to ABA-Approved Law Schools: Liberty University School of Law (2014) (Ex. I). Liberty Counsel advertised the partnership as early as 2006. *Liberty University School of Law Receives ABA Accreditation*, Liberty Counsel (Feb. 18, 2006) (Ex. J) (“As part of the lawyering skills program, the School of Law will roll out several legal clinics. One clinic works in conjunction with the School of Law and Liberty Counsel. Liberty Counsel now has a litigation office one floor above the law school. Students have the opportunity to be involved in constitutional law cases that have national implications, as they work with nationally recognized constitutional lawyers.”).

and monitor each placement for quality assurance” and “to provide students with real-life experience working with highly qualified litigators.” Liberty University, 2014–2017 Strategic Plan 30, 135 (2014) (Ex. N) (providing that the “Dean, Associate Dean for Academic Affairs, Director of the Center for Constitutional Litigation Clinic, and Liberty Counsel Senior Litigation Counsel” are responsible for achieving those goals).

Liberty University’s involvement in the Jenkins–Miller case extended beyond the litigation itself. It employed Lisa Miller at Liberty Christian Academy, where Isabella attended as a student and where Miller spoke at assemblies of the academy’s students to discuss the Jenkins–Miller case. Revised Second Am. Compl., ECF No. 223 ¶ 24; *see also* Liberty Christian Academy, Strategic Plan: 2013–2018, at 2 (2012) (Ex. O) (explaining that Jerry Falwell, founder of Liberty University, founded the academy “as part of a larger vision, in which a child would be educated in a Christian preschool, and continue to receive a Biblically-based quality education” at Liberty University); Liberty Christian Academy, 2017–2018 High School Profile (2017) (Ex. P) (“Dual Enrollment college courses (give high school and college credit) are offered to the Liberty Christian Academy community in partnership with Liberty University (a four-year, accredited liberal arts university).”).

In sum, there is more than sufficient factual matter for the Court to conclude that Plaintiffs state a facially plausible claim to relief, and Liberty University has failed to justify reconsideration of that conclusion.

B. The Court Correctly Concluded that Plaintiffs State a Facially Plausible Claim that Liberty University Is Vicariously Liable for Its Employees’ Conduct Outside the Scope of Employment

The Court also concluded that Liberty University may be held vicariously liable under Restatement (Second) of Agency § 219(2)(d), which permits vicarious liability for torts

committed outside the scope of employment if the tortfeasor “was aided in accomplishing the tort by the existence of the agency relation.” *See* Op. & Order, ECF No. 277, at 69–70. Plaintiffs alleged sufficient facts to state a facially plausible claim that Lindevaldsen’s and Hyden’s employment at the University placed them in a unique position to further the alleged conspiracy. As the Court reasoned, “Lindevaldsen’s tortious conduct was committed with the help of Victoria Hyden, and vice versa. Each acted using the authority and resources she had as an employee of Liberty University.” *Id.* at 70. Hyden’s and Lindevaldsen’s employment at the University gave them direct, in-person, and frequent access to each other. This uniquely allowed Hyden to inconspicuously deliver Lisa Miller’s communications from her hideout in Nicaragua to Lindevaldsen’s desk at Liberty University, thus furthering the conspiracy without detection. *See, e.g.*, Op. & Order, ECF No. 277, at 68; *see also* Revised Second Am. Compl., ECF No. 223 ¶ 46; ECF Nos. 204-7, 204-10, 204-12. This direct access also permitted Lindevaldsen to coordinate the pick-up of Lisa Miller’s belongings from Miller’s apartment for delivery to Nicaragua. *See* ECF Nos. 204-9, 204-11. The motion for reconsideration should be denied.³

II. Defendants Fail To Justify Interlocutory Appeal

In the alternative, Liberty University asks this Court to certify its conclusions regarding personal jurisdiction and vicarious liability for interlocutory appeal. Liberty Counsel and Lindevaldsen, by contrast, leap directly to the extraordinary request that the Court certify its entire order for interlocutory appeal. Like Defendants Victoria Hyden, Philip Zodhiates, and Linda Wall before them, *see* Mem. & Order, ECF No. 125, at 3–4, neither Liberty University nor Liberty Counsel and Lindevaldsen has demonstrated that this case involves the rare and

³ Liberty University points out that the issue of its potential liability under Section 219(2)(d) was “not briefed by the parties.” Def. Liberty University’s Mot. for Recons., ECF No. 278, at 4. Whatever prejudice Liberty University might have faced by not having briefed the issue of its liability under Section 219(2)(d) has since been cured by its motion for reconsideration on this issue.

exceptional circumstances for which interlocutory appeal is reserved. *See Bellino v. JPMorgan Chase Bank*, No. 14-cv-3139 (NSR), 2017 WL 129021, at *2 (S.D.N.Y. Jan. 13, 2017). Accordingly, their motions for certification should be denied.

As a preliminary matter, delaying appellate review until final judgment has been entered is a basic tenet of federal law; interlocutory appeals are therefore strongly disfavored in federal practice. *Id.* (citing *In re Ambac Fin. Grp. Sec. Litig.*, 693 F. Supp. 2d 241, 282 (S.D.N.Y. 2010)). The point of interlocutory appeal is to avoid protracted and expensive litigation, not to provide early review of difficult rulings in hard cases. *German v. Fed. Home Loan Mortg. Corp.*, 896 F. Supp. 1385, 1398 (S.D.N.Y. 1995). The Second Circuit has therefore repeatedly urged district courts to exercise great care in certifying interlocutory appeals. *Id.* (quoting *Westwood Pharm., Inc. v. Nat'l Fuel Gas Dist. Corp.*, 964 F.2d 85, 89 (2d Cir. 1992)); *see also* Mem. & Order, ECF No. 125, at 2.

A court may certify an order for interlocutory appeal only when it involves (1) a controlling issue of law, (2) as to which there is a substantial ground for difference of opinion, (3) an immediate appeal from which may materially advance the ultimate termination of the litigation.⁴ 28 U.S.C. § 1292(b); Mem. & Order, ECF No. 125, at 2 (citing *Klinghoffer v. S.N.C. Achille Lauro Ed Altri-Gestione Motonave Achille Lauro in Amministrazione Straordinaria*, 921 F.2d 21, 25 (2d Cir. 1990)). Liberty University, Liberty Counsel, and Lindevaldsen bear the burden of establishing all three criteria because the power to grant an interlocutory appeal must be “strictly limited to the precise conditions stated in the law.” *Klinghoffer*, 921 F.2d at 25; *see*

⁴ Liberty University asserts that a fourth factor applies: whether the order “Raises Issues of Public Policy.” Def. Liberty University’s Mot. for Recons., ECF No. 278, at 18–19. This requirement is not in the statute, and the only case cited by Liberty University in support of this assertion, *Lechner v. Nat'l Benefit Fund for Hosp. & Health Care Emps.*, 512 F. Supp. 1220, 1222 (S.D.N.Y. 1981), is one in which a district court certified its order sua sponte without evaluating the three statutory requirements for certification. Regardless, this Court routinely considers cases that raise important issues of public policy in the first instance without seeking interlocutory guidance from the Second Circuit; it is not clear why it is not equipped to do so in this case.

also *Casey v. Long Island R.R. Co.*, 406 F.3d 142, 146 (2d Cir. 2005). Indeed, this Court has broad, unreviewable discretion to deny certification even if all three statutory conditions were met. *See Bellino*, 2017 WL 129021, at *1 (citing *Century Pac., Inc. v. Hilton Hotels Corp.*, 574 F. Supp. 2d 369, 370–71 (S.D.N.Y. 2008)). The Court need not exercise such discretion, however, because Defendants have failed to prove that any of the three requirements for interlocutory appeal are satisfied by the Court's order.

A. None of the Court's Legal Conclusions Is a Controlling Issue of Law at This Early Stage of the Litigation

First, Defendants have failed to demonstrate that the Court's order presents any controlling issues of law, the reversal of which could result in the dismissal of this case, significantly affect its conduct, or have precedential value for a large number of cases. *See Bellino*, 2017 WL 129021, at *2 (citing *Glatt v. Fox Searchlight Pictures Inc.*, No. 11-CV-6784 (WHP), 2013 WL 5405696, at *2 (S.D.N.Y. Sept. 17, 2013)). As discussed further below, even if an interlocutory appeal resulted in the dismissal of Liberty University, Liberty Counsel, and Lindevaldsen as defendants, Plaintiffs' claims would proceed to discovery against the other defendants in this case, one of whom—Linda Wall—already has filed an answer. *See Shovah v. Mercure*, No. 2:11-cv-00201-wks, 2013 WL 5934310, at *2 (D. Vt. Nov. 5, 2013) (Sessions, J.) (holding that certification is inappropriate when litigation would continue against other defendants). Moreover, Liberty University, Liberty Counsel, and Lindevaldsen would likely be heavily involved in discovery even as third parties due to their close relationships with the other defendants. Liberty University employed Hyden, for instance, and Liberty Counsel, through Lindevaldsen, represented Lisa Miller in the custody action that led to the kidnapping of Isabella. *See Op. & Order*, ECF No. 277, at 6–8. At this stage of the litigation, therefore, it is unclear how a favorable appellate ruling for Liberty University, Liberty Counsel, and Lindevaldsen would

significantly affect the conduct of this case beyond fulfilling their earnest wish to be dismissed from it.

Both certification motions lean heavily on cases that certified findings regarding personal jurisdiction for interlocutory appeal. *See* Defs. Liberty Counsel & Lindevaldsen's Mem. in Supp. of Mot. To Certify, ECF No. 280-1, at 4; Def. Liberty University's Mot. for Recons., ECF No. 278, at 11. Although questions of personal jurisdiction can present controlling issues of law, they do not always do so. *See* Mem. & Op., ECF No. 125, at 2–3. District courts' initial determinations regarding prima facie showings of personal jurisdiction are particularly ill-suited for interlocutory appeal due to the fact-intensive inquiry necessary to determine personal jurisdiction, the lack of discovery, and the eventual necessity of the district court's ultimate finding that jurisdiction is justified by a preponderance of the evidence. *Koehler v. Bank of Bermuda Ltd.*, 101 F.3d 863, 866 (2d Cir. 1996); *Greg v. Winterthur Life*, 573 F. Supp. 2d 763, 768–69 (E.D.N.Y. 2008). Having made the prima facie showing of personal jurisdiction over Liberty University, Liberty Counsel, and Lindevaldsen, Plaintiffs are entitled to discovery before the Court makes its final jurisdictional determination. *See* Op. & Order, ECF No. 277, at 90; *see also Greg*, 573 F. Supp. 2d at 769. This Court reached the same conclusion in denying Defendants Hyden, Zodhiates, and Wall's motion to certify its preliminary order regarding personal jurisdiction over them for appeal earlier in this litigation. *See* Mem. & Order, ECF No. 125, at 2–3; *see also* Op. & Order, ECF No. 166, at 2–3.

Liberty Counsel and Lindevaldsen also point to the Court's finding on timeliness as an example of a controlling issue of law. *See* Defs. Liberty Counsel & Lindevaldsen's Mem. in Supp. of Mot. To Certify, ECF No. 280-1, at 3–4. Yet the Court identified multiple grounds for holding that Plaintiffs' claims were timely, *see* Op. & Order, ECF No. 277, at 72–75 & n.14, and

the Second Circuit has squarely held that such circumstances do *not* present a controlling issue of law, *see Casey*, 406 F.3d at 147 (holding that a question of law is not controlling when there were multiple grounds for the district court's finding).

B. None of the Court's Legal Conclusions Presents Substantial Grounds for a Difference of Opinion

Second, Defendants significantly understate the legal standard for determining the existence of substantial grounds for a difference of opinion, which requires "substantial doubt" that this Court's order was correct. *Brod v. Omayya*, No. 2:05-CV-182, 2013 WL 5934310, at *3 (D. Vt. Sept. 20, 2006) (quoting *In re Methyl Tertiary Butyl Ether*, 399 F. Supp. 2d 320, 32–33 (S.D.N.Y. 2006)). Although it is clear that Defendants themselves disagree with the Court's order, their disagreement alone is insufficient to cast that substantial doubt upon the Court's findings. *See German*, 896 F. Supp. at 1398 ("Nor . . . does the fact that the parties themselves disagree as to the interpretation of persuasive authority constitute a 'difference of opinion' sufficient to warrant certification."). Even differing opinions on the same legal issue within district courts of the same circuit may not create substantial grounds for a difference of opinion sufficient to certify an order for interlocutory appeal. *See SPL Shipping Ltd. v. Gujarat Cheminex Ltd.*, No. 06-CV-15375 (KMK), 2007 WL 1119753, at *2 (S.D.N.Y. 2007).

In attempting to eke out some reason for the Court to certify its order, Defendants point to the supposed novelty of many of the Court's rulings. *See, e.g.*, Defs. Liberty Counsel & Lindevaldsen's Mem. in Supp. of Mot. To Certify, ECF No. 280-1, at 6. Simply because neither the Second Circuit nor the Supreme Court has authoritatively addressed a precise question does not suffice as grounds for a substantial difference of opinion, however. *In re Flor*, 79 F.3d 281, 284 (2d Cir. 1996); *German*, 896 F. Supp. at 1398. As courts of first impression, district courts routinely consider questions that have not yet reached the appellate courts; if every such issue

provided “substantial grounds for a difference of opinion,” the rare and exceptional circumstances justifying interlocutory appeal would be present in a great deal many more cases. *See Flor*, 79 F.3d at 284; *Bellino*, 2017 WL 129021, at *2.

Overall, Defendants present arguments that they have already presented to this Court. Indeed, Defendants’ motions are full of citations to their own previously filed motions and briefs. *See* Defs. Liberty Counsel & Lindevaldsen’s Mem. in Supp. of Mot. To Certify, ECF No. 280-1, at 4, 6–7, 9, 11; Def. Liberty University’s Mot. for Recons., ECF No. 278, at 5, 16, 18. Liberty Counsel and Lindevaldsen trot out the same state court decisions regarding recognition of the custodial interference tort, for instance, patently ignoring the Court’s extensive examination of those authorities in its order. *See* Op. & Order, ECF No. 277, at 19–23. With no new analysis, Defendants also continue to insist that *Bray v. Alexandria Women’s Health Clinic*, 506 U.S. 263 (1993), requires state action for hindrance clause claims despite *Bray*’s plain language and this Court’s holdings to the contrary. *See* Op. & Order, ECF No. 277, at 44–49; *see also* Op. & Order, ECF No. 115, at 69.⁵ This Court has similarly addressed and rejected Liberty University’s arguments regarding personal jurisdiction.⁶ *See* Op. & Order, ECF 277, at 87–91.

Merely repeating arguments that have already been rejected by the Court does not prove the existence of substantial grounds for difference of opinion. *Brod*, 2013 WL 5934310, at *3. There is thus no reason to depart from the standard practice of reserving appellate review of the

⁵ Likewise, Liberty Counsel and Lindevaldsen continue to cite *Magnum v. Archdiocese of Philadelphia*, 253 F. App’x 224 (3d Cir. 2007), *Tilton v. Richardson*, 6 F.3d 683 (10th Cir. 1993), and *Friends of Falun Gong v. Pacific Cultural Enterprise, Inc.*, 288 F. Supp. 2d 273 (E.D.N.Y. 2003), for propositions that, as this Court noted, those cases simply do not support. *See* Defs. Liberty Counsel & Lindevaldsen’s Mem. in Supp. of Mot. To Certify, ECF No. 280-1, at 10 (citing cases); Op. & Order, ECF No. 277, at 47–48 (describing Defendants’ citations to these cases as “unavailing”); Pls.’ Mem. in Opp’n to Mots. To Dismiss, ECF No. 261, at 90–91 (arguing that Defendants rely on *Friends of Falun Gong* for more than the case can bear).

⁶ Insofar as Liberty Counsel and Lindevaldsen believe that the Court did not adequately consider their arguments regarding personal jurisdiction, *see* Defs. Liberty Counsel & Lindevaldsen’s Mem. in Supp. of Mot. To Certify, ECF No. 280-1, at 7–8, the proper recourse is a motion for reconsideration, not a motion for certification for interlocutory appeal. Even then, they would fail to meet the “strict” standard for granting a motion for reconsideration. *Shrader*, 70 F.3d at 257.

Court's rejection of Defendants' arguments until the Court enters final judgment. *See Century Pac.*, 517 F. Supp. 2d at 370.

C. Certifying the Court's Order for Interlocutory Appeal Would Not Materially Advance the Termination of This Litigation

Far from materially advancing the termination of this litigation, certification of the Court's order would unnecessarily prolong resolution of a case that is already more than five years old and still not in discovery. *See Century Pac.*, 574 F. Supp. 2d at 373. Courts routinely decline to certify interlocutory appeals under § 1292(b) when other defendants would remain in the case regardless of the outcome of the appeal, particularly when certification would delay discovery against other defendants. *See Pineiro v. Pension Benefit Guar. Corp.*, 22 F. App'x 47, 49 (2d Cir. 2001); *Shovah*, 2013 WL 5934310, at *2 ("[B]ecause the case involves more than one defendant, an immediate appeal will not materially advance but substantially delay the termination of the litigation."); *German*, 896 F. Supp. at 1398.⁷ Defendant Wall filed her answer to the Revised Second Amended Complaint on October 10, 2017. *See* Def. Wall's Answer, ECF No. 279, at 1. Thus, as noted above, this litigation would proceed to discovery even if the Second Circuit ruled in favor of Liberty University, Liberty Counsel, and Lindevaldsen on appeal. Indeed, Defendants admit as much in their separate motions for certification. *See* Defs. Liberty Counsel & Lindevaldsen's Mem. in Supp. of Mot. To Certify, ECF No. 280-1, at 11 ("Interlocutory Review Will Facilitate and Accelerate The Termination Of This Litigation as to

⁷ Liberty University's assertion that "[i]t is well established that appeal of an issue may advance the ultimate termination of litigation by removing one defendant from the action, even if the appeal would not end the entire case," Def. Liberty University's Mot. for Recons., ECF No. 278, at 12, is decidedly false. In the one case cited for support of this dubious proposition, *New York v. Gutierrez*, 623 F. Supp. 2d 301, 317 (S.D.N.Y. 2009), the district court certified its order because reversal would result in dismissal of the only non-federal defendant and all state law issues from the case. In the case relied upon by *Gutierrez*, the district court certified a standing question for interlocutory appeal because reversal would terminate virtually all of the plaintiff's claims and eliminate the possibility of class certification. *Bilello v. JPMorgan Chase Ret. Plan*, No. 07 Civ. 7379, 2009 WL 585974, at *2 (S.D.N.Y. Mar. 9, 2009). *Bilello* and *Gutierrez* plainly present special circumstances—not present in this case—that justify departure from the standard rule applied by *Pineiro*, *Shovah*, and *German*.

Liberty Counsel and Lindevaldsen” (emphasis added)); Def. Liberty University’s Mot. for Recons., ECF No. 278, at 12.

The plain fact is that Defendants’ motion is motivated by a desire not to speed the ultimate end of this action, but rather to cause further unnecessary delay and to give themselves an opportunity to re-litigate (and, in some cases, to re-re-litigate) their rejected legal arguments. Litigants are not entitled to pursue an interlocutory appeal every time they disagree with a decision. *Shovah*, 2013 WL 5934310, at *1 (citing *Coopers & Lybrand v. Livesay*, 437 U.S. 463, 475 (1978)).

III. Defendants Fail To Justify a Stay

Defendants’ failure to justify the certification of the Court’s order for interlocutory appeal obviates the need for a stay pending appeal. Nevertheless, a few brief considerations regarding Defendants’ request for a stay are in order. First, a stay does not automatically issue upon a district court’s certification of an order for interlocutory appeal; the litigation continues contemporaneously with the appeal unless either the district judge or the Court of Appeals expressly orders a stay. 28 U.S.C. § 1292(b); *ACLU v. Dep’t of Homeland of Sec.*, No. 11 Civ. 3786(RMB), 2013 WL 6912685, at *2 (S.D.N.Y. Dec. 19, 2013) (noting “heavy burden to support a stay pending appeal” (internal quotation marks)). The issuance of a stay turns on four factors: (1) the likelihood of the applicant’s success on the merits; (2) the likelihood of irreparable injury to the applicant absent a stay; (3) the likelihood of substantial injury to other parties if a stay is issued; and (4) where the public interest lies. *In re World Trade Ctr. Disaster Site Litig.*, 503 F.3d 167, 170 (2d Cir. 2007) (citing *Hilton v. Braunskill*, 481 U.S. 770, 776 (1987)).

The Court's repeated rejection of Defendants' arguments indicates the improbability that Defendants would succeed on appeal. Regarding the second factor, Defendants seek a stay of litigation immediately before discovery. As noted above, these Defendants would likely be heavily involved in discovery regardless of whether they are third parties or defendants. Moreover, "[i]t is well established by courts in the Second Circuit . . . that the prospect of incurring litigation costs, even if substantial, is not sufficient to constitute irreparable injury." *Strougo v. Barclays PLC*, 194 F. Supp. 3d 230, 234 (S.D.N.Y. 2016) (citing *Glatt*, 2013 WL 5405696, at *4). Regarding the third factor, it bears noting that this lawsuit was filed in 2012 concerning events that happened in 2009. *See* Revised Second Am. Compl., ECF No. 223, at 6–7. At this point, Janet Jenkins and Isabella Jenkins-Miller have been deprived of each other's company for more than seven years. Despite three criminal prosecutions that proved beyond a reasonable doubt the existence of a criminal conspiracy to kidnap her daughter, Janet Jenkins has yet to receive any compensation for the ongoing harm she suffers. Defendants now ask Plaintiffs to wait even longer while they chase down meritless arguments in the Second Circuit. Staying discovery would only further delay justice for Janet and Isabella. *See In re Elec. Books Antitrust Litig.*, No. 11 MD 2293(DLC), 2014 WL 1641699, at *12 (S.D.N.Y. Apr. 24, 2014) (denying stay in part because delay of trial "would also delay any recovery due plaintiffs, should they prevail"). Moreover, any interest identified by Defendants in prolonging this litigation is outweighed by the clear public interest in speedily vindicating the constitutional rights of parents and children who have been subjected to discrimination driven by anti-LGBT animus. *See Op. & Order*, ECF No. 277, at 53–53.

IV. Conclusion

For the foregoing reasons, the motions should be denied.

October 23, 2017

Respectfully submitted.

/s/ Frank Langrock

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CERTIFICATE OF SERVICE

I hereby certify that on this date the foregoing document was filed through the Court's CM/ECF filing system, and by virtue of this filing notice will be sent electronically to all counsel of record, including the following:

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October 23, 2017

/s/ Diego A. Soto

Diego A. Soto

Exhibit A



LIBERTY
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+ Menu

Media Guide to Law Experts

Dean Staver Set to Argue Same-Sex Civil Unions at Virginia Supreme Court

April 16, 2008

On Thursday, April 17, Liberty Counsel is scheduled to present an oral argument in defense of Lisa Miller and her six-year-old daughter at the Virginia Supreme Court. The case is *Miller v. Jenkins* and concerns the sovereignty of the Commonwealth of Virginia regarding its marriage and domestic relations policy in the face of a Vermont ruling seeking to import same-sex civil unions. This is a precedent-setting legal battle between Virginia and Vermont over same-sex unions and the rights of Lisa Miller, the fit, biological mother of her daughter, against Janet Jenkins, the unrelated third party with no biological or adoptive relationship with the child. The implications of this case are crucial in protecting states' rights against same-sex "marriage" or same-sex civil unions.

In 2000, while living in Virginia, Lisa Miller and Janet Jenkins entered into a Vermont civil union. Miller gave birth to her child in Virginia through artificial insemination from an anonymous donor. Her relationship ended when Jenkins became abusive and Miller became a Christian. In Virginia, where Miller resides, the state law and constitutional amendment do not recognize any rights associated with same-sex unions. Under the Vermont civil union law, the Vermont Supreme Court granted parental rights to Jenkins, who continues in her lesbian lifestyle.

This week's argument will focus primarily on Virginia's Marriage Affirmation Act and the state constitutional amendment, both of which declare that marriage is the union of one man and one woman and further state that Virginia does not recognize civil unions or domestic partnerships. The federal Defense of Marriage Act will also be incorporated, as it is designed to protect one state from being forced to recognize another state's same-sex union.

The oral argument is scheduled to begin at 9:00 AM ET at the Virginia Supreme Court in Richmond. Mathew D. Staver, Dean of Liberty University School of Law and Founder of Liberty Counsel, will be presenting the argument and will be available for interviews following the court's dismissal. If the Virginia Supreme Court decision clashes with the Vermont Supreme Court, the case will go directly to the United States Supreme Court.

Staver commented: "This case is important for the nation to ensure that states remain sovereign regarding the essence of marriage as the union of one man and one woman. This case is important for children to guarantee that one state cannot undermine another state's support for the traditional family. The case is exceptionally important for Lisa Miller and the future of her six-year-old daughter."

Matt Barber of Concerned Women for America has posted an exclusive interview with Rena Lindevaldsen, Assistant Professor at Liberty University School of Law and "of counsel" for Liberty Counsel, on the CWA website concerning this case. [Click here for more information.](#)

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Exhibit B



Liberty Counsel Argues at Vermont Supreme Court Tomorrow Over Same-Sex Civil Union

Mar 12, 2008

Montpelier, VT – Tomorrow, Liberty Counsel is scheduled to present oral argument in defense of Lisa Miller and her five-year-old daughter at the Vermont Supreme Court. The case is *Miller v. Jenkins* and concerns the right of Lisa Miller to decide that Janet Jenkins, her former same-sex partner, should not be declared a parent to Lisa's child. This is a precedent-setting legal battle between Virginia and Vermont over same-sex unions and the right of fit, biological parents against unrelated third parties.

Lisa is the fit, biological mother of a five-year-old daughter, with whom Janet Jenkins has neither a biological nor an adoptive relationship. Under the Vermont civil union law, the Vermont Supreme Court granted parental rights to Janet, who continues in her lesbian lifestyle. In 2000, while living in Virginia, Lisa and Janet entered into a Vermont civil union. Lisa gave birth to her child through artificial insemination from an anonymous donor, but the relationship ended when Janet became abusive and Lisa became a Christian. In Virginia, where Lisa resides, the state law and constitutional amendment do not recognize any rights associated with same-sex "marriage," civil unions, or domestic partnerships.

The oral argument is scheduled to begin at 10:45 a.m. EST and end approximately at 10:55 a.m. EST. The arguments will be recorded and archived at <http://www.vermontjudiciary.org/audioindex/index.htm>. David Corry, Senior Litigation Counsel for Liberty Counsel, will be presenting the argument and will be available for interviews following the Court's dismissal in the lobby area of the Supreme Court building.

Next month, Liberty Counsel will be arguing a different aspect of the case at the Virginia Supreme Court. If the Virginia Supreme Court decision clashes with the Vermont Supreme Court, the case will go directly to the United States Supreme Court. The Virginia argument will focus on Virginia's Marriage Affirmation Act and the state constitutional amendment, both of which declare that marriage is the union of one man and one woman and further state that Virginia does not recognize civil unions or domestic partnerships. That case will also focus on the federal Defense of Marriage Act, which is designed to protect one state from being forced to recognize another state's same-sex union.

Mathew D. Staver, Founder of Liberty Counsel and Dean of Liberty University School of Law, commented: "This case illustrates that when one state sanctions same-sex unions, other states will be affected. One state should not be allowed to write the marriage policy of another state and export same-sex unions beyond its borders."

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Exhibit C

Liberty University School of Law

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■ Introduction

Liberty University School of Law enrolled its inaugural class in 2004. Distinctively Christian, the law school has quickly attracted national attention for achieving provisional ABA approval in 18 months, for its innovative program of legal education, and for its practice opportunities for its students. The school expects its student body to reach approximately 450 within a few years, maintaining the collegiality that students and faculty now enjoy. The law school and adjoining law library are advantageously located on one level in Liberty University's million-square-foot Campus North complex. The 330-seat ceremonial courtroom features a nine-seat bench, which replicates the US Supreme Court bench, and is designed to prepare students to argue before the nation's highest court. Two other mock trial courtrooms, all classrooms, and the law library have the latest technologies, including SMART technology and wireless connectivity throughout. The 4,900-acre campus of Liberty University rests in the eastern foothills of the Blue Ridge Mountains in Central Virginia, approximately 180 miles southwest of the nation's capital, Washington, DC.

■ Program of Legal Education

Liberty's innovative law program has three distinct but related components: foundations of law, substantive law courses, and lawyering skills. In keeping with the law school's mission "to equip future leaders in law with a superior legal education in fidelity to the Christian faith expressed through the Holy Scriptures," the foundations courses explore the thoughts and writings of those who shaped the Western legal tradition. The Christian worldview permeates the curriculum. The unrivaled, six-semester, lawyering skills program has two threads: a litigation thread and a planning thread. Each student moves a simulated case from the initial client interview to the court verdict and develops the practice skills essential to planning client affairs. While the core courses look much the same as at other law schools—same course names, same subject matter coverage, same casebooks—Liberty's distinction is in the linkage of the substantive law courses to the foundations and lawyering skills courses. Typical course integration would be learning contract law in Contracts, drafting contracts in Lawyering Skills, and discussing the origins of contracts in Foundations of Law. The law faculty is highly accessible to students throughout each day. In addition to academic advising and support from faculty, many Liberty law students take advantage of the academic support program.

■ Academic Support

The Academic Support Program begins with an intensive four-day Barristers' Orientation for entering students. During the academic year, the program staff assists law students in achieving their full academic potential, helping them with class preparation, class participation, and examination strategies. Support includes postclass reviews prior to taking law school examinations and practice-exam workshops. The program director holds voluntary workshops on case briefing, note-taking, time and stress management, outlining, exam

preparation, and legal writing. All students may take advantage of one-on-one tutorials to help them assimilate course material and apply classroom knowledge to law school examinations. The Academic Support Program also provides training to assist students with bar examination preparation.

■ Clinics, Externships, and Centers

The law school places a high priority on equipping students with the skills necessary to practice law, as evidenced in its Lawyering Skills program. Its externship and clinical programs provide the next step in the continuum of classroom learning, to simulation, to live-client and other real-life practice experience. The Constitutional Litigation Clinic works in conjunction with Liberty Counsel, a nonprofit legal organization specializing in constitutional law, which has offices on the Liberty University campus. Students work on cases with a heavy constitutional law component. They experience all phases of newly filed and ongoing Liberty Counsel cases, including having direct client contact, attending attorney strategy sessions, drafting legal documents, and, where permitted by local rules, participating in hearings and trials.

The Criminal Law Externship Program is the flagship of the law school's externship offerings. It places law students as externs in county and federal prosecutors' offices under the supervision of experienced practitioners. Students are being placed in a host of field-study venues including state and US attorney's offices; local, state, and federal courts; state supreme courts; and in public interest organizations. The public service externship component gives students a wide variety of individualized experiences in public service law and pro bono legal assistance. In addition, Liberty students are obtaining summer positions ranging from the White House and the Department of Homeland Security to private law firms and corporations.

The School of Law has formed a partnership with Liberty Counsel in founding the Center for Constitutional Litigation and Policy. The center trains law students who have career plans in public interest litigation that focuses on constitutional and religious liberty advocacy. It offers externships in constitutional litigation and trains students to become policymakers and leaders in strategy and tactics.

■ Cocurricular and Student Activities

In addition to the Student Bar Association (SBA), the law school has an active law review, which produces the *Liberty University Law Review*, a highly competitive moot court program, and a new mock trial program. Student life for Liberty law students includes taking advantage of the wide range of events on the campus of Liberty University and enjoying the sociability within the law school community. Law students have access to all of the university's recreational and student-life facilities. In keeping with the school's Christian view of volunteerism, many law students volunteer their time in pro bono activities, such as the Street Law program, which is designed for young people involved in the juvenile justice system. The law school also matches students with private practitioners engaged in pro bono work and notifies students of opportunities to intern in legal aid offices, public defender offices, and prosecutorial offices.

Liberty University School of Law

■ Career Services

The Center for Career and Professional Development serves law students and alumni by providing a variety of tools to develop skills essential for career development, by cultivating a life-long commitment to professionalism and community service, and by promoting regional and national awareness of the law school's distinctive program of legal study. The center works cooperatively with the law school's clinical and externship programs, and internship and pro bono activities, to foster relationships with members of the bench and bar to the benefit of students and alumni.

■ Information Resources and Technologies

With many comfortable seating areas and easy access from the classrooms, Ehrhorn Law Library provides an environment conducive to research, study, and writing. To its growing collection of approximately 250,000 volumes and volume equivalents, the law library is continually adding titles that support the curriculum. The classics of the Western legal tradition and the writings of the great legal thinkers, educators, and judges of the past and present undergird the law school's mission. Along with its extensive microform archives, the law library provides access to law-related and general databases via the Internet through any Web browser. These electronic databases are available to law students on or off campus. Reliable wired and wireless access to the Internet is provided throughout the law school facility. The law school community benefits from a high level of university support for its state-of-the-art computing, instructional, informational, and audiovisual technologies.

■ Admission and Financial Aid

Many law schools have developed courses of study that give expression to a particular jurisprudential perspective, be it law and economics, legal realism, or policy-oriented jurisprudence. Liberty University School of Law has chosen to do the same, developing its curriculum and standards of conduct consistent with the Christian worldview. Its admissions process is designed to identify those who desire to receive a legal education from this perspective. The Admissions Committee gives careful attention to a full range of factors that indicate the applicant's likelihood of success in law school and the legal profession. It attempts to identify strengths and indicators of success that may not show up in test scores and to ensure that students make fully informed decisions in deciding to attend Liberty University School of Law.

Written applications and letters of recommendation are used to identify applicants with strong communication skills, levels of interest, personal traits, and life experiences that evince a calling to law and potential for success in legal education and the practice of law. The personal statement, which addresses prescribed discussion points noted in the application for admission, is of particular importance in the admission decision.

Institutional scholarships, up to full tuition, are awarded on the basis of prior academic excellence and indicators of law school success, and for demonstrated leadership and service in keeping with the law school's mission. Committed to debt management, the law school assists each student with a financial aid package to meet individual needs.

To schedule a visit, call the Office of Admissions and Financial Aid at 434.592.5300 or e-mail law@liberty.edu.

Applicant Profile

The law school's mission-driven, practice-oriented program of legal education has attracted applicants from across the country and from many foreign countries. The diverse student body of approximately 160 students in 2006–2007 is projected to grow to approximately 450 in the next three years. Members of the 2006–2007 student body hail from 33 states. Seventy-eight percent of the students come from outside the Commonwealth of Virginia. They represent 107 universities and 18 students

have advanced degrees. They range in age from 20 to 54. The average age is 27. Eleven percent are minorities. Thirty-six percent are women. Thirty-seven percent are married. LSAT scores for the 25th percentile, median, and 75th percentile are 149, 152, and 155, respectively. The undergraduate GPAs for the 25th percentile, median, and 75th percentile are 2.90, 3.29, and 3.61, respectively.

Exhibit D

Liberty University School of Law

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■ Introduction

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In addition to the Student Bar Association (SBA) and other student organizations, the law school has competitive teams in moot court, mock trial, and alternative dispute resolution, along with a transactional competition program. Students produce the *Liberty University Law Review*. Student life includes attending the wide range of events on the campus of Liberty University and enjoying the sociability of the law school community. Law students have access to all of the university's recreational facilities. Many law students volunteer their time in pro bono activities, such as the Street Law program, which is designed for local youth involved in the juvenile justice system. The law school also matches students with private practitioners engaged in pro bono work and notifies students of opportunities to intern in legal aid offices, public defender offices, and prosecutorial offices.

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Liberty University School of Law

for career development, by cultivating a lifelong commitment to professionalism and community service, and by promoting regional and national awareness of the law school's distinctive program of legal study. The Center cultivates internship and pro bono opportunities and works cooperatively with the school's clinical and externship programs to foster relationships with members of the bench and bar to the benefit of students and alumni. Alumni are working in all sectors of law practice, and placement statistics to date are available at the Center.

■ Information Resources and Technologies

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Institutional scholarships are awarded on the basis of prior academic excellence and indicators of law school success, and for demonstrated leadership and service in keeping with the law school's mission. Qualified Virginia residents receive the Virginia Tuition Assistance Grant (VTAG). Committed to debt management, the law school assists each student with a financial aid package to meet individual needs.

The Office of Admissions and Financial Aid assists prospective students and law students with the law school admission process, financial aid, and other matters related to relocation and matriculation. To schedule a visit, call 434.592.5300 or e-mail law@liberty.edu.

Applicant Profile

Liberty University School of Law

Entering Class	2004–2005	2005–2006	2006–2007	2007–2008
LSAT 25%–75%	148–157	150–155	148–153	148–154
LSAT Median	153	152	150	150
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UGPA Median	3.27	3.26	3.35	3.16
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Minorities	10%	18%	16%	18%
Women	40%	34%	38%	32%
Married	32%	30%	26%	22%
Advanced Degrees	18%	10%	10%	10%
Enrolled from outside VA	73%	74%	80%	68%

Exhibit E

Liberty University School of Law

1971 University Boulevard

Lynchburg, VA 24502

Phone: 434.592.5300; Fax: 434.592.5400

E-mail: law@liberty.edu; Website: www.law.liberty.edu

■ Introduction

First-time takers from Liberty University School of Law achieved a 94.4 percent Virginia bar passage rate in July 2008. The class of 2008 had a pass rate of 91.4 percent overall in 13 states, topping the nearly 90 percent national pass rate of the class of 2007. Liberty's law school graduates its third class in 2009. Distinctively Christian, the law school has attracted national attention for its innovative program of legal education, competitive teams, and practice opportunities for its students. The student body will reach, and cap, at approximately 450 within a few years to maintain the small classes and collegiality that students and faculty now enjoy. With wireless connectivity throughout, the law school and adjoining law library are advantageously located on one level in LU's million-square-foot Campus North complex. The 330-seat ceremonial courtroom features a nine-seat bench, which replicates the US Supreme Court bench. Two other mock trial courtrooms, all classrooms, and the law library feature the latest technologies. The 5,000-acre campus of Liberty University rests in the eastern foothills of the Blue Ridge Mountains in Central Virginia, within easy driving distance of Washington, DC.

■ Program of Legal Education

Liberty's groundbreaking law program has three distinct but related components: foundations of law, substantive law courses, and lawyering skills. In keeping with the law school's mission "to equip future leaders in law with a superior legal education in fidelity to the Christian faith expressed through the Holy Scriptures," the foundations courses explore the thoughts and writings of those who shaped the American legal system. The Christian worldview permeates the curriculum. The six-semester skills program has two threads: a litigation thread and a planning thread. Each student moves a simulated case from the initial client interview to the court verdict and develops the practice skills essential to planning client affairs. While the core courses look much the same as at other law schools—same course names, same subject matter coverage, same casebooks—Liberty's distinction is in the linkage of the substantive law courses to the foundations and lawyering skills courses. The law faculty is highly accessible to students throughout each day. In addition to academic advising and support from faculty, many Liberty law students take advantage of the academic support program.

■ Academic Support

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■ Clinics, Externships, and Centers

The law school places a high priority on equipping students with the skills necessary to practice law, as evidenced in its Lawyering Skills program. Its externship and clinical programs provide the next step in the continuum of classroom learning, from simulation to live-client and other real-life practice experience. The Constitutional Litigation Clinic works in conjunction with Liberty Counsel, a nonprofit legal organization specializing in constitutional law, which has offices on the Liberty University campus. Students work on cases with a heavy constitutional law component. They experience all phases of newly filed and ongoing Liberty Counsel cases, including having direct client contact, attending attorney strategy sessions, drafting legal documents, and, where permitted by local rules, participating in hearings and trials.

The Criminal Law Externship Program is the flagship of the law school's externship offerings. It places law students as externs in county and federal prosecutors' offices, and in public defenders' offices, under the supervision of experienced practitioners. Students are placed in a host of field-study venues including state and US attorney's offices; local, state, and federal courts; state supreme courts; and in public interest organizations. The public service externship component gives students a wide variety of individualized experiences in public service law and pro bono legal assistance. In addition, Liberty students obtain externships and summer positions ranging from the White House and the Department of Homeland Security, to private law firms and corporations.

The School of Law has formed a partnership with Liberty Counsel in founding the Liberty Center for Law and Policy. The Center trains law students who have career plans in public interest litigation that focuses on constitutional and religious liberty advocacy.

■ Cocurricular and Student Activities

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Liberty University School of Law

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With many comfortable seating areas and easy access from the classrooms, Ehrhorn Law Library provides an environment conducive to research, study, and writing. To its growing collection of approximately 260,000 volumes and volume equivalents, the law library is continually adding titles that support the curriculum and undergird the law school's mission. Along with its extensive microform archives, the law library provides access to law-related and general databases via the Internet through any Web browser. These electronic databases are available to law students on or off campus. Reliable wired and wireless access to the Internet is provided throughout the law school facility. Every classroom has SMART technology. The law school community benefits from a high level of university support for its state-of-the-art computing, instructional, informational, and audio-visual technologies.

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Liberty University School of Law

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APPLICANT PROFILE

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communication skills, and a detailed explanation of personal reading and study habits, including the books having the greatest impact on the applicant's intellectual life. Breadth of intellectual interest and ability is an indicator of interest in, and appreciation for, the kind of education offered at the law school.

The law school looks at more than numbers. Questions asked on the application and during the interview process are designed to identify strengths that do not show up in test scores and to ensure that students are fully informed of the kind of legal education provided at Liberty.

Exhibit H

The information on this page was provided by the law school.

Liberty University School of Law

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The law school looks at more than numbers. Questions asked on the application and during the interview process are designed to identify strengths that do not show up in test scores and to ensure that students are fully informed of the kind of legal education provided at Liberty.

Exhibit I

The information on this page was provided by the law school.

Liberty University School of Law

1971 University Boulevard, Lynchburg, VA 24502

Phone: 434.592.5300; Fax: 434.592.5400

E-mail: lawadmissions@liberty.edu; Website: www.law.liberty.edu

Introduction

Distinctively Christian, Liberty University School of Law has attracted national attention for its innovative program of legal education, competitive teams, and practice opportunities for its students. The student body will stay small to maintain the student/faculty ratio of 13:1. The law school and adjoining law library are advantageously located on one level in Liberty's million-square-foot Green Hall complex. The 330-seat ceremonial courtroom features a nine-seat bench, which replicates the US Supreme Court bench. Two other mock trial courtrooms, all classrooms, and the law library feature the latest technologies. Liberty's 802.11n wireless network currently hosts approximately 950 wireless access points (WAPs) and distributes 20 streaming multichannels through a wireless connection known as Internet Protocol Television (IPTV). The 6,800-acre campus rests in the eastern foothills of the Blue Ridge Mountains in Central Virginia, within easy driving distance of Washington, DC.



Program of Legal Education

Liberty's groundbreaking law program has three distinct but related components: foundations of law, substantive law courses, and lawyering skills. In keeping with the law school's mission "to equip future leaders in law with a superior legal education in fidelity to the Christian faith expressed through the Holy Scriptures," the foundations courses explore the thoughts and writings of those who shaped the American legal system. The Christian worldview permeates the curriculum. The six-semester skills program has two threads: a litigation thread and a planning thread. Each student moves a simulated case from the initial client interview to the court verdict and develops the practice skills essential to planning client affairs. While the core courses look much the same as at other law schools—same course names, same subject matter coverage, same casebooks—Liberty's distinction is in the linkage of the substantive law courses to the foundations and lawyering skills courses. The law faculty is highly accessible to students throughout each day. In addition to academic advising and support from faculty, Liberty law students may take advantage of the Academic Support Program.

Academic Support

The Academic Support Program begins with an intensive four-day Barristers' Orientation for entering students. During the academic year, the program staff assists law students in achieving their full academic potential, helping them with class preparation, class participation, and examination strategies. Support includes after-class reviews prior to taking law school examinations and practice-exam workshops. The program director holds workshops on case briefing, note taking, time and stress management, outlining, exam preparation, and legal writing. All students may take advantage of one-on-one tutorials to help them assimilate course materials and apply classroom knowledge to law school examinations. The Academic Support Program also assists students with bar examination preparation.



Clinics, Externships, and Centers

The law school places a high priority on equipping students with the skills necessary to practice law, as evidenced in its Lawyering Skills Program. Its externship and clinical programs provide the next step in the continuum of classroom learning, from simulation to client- and real-life practice experience. The Constitutional Litigation Clinic works in conjunction with Liberty Counsel, a nonprofit legal organization specializing in constitutional law, which has offices on the Liberty University campus. Students work on live, real-time legal issues through current cases that address constitutional law challenges. The School of Law and Liberty Counsel founded the Liberty Center for Law and Policy. The center trains law students in public policy law with a focus on the legislative process, constitutional law, and religious liberty advocacy. The Prosecution Clinic provides students with exposure to the role and responsibilities of a prosecutor while engaging in the hands-on experiences of a working prosecutor. Students conduct legal research and writing, write motions and briefs, and give oral arguments.

The law school engages in traditional externship placements through its Criminal Law Externship Program. This program places law students as externs in county and federal prosecutors' offices and in public defenders' offices, under the supervision of experienced practitioners. Students are placed in a variety of field-study venues, including offices of US attorneys, commonwealth attorneys, district attorneys, and attorneys general; judicial clerkships at local, state, and federal courts; courts of appeal and state supreme courts; and in public interest organizations. The public service externship component gives students a wide variety of individualized experiences in public service law and pro bono legal assistance. In addition, Liberty law students obtain externships and summer positions in venues ranging from the White House and the Department of Homeland Security, to private law firms and corporations.

A study abroad program in Israel affords students the opportunity to engage in international affairs working alongside lawyers and policy experts while developing awareness of the global impact of law.

Cocurricular and Student Activities

In addition to the Student Bar Association (SBA) and many student organizations, the law school has nationally competitive teams in moot court, mock trial negotiation, and alternative dispute resolution, along with a transactional competition program. Students produce the *Liberty University Law Review* and the *Liberty Legal Journal*. Many law students volunteer their time in pro bono activities. The law school also matches students with private practitioners engaged in pro bono work and provides them opportunities to intern in legal aid offices, public defender offices, and prosecutorial offices. Student life includes attending the wide range of events on the campus of Liberty University and enjoying the sociability of the law school community. Law students have access to the university's many recreational facilities, which include the year-round Snowflex synthetic ski slope (the first of its kind in North America), ice rink, 112-acre lake, and equestrian center. Off campus, law students enjoy the rich history and natural beauty of Central Virginia.



Career Services

The Center for Career and Professional Development serves law students and alumni by providing tools to develop skills essential for career development, by cultivating a lifelong commitment to professionalism and community service, and by promoting regional and national awareness of the law school's distinctive program of legal study. The center cultivates internship and pro bono opportunities and works cooperatively with the school's clinical and externship programs to foster relationships with members of the bench and bar to the benefit of students and alumni. Alumni are working in all sectors of law practice. Placement statistics are available at the center.

Information Resources and Technologies

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Exhibit J



Liberty University School of Law Receives ABA Accreditation

Feb 13, 2006

Lynchburg, VA – Today, the American Bar Association (ABA) granted provisional accreditation to [Liberty University School of Law](#). The school received provisional accreditation on its first try at the earliest date possible for a new law school. To achieve provisional accreditation within 18 months of the first entering class is virtually unprecedented. The school opened in August 2004 and will graduate its first class in May 2007. Founded by Dr. Jerry Falwell in 1971, Liberty is the largest evangelical university in the world.

Provisional accreditation grants Liberty University School of Law graduates the same rights and responsibilities as students who graduate from a fully accredited law school. Graduates are allowed to sit for the bar examination in any state. ABA accreditation is highly competitive and is attained through a rigorous self-study process, site visits, written reports and appearances before the ABA Accrediting Committee and Council. A new law school may not apply for provisional accreditation until the beginning of its second academic year, which began for Liberty in August 2005. Normally, the application process takes a full year, but an early site visit and a very positive and timely Site Team report paved the way for the School of Law to have early review by the Accreditation Committee, Council and the House of Delegates. Only 191 law schools are accredited in the country. Dean Bruce Green and the faculty are to be highly commended for building an excellent law school.

The law school facilities are some of the most technologically advanced in the nation, with classrooms and a mock trial courtroom that are state-of-the-art. The ABA Site Team found that the University's commitment to provide and utilize the latest technologies, as well as personnel required to support them, is "extraordinary." The Site Team observed that the school is propelled by a refreshing excitement, energy, and devoted sense of purpose.

As part of the lawyering skills program, the School of Law will roll out several legal clinics. One clinic works in conjunction with the School of Law and Liberty Counsel. Liberty Counsel now has a litigation office one floor above the law school. Students have the opportunity to be involved in constitutional law cases that have national implications, as they work with nationally recognized constitutional lawyers.

Mathew Staver, President and General Counsel for Liberty Counsel, also serves as Vice President of Law and Policy for Liberty University. He sits on the Board of Trustees and is Chairman of the Law School Steering Committee. While litigating religious liberty cases in the 1990s, the need to start a law school to train lawyers, judges and policymakers became evident. Dr. Falwell envisioned building a law school when he first founded the University. The law school's mission is to equip future leaders in law with a superior legal education in fidelity to the Christian faith expressed through the Holy Scriptures.

Staver said: "Liberty University School of Law is the realization of a dream. The School of Law has a distinctive Christian mission. The law school combines superior legal education with the best of our Western legal tradition. The law is good if it is used properly, but the law can do great harm when it is separated from faith and eternal principles. The law school is training the next generation of lawyers and world leaders to use the law as a fulcrum for good."

Applicants interested in applying for admission for the Fall semester can contact the School of Law at (434) 592-5300 or visit the website at <http://law.liberty.edu>.

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- Same-Sex Issues

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Exhibit K



LIBERTY
UNIVERSITY
SCHOOL of LAW

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Media Guide to Law Experts

Professor to Join National Round Table Discussion

December 05, 2006

Professor Rena Lindevaldsen will participate in the Law Professors' Round Table Discussion held on January 4, 2007, in Washington, D.C. The panel of law professors from schools around the country will discuss the topic of same-sex marriage litigation. The event, sponsored by Marriage Law Project (Columbus School of Law, the Catholic University of America) and Marriage and Family Law Research Project (J. Reuben Clark School of Law, Brigham Young University), will coincide with the annual meeting of the American Association of Law Schools.

The focus of the Round Table Discussion will be on State Marriage-protection Amendments (SMAs), and on religious liberty and the political/intellectual movement called homosexuality.

Before coming to Liberty University School of Law, Professor Lindevaldsen served as Senior Litigation Counsel to Liberty Counsel, a nonprofit litigation and education organization dedicated to advancing religious freedom, the sanctity of human life, and traditional family. At Liberty Counsel, she was actively involved in efforts throughout the country to preserve traditional marriage through litigation, legislation, and constitutional amendments.

Professor Lindevaldsen's areas of teaching include Family Law, Lawyering Skills, School Law, and Constitutional Litigation Clinic.

For more information about Liberty University School of Law, please write law@liberty.edu or call 434-592-5300.

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Exhibit L



LIBERTY
UNIVERSITY
SCHOOL *of* LAW

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Liberty Counsel Interns' Day is Action-Packed at Nation's Capital

June 26, 2008

A select group of Liberty University School of Law students recently took part in a valuable educational experience that included a trip to the U.S. Supreme Court and a tour of the Court and the Department of Justice. The law students who attended the events are participating in a summer externship conducted by Liberty Counsel and the Liberty Center for Law and Policy, a joint partnership between Liberty Counsel and Liberty University School of Law.

Accompanying the students and organizing the trip were Mathew Staver, Dean of the School of Law and Founder of Liberty Counsel; Anita Staver, President of Liberty Counsel; Sarah Seitz, Legal Director, Liberty Center for Law and Policy; and David Corry, Senior Litigation Counsel for Liberty Counsel.

After observing a session of the Court and hearing the delivery of three opinions, the students attended a lecture by Clerk of the Court Gen. William Suter. David Corry commented on the lecture, saying that Gen. Suter was "engaging" as he answered the students' questions.

The students later toured the Robert F. Kennedy Department of Justice Building. Some of the points of interest included portraits of Jesus and other famous lawgivers, such as Moses, which are displayed in the entry foyer of the Great Hall.

Capping off the day, the students attended a reception in the beautifully decorated West Room of the United States Supreme Court.

Commenting on the overall experience, Mr. Corry said, "This invaluable trip brought to life the Supreme Court's work and the Department of Justice in way our students could never have appreciated otherwise."

Dean Staver remarked: "The opportunity to visit the United States Supreme Court, to see how it works, and to meet the Chief Justice is a remarkable experience. We are training a new generation of lawyers, judges, policymakers, educators, and world leaders in the rule of law. Today we train young men and women. Tomorrow these men and women will be world leaders."

For more information about Liberty University School of Law, visit www.law.liberty.edu, or use the [Request Information](#) page.





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Exhibit M



Liberty Counsel Law Clerks and Interns Enjoy Action-Packed Day at the Nation's Capital

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[Group photo in front of the U.S. Supreme Court.](#)

You can learn more about how to attend or support this unique law school at www.law.liberty.edu. You can still apply if you have already taken the [LSAT](#).

Original Intent: The Courts, the Constitution, and Religion

Anyone interested in religious freedom should read this fascinating book by historian David Barton. This book is filled with hundreds of the Founders' quotes revealing their beliefs on the role of religion in public affairs, the proper role of the courts, the intended limited scope of federal powers, states' rights, and numerous other issues.

This fascinating 540-page paperback [is available in our online store](#) or by calling 800-671-1776. A suggested donation of \$15.00 includes shipping and handling.

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Exhibit N



2014-2017 Strategic Plan

OFFICE OF THE PROVOST

Dr. Ronald S. Godwin

MARCH 1, 2014

Prepared by the Office of Institutional Effectiveness

LIBERTY UNIVERSITY

PHILOSOPHY OF EDUCATION

Liberty University is a Christian academic community in the tradition of evangelical institutions of higher education. As such, Liberty continues the philosophy of education which first gave rise to the university, and which is summarized in the following propositions.

God, the infinite source of all things, has shown us truth through scripture, nature, history, and above all, in Christ.

Persons are spiritual, rational, moral, social, and physical, created in the image of God. They are, therefore, able to know and to value themselves and other persons, the universe, and God.

Education as the process of teaching and learning, involves the whole person, by developing the knowledge, values, and skills which enable each individual to change freely. Thus it occurs most effectively when both instructor and student are properly related to God and each other through Christ.

STATEMENT OF MISSION AND PURPOSE

Maintaining the vision of the founder, Dr. Jerry Falwell, Liberty University develops Christ-centered men and women with the values, knowledge, and skills essential to impact the world.

Through its residential and online programs, the University educates men and women who will make important contributions to their workplaces and communities, follow their chosen vocations as callings to glorify God, and fulfill the Great Commission.

Liberty University will:

1. Emphasize excellence in teaching and learning.
2. Foster university-level competencies in communication, critical thinking, information literacy, and mathematics in all undergraduate programs.
3. Ensure competency in scholarship, research, and professional communication in all graduate programs.
4. Promote the synthesis of academic knowledge and Christian worldview in order that there might be a maturing of spiritual, intellectual, social and physical value-driven behavior.
5. Enable students to engage in a major field of study in career-focused disciplines built on a solid foundation in the liberal arts.
6. Promote an understanding of the Western tradition and the diverse elements of American cultural history, especially the importance of the individual in maintaining democratic and free market processes.
7. Contribute to a knowledge and understanding of other cultures and of international events.
8. Encourage a commitment to the Christian life, one of personal integrity, sensitivity to the needs of others, social responsibility and active communication of the Christian faith, and, as it is lived out, a life that leads people to Jesus Christ as the Lord of the universe and their own personal Savior.



*Approved by the Board of Trustees
November 12, 2010*

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INTRODUCTION

In December of 2012, the President announced the need to develop a new 2014-2017 strategic plan for the University and directed the Provost to oversee the process. After an environmental scan was conducted the themes for the plan were chosen by the President and approved by the Board of Trustees at the March 2013 meeting. It was decided that each Vice-President and Dean would drive the strategic plan process by developing a strategic plan for their individual areas with relevant goals, objectives, and expected outcomes/targets tied to relevant themes. This report reviews the process and contains the final draft of the 2014-2017 Strategic Plan for each academic and co-curricular area of Liberty University.

Rationale for Preparing the 2014-2017 Strategic Plan

- Liberty University's strategic plans have provided a critical component of the University's framework for goal setting, budgeting, and assessment.
- The strategic planning process and related assessment processes help the University meet the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation requirements that universities conduct periodic planning, assessment, and evaluation processes.
- The University's strategic plans are currently developed on a three year cycle in order to be practical, useful, and timely.
- Having the Vice-Presidents and Deans participate more directly in the strategic planning process fosters improved stakeholder buy in and University-wide participation.

PROCESS FOR DEVELOPMENT OF THE 2014-2017 STRATEGIC PLAN

- In January of 2013, an Environmental Scan was compiled for Liberty University.
- Six broad themes with definitions were chosen by the President.
- At their March 22 meeting, the Liberty University Board of Trustees approved the six themes presented for the 2014-2017 Strategic Plan:
 - Technological and Operational Efficiency
 - Advancing Academic Reputation
 - Student Access and Success
 - Financial and Physical Appreciation
 - Capitalizing on Human Potential
 - Fostering an Integration of Christian Worldview
- It was decided that the strategic planning process for Liberty University would be driven by the University's Vice Presidents and Deans.
- In June of 2013, five training/orientation sessions were held for the Vice Presidents and Deans to guide in developing individual strategic plans for their respective areas.
- The next step was for each area to develop a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis that was due for submission on July 26.
- Drafts of the Vice President and Dean strategic plans were submitted to the Office of Institutional Effectiveness on September 13, 2013.
- On September 19, each individual strategic plan was disbursed for peer review.
- All peer reviews were returned to their owners by October 4 and revisions began.
- October 25 the final draft of the 2014-2017 Strategic Plan was submitted to the Office of Institutional Effectiveness.
- From November 1 through December 15, outstanding budgetary items were reviewed by the Provost and Vice-Provost.
- The Office of Institutional Effectiveness is now combining all of the plans and creating a uniform coding system so that the contents of the plan can be entered into the University's Compliance Assist Planning and Assessment module. This will allow every department in the University to store ongoing findings and action plans for items pertinent to their area.
- The 2014-2017 Strategic Plan for Liberty University will be presented to the Provost and President for approval in February, 2014.
- The 2014-2017 Strategic Plan for Liberty University will be presented to the Board of Trustees at their March 3, 2014 meeting for approval.
- The 2014-2017 Strategic Plan for Liberty University will be implemented on July 1, 2014.

Summary

After research, training, and SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis of their schools and departments, the Vice-Presidents and Deans of Liberty University began writing strategic plans in July of 2013 relevant to their schools and departments. As a result of this individualized approach, 17 academic colleges and schools, and nine co-curricular divisions constituting the entire University completed their strategic plans for 2014-2017 in December 2013. As a result of this individualized work, the Liberty University 2014-2017 Strategic Plan contains 501 goals, 721 objectives, 896 expected outcomes/targets for 2014-2015, 801 expected outcomes/targets for 2015-2016, and 93 expected outcomes/targets for 2016-2017. (See Appendix II for breakdown by colleges, schools, and co-curricular divisions).

LISTING OF THEMES AND DEFINITIONS

- 1. Technological and Operational Efficiency.**
- 2. Advancing Academic Reputation**
- 3. Student Access and Success**
- 4. Financial and Physical Appreciation**
- 5. Capitalizing on Human Potential**
- 6. Fostering an Integration of Christian Worldview**

1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY

The ability to provide, maintain, and upgrade technological and operational processes and services based on informed analyses to provide the optimal conditions to meet the needs of students, faculty, and staff in order to equip and prepare them for success. Technological and operational efficiency results in an institution delivering services to stakeholders in the most cost-effective manner possible while maintaining high service and support satisfaction by employing effective measures, processes, and procedures.

2. ADVANCING ACADEMIC REPUTATION

The efforts a university makes to increase the quality of curriculum, instruction, academic scholarship, and research. This results in higher levels of learning and academic achievement among current students and alumni which is widely recognized by the community, prospective employers, benchmark institutions, and pertinent stakeholders. This is the foundation for developing and promoting the university as a top educational brand.

3. STUDENT ACCESS AND SUCCESS

The ability of a university to make potential students aware of the opportunities inherent in higher education; as well as the ability to remove barriers to entry and retention through elevating student preparation, continued investment in financial aid, and greater flexibility in course and program delivery. The way a university provides prospective and current students with opportunities and services will enhance the academic experience and increase success intellectually, spiritually, socially, and physically. It enhances the ability of graduates to secure gainful employment in a discipline-related field and/or continue their education. It also serves as a foundation for future leadership and service within the workplace and community.

4. FINANCIAL AND PHYSICAL APPRECIATION

The efforts a university makes to increase the quantity and value of its financial resources and infrastructure. This results in maintaining financial independence and allows for the growth of a thriving physical campus. It increases opportunities for securing future stakeholder investments in the university. It also generates opportunities for the university to attract revenue to its surrounding community.

5. CAPITALIZING ON HUMAN POTENTIAL

The efforts a university makes to recruit highly qualified and innovative personnel and provide them with opportunities to achieve their full potential through training and professional development. Employees are encouraged to utilize their skills to the best of their ability by providing them with a safe and secure work environment. This utilization will provide opportunities for these individuals to fulfill their own mission in life.

6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW

The efforts a university makes toward the intentional blending of a Christian worldview emphasis within the breadth of academic, administrative, and student support departments and their respective programs, services, and activities. This impacts the strategies, policies, and procedures utilized by the university. Further, encouraging an extension of the Christian worldview to all areas within the institution prepares staff, faculty, and students to impact their local community and the world.

Listing of Goals and Objectives

- 1. Technological and Operational Efficiency.**
- 2. Advancing Academic Reputation**
- 3. Student Access and Success**
- 4. Financial and Physical Appreciation**
- 5. Capitalizing on Human Potential**
- 6. Fostering an Integration of Christian Worldview**

ACADEMIC UNITS:

CENTER FOR ACADEMIC SUPPORT & ADVISING

(DIRECT REPORT AREAS: ACADEMIC SUCCESS, ADVISING, NEW STUDENT SEMINAR, BRUCKNER LEARNING CENTER, DISABILITY ACADEMIC SUPPORT, EAGLE SCHOLARS PROGRAM, CENTER FOR WRITING AND LANGUAGES, CAREER CENTER, INDIVIDUAL PROGRAMS OF STUDY & TECHNICAL STUDIES, AND CENTER FOR PROFESSIONAL AND CONTINUING EDUCATION)

GOAL: Developing well-rounded students and enhancing academic capabilities.

OBJECTIVE: To provide academic support for student success through CLST, MENT and GRST courses.

OBJECTIVE: To provide diverse learning opportunities through Technical Studies and Individualized Studies

OBJECTIVE: To provide leadership development opportunities through the Eagle Scholars Program

GOAL: Increase the level of academic achievement through focused instruction

OBJECTIVE: Establish CWL workshop series as a recognized and well-attended campus event, while providing LUO students with equal access to the content.

OBJECTIVE: Establish an enhanced, single access point of tutoring services for online and residential students alike.

GOAL: To raise university (students, faculty and staff) awareness of service and support systems in place to meet specific individual needs in an effort to assist in achieving their academic and professional goals.

OBJECTIVE: To provide new or current students with resources that provide academic preparation, remove potential barriers, and increase opportunities for success.

OBJECTIVE: To equip students with the ability to self-advocate, use critical thinking skills, take ownership and assist graduates with the ability to secure gainful employment.

OBJECTIVE: To continually invest in students professionally and academically through trades, leadership focused programs, and individualized degree options.

GOAL: CASAS will intentionally recruit and retain credentialed employees to teach, mentor and administer services and programs which contribute to student success.

OBJECTIVE: Establish a system of development and assessment for employees in each CASAS division.

GOAL: Provide for intentional blending of a Christian Worldview in CASAS programs and services

OBJECTIVE: Model and discuss aspects of a Christian Worldview in all CLST and MENT classes when appropriate

OBJECTIVE: Provide Christ-like service and attitude to all students utilizing CASAS services.

COLLEGE OF ARTS & SCIENCES

(DIRECT REPORT AREAS: CENTER FOR CREATION STUDIES, ENGLISH AND MODERN LANGUAGES, FAMILY AND CONSUMER SCIENCES, HISTORY, MATHEMATICS, AND PHILOSOPHY)

GOAL: Technological and Operational Efficiency

OBJECTIVE: Faculty will meet minimum technological proficiency.

GOAL: Operational sustainability

OBJECTIVE: Ensure sustainable models of academic instruction

GOAL: Maximize optimal use of facilities

OBJECTIVE: Provide state-of-the-art laboratory space for existing programs

GOAL: Enhance deployment of LUO UNGR and graduate courses

OBJECTIVE: Transfer oversight of LUO UNGR and graduate classes from CGS to CAS

GOAL: Advance new or enhanced online programs

OBJECTIVE: Develop new online programs for History

GOAL: Advance new or enhanced residential programs

OBJECTIVE: Develop new residential programs

GOAL: Program reorganization

OBJECTIVE: Create Department of Languages and Linguistics

GOAL: Establish Academic Centers

OBJECTIVE: Create academic centers to coordinate research, guest lectures, and curriculum development as related to strengths in CAS scholarship

GOAL: Emphasis on terminal degrees

OBJECTIVE: Recruit faculty with terminal degrees

OBJECTIVE: Increase number of current faculty with terminal degrees from regionally accredited institutions

GOAL: Increase the number of academic conferences

OBJECTIVE: Increase the number of CAS sponsored academic conferences

OBJECTIVE: Increase faculty and student attendance at academic conferences

GOAL: Improve CAS academic reputation

OBJECTIVE: Increase the number of external speakers and make CAS a destination point for exceptional scholars

OBJECTIVE: Recruit distinguished adjuncts for undergraduate and graduate offerings

GOAL: Program Accreditation

OBJECTIVE: Ensure all programs obtain accreditation that best achieves academic and financial effectiveness

GOAL: Increase number of external grants for scholarship and undergraduate research

OBJECTIVE: Dedicate resources to grant writing and expand CAS's network of partnering organizations

GOAL: Create new, competency transcribing service for graduates

OBJECTIVE: Foster seamless integration of course learning objectives with programmatic goals and outcomes

OBJECTIVE: Identify and map course assignments to principal course learning objectives

OBJECTIVE: Develop reporting tools that impacts department level strategic planning

GOAL: Improve student recruitment and retention

OBJECTIVE: Create programs targeted to current student needs in order to enhance employability

OBJECTIVE: Track recruitment and retention in existing programs

GOAL: Improve career opportunities for students

OBJECTIVE: Improve tracking of existing programs according to alumni success and vocational requirements

GOAL: Dedicate resources toward undergraduate research

OBJECTIVE: Boost attendance in internal, undergraduate research symposium

GOAL: Institute regular field trip opportunities for CAS programs

OBJECTIVE: Increase the number of field based research opportunities in conjunction with regularly offered CAS courses

GOAL: Improve staff training and review

OBJECTIVE: Create a systematic program that encourages professional development

GOAL: Improve faculty development and peer mentoring

OBJECTIVE: Implement regular college workshops designed to channel faculty development experiences toward curricular improvement

OBJECTIVE: All faculty use faculty development funding

GOAL: Faculty will successfully integrate Christian worldview

OBJECTIVE: Increase departmental training for faculty

OBJECTIVE: Emphasize application of worldview principles, Christian perspectives, and commitments to specific curricular objectives

OBJECTIVE: Insure that graduate student assistants experience worldview training

COLLEGE OF GENERAL STUDIES

- GOAL:** Procure adequate instructional and personnel space
OBJECTIVE: Increase interaction between faculty and students in discipline-appropriate spaces
- GOAL:** Increase functionality of SharePoint, Banner, and other existing data systems for internal use
OBJECTIVE: Streamline usage of data for internal decision-making processes
- GOAL:** Assure that university policies affecting general education reflect best practices
OBJECTIVE: Increase student success by removing roadblocks created by ineffectual policies
OBJECTIVE: Increase student success by assisting in an audit of the policies that guide the matriculation and advisement processes
- GOAL:** Use technology to increase effectiveness and efficiency
OBJECTIVE: Strategically employ technology to increase student success and efficient operations
- GOAL:** Organize general education around core competencies
OBJECTIVE: Deploy the competency model in all LU undergraduate programs, including LUO.
- GOAL:** Increase the number and efficacy of improvements based on assessment
OBJECTIVE: Increase faculty participation and cooperation in assessment initiatives
- GOAL:** Increase Liberty-specific academic resources available to students
OBJECTIVE: Increase student success in gen ed classes, especially those that have been historically challenging for students
- GOAL:** Steward financial resources in an appropriate fashion
OBJECTIVE: Increase fiscal efficiency in CGS courses and operations
- GOAL:** Balance distribution of loads among adjunct and contracted faculty in a way that supports the curriculum
OBJECTIVE: Assure that full-time faculty teach appropriately diverse general education coursework
- GOAL:** Assure competence of all administrators
OBJECTIVE: Formalize a comprehensive evaluation system for all CGS personnel with administrative appointments
- GOAL:** Foster supportive relationships with other administrative offices
OBJECTIVE: Offer and solicit feedback from other offices on their interactions with CGS
- GOAL:** Assure that all faculty support the mission of the institution and aims of the Office of the Provost
OBJECTIVE: Evaluate teaching effectiveness, particularly in the area of worldview, of all current faculty and job candidates
- GOAL:** Develop students' Christian worldview throughout their gen-ed curriculum
OBJECTIVE: Assess the extent to which students have attained a Christian worldview—and factors contributing to its attainment—at various points in their coursework

GOAL: Encourage faculty involvement in Christian/Community service

OBJECTIVE: Increase the number of ways in which faculty impact the community via Christian service

COLLEGE OF OSTEOPATHIC MEDICINE

GOAL: LUCOM will deliver its curriculum predominately through active learning processes utilizing up to date pedagogy, technology, simulation and learning techniques.

OBJECTIVE: The COM and its faculty shall establish a Continuous Quality Assessment and Quality Improvement process through its Curriculum Committee to ensure that the College maintains the proper composition of facilities, resources, faculty and staff to meet the needs of the curriculum, its students, faculty, staff and the college for education, service and research.

GOAL: The COM will develop an admission process and curriculum that promotes academic and professional success among its students.

OBJECTIVE: The graduates of the COM shall demonstrate results on standardized independent examinations and successful competition for GME that demonstrate the quality of the curriculum, faculty and affiliates of the COM.

OBJECTIVE: Students of the COM will pass COMLEX national board examinations within 1.5 standard deviations of the mean for first time takers annually with a goal of exceeding the national mean annually

GOAL: LUCOM will become the COM of choice for students seeking an osteopathic medical education with a Christian world view and servant's attributes.

OBJECTIVE: Greater than 50% of the students offered admission will matriculate at the COM.

GOAL: LUCOM and graduates will improve access to medical care in underserved regions of Virginia and globally with an emphasis on the traditional tobacco and Coal regions of Virginia, the Carolinas, Tennessee and West Virginia.

OBJECTIVE: LUCOM will recruit students from underserved and under representative regions of Virginia and the U.S., students from under represented populations, and students with a commitment to primary care and underserved populations.

GOAL: LUCOM will execute articulation agreements and affiliations with colleges that will ensure access to students who will advance the mission and vision of the COM and University.

OBJECTIVE: Matriculation of students with Christian worldview, servant's commitment, and academic excellence will assist the college in fulfilling its mission and reaching its established goals. An early decision and admission program will allow students to complete education sooner and more economically.

GOAL: LUCOM, in cooperation with Liberty University, will develop dual admission programs, early admission programs and consolidated BS and DO degree and DO /GME programs to allow completion of medical education and GME in a shorter time period than the current 11-15 years after graduation from secondary school for the student.

In addition, LUCOM will develop articulation agreements with OMNEE affiliated GME programs that make it possible for a student to demonstrate the competencies required to achieve licensure and certification in a shorter than traditional time period.

OBJECTIVE: To provide Liberty University students the opportunity to demonstrate the competencies required, receive a DO degree, and complete their GME program in a shorter time period than traditional curricula and obtain eligibility for licensure and certification in a more cost effective and time efficient manner.

GOAL: LUCOM will operate as a nonprofit institution in a manner that is economically efficient, exercise financial controls which ensure it meets its self-established standards for education, service and research and maintains quality consistency with its peer institutions while ensuring stability for its faculty, staff, alumni and advancement of its mission and vision.

OBJECTIVE: LUCOM will maintain its tuition among the bottom quartile of private, not for profit medical colleges in the United States in order to graduate students in a financial position conducive to advancing the COM mission and vision to develop community based physicians who increase access to health care in underserved and underrepresented settings.

OBJECTIVE: LUCOM will develop financial supporters to advance its mission and vision, including an alumni giving program, in addition to financial support from osteopathic and allopathic organizations and charitable contributions.

GOAL: LUCOM will develop a clinical practice plan and partner with affiliates to increase clinical practice income to allow modification in rate of advancement of tuition increases for students.

OBJECTIVE: LUCOM will strive to obtain extramural sources of funding to support its operations, mission, and vision that allow it to limit expenses for its students and minimize tuition and fee increases.

GOAL: LUCOM will become competitive for extramural funding to advance its research and scholarly activities and to support its operations and mission.

OBJECTIVE: Conduct meaningful research and produce scholarly output that will advance medical knowledge, educational pedagogy, health care, patient health outcomes and the mission of LUCOM and LU.

GOAL: LUCOM will collaborate with the School of Health Sciences to evaluate the development of other health profession programs which have the potential to meet the needs of the populations it strives to serve and which provide a positive margin for the University.

OBJECTIVE: Expand access to quality healthcare and improve the health status of underserved populations through graduation of a variety of health care professionals and the expansion of population and individual health care techniques.

GOAL: LUCOM will partner with local affiliates for the development of expanded clinical education opportunities for its students in osteopathic medicine including the opening of clinical sites to meet the health care needs of the public and the educational needs of the university.

OBJECTIVE: Provide quality clinical training sites to meet the educational needs of LUCOM students provide access to health care for the public and allow for the development of GME training programs.

GOAL: LUCOM will expand its contribution to medical knowledge and research by utilizing the talents of its faculty and the recruitment of additional researchers and faculty.

OBJECTIVE: Provide faculty and students the opportunity, knowledge and resources to contribute to medical knowledge through research and develop the knowledge and skills required to support future research and learning among its students and graduates.

GOAL: LUCOM will expand its service to the public through the provision of quality health care by its faculty and students.

OBJECTIVE: Operate clinic(s) that provide distinctively osteopathic medical care to faculty, staff and students of the University and the Lynchburg community.

GOAL: LUCOM will expand access to health care for underserved population through outreach events such as health fairs, the utilization of outreach vans and trailers, and partnering with health care entities distant from its campus to provide unmet needs. These include Community Health Centers, health departments, critical and rural access hospitals in the US, government and private institutions internationally.

OBJECTIVE: Provide access to quality health care to underserved populations and underrepresented patients through outreach events and partnering with existing community health institutions and practitioners.

GOAL: LUCOM will provide strong student service, mentorship and guidance through its faculty and staff to its students in an effort to develop and preserve their professionalism, ethics, spirituality, empathy, compassion, humanity, humility and spirit of service to mankind.

OBJECTIVE: Educate and develop students in a Christian environment by faculty with a Christian world view who will become physicians that are Champions for Christ, express their ministry through their medical service to those in need, and who place an emphasis on the care of the body, mind and spirit of the patient.

GOAL: LUCOM will expand research in how the role of faith, religion and spirituality play in the education of medical students, the health and wellbeing of patients, and in their health related outcomes when engaged in the medical system.

OBJECTIVE: Development of a Center for Bio-ethics to expand scholarly publications in the areas of faith and spirituality in medicine and health care outcomes.

SCHOOL OF AERONAUTICS

GOAL: Establish a program that satisfies the FAA-approved reduced flying hour certification requirements for students earning an ATP certification.

OBJECTIVE: Develop flight and ground syllabi that support the FAA-approved reduced flying hour program.

GOAL: Make the LU SOA certification and degree programs available to students not geographically located at the Lynchburg campus.

OBJECTIVE: Develop and establish flight center affiliates that provide aviation and maintenance education and training certifications

GOAL: Improve learning through the use of an interactive lab environment.

OBJECTIVE: Build a SOA lab equipped with networked computers and aeronautics learning tools to increase the level of learning and transference to flying skills.

GOAL: Integrate flight training simulators into the curriculum in a manner that produces a better trained pilot while reducing overall costs to the student.

OBJECTIVE: Incorporate advanced flight training simulators into the academic and flight training programs and syllabi in a more efficient and effective manner to reduce overall costs to students and to improve preparation for flight training

GOAL: Provide SOA graduates with hiring opportunities in the aviation fields of their choice by promoting LU SOA's excellence and by partnering with companies and organizations

OBJECTIVE: Increase the number of MOAs and partnerships with aviation companies and organizations to have at least two for each SOA concentration.

GOAL: Add a Dispatch Certification Program and Curriculum to SOA academic offerings

OBJECTIVE: Develop and implement a FAA-approved dispatch syllabus and courses for students seeking non-flying aviation specific careers.

GOAL: Add an undergraduate management degree program to SOA academic offerings

OBJECTIVE: Develop and implement a degree program in Aviation Management for students seeking non-flight aviation careers.

GOAL: Add a Master of Business Administration, Aviation concentration degree program

OBJECTIVE: Develop and implement a Master of Business Administration with an Aviation concentration degree program to enhance the SOA curriculum and broaden the aviation career opportunities.

GOAL: Reduce the amount of time a student spends in each flight training course.

OBJECTIVE: Develop an efficient scheduling and operations process to ensure all students have the opportunity to progress through the curriculum within the designed timelines.

GOAL: Increase online enrollment by adding additional online courses.

OBJECTIVE: Create and add additional classes to generate more revenue without additional overhead costs.

GOAL: Maximize the efficiency of the existing physical training environment to meet the expected student growth of 5% per year.

OBJECTIVE: Develop and implement a plan to accommodate increased student growth while operating within the existing physical space.

GOAL: All SOA Faculty will have a doctorate degree.

OBJECTIVE: Create opportunity for current faculty to obtain doctorate degrees to enhance academic standing.

GOAL: Increase the pilot licensing knowledge and practical test pass rate.

OBJECTIVE: Decrease cost of training to student and enhance hiring opportunities within the industry (better credentials for job seeking) by assisting students to be fully prepared to pass the knowledge and practical tests.

GOAL: Strengthen Christian discipleship within the SOA student body.

OBJECTIVE: Every SOA faculty and staff member will be involved in personal mentoring and discipleship to students.

GOAL: All facets of the School of Aviation will have Christian worldview/influence in the World.

OBJECTIVE: SOA curriculum for each degree and certificate program will be structured on a Christian worldview

SCHOOL OF BUSINESS

(DIRECT REPORT AREAS: ACCOUNTING, BUSINESS, AND BUSINESS MANAGEMENT INFORMATION SYSTEMS)

GOAL: Increase the types of technology being used in upper level cognate/specialization courses.

OBJECTIVE: Prepare students for careers in their field.

GOAL: Identify and align to create effective 2-way communication between the School of Business and operational offices.

OBJECTIVE: Create functional responsibility and identify clear point of contact to create clear channels of communication

GOAL: An informed faculty who know and understand updated changes made to courses.

OBJECTIVE: Through training and open paths of communication with the Subject Matter Expert (SME) have well-informed online faculty.

GOAL: Create an environment where faculty scholarly engagement with industry, research, trade groups, curriculum or community is encouraged

OBJECTIVE: To increase full-time faculty involvement with profession or industry activities.

GOAL: Create a center for technology that promotes a synergistic approach to curriculum across disciplines

OBJECTIVE: The School of Business will work with the upper administration to establish a director/assistant director of the Center and provide operational and logistic support.

GOAL: Create a board of advisors to help identify market-needs and establish program endorsements from leaders in those areas

OBJECTIVE: Through contacts with the upper administration, internal School of Business personnel, and outside guest speakers we will work to align ourselves with market needs and solicit program endorsements

GOAL: Increase Market share by providing new programs, strategically marketing existing programs and investing in the growth of our tech-based programs

OBJECTIVE: The School of Business will review major competitors and establish new program offerings that will drive growth. We will also work with other stakeholders to actively promote tech-based program offerings

GOAL: Continuously assess program offerings to maintain and improve curriculum relevance to meet market demands

OBJECTIVE: The School of Business will assess all programs with our purview every three years.

GOAL: To expand the Center for Entrepreneurship's presence and outreach in both the School of Business and community at large

OBJECTIVE: Actively promote the Center for Entrepreneurship's activities in classes, through Center for Entrepreneurship and club meetings, and in social media

GOAL: To increase opportunities for Business students to use their business skill sets in volunteer service to members of the community

OBJECTIVE: Using Enactus as the initial conduit for community involvement, Enactus leadership will organize and promote community outreach opportunities

GOAL: To increase effectiveness in this area, the School of Business will more fully integrate and promote student clubs and their activities

OBJECTIVE: All student clubs will share a common events and speaker calendar and will utilize common School of Business branding and advertising to increase awareness of and participation in club workshops and events

GOAL: To increase student participation in School of Business internship opportunities

OBJECTIVE: The School of Business will take a more active approach in not only developing stronger relationships with organizations that provide internship opportunities (to ensure they present “good fits” for our students), but also in promoting these opportunities to the students

GOAL: To increase the desirability of graduates to potential employers by emphasizing student involvement with the school, service to the community and engagement with the Career Center

OBJECTIVE: The School of Business will increase the availability of student club meetings and activities, increase service opportunities, and actively promote Career Center services

GOAL: Increase School of Business physical presence

OBJECTIVE: The School of Business will leverage its current location to move branding forward through continued physical improvement initiatives

GOAL: Work towards development of plans for new facility

OBJECTIVE: Firmly establish School of Business presence through creation of new facility

GOAL: Increase efforts to identify and target specific markets for faculty recruitment

OBJECTIVE: After identifying specific markets for recruitment, advertise opportunities in order to attract new faculty in high need cognates

GOAL: Work toward increasing faculty awareness and availability to participate in professional conferences

OBJECTIVE: The School of Business will seek to identify professional conferences relevant to current business trends

GOAL: Develop (3) new partnerships strategic to the school of business to promote business as mission

OBJECTIVE: Enhanced opportunities for students to impact the world for Christ through potential job and internship presence in three new markets

GOAL: Increase structure and branding within School of Business Center for Entrepreneurship through establishing new processes and marketing

OBJECTIVE: Increase the awareness among School of Business students of the center for entrepreneurship and its purpose

SCHOOL OF COMMUNICATION & CREATIVE ARTS

(DIRECT REPORT AREAS: CINEMATIC ARTS, DIGITAL MEDIA AND COMMUNICATION, STUDIO AND DIGITAL ARTS, AND THEATRE)

GOAL: New facility

OBJECTIVE: Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.

GOAL: Enhance learning delivery options

OBJECTIVE: Increased faculty expertise and course offerings via learning management systems.

GOAL: Advanced degree offerings – BFA, MFA, Ph.D., delivered both residually and online.

OBJECTIVE: Implement additional experientially-based, professionally-minded degree programs, such as the BFA.

OBJECTIVE: Implement terminal degree programs.

GOAL: Increase practical learning opportunities.

OBJECTIVE: To move students from the academic classroom into myriad professional opportunities within SCCA.

GOAL: Enhance existing degree plans.

OBJECTIVE: In light of advanced degrees, transform BS and BA degrees for enhanced individualized opportunities.

GOAL: Improve advising and retention.

OBJECTIVE: Eliminate poor or conflicting advising, and exceed national standards on retention rates.

GOAL: Improve alumni and community relations.

OBJECTIVE: Create network for all SCCA majors to interface with Alumni.

GOAL: Recruit additional faculty/staff with extensive industry/practical experience for advanced degree offerings

OBJECTIVE: Hire required staff to meet the academic need.

GOAL: Establish rigorous professional development expectations for faculty.

OBJECTIVE: Encourage professional development opportunities by increasing funding and awareness.

GOAL: Encourage professional development opportunities by increasing funding and awareness.

OBJECTIVE: Produce alternative convocations that integrate faith with art.

GOAL: Increase school-wide focus on the practice of integrating faith and art.

OBJECTIVE: Produce alternative convocations that integrate faith with art.

OBJECTIVE: Collaborate with SOM to develop Symposium on Faith & Art.

OBJECTIVE: THEA: Develop a Faith and Art Symposium.

GOAL: Impact local and global communities through community involvement/increase community relationships.

OBJECTIVE: THEA: Develop an international summer program where students will use academic training in ministry abroad.

OBJECTIVE: THEA: Develop a Playwriting Festival for regional writers.

SCHOOL OF EDUCATION

(DIRECT REPORT AREAS: TEACHER EDUCATION, GRADUATE EDUCATION, AND SPORT MANAGEMENT)

GOAL: Development of state-of-the art facilities for the School of Education

OBJECTIVE: The new School of Education facilities should be equal to or better than our current facilities in allotted space, appropriateness for our faculty, staff and students, and should allow for growth in the future.

GOAL: Relocate with minimal disruption to services within the department

OBJECTIVE: Maintain availability of resources for class management

GOAL: Gain additional faculty and staff work areas

OBJECTIVE: Submitted provisional plan for department layout

GOAL: Improvement in the School of Education informational websites.

OBJECTIVE: Due to the growing need for better communication with online students and the practicing educators in the field that host the online students in their schools and organizations, a continuous improvement of communication by a user-friendly website is critical.

GOAL: Gaining reaccreditation of the undergraduate and accreditation for the graduate sport management programs.

OBJECTIVE: More exposure for internship opportunities and increased student enrollment.

GOAL: Development of new programs and minors in the undergraduate program and cognates within the graduate program

OBJECTIVE: Development and Deployment of the courses for both residential and online components.

GOAL: Final approval of new quantitative and qualitative analysis courses for the EdD program. Note that these courses have already been approved at the level of the graduate senate.

OBJECTIVE: These courses and (EDUC 915 and 917) were designed and developed to supplement our students' knowledge and understanding of analysis of research findings.

GOAL: CACREP accreditation of the school counseling program in the School of Education.

OBJECTIVE: CACREP accreditation will bring national prominence to an already excellent program.

GOAL: NCATE accreditation and approval of all education-related programs within the School of Education.

OBJECTIVE: Continuation of accreditation through NCATE will maintain the national reputation of the programs within teacher education and graduate education.

GOAL: ACEI national recognition (continuing)

OBJECTIVE: ACEI accreditation will continue to bring national prominence to an already established and effective program.

GOAL: CEC national recognition (continuing)

OBJECTIVE: CEC accreditation will continue to bring national prominence to an already established and effective program.

GOAL: IL/PB national recognition (initial)

OBJECTIVE: CEC accreditation will continue to bring national prominence to an already established and effective program (MAT-Secondary: math, English, social science, science, foreign language)

GOAL: Connecting students with internship and job opportunities

OBJECTIVE: Partnering with Teamworkonline for student accessibility and training

GOAL: Connecting students with event and practicum experience prior to internships

OBJECTIVE: Gain practical, applicable and experiential experience within the sport management field

GOAL: Recruitment of students, particularly those in populations not previously been recruited.

OBJECTIVE: Development of service projects and interaction with military families, along with development of international projects in cooperation with other countries in locations around the world.

GOAL: Annual sport event to raise funds for scholarships

OBJECTIVE: Semi-annual golf classic

GOAL: Annual allocation of scholarships to sport management majors

OBJECTIVE: Financial support and continued education

GOAL: Recognition of student of the year awards

OBJECTIVE: Selection with criteria for student of the year award

GOAL: Develop of adequate physical resources within the new school of education facility.

OBJECTIVE: Classrooms, offices, and meeting areas which are conducive to learning, comfortable for an adult population, and appropriate for academic interaction.

GOAL: Diversified educational experiences within the classroom

OBJECTIVE: Preparing students for future internships and full time positions

GOAL: Continued professional development of faculty.

OBJECTIVE: Increased emphasis within the School of Education on professional development of faculty, including professional presentations and refereed publications

GOAL: Incorporation of biblical principles within every class

OBJECTIVE: Biblical application through management principles for a Christian worldview

GOAL: Integration of faith and learning in all School of Education courses.

OBJECTIVE: Appropriate integration of the Christian faith and world view into all courses.

OBJECTIVE: Appropriate integration of the Christian faith and world view into all courses. Target the SCRIP dispositions as a way to put the Christian faith and world view into practice.

SCHOOL OF ENGINEERING & COMPUTATIONAL SCIENCES

GOAL: Increase the types of technology being used in 200/300/400 courses.

OBJECTIVE: Provide more hands-on learning experiences which will better prepare students for careers in their field.

GOAL: Develop a state-of-the-art engineering and computing learning environment.

OBJECTIVE: Implement active learning environment in our engineering and computer labs.

GOAL: ABET Engineering Accreditation-- Continue to measure and monitor ABET criteria as we collect data to prepare for reaccreditation submission in Jan 2017

OBJECTIVE: Develop assessment timeline which details significant milestones toward submission of ABET Self Study.

GOAL: ABET Computational Sciences Accreditation--Continue to measure and monitor ABET criteria as we collect data to prepare for reaccreditation submission in Jan 2018

OBJECTIVE: Develop assessment timeline which details significant milestones toward submission of ABET Self Study.

GOAL: ABET Accreditation Coordination

OBJECTIVE: Have faculty member(s) accepted as an ABET Program Evaluator by the 2014-2015 evaluation cycle.

GOAL: New Program ABET Accreditations

OBJECTIVE: Mechanical Engineering self-study

GOAL: ASEE Participation--Increase faculty attendance/presentation at American Society for Engineering Educators (ASEE) annual and regional conferences

OBJECTIVE: Develop global awareness of Liberty University School of Engineering and Computational Sciences

GOAL: Corporate Sponsorships--Continue and expand our partnership relationships with industry leaders.

OBJECTIVE: Develop sensible corporate sponsorships to participate in our Board of Advisors.

GOAL: SECS On-Line Programs--Seek opportunities to extend SECS programs to the LUO program

OBJECTIVE: Develop an undergraduate Computer Science on-line program

GOAL: Increase engineering student success (i.e. retention and graduation rates)

OBJECTIVE: Develop a competitive criteria for entering the Engineering programs Standardize year one engineering across and programs (Fall 2014)

GOAL: Student Directed Research--Develop a long range goal for focused and meaningful student research in engineering.

OBJECTIVE: Provide a platform for the merging of all engineering offerings in a research focused effort.

GOAL: STEM Efforts--Coordination of STEM related support in a focused direction to support student recruitment, retention, and awareness for SECS.

OBJECTIVE: Develop a STEM support plan for focusing, budgeting, and publishing existing STEM activities.

GOAL: Financial Planning--Increase Faculty visibility in the SECS budget process.

OBJECTIVE: Build awareness in all faculty and staff as to what the budget process and requirements are at LU.

GOAL: Develop a known research presence in the Engineering Community

OBJECTIVE: Meaning and relevant research for student and faculty participation.

GOAL: Develop effective methods to integrate Biblical Worldview into all SECS classes.

OBJECTIVE: Develop a common student learning outcome to be used in all courses.

GOAL: Manage the SECS convo schedule with high level engineers and computer professionals who hold a Christian worldview.

OBJECTIVE: Develop a SECS speakers program to solicit convo speakers, with meaningful experiences in business and technology fields.

HELMS SCHOOL OF GOVERNMENT

(DIRECT REPORT AREAS: CRIMINAL JUSTICE AND GOVERNMENT)

GOAL: Efficiently build upon existing aspects of current program structure to expand program opportunities to students.

OBJECTIVE: Capitalize on potential synergy between undergraduate and graduate programs by implementing 4+1 Programs.

OBJECTIVE: Capitalize on existing online graduate curriculum by expanding to provide additional Residential degree programs.

OBJECTIVE: Efficiently provide greater parity and specialization by adding online CJUS concentrations to Residential program.

OBJECTIVE: Use technology to increase student/faculty interaction.

GOAL: Create appropriate Centers and/or Institutes to impact society and raise awareness of and respect for Liberty University and its Helms School of Government.

OBJECTIVE: Establish a Center for Citizen-Statesmanship.

GOAL: Increase parity between Online and Residential program offerings.

OBJECTIVE: Create an Online degree program in government

OBJECTIVE: Make existing online cognates available to residential students

GOAL: Establish a Global Presence

OBJECTIVE: Increase partnerships and study abroad opportunities in Israel and Romania.

OBJECTIVE: Partner with Alumni in foreign nations to provide training materials and educational programs to emerging governmental entities, especially those desiring the Judeo-Christian influence.

GOAL: Develop unique promotional capabilities for HSOG

OBJECTIVE: Utilize SME and Online Professors in regional promotion of Liberty, the Helms School, and the Center for Citizen-Statesmanship.

OBJECTIVE: Incorporate professors and SMEs into University promotional activities.

GOAL: Explore relevant multi-disciplinary opportunities with the ability to create Liberty University distinctives.

OBJECTIVE: Bolster the CJUS Crime Scene Investigation program by co-developing courses with the biology department in Forensics that will impact educational opportunities all the way from AA to Law School and Med school tracks (cradle to grave)

GOAL: Establish presence in Pre-Law competitions.

OBJECTIVE: Expand and grow intramural Mock Trial team

OBJECTIVE: Expand and grow intramural Moot Court team

GOAL: Student Satisfaction/Retention (Online retention rate increase of 5% per year)

OBJECTIVE: Improve HSOG related advising by providing greater substantive involvement of faculty and staff.

GOAL: Promote greater field-specific writing and communication skills in students in order to better prepare students for employment in their chosen fields.

OBJECTIVE: Establish a writing and analysis program for government and public policy students.

GOAL: Develop a broad network of potential future residential faculty possessing the proper credentials, experience, and worldview

OBJECTIVE: Create a sustainable, succession-minded residential faculty pool with which to address growth and eventual retirements. (Aging faculty drives the need for proactive succession planning.)

GOAL: Continue to increase the quality and credibility of faculty.

OBJECTIVE: Increase Ph.D. or equivalent level faculty to student ratio.

GOAL: Ensure that all program syllabi have not only the letter of a Christian worldview but that each course fully integrates Judeo-Christian worldview in its analytical model.

OBJECTIVE: Conduct course review and update to confirm or increase Judeo-Christian worldview analytical integration.

SCHOOL OF HEALTH SCIENCES

(DIRECT REPORT AREAS: BIOLOGY AND CHEMISTRY, COUNSELING, HEALTH PROFESSIONS, NURSING, AND PSYCHOLOGY)

GOAL: PSYCHOLOGY--Faculty will expand the adoption of interactive response systems into their courses

OBJECTIVE: Increase student utilization of technology to enhance the interactive learning experience

GOAL: SCHOOL OF HEALTH SCIENCES--Provide students with exceptional academic science and health profession education/training programs in preparation for graduate education [i.e. clinical training/research] healthcare careers, and public service

OBJECTIVE: All academic programs will be properly staffed with competent faculty, sufficient facilities and state of the art equipment

GOAL: SCHOOL OF HEALTH SCIENCES--Create new academic programs to populate the scientific community and health professions with graduates who are "Champions for Christ"

OBJECTIVE: Identify projected growth career paths in science and the health science professions to determine needed areas for academic program development

GOAL: SCHOOL OF HEALTH SCIENCES--Seek and/or maintain accreditation status of all academic programs as appropriate to those careers/professions

OBJECTIVE: Assess and revise existing programs of study as needed and apply for approvals for new programs upon completion

GOAL: SCHOOL OF HEALTH SCIENCES--Advance the reputation of the SHS by supporting faculty and student research

OBJECTIVE: Provide financial and/or release time for selected faculty members to conduct research and/or apply for grants, and to mentor students through the processes

GOAL: SCHOOL OF HEALTH SCIENCES--Ensure comparability between online and residential courses

OBJECTIVE: All SHS online course offerings will support/replicate residential majors and course offerings

GOAL: BIOLOGY/CHEMISTRY DEPARTMENT--Increase the perception of rigor of departmental degree programs

OBJECTIVE: Market/advertise the quality of instruction and success of Biology & Chemistry graduates in graduate/professional schools and in the job market to prospective students, parents, and K-12 teachers

GOAL: BIOLOGY/CHEMISTRY DEPARTMENT--Increase the visibility of the Biology/Chemistry department by promoting research, scholarship, and publications by faculty

OBJECTIVE: Increase the number of presentations, peer-reviewed publications, and external grant applications by faculty that involve supervised student research

GOAL: COUNSELING--Improve employability of graduates through enhanced academic reputation of programs

OBJECTIVE: Obtain Council for Accreditation of Counseling & Related accreditation for Professional Counseling programs Educational Programs (CACREP)

GOAL: COUNSELING--Develop an alumni base to further promote the department

OBJECTIVE: Collaborate with the alumni relations office to access and disseminate information to alumni

GOAL: HEALTH PROFESSIONS--Promote professional interaction among Health Professions faculty, external professionals, and associated professional organizations

OBJECTIVE: The HP faculty members will attend professional conferences

OBJECTIVE: The faculty of the Health Professions department will contribute service to professional organizations

OBJECTIVE: Health Professions faculty, solely or in conjunction with students, will conduct presentations at conferences of state, regional and/or national conferences

GOAL: NURSING--The Department of Nursing will develop a Doctor of Nursing Practice program (DNP) with a certification track to prepare nurses to become Family Nurse Practitioners (FNP)

OBJECTIVE: The DNP program will be developed with the highest current standards of professionalism and practice

GOAL: NURSING--The DNP program will meet or exceed national standards of excellence
OBJECTIVE: The DNP program will be fully accredited by the Commission on Collegiate Nursing Education

GOAL: NURSING--DNP Faculty credentials will meet or exceed national qualification standards
OBJECTIVE: The Doctor of Nursing Practice program will employ faculty who are appropriately credentialed and experienced in their fields of expertise

GOAL: PSYCHOLOGY--To increase the academic reputation of Liberty University's Psychology Department among current and prospective students, other universities, and local community organizations

OBJECTIVE: Increase the presence of the Liberty University Psychology Department at national and state conferences

OBJECTIVE: Increase academic presentations by faculty and /or students within the greater Lynchburg-area

OBJECTIVE: Develop a speakers' bureau that emphasizes the science of psychology as its goal

OBJECTIVE: Increase Liberty University's involvement with Psi Chi (international honor society for psychology students)

OBJECTIVE: Establish three annual psychology student awards for academic achievement

GOAL: SCHOOL OF HEALTH SCIENCES--Provide potential and existing residential students with baseline data regarding the health professions to assist their selection of a career path

OBJECTIVE: Incoming undergraduate students desiring a science or health profession career will be informed of the common/basic classes required for success

GOAL: BIOLOGY/CHEMISTRY--Improve BIOL/CHEM graduates' employability and/or acceptance to graduate/professional programs

OBJECTIVE: Increase the number of students involved in 'hands on' research experience

GOAL: COUNSELING-- Provide more course delivery options for students

OBJECTIVE: Provide improved learning environments reflective of varied teaching methods and learning styles

OBJECTIVE: Increase opportunities for skill-based learning into the curriculum

GOAL: COUNSELING--Enhance faculty advising model to meet CACREP standards

OBJECTIVE: Provide a faculty advising model in accordance with CACREP standards

GOAL: COUNSELING--Continue alumni engagement through training and supporting students beyond the achievement of their degrees

OBJECTIVE: Develop a Continuing Education Units program for alumni and other professionals

GOAL: HEALTH PROFESSIONS--The Health Professions department will improve recruitment of potential students in all majors

OBJECTIVE: Increase number of courses offered in an intensive format

GOAL: HEALTH PROFESSIONS--Increase student accessibility to needed courses via intensive course formats

OBJECTIVE: Increase number of courses offered in an intensive format

GOAL: NURSING--The Nursing Department will offer high quality clinical practicum sites for the students of all programs

OBJECTIVE: The DNP program Clinical Coordinator, in cooperation with the Distant Clinical Site Coordinator, and the Faculty Support Coordinator will secure sufficient clinical practicum sites to meet the needs of graduate and undergraduate programs

GOAL: SCHOOL OF HEALTH SCIENCES--Provide SHS residential faculty with opportunities to broaden their knowledge/skills to increase their employment value and service to the university

OBJECTIVE: A select group of SHS faculty will have contractual commitments with diverse responsibilities [e.g. teaching load, new course development, SME duties, and/or research/ grant development]

GOAL: SCHOOL OF HEALTH SCIENCES--All academic programs, majors and courses will promote the integration of the Christian Worldview in the study of science and health professions

OBJECTIVE: Each department will develop unique methodology, relevant to their discipline, to demonstrate the integration of the Biblical worldview

GOAL: BIOLOGY/CHEMISTRY--Ensure that the Biblical worldview is integrated throughout the courses in all Biology/Chemistry majors

OBJECTIVE: The curriculum will appropriately integrate the Biblical worldview and ethics particularly in regard to stewardship of ecological resources, ethical use of animals in research and recognizing Jesus Christ as Lord of the universe

GOAL: BIOLOGY/CHEMISTRY--Promote a missions emphasis among our premed students

OBJECTIVE: Develop a Global Studies cognate within the Biomedical Sciences major

OBJECTIVE: Faculty members in the department will participate in international missions' efforts

GOAL: COUNSELING--Assure that the curriculum reflects and supports the integration of mainstream psychological theory and the Christian worldview

OBJECTIVE: All residential and online course offerings will demonstrate the integration of mainstream psychological theory and the Christian worldview

GOAL: COUNSELING--Enhance faculty awareness and abilities to integrate the Christian worldview within the classroom

OBJECTIVE: Faculty will incorporate current integrative counseling research into their practice

OBJECTIVE: Faculty will incorporate current integrative counseling research into their classes

GOAL: HEALTH PROFESSIONS--Health Professions faculty and students will impact the world for Christ through the program related disciplines, knowledge and skills

OBJECTIVE: The HP faculty and students will increase participation in missions outreach

GOAL: NURSING--The Department of Nursing will continue to integrate the Christian Worldview into every course in all programs; graduate and undergraduate, online and residential

OBJECTIVE: The Nursing Department's Fifteen Virtues will serve as an underpinning for departmental morale and success

GOAL: NURSING--The Department of Nursing will implement a focus on Cross Cultural Competency. The Department of Nursing will provide students at all levels with the opportunity to learn about and practice cultural competency

OBJECTIVE: Nursing faculty and students will participate in cross-cultural experiences locally and globally

GOAL: PSYCHOLOGY--The Psychology Department will enhance students' understanding of the relationship between psychology and Christian faith

OBJECTIVE: The Psychology department will offer a course that focuses on the relationships among faith, Christianity, and the discipline of Psychology

OBJECTIVE: The Psychology department will Provide an opportunity for faculty and students to apply the integration of Christianity, faith and psychology within their community and abroad

SCHOOL OF LAW

GOAL: Continue to seek and implement state-of-the-art technology along with responsive and timely support thereof for faculty, staff, and students.

OBJECTIVE: Enhance usage of electronic and Internet media, and expand the overall marketing presence of the law school.

OBJECTIVE: Establish a dedicated Customer Relationship Manager law school IT staff position who works on site or close by to responsive and timely technology service and support for the faculty, staff, and students.

GOAL: The law school will provide state-of-the-art technology that supports and enhances the program of legal education, for faculty, staff and students

OBJECTIVE: The law school will work with LUIS to have a dedicated IT Customer Relationship Manager or law school IT staff person on site or close by who is dedicated to providing responsive and timely support for all the law school's technology.

GOAL: The law school will remain on the cutting edge of technology to enhance the delivery of the program of legal education and advance the mission of the school

OBJECTIVE: Upgrade the classroom recording capture system to record lectures after LUIS deploys a new version of a similar system in the School of Osteopathic Medicine in 2014.

GOAL: The law school will fully utilize the resources of the University to effectively communicate with students, prospective students, and the general public through the law school website, the Internet, new and old media, audio and visual, broadcasting, and narrowcasting

OBJECTIVE: The Dean, the Associate Dean for Internal Affairs and Online Programs, the Director of Admissions, the Director of Institutional Advancement, and the Director of Public Affairs will continue work with the University Marketing department to produce and update the law school's promotional video and ability to interact with prospect students through live webinars.

OBJECTIVE: The Dean, the Associate Dean for Internal Affairs and Online Programs, the Director of Admissions, the Director of Institutional Advancement, and the Director of Public Affairs will continue work with the University Marketing department to prepare new commercials and other broadcasting and narrowcasting audio and video for television, radio, the Internet, and social websites.

GOAL: Increase the quality of the *Law Review* publications and symposia while selecting themes, topics, and authors that systematically advance the mission of the law school and continue to publish a high-quality *Liberty Legal Journal* and distribute it to key contacts.

OBJECTIVE: Maintain a high quality scholarly *Law Review*, solicit scholarly articles, market it to legal educators and judges, and expand its readership through online publications.

GOAL: Continue to support and build highly competitive co-curricular teams in moot court, ADR, client counseling, arbitration, and trial advocacy that are consistently ranked at the top of all law schools in the nation.

OBJECTIVE: Continue to invest in and build highly competitive co-curricular teams in moot court, ADR, client counseling, arbitration, and trial advocacy that are consistently ranked among the top tier of all law schools in the nation.

GOAL: Increase the level of and opportunities for pro bono involvement among students and faculty and infuse professional responsibility and ethics into all programs

OBJECTIVE: Continue to provide and expand pro bono opportunities for students and stress the importance of pro bono service by example and by publically recognizing students who substantially devote their time. Continue to host the Virginia State Bar Professionalism for Law Students Course each year in the fall semester and continue to infuse professionalism and ethics in all programs.

GOAL: Increase the admissions applicant pool with academically qualified racially and ethnically diverse mission-driven students.

OBJECTIVE: Focus more time, attention, and advertising resources on targeted venues to recruit prospective students.

OBJECTIVE: Continue direct mail and increase telephone calling recruitment to LSAC takers by targeting a defined score and those students interested in studying at Liberty. The Director of Admissions will work with the University's Marketing department to produce quality mailings designed to showcase the law school to a wide range of interests.

OBJECTIVE: Continue to award and publicize generous scholarships designed to attract qualified mission-driven minority and non-minority students.

GOAL: Redesign the law school's website to make it more user friendly, attractive to prospective students, and keep it constantly updated with news stories, profiles, and other information.

OBJECTIVE: The law school will work with Marketing and LUIS to redesign the law school's website to attract prospective students, service existing students, and keep alumni and donors informed of the activities and opportunities provided by the law school.

GOAL: Publicize and prepare marketing materials regarding the law school's generous scholarship program.

OBJECTIVE: Recruit a racially and ethnically diverse student body by marketing the law school in a variety of venues and organizations.

OBJECTIVE: Identify minority Liberty alumni who may know of candidates for the law school and recruit when appropriate.

GOAL: Increase marketing venues and use of media, new media, and technology to market the law school to prospective students and employers.

OBJECTIVE: Host interactive online webinars for prospective students featuring the Dean, certain faculty, students, and alumni, and continue to host on campus Experience Law Weekend.

OBJECTIVE: Explore the development of an online LSAT prep course that lowers the cost of LSAT preparation and helps recruit prospective students.

GOAL: Improve and grow network of prospective employers and effectively market law school, students and alumni to those employers.

OBJECTIVE: Complete the development of a database of networks working with the IT department and prioritize the time and focus on ten top areas of employment that advance the mission of the law school, including, judicial, prosecutors and law enforcement, government agencies and offices, private practice law firms, nonprofit/public interest/public policy, sports/entertainment, education, media/journalism, corporate, and international human law and human rights.

OBJECTIVE: Continue to mail the *Liberty Legal Journal* to several thousand people, including alumni, non-alumni donors, prospective donors, employers, and prospective employers.

GOAL: Continue to expand the externship program through Office of External Affairs to serve students and provide a wide array of externship opportunities.

OBJECTIVE: The Office of External Affairs will continue to expand externship opportunities by working in conjunction with the Office of the Dean and the Associate Dean for Career & Professional Development.

GOAL: Expand development efforts, fundraising outreach, and strategies through the Office of Institutional Advancement.

OBJECTIVE: The Dean will continue to meet regularly with the Director of Institutional Advancement to plan and implement development activities to increase gifts, including estate planning. The Director of Institutional Advancement will use the data from the wealth profile of over 4,500 donors to the law school to establish donor opportunities to provide greater support for the law school. The Director of Institutional Advancement will coordinate and work closely with the University's development department to expand the estate planning opportunities and outreach for the law school and establish on-site donor development and appreciation visits and events.

GOAL: The law school will provide programs to enrich its upper division curriculum through electives and dual degree programs.

OBJECTIVE: The law school will continue to review its elective options to ensure that students have sufficient opportunities to obtain a level of specialization in some areas and a broad-based education in other areas.

GOAL: The law school will continue to expand the non-JD online programs and develop and launch online master-level degrees and also explore the feasibility of a non-J.D. doctoral-level program in law.

OBJECTIVE: The Dean and the Associate Dean for Internal Affairs and Online Programs working in the law school and the University as a whole will continue to expand and market the current online non-JD programs, including the Paralegal Studies program and the M.A. in Public Policy. The Paralegal Studies program will also be translated into Spanish.

OBJECTIVE: The Dean, the Associate Dean for Internal Affairs and Online Programs, the Associate Dean for Academic Affairs, and the Director of Global Initiatives and Program Director for the LL.M. will develop and launch the online Juris Master and the LL.M.

OBJECTIVE: Launch the Center for Global Diplomacy to work with government leaders around the world to provide counsel on law and policy and to enhance the world-wide marketing of the non-JD online J.M. and LL.M. degrees.

GOAL: The law school will prepare students to be good writers and will identify those students who need additional help.

OBJECTIVE: Following the launch of the Center for Legal Writing in the summer of 2013, assess the writing skills of all students, particularly 1L students, and provide concentrated and individualized comprehensive writing instruction to increase the quality of writing skills. Assess

the effectiveness of the Center for Legal Writing and the upper-level advance writing course by testing and monitoring the progress and growth of the students' writing skills.

GOAL: Expand the externship program to include a broad range of externship opportunities throughout the country.

OBJECTIVE: Maintain a sound externship program that provides a broad range of opportunities throughout the year and that monitors effectiveness and consistency among the various offerings.

GOAL: Maintain an educationally and experientially sound externship program and monitor each placement for quality assurance.

OBJECTIVE: The Dean, the Associate Dean for Academic Affairs, and the Director for the Constitutional Litigation Clinic working with Liberty Counsel and its attorneys will continue to provide opportunities for students to obtain real life experience working on cases that have national significance.

GOAL: The law school will continue to provide students with real-life experience working with highly qualified litigators under the direct supervision of an experienced faculty member through the Constitutional Litigation Clinic throughout fall, spring, and summer terms.

OBJECTIVE: In anticipation of the new proposed ABA Standard regarding Clinics, consider the options of either continuing to provide students experience in prosecution under the program as currently operated or modify the program into a fully operational Clinic with regular and direct faculty supervision.

OBJECTIVE: Further develop the Liberty Center for International Human Rights to provide opportunities for students who have an interest in international human rights law and policy.

OBJECTIVE: Explore the need and feasibility of the Liberty Center for Church and Nonprofit Law.

GOAL: The law school will continue the development of curricular and co-curricular centers to provide students with opportunities to hone their skills in a variety of programs.

OBJECTIVE: Further develop the Liberty Center for International Human Rights to provide opportunities for students who have an interest in the various centers and other partner organizations

GOAL: The law school will continue to provide opportunities to learn about international laws and customs through summer intensives with added international tours.

OBJECTIVE: Continue to offer students opportunities to learn about foreign law and customs by providing a cost efficient and affordable winter break or summer intensive program onsite with an international tour through the current course on Israel and Middle Eastern International Law and Policy. Consider the feasibility of other similar offerings.

GOAL: Provide students with multiple options for law school, including a 2-year accelerated degree and a 4-year reduced load program

OBJECTIVE: Launch in 2014 the accelerated degree program (3 + 3) with Liberty University School of Government, and begin to develop other accelerated degree options with Liberty University and other universities.

OBJECTIVE: Review 2-year programs at ABA approved law schools and develop a plan for implementing a 2-year accelerated JD degree.

GOAL: Continue and improve mission of training students and graduates in job skills and of helping to make available meaningful employment opportunities.

OBJECTIVE: CCPD will sponsor job search seminars early in the semester to help students focus on employment before they get too distracted by the course work. CCPD will increase the frequency of job search and career and professional development workshops, including how to run a solo practice law firm. Additionally, CCPD will continue participating and promoting annual legal job fair events. As part of the job seminars, CCPD will invite local, state, and national law firms, as well as other legal recruiting organizations, to interview on campus or to participate in law school events.

GOAL: Provide a wide array of career services and networking leads for students and graduates in order to place them in significant and meaningful employment.

OBJECTIVE: The Associate Dean for External Affairs will coordinate and plan with the Associate Dean for Career & Professional Development and the Dean to strategically and systematically expand the externship program to benefit students and graduates seeking employment.

OBJECTIVE: The law school will provide a wide range of pro bono opportunities for students and work with the Lynchburg Bar Association to open up additional pro bono opportunities.

GOAL: Provide a wide range of student services and amenities that attract and retain students and enhance and foster an enjoyable student and family environment.

OBJECTIVE: The law school administration will provide support and guidance to SBA leadership and will assist students and student organizations on events and speakers. The Dean, Associate Dean for Internal Affairs and Online Programs, and the Director of Student Affairs will meet regularly with SBA leadership to listen to concerns and provide guidance and assistance where needed.

GOAL: Provide counseling and guidance to students on debt loads and money management and provide debt load relief to students pursuing nonprofit, public interest, public policy, or similar employment where the debt load is such to preclude them from pursuing such employment.

OBJECTIVE: The Office of Financial Aid and the Director of Student Affairs will provide debt counseling to all students. The law school will provide scholarships to qualified students and minorities. The Dean and the Director of Institutional Advancement will continue to solicit donors and prospective donors for scholarships, and the Associate Dean for Career Service & Professional Development will provide information to students about loan forgiveness program designed to help students who desire to work in public interest law or public policy where their income is such that their debt will preclude them from pursuing such employment.

GOAL: Maintain a high level of commitment to all students to provide quality-of-life services and to students with various disabilities on the campus, in the program of legal education, and in the bar exam, and job search.

OBJECTIVE: The law school will provide services, spiritual and emotional support, and amenities to enhance student and family life. The Director of Public Affairs will provide a list of services and amenities provided by the University and available on campus. The Director of Student Affairs will oversee training of mentors to assist students in coping with the stress and anxiety of law school and life stressors. The Director of Student Affairs will provide seminars on matters ranging from marriage to shopping to personal finances and stress relief.

OBJECTIVE: The law school will work with University and governmental agencies to assist students with disabilities to facilitate their learning and life on campus, will work with the various state bars to assist where possible in making accommodations, and will assist in seeking employment.

GOAL: Continue a high-level of commitment to all students to provide mentorship, spiritual and emotional support, and modeling in professionalism.

OBJECTIVE: Continue to assess and improve upon the services provided to the law school and emphasize the importance of faculty and staff to be committed to providing mentorship, spiritual and emotional supports, and modeling in professionalism.

GOAL: Continue to provide ample support services and foster a learning environment that enables students to focus their attention on the study of law and to be confident in their ability to find meaningful employment.

OBJECTIVE: Lesson the external stressors on students by providing optimal assistance for career choices and job searches, externships, and spiritual and emotional support to enable students to focus on law school, enjoy the experience, and grow spiritually and professionally

GOAL: Maintain a working and learning environment that fosters a high level of community and team work centered around a commitment to the mission of the law school.

OBJECTIVE: Provide opportunities for the faculty, staff, and students to socialize to maintain a high level of community and team work.

GOAL: Increase the level of research skills among the student body by offering more advanced training in legal research.

OBJECTIVE: Work with the Center for Legal Writing to receive and provide assistance in order to increase the research and writing skills of students.

GOAL: Maintain a highly skilled staff and provide a friendly, helpful, and comfortable environment conducive to individual and group study.

OBJECTIVE: Monitor the use of the large computer lab as the student body grows in number to determine whether part of the space might be used for general library space to house the collection as most students own laptop computers and are able to do legal research without having to use the computer lab.

OBJECTIVE: Periodically formally and informally survey the students to determine their needs and take action to ensure that the library is providing a pleasant and resourceful environment for learning.

GOAL: Develop the law school and University alumni to support the law school financially and to enhance employment opportunities for students and graduates.

OBJECTIVE: The Director of Institutional Advancement, the Associate Dean for Internal Affairs and Online Programs, the Director of Public Affairs, and the Dean will work with the leadership in the SBA to begin transforming students into supportive alumni by establishing giving programs during law school and giving goals for each graduating class. The Liberty Law Alumni Association (LLAA) will work in conjunction with the law school's Center for Career and Professional Development to support and guide Liberty Law graduates into legal employment that benefits most from their expertise.

OBJECTIVE: Continue the annual alumni event and involve the growing law school alumni population.

OBJECTIVE: The Dean and the Director of Institutional Advancement will continue to make personal visits with alumni to maintain and enhance the relationship with the law school.

GOAL: Maintain and upgrade the physical plant as needed to adequately meet the needs of the program of legal education. With the completion of all three phases of construction, the physical plant is adequate to meet the goal of 450 full-time residential students.

OBJECTIVE: While the law school facilities are adequate to the law school's current needs, the law school will work with the University pursuant to the University's Master Plan to develop plans for a new law school building near the new School of Medicine that meets the future needs of the law school's program of legal education and provides ample room for clinics and centers.

OBJECTIVE: Work with the University to provide some designated parking spaces that can be used by faculty during the day to better facilitate faculty and staff to come and go during the day.

OBJECTIVE: The Dean and the Director of the Law Library will monitor the use of the library as well as the growth of the student body and shelved volumes to project a timeline for expansion into the additional unused space.

GOAL: The law school will increase enrollment in the J.D. program but not rely solely upon tuition from the JD to fund the program of legal education and thus be in a position to control the costs of the JD and make it affordable to students who desire to study law at a mission-driven law school such as Liberty University

OBJECTIVE: The Dean and the Director of Institutional Advancement will deploy a multifaceted development plan that includes direct mail, Internet, donor meetings and events, capital campaigns, naming opportunities, estate and planned giving, and foundation grants.

OBJECTIVE: The Dean, the Director of Institutional Advancement, and the Director of Public Affairs will work with and meet regularly with the University's alumni staff to communicate and network with the law school alumni and continue development, networking, and giving with interested University alumni.

OBJECTIVE: The law school will search and apply for foundation grants and continue to apply for grants from the Virginia Law Foundation, the National Christian Foundation, the W W Whitlock Foundation, and others to fund programs and facilities of the law school including clinics, centers, library acquisition, endowed chairs, LRAP program, *Liberty Legal Journal*, *Law Review*, Israel Tour, and the capital campaign project for the new law school facility.

GOAL: The law school will continue to expand its non-JD online education programs to extend the mission of the law school to non-lawyers, to provide additional feeder sources for the program of legal education, and to fund the program of legal education so that the law school does not have to rely solely or primarily upon the tuition revenue of the JD to fund the law school

OBJECTIVE: The Dean and the Associate Dean for Internal Affairs and Online Programs will work with the University Marketing and Recruitment departments to significantly increase enrollment in the non-JD online Paralegal Studies and Master of Arts in Public Policy programs to extend the mission of the law school and dramatically increase alternative revenue sources to fund the law school and the program of legal education.

OBJECTIVE: The law school will explore the launch of other non-JD online programs or courses that compliment a wide variety of subject matters and specializations in law of a number of undergraduate and graduate degrees that can supplement student needs who desire a legal course or specialization in their field of study.

GOAL: The law school, in coordination with the University, will execute a capital campaign over the next decade for the purposes of a new law school facility, securing endowment funding and general operations to support the program of legal education

OBJECTIVE: The Dean and the Director of Institutional Advancement will use the wealth profile on the law school's donor base to create target mail for various potential donor levels, organize specific on and off site events, and provide specific donor giving levels and naming opportunities

OBJECTIVE: The Dean and the Director of Institutional Advancement will continue to regularly meet with the University's development and planned giving departments to apprise them of developments and events of the law school and schedule donor visits.

GOAL: Recruit and retain a highly qualified skilled and diverse faculty with a wide range of experience and expertise to deliver the program of legal education.

OBJECTIVE: The Dean and the Faculty Appointments Committee will continue to focus on recruiting a faculty that is diverse in race, ethnicity, gender, and experience. The University's administration is very supportive of the law school's desire to diversify and expand its faculty.

OBJECTIVE: The Faculty Appointments Committee will formulate written instructions for the kind of presentation that is expected from applicants who have been invited for a formal interview. The Dean will discuss those expectations with the applicant well in advance of the interview.

GOAL: Support the faculty to provide highly effective teaching, to engage in scholarship appropriate for their respective disciplines and interests, and to provide service to the law school, the University, and to the legal community.

OBJECTIVE: The Dean, the Associate Dean for Academic Affairs, and the Rank, Tenure and Promotion Committee will identify faculty through the annual evaluation process that need additional assistance in developing improved teaching skills and will provide guidance and mentorship to such faculty.

GOAL: Recruit highly competent and experienced faculty domestically and abroad who can serve as Visiting or Distinguished professors to teach a course or portion thereof in conjunction with an assigned full-time faculty member in order to enhance the program of legal education by providing national and international experts to certain course offerings.

OBJECTIVE: The Dean and the Faculty Appointments Committee will continue to search for and build a cadre of highly qualified Visiting or Distinguished professors that bring diversity and a high level of skills and experience to the law school in order to bring added value to the program of legal education by providing national and international experts for certain courses. Some of these professors will teach full-time or engage in research and writing, while others will teach part-time or guest lecture a portion of the course under the direction of a full-time member of the faculty who is the assigned faculty member for the course.

GOAL: Each faculty member will develop a comprehensive understanding of law school governance

OBJECTIVE: The Dean will seek to make committee assignments designed to have a mixture of experienced and new faculty members on each committee to ensure that the faculty develops an understanding of the overall operation of the law school.

GOAL: The Dean and senior faculty will administer a fair, though demanding, system of evaluation upon which to base promotion, tenure, security of position decisions, and other rewards for excellence.

OBJECTIVE: The Dean and the Rank, Tenure and Promotion Committee will work with each faculty member to assist them in development of their teaching skills and scholarship by providing open communication and constructive evaluations.

GOAL: Provide additional development and training for adjunct faculty members to increase their teachings skills to ensure the content and delivery of the course material is at the highest level that the law school would expect from a full-time faculty member.

OBJECTIVE: Maintain small class sizes for the Lawyering Skills courses using full-time faculty working with a sufficient number of skilled adjunct faculty members who will assist in various aspects of the course.

GOAL: Continue to recruit, lead, train, and equip administrative personnel to excel in the performance of their responsibilities.

OBJECTIVE: Provide in-house training for faculty and staff to ensure an adequate understanding of the mission, program of legal education, student body profile, and goals of the law school.

GOAL: The law school's academically rigorous program of legal education will integrate faith and law through worldview integration in all of its courses.

OBJECTIVE: The Dean and the Associate Dean for Academic Affairs will coordinate and plan opportunities for faculty development to enhance and improve teaching skills and worldview integration in all areas of the curriculum.

GOAL: The faculty will compile a *Corpus Juris Christianum*. By August 2014, Professor Jeffrey Tuomala will complete fourteen chapters on Constitutional Law for use in his classroom. Those chapters can then be placed in the *Corpus Juris Christianum*. By August 2014, Professor Chrisman plans to complete a draft section on Agency Law, with plans to have a final draft by the end of the 2014-2015 academic year. By December 2014, Dean Lindevaldsen plans to complete a draft of several chapters in the area of Family Law, with plans to have a final draft by August 2015. Other faculty members are working on additional sections and will report on their publishing plans.

OBJECTIVE: The Associate Dean for Academic Affairs will coordinate efforts to create and assemble materials into a *Corpus Juris Christianum* in written form.

OBJECTIVE: The Associate Dean for Academic Affairs will have primary responsibility under the approval of the Dean for developing a list of recommended reading for worldview integration and teaching development.

OBJECTIVE: Encourage all faculty members to develop teaching materials that strive to integrate worldview in their courses.

GOAL: Each faculty member will excel in teaching by developing pedagogical skills, subject matter expertise, and worldview integration.

OBJECTIVE: The Associate Dean for academic Affairs and the Rank, Tenure, and Promotion Committee will continue to spearhead a faculty development plan and arrange sessions and presentations from various faculty members and other experts about how best to implement a personal study and development plan, research, write, and improve teaching skills.

OBJECTIVE: The Associate Dean for Academic Affairs will arrange development sessions and solicit presenters on issues common to all law school faculties—textbook selection, teaching aids, examination preparation and grading, and teaching strategies.

GOAL: Each faculty member will excel in scholarship that advances subject matter expertise and Christian worldview integration.

OBJECTIVE: The Dean, the Associate Dean for Academic Affairs, and the Rank, Tenure, and Promotion Committee will formulate and schedule regular worldview development sessions to report on progress, identify and discuss principles that are common to the multiple subject matters, and make application to particular legal problems, and inform other faculty members of the research being done by their colleagues.

OBJECTIVE: The Dean will continue to encourage all faculty members to publish scholarship, will continue to financially remunerate faculty who publish, and will increase the number of research assistants available for faculty members as need arises.

GOAL: Faculty will increasingly participate in service outside the University and will develop opportunities for directly impacting the church, legal profession, and broader communities through speaking, teaching, scholarship, and service.

OBJECTIVE: All faculty members will identify forums outside the University in which they have the requisite expertise to make a contribution, in which they have an interest in participating, and in which there is an opportunity to maximize the advancement of the mission of the law school.

GOAL: The faculty will foster and mutually encourage the values of teamwork, Christian character, and professionalism.

OBJECTIVE: All faculty members will work with the Director of the Center for Lawyering Skills to coordinate the integration of skills and substantive law.

SCHOOL OF MUSIC

(DIRECT REPORT AREAS: CENTER FOR MUSIC AND THE PERFORMING ARTS, AND CENTER FOR MUSIC AND WORSHIP)

GOAL: Expand use of Smartboard technology, particularly within Theory and Musicianship courses.

OBJECTIVE: Increase student learning by improving instructional practice, through more interactive use of classroom technology.

GOAL: Expand use of Swiper technology in taking attendance for recitals.

OBJECTIVE: Promote efficiency in tracking student recital attendance.

GOAL: Acquire additional professional-level audio and lighting equipment.

OBJECTIVE: Increase experiential learning through hands-on contact with professional-level equipment.

GOAL: Train faculty in the use of Finale music notation software.

OBJECTIVE: Facilitate faculty proficiency in Finale usage.

GOAL: Facilitate continued growth of online graduate degrees by employing additional faculty/staff.

OBJECTIVE: Make LUO offerings more efficient and student friendly.

GOAL: Pursue NASM accreditation.

OBJECTIVE: Promote and present the LU School of Music as complying with NASM standards.

GOAL: Promote the School of Music as the seventh largest music training school in the country.

OBJECTIVE: Give Liberty University and the School of Music greater visibility, credibility, and influence in the academic community.

GOAL: Establish a market-driven music degree in Jazz Studies.

OBJECTIVE: Increase student enrollment and retention in Jazz Studies.

GOAL: Establish a market-driven music degree in Film Scoring.

OBJECTIVE: Increase student enrollment and retention in Film Scoring.

GOAL: Establish a market-driven music degree in Music Theatre.

OBJECTIVE: Increase student enrollment and retention in Music Theatre.

GOAL: Establish a professional post-graduate degree: Doctor of Worship Studies.

OBJECTIVE: Provide opportunities for worship practitioners to receive professional degrees.

GOAL: Establish graduate LUO certificate program in African-American Worship Studies.

OBJECTIVE: Provide opportunities for recruiting and enrolling African-American students in one of the graduate worship degrees.

GOAL: Establish an undergraduate LUO certificate program in Worship Studies.

OBJECTIVE: Provide opportunities for laymen and non-degreed music students to receive training in basic principles of worship.

GOAL: Establish an undergraduate LUO degree in Worship Studies.

OBJECTIVE: Develop a 30-hour LUO adult education Worship Studies major. (18 hours are already part of the Worship Studies certificate program.)

GOAL: Establish graduate LUO certificate program in Conducting.

OBJECTIVE: Provide opportunities for recruiting and enrolling students in one of the graduate music (and worship) degrees.

GOAL: Encourage publication by School of Music faculty within their discipline.

OBJECTIVE: Promote the School of Music within each discipline nationally.

GOAL: Establish an ongoing relationship with ACDA.

OBJECTIVE: Increase our visibility and influence with ACDA constituents.

GOAL: Recruit ACDA members into graduate degree and certificate programs.

OBJECTIVE: Increase our visibility and influence with ACDA constituents and increase enrollments within a specific demographic.

GOAL: Establish an ongoing relationship with NATS.

OBJECTIVE: Increase our visibility and influence with NATS constituents.

GOAL: Recruit NATS members into graduate degree and certificate programs.

OBJECTIVE: Increase our visibility and influence with NATS constituents and increase enrollments within a specific demographic.

GOAL: Establish an ongoing relationship with VMEA, TMEA, and NAFME.

OBJECTIVE: Increase our visibility and influence with VMEA constituents.

GOAL: Recruit VMEA and TMEA members into graduate degree and certificate programs.

OBJECTIVE: Increase our visibility and influence with VMEA and TMEA constituents and increase enrollments within a specific demographic.

GOAL: Increase professional learning opportunities that transition into full-time job placement.

OBJECTIVE: To assist students in finding meaningful career opportunities as skilled musicians, music educators, music missionaries, worship leaders, and industry specialists.

GOAL: Increase nation-wide focus on the relationship between LU and the broader worship industry/community.

OBJECTIVE: Establish and network with worship leadership from around the country.

GOAL: Provide workshops and events for high-school students.

OBJECTIVE: Expose high-school students to the educational benefits within the School of Music.

GOAL: Develop and establish Summer Music Camps which may include, but are not limited to: jazz studies, guitar, strings, brass, woodwind, percussion, piano, voice, songwriting, artist development, and commercial music.

OBJECTIVE: Expose middle school and high school students to the various programs in the School of Music through student/faculty-supervised Summer Camp staff.

GOAL: Provide workshops and seminars for local churches in music and worship.

OBJECTIVE: Expose pastors, worship leaders, and lay ministers to the educational benefits of the School of Music (Center for Music and Worship).

GOAL: Establish an elementary and secondary music preparatory school.

OBJECTIVE: Provide music lessons for elementary and secondary level students in the community and opportunity for LU students/faculty to serve in a teaching role.

GOAL: Improve Advising and Retention.

OBJECTIVE: Eliminate poor or conflicting advising, and continue to exceed national standards on recruitment and retention.

GOAL: Develop program for Alumni and Community Relations.

OBJECTIVE: Create network for all SOM majors to interface with alumni.

GOAL: Build an aesthetically pleasing, acoustically designed, state-of-the-art School of Music Building featuring excellent performance halls, practice rooms, teaching studios, classrooms, administrative offices, graduate assistant space, location for recording studio, Mac lab, piano lab, and songwriting lab.

OBJECTIVE: Meet student and community needs for outstanding music facilities and centralize administrative offices and curricular offices.

GOAL: Partner with SCCA to provide a state-of-the-art audio recording studio for teaching audio production.

OBJECTIVE: Provide a professional level audio recording studio that both SOM and SCCA can use for academic and commercial purposes.

GOAL: Develop and award donor-funded scholarships specific to the discipline of music.

OBJECTIVE: Achieve the mission of SOM by attracting highly skilled music students.

GOAL: Recruit full-time strings, brass, music theory, and songwriting faculty.

OBJECTIVE: Meet student needs for excellent instruction in strategically identified areas.

GOAL: Recruit and employ a full-time receptionist for the School of Music.

OBJECTIVE: Simplify organizational processes.

GOAL: Provide outreach and mission opportunities.

OBJECTIVE: Enable students to impact their community and the world through excellence in music.

GOAL: Recognize students, faculty, and staff who have extraordinary engagement in community service and missions.

OBJECTIVE: Encourage engagement in community service and missions.

GOAL: Encourage overseas ministry by faculty.

OBJECTIVE: Encourage faculty to share their faith abroad.

GOAL: Increase school-wide focus on the practice of integrating faith and art.

OBJECTIVE: Collaborate with SCCA to develop Symposium on Faith & Art.

SCHOOL OF RELIGION

(DIRECT REPORT AREAS: BIBLICAL AND THEOLOGICAL STUDIES, BIBLICAL WORLDVIEW, CHURCH MINISTRIES, AND GLOBAL STUDIES)

GOAL: The University will increase functionality of existing data systems for internal use

OBJECTIVE: Streamline usage of data for internal decision-making processes

GOAL: The University will increase the Experiential Learning opportunities available to School of Religion students.

OBJECTIVE: Collaborate with churches to establish the Ministry Fellowship program for students.

OBJECTIVE: Collaborate with approved churches and ministries to establish partnerships that will increase practicums and internships.

GOAL: The University will increase the Experiential Learning opportunities available to all students.

OBJECTIVE: Collaborate with other schools/departments across the university to increase study abroad opportunities for students.

GOAL: The University will provide Service-Learning opportunities.

OBJECTIVE: The University will increase the number of courses with a Service-Learning component.

GOAL: The University will provide opportunities for student participation in National Honor Societies.

OBJECTIVE: Increase student participation in National Honor Societies.

GOAL: The University will provide opportunities for faculty and students to pursue grants for research.

OBJECTIVE: Increase faculty and student participation in funded research projects.

GOAL: The University will increase opportunities for School of Religion students to network with potential employers.

OBJECTIVE: Increase the number of vendors who attend the School of Religion Career Fair to 50 vendors.

OBJECTIVE: Increase the number of students who attend the School of Religion Career fairs by 30%.

GOAL: The University will increase opportunities for School of Religion students to network with potential employers.

OBJECTIVE: Increase the practical experience and vocational networks of our Biblical and Theological Studies students through internships.

OBJECTIVE: Collaborate with LUnetwork to connect online students with potential employers.

GOAL: The University will enhance the employability of our School of Religion students.

OBJECTIVE: Collaborate with other schools/departments across Liberty University to partner on degree programs.

OBJECTIVE: Collaborate with other departments in SOR to incorporate Cultural Intelligence (CQ) Training across SOR.

GOAL: The University will recruit students by encouraging students participating in Gap Year programs to enroll in online certificate programs.

OBJECTIVE: Market online certificate programs to students who participate in Gap Programs.

GOAL: The University will support students in their pursuit of graduate studies.

OBJECTIVE: Ensure that students who desire to pursue graduate degrees are academically equipped for and supported in their quest.

GOAL: Assure competence of all administrators

OBJECTIVE: Formalize a comprehensive evaluation system for all School of Religion personnel with administrative appointments.

GOAL: The University will reinforce Christian worldview integration within the School of Religion curriculum.

OBJECTIVE: School of Religion students will demonstrate the integration of the Christian worldview within their chosen vocation.

GOAL: The University will provide instruction concerning the Christian worldview.

OBJECTIVE: The University will measure the level of student understanding concerning the Christian Worldview.

OBJECTIVE: The University will measure students' understanding of how their Christian/Community service (CSER) has met the needs of others.

GOAL: The University will promote and support the Christian/Community Service Program.

OBJECTIVE: The University will provide opportunities for students to apply the Christian worldview.

LIBERTY UNIVERSITY BAPTIST THEOLOGICAL SEMINARY (LUBTS)

GOAL: Liberty University Baptist Theological Seminary (LUBTS) will increase the curricular activity opportunities for its students.

OBJECTIVE: Develop a local, regional, and national network of churches in order for residential and online students to gain experience in practical ministries

GOAL: LUBTS will increase the opportunities for its students to be in study abroad courses.

OBJECTIVE: Organize study abroad courses for seminary students utilizing existing and new courses.

GOAL: The LUBTS will provide opportunities to develop additional graduate and doctoral degree programs

OBJECTIVE: Develop new LUBTS graduate and doctoral programs, thereby strengthening academic and practical ministry opportunities.

GOAL: The LUBTS will develop designated cultural centers for ministries/studies

OBJECTIVE: Develop Centers for a targeted cultural approach to seminary education.

GOAL: LUBTS will review and revise degree programs to better serve students

OBJECTIVE: Develop an accelerated degree program to allow incoming students to complete an undergraduate biblical or related studies degree and a seminary degree within a reduced time frame.

GOAL: LUBTS will provide opportunities to develop Church/Pastor Networks

OBJECTIVE: Establish a church/pastor network that can provide ministry and employment opportunities.

GOAL: LUBTS will employ qualified faculty to oversee seminary degree programs.

OBJECTIVE: Recruit highly qualified and “high” (nationally recognized leaders) profile faculty to enrich the academic experience for seminary students.

GOAL: LUBTS will provide professional development opportunities for faculty.

OBJECTIVE: Provide opportunities for faculty to develop professionally by attending university workshops and academic organizations/conferences.

GOAL: LUBTS will integrate a Christian/biblical worldview in all courses.

OBJECTIVE: For the purpose of ministry, every LUBTS graduate will recognize the value, significance, relevancy, and application of the Christian worldview in every aspect of life.

GRADUATE SCHOOL

(DIRECT REPORT AREAS: CENTER FOR RESEARCH & SCHOLARSHIP, AND GRADUATE STUDENT AFFAIRS)

GOAL: Maintain operational efficiency.

OBJECTIVE: To conduct a thorough analysis of the IRB application and review process in order to improve turnaround times and increase the overall operational efficiency of the IRB stage of research.

OBJECTIVE: Research and identify technologies that will allow for a fully electronic IRB application system with the goal of expediting the submission and revision process of IRB research applications.

GOAL: Strive to maintain a culture of academic scholarship and research.

OBJECTIVE: The Center for Research will provide regular outlets for faculty members and Graduate Students to present research to the LU academic community.

OBJECTIVE: Add a position within the Graduate School in order to increase access to research funding, facilitate external grant proposals and encourage scholarly research that promotes the University and its mission.

GOAL: Train future leaders.

OBJECTIVE: To enhance the effectiveness of the existing Certificate of University Teaching program by:

1. Providing participants with a multifaceted program, rich in professional development, practice, and reflection;

2. Promoting development and support enhanced skill levels through documented participant involvement, organization, and achievement of tasks in select keys areas of university teaching (practice, processes, and profession);
3. Delivering a uniform, tangible recognition or credential that may one day assist participants in securing a teaching position in higher education.

GOAL: Integrate Christian value-driven behavior in all processes.

OBJECTIVE: Educate graduate students who come from varying backgrounds and secular universities on developing and upholding a Christian worldview in current academic and future vocational fields.

OBJECTIVE: Create a department mission statement that fosters a Christian worldview in higher education.

JERRY FALWELL LIBRARY

GOAL: Implement action plans based on data gathered from stakeholders

OBJECTIVE: Provide customer feedback methods to reinforce strengths and reveal weaknesses, and assess information literacy efforts

OBJECTIVE: Work with IE, CCD, and CTE to develop survey tools for online students and faculty and continue to collaborate with CTE

OBJECTIVE: Administer the LibQUAL survey on a 3-year cycle

GOAL: Develop a marketing plan that informs and advertises resources and tools

OBJECTIVE: Use campaigns and strategies, including the use of social media, to promote library resources and events

GOAL: Continue to incorporate industry best practices in library facilities, services, and technologies

OBJECTIVE: Benchmark best practices through visits to noteworthy libraries/campuses

GOAL: Organize print and electronic materials to best meet customer and university needs

OBJECTIVE: Re-locate appropriate number of items between browsable collections and the ASRS

GOAL: Relocate with minimal disruption to services

OBJECTIVE: Train archive student workers in customer service and archive material retrieval from ASRS

OBJECTIVE: Complete an inventory of all open stack Library items within 6 months after the Library move is complete and deal promptly with missing items

GOAL: Adapt current processes to those that sustain the new services of the new building

OBJECTIVE: Implement RFID technology in JFL

OBJECTIVE: Create forms in Sharepoint needed support new processes and procedures

GOAL: Seek opportunities to reduce frustrations associated with using library technology

OBJECTIVE: Partner with LU IT for the establishment of a set of protocols for better planning of Voyager upgrades during known University downtimes (Spring Break, Summer, Fall Break and Christmas)

OBJECTIVE: Conduct detailed reviews of the effectiveness of LUCAS and Summon interfaces (e.g., limits, search indexes, displays)

OBJECTIVE: Showcase the Virtual Browse feature of the JFL Catalog as a means to give access to the complete JFL collection.

GOAL: Develop ongoing means for gathering and assessing stakeholder behaviors, opinions, and needs

OBJECTIVE: Create and use rubrics for assessing librarians' instruction sessions in the active learning classroom to maximize its utilization and effectiveness

OBJECTIVE: Develop a post-use survey for various spaces in the JFL

OBJECTIVE: Develop Library Assessment Task Force

OBJECTIVE: Develop Student Advisory Committee

GOAL: Seek opportunities to offer a rich catalog with virtual browsing capabilities

OBJECTIVE: Develop a response to the problem of ebooks without call numbers in light of the virtual browse functionality

OBJECTIVE: Establish improved virtual browsing (with "Look inside the Book") and deploy further enriched cataloging data in conjunction with ASRS functionality of Voyager (LUCAS) before the start of Fall 2013 Semester

GOAL: Unify library discovery interfaces to highest degree possible

OBJECTIVE: Collaborate with IT and system vendors to make the interoperation of various Web site systems as seamless as possible

GOAL: Develop means to quantify the library's impact on the University's constituents and communicate value and resource needs

OBJECTIVE: Secure support for the library from the campus administration, as demonstrated by appropriate resource allocation

OBJECTIVE: Prototype means of measuring the library's impact on student success

GOAL: Strive toward a world-class collection both in electronic and print formats

OBJECTIVE: Achieve the established metric that 70% of all purchased monographs should circulate within two years

OBJECTIVE: Seek to become a library of record for the genre of Christian fiction

GOAL: Organize print and electronic materials to best meet customer and university needs

OBJECTIVE: Use multiple approaches to identify inconsistencies in the catalog and complete clean-up projects as cataloging staff time allows

GOAL: Provide technology and software applications to advance customer discovery and use of library materials

OBJECTIVE: Promote and increase individual and departmental use of the Digital Commons

OBJECTIVE: Establish a plan to evaluate and possibly replace Voyager within the next three years

OBJECTIVE: Improve the current notification system to enable sending of courtesy messages via text messaging, informing customers of soon-to-be-due and overdue items (including specific title info)

GOAL: Redesign the library Web site to facilitate intuitive use

OBJECTIVE: Work with taskforce(s) and customers to create a redesigned library Web site for improved user interaction by Fall 2013

GOAL: Encourage and support contribution to the profession on a regional and national level that highlights Liberty's innovative approach

OBJECTIVE: Send personnel to present at professional conferences and/or serve in professional associations

GOAL: Strive toward a world-class collection both in electronic and print formats

OBJECTIVE: After moving to JFL, seek to coordinate with the Liberty Journal to solicit donations of appropriate archival materials from alumni and friends of Liberty University

OBJECTIVE: Address deficiencies in “core” and “classic” print and electronic materials in each major discipline area by consulting established lists and by systematically identifying peers in Liberty’s distinctive areas for collections comparison and development

OBJECTIVE: Expand and enhance patron-driven acquisitions collection development strategies for electronic and print resources

GOAL: Become an archive of record for researchers of "Religious Right" political movement

OBJECTIVE: Work with the JF Museum and Archive to acquire and organize documents related to the "Religious Right" and the Moral Majority

OBJECTIVE: Work with University-affiliated entities to acquire and organize documents related to the "Religious Right" and the Moral Majority not already held by the LU Archive

GOAL: Enhance Liberty University’s reputation through interaction with professional organizations.

OBJECTIVE: Develop a plan to host professional organizations whose activities promote academic learning.

GOAL: Continue and reinforce WIFI Customer Service

OBJECTIVE: Continue development and increase use of Customer Service LibGuide hits by 5%

OBJECTIVE: Continue development and increase use of Customer Service instructional guide hits by 5%

OBJECTIVE: Establish targets for turnaround and processing time for routine acquisitions

GOAL: Develop a marketing plan that informs and advertises resources and tools

OBJECTIVE: Ensure that the marketing plan specifically addresses resources, services, and tools for international, developmental, and LUO students to increase their success and retention

OBJECTIVE: Collaborate with Marketing to communicate changes, regarding the move to JFL, to constituents in a positive manner to reduce frustrations

GOAL: Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning

OBJECTIVE: Create video tutorials and live-action videos each year, covering individual parts in library research such as using EZProxy and journals available in full text

OBJECTIVE: Have tutorials reviewed by students every semester

OBJECTIVE: Promote research consultations with individual graduate students

OBJECTIVE: Pursue approaches to educate faculty about publishing trends and the legitimacy of ebooks

OBJECTIVE: Collaborate with Credo Reference to develop Literati topic pages to enhance information literacy support

OBJECTIVE: Construct 10 new LibGuides, with accompanying screen-cast videos, to accompany new library website

OBJECTIVE: Develop plans for reaching international, developmental, and LUO students.

OBJECTIVE: Conduct Library Webinars with LUO Advising

OBJECTIVE: Create instruction request form that includes Liberty University's information literacy learning outcomes, so faculty choose assignments and Library instruction sessions based on their needs and Liberty's information literacy goals

OBJECTIVE: Update and increase LibGuides to include new resources

OBJECTIVE: Increase instructional presentations by library faculty in academic classes

GOAL: Develop liaison relationships with academic departments to encourage faculty and student understanding and use of JFL resources

OBJECTIVE: Develop embedded library presence in academic departments

OBJECTIVE: Increase instructional presentations by library faculty in academic classes

GOAL: Continue to develop relationship with CCD and CTE in order to improve the presence of the library in the online environment

OBJECTIVE: Collaborate with CCD and CTE to increase the library's online presence in Blackboard.

GOAL: Provide real-time research assistance with chat and the LUO RA Call Center

OBJECTIVE: Purchase and implement chat and research FAQ software for LUO RA Call Center and RA Librarians

GOAL: Provide opportunities for students and faculty to showcase their achievements.

OBJECTIVE: Create a schedule of exhibits and performances by members of the Liberty University community

GOAL: Provide rich scholarly, cultural, and instructional events

OBJECTIVE: Develop event series targeting faculty and graduate students

OBJECTIVE: Develop a speaker series to appeal to a wide range of the University and local communities

GOAL: Pursue innovative consortial and other cooperative programs to enhance access to resources

OBJECTIVE: Participate in the VIVA universal borrowing pilot

GOAL: Develop a relationship with the Residential Recruitment Group to create opportunities for interaction with prospective students and their parents during College for a Weekend events

OBJECTIVE: Create workshop content to present to prospective students and their parents during CFAW events.

GOAL: Collaborate with the faculty and students to create library spaces that meet their needs

OBJECTIVE: Deploy cutting-edge technology to meet customers' need

OBJECTIVE: Collaborate with the School of Education to create a plan to expand and enhance the Curriculum Library to meet student and faculty needs

GOAL: Provide intuitive flow and directional guidance throughout library spaces

OBJECTIVE: Collaborate with stakeholders in planning, implementing, and evaluating signage (digital, kiosks and physical) for the JFL

GOAL: Develop means to quantify the library's impact on the University's constituents and communicate value and resource needs

OBJECTIVE: Collaborate with the Development Office and others to explore external funding opportunities

- GOAL:** Provide a health taskforce to help employees handle stress better and be healthier
OBJECTIVE: Create information training sessions in collaboration with other Liberty departments regarding health initiatives
- GOAL:** Create succession planning for replacement and growth
OBJECTIVE: Encourage personnel to pursue advanced degrees
OBJECTIVE: Codify employee policies and procedures and educate current personnel while mentoring new personnel
OBJECTIVE: Restructure budgets to reflect organizational structure and allocate responsibility for budget management to department heads
- GOAL:** Develop employee appreciation (beyond recognition)
OBJECTIVE: Maintain and expand our current personnel appreciation efforts
OBJECTIVE: Research rates of pay and turnover for hourly library staff at peer institutions
- GOAL:** Emphasize ongoing personnel development
OBJECTIVE: Provide and promote internal resources and training as well as conference attendance to further develop competencies
- GOAL:** Strive toward a world-class collection both in electronic and print formats
OBJECTIVE: Collaborate with interested vendors to increase evangelical content available in electronic format
- GOAL:** Provide events which encourage the integration of Christian values into Christian thought and practice
OBJECTIVE: Develop a speaker series highlighting Liberty University authors

ADMINISTRATIVE UNITS:

ENROLLMENT MANAGEMENT

(DIRECT REPORT AREAS: ONLINE ADMISSIONS, ONLINE ENROLLMENT, RESIDENTIAL ENROLLMENT, AND FINANCIAL AID)

- GOAL:** The LUO Admissions Department will optimize technological and operational efficiency for prospective students.
OBJECTIVE: The objective of optimizing technological and operational efficiency for prospective students is to streamline the efficiency of admissions and enrollment procedures.
- GOAL:** The LUO Consulting Department will streamline processes and technology tools in accordance to industry best practices.
OBJECTIVE: Consulting will establish processes to provide consistency in recruiting, staffing, and management decisions; the Department will identify and implement technological tools that will streamline communications across channels.
- GOAL:** LUO Recruitment & Marketing will improve inter-departmental communication

OBJECTIVE: Improve interdepartmental communication to achieve better understanding and collaboration in reaching departmental goals.

GOAL: Admissions Verification will incorporate new technologies to provide students as well as staff with increased efficiencies.

OBJECTIVE: To integrate self-guided tools in order to inform and educate both students and staff on current policies and procedures.

GOAL: Academic Advising will develop an inter-departmental communication strategy which will be developed and implemented in the 13/14 Academic Year.

OBJECTIVE: Academic Advising will increase interdepartmental awareness and understanding of Academic Advising initiatives, up-to-date information, and student-centric services available.

GOAL: LUO Student Advocate will create a more efficient process for handling student complaints.

OBJECTIVE: SAO will use SAIMS-like technology to track and manage the student complaint process and ensure a more expedient response to complaints submitted.

GOAL: Military will reduce the man hours spent on Army enrollments, and decrease the overall processing time.

OBJECTIVE: Implement new system to automate GoArmyEd processes to increase efficiency in Army enrollments and military aid posting.

GOAL: Presently, only 3% of recorded calls are analyzed by the Quality Assurance team and this is done manually. To expand the scope of calls analyzed, speech analytics will be used to analyze 100% of recorded calls to determine trends of communication between students and contact center agents.

OBJECTIVE: Speech Analytics data will be used to provide documented and supported feedback to Enrollment Management Departments about what students and contact center agents are discussing to facilitate better decision making.

GOAL: Residential Admissions will improve yield through a more aggressive call strategy

OBJECTIVE: Implement a priority initial attempt call strategy. A priority initial call strategy is calling a lead within 1st- attempt 0-5 mins, 2nd attempt 30 min- 2 hrs, 3rd attempt 2 hrs. – 4hrs, 4th attempt within 3 days, 5th attempt within 4 days and 6th attempt within 11-12 days

GOAL: Residential Welcome, Orientation, and Retention will establish a work place that functions at optimum capacity

OBJECTIVE: To organize and back-up Student Advocate reports on both SharePoint 2010 and Molly 6100.

GOAL: Residential Graduate Program will effectively use technological and operational resources to ensure that existing personnel and technologies are being utilized to their maximum capability to meet the needs of prospective students and visitors.

OBJECTIVE: To integrate technological resources into the communication processes to maximize efficiency and effectiveness by the end of FY 14.

GOAL: Residential International Program will effectively use technological and operational resources to ensure that existing personnel and technologies are being utilized to their maximum capability to meet the needs of prospective students and visitors.

OBJECTIVE: Integrate technological resources into the communication process to maximize efficiency and effectiveness by the end of fiscal year 2014

GOAL: Parent & Family Connections will improve efficiency of check-in process for family weekend events.

OBJECTIVE: Improve customer satisfaction of operational efficiency

GOAL: Residential Recruitment will find ways to better use our current computer and software systems and implement new ones for national recruitment and potential students/families visiting campus.

OBJECTIVE: Identify current and new software tools to maximize the potential for student recruitment.

GOAL: Special Projects & Events will improve operational efficiency of inventory system

OBJECTIVE: Improve hospitality inventory system

GOAL: As a result of a SWOT analysis, there is a need to better connect Financial Aid to other areas of Enrollment Management during the crucial stages of aid program development to reduce miscommunication, errors, and resulting issues.

OBJECTIVE: The Financial Aid office, working in concert with the Business Intelligence Office, will use technology to create a work-flow process to streamline the multi-department approval of new aid programs. This process will including the clear recording of information from basic marketing language and process to complex criteria and SQL parameters and rules necessary in Banner for institutional aid audit and control purposes.

GOAL: The LUO Admissions Department will contribute to the development of student access and corresponding success of prospective students.

OBJECTIVE: The objective of student access and success is to increase accessibility of information and updates regarding enrollment timelines to prospective students.

GOAL: The Consulting Department will discover student needs, appropriately qualify students and consult on best program fit.

OBJECTIVE: Consulting will evaluate/train employees in best practices to uncover student's needs and goals. Team members will receive continual coaching and training on degree programs to encourage student success in their desired field.

GOAL: LUO Recruitment & Marketing will increase university presence to improve student access and success.

OBJECTIVE: Enhance methods and forms for students to contact and connect with Liberty representatives in order to increase enrollment and retention.

GOAL: Admissions Verification will assist prospective and current students through the admissions process with new technologies and immediate response and resolution in order to remove barriers.

OBJECTIVE: To improve communication and response time to students regarding admissions related documents with a deadline of 2015.

GOAL: Academic Advising will strive to create greater student awareness regarding student support tools and resources (i.e. tutoring, departmental support offices...) across the 13/14 and 14/15 Academic Years.

OBJECTIVE: By training advisors on the resources and requiring advisors to include applicable tool/resource specific verbiage in our interactions with students on a daily basis this will result in an increase in the frequency in which Advisors are discussing student support tools and explaining them to students.

GOAL: LUO Student Advocate will develop a means to assess students and determine risk factors that may contribute to attrition.

OBJECTIVE: The SAO Research team will develop a series of assessments which will identify a specific student's risk factors and prescribe specific intervention methods to assist in retention/student success using CRM technology to communicate action items Academic Advising can take to assist the at-risk students.

GOAL: Military Affairs will implement a Military Education Committee and Military Education Workgroup within Liberty University by the end of academic year 14/15.

OBJECTIVE: Increase connection with students and identify and meet the needs of those within the military student community; to achieve a customer satisfaction rating of 96% and above each year.

GOAL: LUO Training & Quality Assurance will ensure employees with direct student contact have the information and resources to provide excellent student support.

OBJECTIVE: Assess employees to identify knowledge gaps and provide targeted remediation within first 6 months of employment and every 12 months thereafter.

GOAL: Residential Admissions will increase the number of prospective students who are aware of Liberty University and its resident undergraduate program offerings

OBJECTIVE: Increase attempts in outbound dialing efforts by 75% over the next three years by broadening of the base of terms to attempt

GOAL: Residential Welcome, Orientation, & Retention will increase current student attendance at Student Advocate led Scholarship Search 101.

OBJECTIVE: To create a proactive call and marketing campaign targeted towards each Scholarship Search 101.

GOAL: Residential Graduate Program will equip students with the necessary resources, connections, support, and information to improve access to the university and ensure their success in all areas of university life.

OBJECTIVE: Improve the dissemination of information by making it available in new and different ways within the next year.

GOAL: Residential International Program will equip students with the necessary resources, connections, support, and information to improve access to the university by making critical information for students easier to find and understand.

OBJECTIVE: To improve the dissemination of information and resources that are critical to student's success at Liberty within the next year.

GOAL: Residential Parent & Family Connections will increase the depth of communication with essential details important for freshmen/returning parents to identify with so parents can provide the support to ensure the academic success and spiritual experience of the student.

OBJECTIVE: Increase utilization of resources in marketing efforts to parents.

GOAL: Residential Recruitment will increase our presence in schools and churches to improve student access to our university.

OBJECTIVE: Identify opportunities to partner with schools and/or churches to enhance university exposure.

GOAL: Residential Special Projects & Events will increase intensive students' utilization of auxiliary resources

OBJECTIVE: Increase the number of existing auxiliary resources that are offered to intensive students.

GOAL: An opportunity that emerged during the SWOT analysis was in the area of financial literacy. The Financial Aid Office, in light of nationwide trends in student loan debt will continue to take a proactive stance and expand financial literacy initiatives

OBJECTIVE: To expand the number of students who participate voluntary financial literacy activities compared to the 12-13 academic year.

GOAL: The LUO Admissions Department will capitalize on the human potential of prospective students and current institutional staff.

OBJECTIVE: The objective of capitalizing on human potential is to discover career and personal goals of prospective students and identify skills and talents of current institutional staff.

GOAL: The Consulting Department will identify ideal employees and provide development necessary to ensure the success of the individual and the department as a whole.

OBJECTIVE: Over the next twelve months, Consulting will develop and/or adopt tools and resources that will aid the management team in: 1) identifying ideal new employees; 2) providing employees with a holistic evaluation of productivity; and 3) developing team members by providing intentional employee development.

GOAL: LUO Recruitment & Marketing will improve staff skills through enhanced training and development.

OBJECTIVE: Improve industry expertise through specific training pertaining to each field.

GOAL: Admissions Verification will provide a work environment that will allow staff members to measure their performance and provide a tier or goal to work towards. This type of work environment will encourage initiative as well as the opportunity for professional development.

OBJECTIVE: To provide staff with tools and quantifiable goals in order to meet their highest potential.

GOAL: LUO Advising will recruit the most qualified Academic Advisors who will provide better service to students, be high contributors to the team, and retain for a longer term than is currently the average.

OBJECTIVE: Improve recruitment process across the 13/14 and 14/15 Academic Years by developing advising scenarios to test applicant decision making, skill assessments, & personality/behavioral assessments to increase percent of hires who are “right fits”.

GOAL: The LUO Student Advocate Office will provide professional development opportunities for staff and offer opportunities for advancement of their skills.

OBJECTIVE: The SAO will provide professional development opportunities to staff so they are better prepared for advancement.

GOAL: Military Affairs will implement a professional development plan for all members within the Military Affairs team.

OBJECTIVE: Develop employees professionally and empower them in their roles in order to increase employee retention and job satisfaction

GOAL: Training/Quality Assurance staff will expand on their existing creative innovation that is limited by their lack of experience.

OBJECTIVE: Using existing leadership development training,, purchasing or creating professional development materials and resources, visiting other training and quality assurance

businesses, and providing 360 degree feedback about employee performance, Training/Quality Assurance will meet the goal of expanding the staff's potential.

GOAL: Residential Admissions will reduce employee turnover

OBJECTIVE: Increase the number of employees who continue with resident admissions over the next three years by increasing the opportunities for personal enrichment

GOAL: The Student Advocate Office will ensure that each Student Advocate Office staff member will take advantage of professional development opportunities.

OBJECTIVE: To improve or add to excel knowledge in order to produce quality and error free reporting.

GOAL: THE Residential Graduate Program will maximize the motivation and strategic use of personnel to achieve and perform to the best of their ability.

OBJECTIVE: Integrate opportunities for employees to develop professionally and engage as a team each semester.

GOAL: The Residential International Program will maximize the motivation and strategic use of personnel to achieve and perform to the best of their ability.

OBJECTIVE: To integrate opportunities for employees to develop professionally and engage as a team each semester.

GOAL: Residential Parent & Family Connections will increase hospitality and knowledge of university as to provide more efficient service and resources

OBJECTIVE: Utilize available professional development resources to improve staff performance by attending webinars or Liberty University ProDev.

GOAL: Residential Recruitment will re-engineer Business Practices and Operations to Optimize Employee Effectiveness

OBJECTIVE: Establish a culture where employees are better able to maximize their time and professional development.

GOAL: Special Projects & Events will improve intensive student satisfaction

OBJECTIVE: Increase hospitality-focused professional development opportunities for staff members

GOAL: As a result of the SWOT analysis, a need was identified to provide specific leadership training to mid-level managers in the Financial Aid Office.

OBJECTIVE: Over the next academic year, the Financial Aid Office Training Team will develop a leadership training program for the department's 18 coordinators and executive assistant to 1. Strengthen leadership skills for those coordinators who are also supervisors, 2. Strengthen communication between areas of the department at the coordinator level, and 3. Encourage retention and mentoring relationships in case of promotion.

EXECUTIVE PROJECTS & MEDIA RELATIONS

(DIRECT REPORT AREAS: CENTER FOR GLOBAL ENGAGEMENT, SPIRITUAL PROGRAMS, AND MEDIA RELATIONS)

GOAL: The Office of Spiritual Programs will improve operational efficiency by further digitizing record keeping processes

OBJECTIVE: Convocation will receive the benefit of digitized processes for both internal record keeping and external communication.

GOAL: The Center for Global Engagement will improve operational efficiency by further digitizing record keeping processes

OBJECTIVE: The Center for Global Engagement will improve its new online application and recording processes.

GOAL: The Center for Global Engagement will improve operational efficiency by further digitizing record keeping processes

OBJECTIVE: Departmental donations and payments recording process will become more efficient.

GOAL: Convocation will be perceived as a greater part of the academic emphasis of the University.

OBJECTIVE: More Convocation speakers and special segments will be perceived as primarily academic in nature.

GOAL: The Center for Global Engagement will strengthen its curricular relationship with the Global Studies academic program.

OBJECTIVE: The curricular and co-curricular programs emanating from the Center for Global Engagement and the School of Religion will be strengthened by collaboration.

GOAL: Convocation will contribute to student retention.

OBJECTIVE: To demonstrate Convocation's contribution to student retention.

GOAL: The Center for Global Engagement will contribute to student retention.

OBJECTIVE: The Center for Global Engagement will contribute to student retention.

GOAL: The office suite shared by the Office of Spiritual Programs and the Center for Global Engagement will be better suited for the department's personnel.

OBJECTIVE: To complete a slight renovation of the departmental suite to provide additional work stations.

GOAL: The Center for Global Engagement's personnel will be provided with additional training in cultural intelligence.

OBJECTIVE: The Center for Global Engagement will be staffed with personnel who have industry recognized credentials in cultural intelligence.

GOAL: Center for Global Engagement will prepare its participants to more effectively engage other cultures.

OBJECTIVE: Students/Faculty/Staff who are engaged in cross cultural internships and ministry efforts will be more fully prepared to engage the specific culture they are entering into.

GOAL: Emphasize Core Values in Convocation that define our campus community & demonstrating how those values can be applied to life after graduation.

OBJECTIVE: Emphasize experts in certain fields (Staff/Faculty) or invited guests while promoting the Core Values by stressing the qualities in the character and behavior of University leadership.

EXECUTIVE VICE-PRESIDENT

(DIRECT REPORT AREAS: AUXILIARY SERVICES, CONSTRUCTION, FIELD OPERATIONS, INTERCOLLEGIATE ATHLETICS, & CLUB SPORTS)

GOAL: Operational Efficiency

OBJECTIVE: Construction-will carry out the master plan in an operationally efficient manner.

OBJECTIVE: Field Operations-will maintain buildings and grounds in an operationally efficient manner.

OBJECTIVE: Auxiliary Services will support the implementation of the master plan through efficient procedures and operations.

OBJECTIVE: Club Sports will support the implementation of the master plan through efficient procedures and operations.

GOAL: Tech Efficiency

OBJECTIVE: Construction-will install state-of-the-art technological systems.

OBJECTIVE: Upgrade or replace current HVAC control systems

OBJECTIVE: Auxiliary Services will select state-of-the-art technological systems.

OBJECTIVE: Club Sports will support and suggest select state-of-the-art technological systems.

GOAL: The University will give particular attention to the value of the esprit de corps that intercollegiate athletics bring to the university.

OBJECTIVE: The University will utilize technology more effectively to expose non-traditional students to existing university athletic events.

OBJECTIVE: The University will utilize technology more effectively to expose non-traditional students to giving opportunities within the athletics department.

GOAL: The Athletics Department will continuously provide and upgrade technological services.

OBJECTIVE: Maintain NCAA compliance

GOAL: Advancing University Brand

OBJECTIVE: Construction-will participate in projects that have an impact on the community and promote goodwill.

OBJECTIVE: Provide an aesthetically appealing campus.

OBJECTIVE: Auxiliary Services will promote the University brand.

OBJECTIVE: Club Sports will promote the University brand.

GOAL: The Athletic Department will promote a culture of improvement.

OBJECTIVE: Demonstrate academic success of athletes

OBJECTIVE: Foster institutional retention.

GOAL: The Athletic Department will provide resources to our student-athletes to ensure their academic success.

OBJECTIVE: Improve Graduation Success Rates (GSR)

GOAL: Supporting Student Services

OBJECTIVE: Construction-will prepare the grounds and building facilities that support student services.

OBJECTIVE: Construction-will prepare the grounds and building facilities that support student services.

OBJECTIVE: Field Ops-will provide set-up and break-down for student programs and activities.

OBJECTIVE: Auxiliary Services-will provide certain support services for students.

OBJECTIVE: Students will be offered healthy alternatives for each meal as well as ongoing nutritional educational opportunities.

OBJECTIVE: Increase safety on buses.

OBJECTIVE: Increase participation in Intra-Mural sports by expanding activity offerings

OBJECTIVE: Bookstore will meet student needs.

OBJECTIVE: Club Sports will provide greater options of sports and increase events/competitions.

OBJECTIVE: Intramural Sports will provide greater options of sports and increase events/competitions

OBJECTIVE: Club Sports - will provide certain support services for student-athletes.

OBJECTIVE: Develop partnerships with further academic departments within the University to integrate students into practical training/learning situations.

GOAL: Social/Physical Success

OBJECTIVE: Construction-will help FSW students develop a good work ethic.

OBJECTIVE: Field Ops-will help students develop good work ethic (Federal Student Work Study students).

OBJECTIVE: Auxiliary Services- Will provide Wellness offerings in LaHaye and Sodexo.

OBJECTIVE: Club Sports – will provide greater options of sports and increase events/competitions.

GOAL: The Athletic Department will focus on the comprehensive development of the student-athlete.

OBJECTIVE: To develop well-rounded student-athletes who will be prepared to enter the workforce upon graduation.

GOAL: Achieve Athletic Success

OBJECTIVE: To be regarded as one of the premier athletic programs in our conference and the country.

GOAL: Physical Appreciation

OBJECTIVE: Construction-will add value to the University by working toward completion of the master plan.

OBJECTIVE: Field Ops-will upgrade and maintain grounds and facilities.

OBJECTIVE: The bookstore will determine the best use of their space.

OBJECTIVE: Club Sports will determine the best use of facilities & space.

GOAL: Financial Appreciation

OBJECTIVE: Field Ops-will save money through standardization of equipment and materials.

OBJECTIVE: Auxiliary Services-will reduce costs by contracting for services.

OBJECTIVE: Club Sports will reduce costs of hosting events.

OBJECTIVE: Club Sports will reduce costs of away expenses.

GOAL: Construction of a new softball complex

OBJECTIVE: Build a new softball complex to assist with the improvement of the softball program as well as maintain Title IX compliance.

GOAL: Increase Sponsorship Opportunities

OBJECTIVE: Maintain current sponsorships while generating new sponsorships

GOAL: Work Environment

OBJECTIVE: Construction-will build facilities according OSHA standards.

OBJECTIVE: Field Ops- will provide a clean and safe work environment.

OBJECTIVE: Personnel will be knowledgeable of safety protocols.c

OBJECTIVE: Increase number of full-time staff. (Finance, Operations & Admin/ Compliance & team(s))

OBJECTIVE: Streamline support to teams.

GOAL: Training

OBJECTIVE: Field Ops-will provide employees opportunities to achieve their full potential.

OBJECTIVE: Auxiliary Services-will provide employees with opportunities for professional growth and training

OBJECTIVE: Club Sports will provide employees with opportunities for professional growth and training

GOAL: The Athletic Department will provide staff with opportunities to achieve their full potential through training and professional development.

OBJECTIVE: Provide professional development opportunities.

GOAL: Integrate Christian Worldview into Programs, Services, and Activities

OBJECTIVE: Encourage recycling programs to promote becoming good stewards of our world

OBJECTIVE: Construction-will foster the integration of Christian World view into its own programs, services and activities.

OBJECTIVE: Club Sports will foster the integration of Christian World view into its own programs, services and activities.

GOAL: Impact on Community / World

OBJECTIVE: Field Ops-will recognize/reward employees who impact their world.

OBJECTIVE: Auxiliary Services- will evaluate the use of the facilities and services that are open to the community.

OBJECTIVE: Club Sports - will recognize/reward employees who impact their world (Consider putting this in Marketing or CSER)

GOAL: The Athletic Department will recognize and reward student-athletes that impact their community.

OBJECTIVE: Promote community outreach

FINANCE

(DIRECT REPORT AREAS: ACCOUNTS, BUDGET, CARD SERVICES, PROCUREMENT, RESEARCH, AND RISK MANAGEMENT)

GOAL: Promote online application for acquiring Flames Pass

OBJECTIVE: Increase use of online app for card issuance rather than office visit

GOAL: Enhance ID credential with updated design & technology

OBJECTIVE: Minimize security risks and increase performance via updated credential

GOAL: Improve process of Terms & Conditions acknowledgement

OBJECTIVE: Automated compliance with terms & conditions acceptance

GOAL: Encourage utilization of Flames Pass for attendance/event tracking

OBJECTIVE: Create engagement

GOAL: Investigate viability of true one-card program

OBJECTIVE: Streamline card functionality

GOAL: Automate spreadsheet/base budget submission/review/approval.

OBJECTIVE: Develop and implement online tool for departmental submission and substantiation of annual base budget that can be reviewed and approved through departmental approvals, VP, and Financial Planning & Budgeting before posting to Banner.

GOAL: Automate new planning request submissions/review/approvals.

OBJECTIVE: Develop and implement online tool for departmental submission of new budget planning requests that can be reviewed and approved through departmental approvals, VP, CFO, and Financial Planning & Budgeting before posting to Banner.

GOAL: Automate budgetary adjustment submission/review/approval.

OBJECTIVE: Develop and implement online tool for departmental submission of adjustments to current operating budget that can be reviewed and approved through departmental approvals, VP, and Financial Planning & Budgeting before posting to Banner.

GOAL: Enhance ability to develop and update financial forecasts and to better integrate planning and budgeting to these financial forecasts.

OBJECTIVE: University divisions and departments will be able to more actively participate in forecasting and business planning within their respective areas, while allowing the university to collaboratively manage all of this planning activity

GOAL: Improve the capacity of the organization to conduct long range capital planning so that the appropriate level of financial support can be effectively planned

OBJECTIVE: Allow the university to commit necessary financial resources to ensure the long term sustainability of the campus. This includes the ability to track all major assets and its condition, the utilization of those assets, and tools to ensure the effective operation of those assets.

GOAL: Detect and prevent fraudulent activity from students, building a successful student body and strengthening Liberty's financial investments

OBJECTIVE: Allow various departments to enhance their outreach strategies and employ predictive modeling in a fashion that furthers the mission of the University

GOAL: To improve efficiency with systems improvement

OBJECTIVE: Implement a new travel and expense platform

GOAL: Enhance communication for customer feedback/questions

OBJECTIVE: Gather customer feedback via Sharepoint form

GOAL: Enhance customer service experience

OBJECTIVE: Develop a one-stop location for card related problem resolution

GOAL: Expand customer base served

OBJECTIVE: Provide & support connection for LU Alumni

GOAL: Ensure that confirmed student retention and graduation are major drivers to operational and capital initiatives

OBJECTIVE: Improve processes and capability for tracking and operationally using retention and graduation information across the organization

GOAL: Heighten awareness of services offered by the Student Accounts Office to both students and parents

OBJECTIVE: Increase marketing to better educate the student body and parents about Student Accounts and the various services offered, increasing retention by providing options for a financially feasible education

GOAL: Seek opportunities to promote understanding and reduce frustration of banking partner electronic refund process

OBJECTIVE: Educate students about the process of disbursement & selecting the best alternative

GOAL: Increase the use of Flames Cash

OBJECTIVE: Accept Flames Cash anywhere cash is taken on campus & at LU sponsored events

GOAL: Improve flow & use of space

OBJECTIVE: Configure customer service area to optimize operations

GOAL: Improve the off-campus Flames Cash program

OBJECTIVE: Address issues with off-campus merchant service & current business model

GOAL: Create optimal work conditions and student service environments where employees can better tend to the needs of students and parents

OBJECTIVE: Strategically employ resources to allow for innovation and high competitiveness among other Higher Education institutions

GOAL: Emphasize ongoing personnel development

OBJECTIVE: Provide internal training & access to conferences to enhance professional development

GOAL: Support “You Matter” initiative

OBJECTIVE: Create ways to convey personnel appreciation

GOAL: Develop a budget manager certificate program.

OBJECTIVE: Expand training offerings and online training tools/courses with advancing levels resulting in a completion certificate for budget managers

GOAL: Enhance the capacity of the department to perform more statistically complex modeling and analysis

OBJECTIVE: Develop more rigorous business and predictive analytics for use in decision making.

GOAL: Develop internal professional growth programs to fully capacitate and equip University staff

OBJECTIVE: Research and glean useful resources for professional development

OBJECTIVE: Create customized professional development programs, being able to offer those and increase the professional abilities of University staff, while remaining highly competitive with other institutions

GOAL: Provide the opportunity for staff to minister to students' spiritual needs in conjunction with their administrative and academic needs

OBJECTIVE: Continue to foster an environment that is appropriate for spiritual growth of the University staff and of the students and parents they serve, allowing Liberty to reach its mission of "Training Champions for Christ"

GOAL: Secure cost savings through strategic sourcing initiatives

OBJECTIVE: Save \$10 million through proactive sourcing, negotiations, and vendor consolidation over the next 5 years

HUMAN RESOURCES

(DIRECT REPORT AREAS: DEVELOPMENT AND LIBERTY UNIVERSITY POLICE DEPARTMENT)

GOAL: Human Resources will deliver professional development opportunities via software that maximizes efficiency of employee time and productivity.

OBJECTIVE: Provide easy access through an online portal for employees to take advantage of professional development opportunities and certification requirements.

GOAL: Human Resources will leverage technology to streamline HR service processes and improve access to employee information

OBJECTIVE: Employees will be able to access an online benefit portal to review and make allowed changes with their benefits.

GOAL: Human Resources will provide students with more employment opportunities while minimizing cost to the University of hiring full-time, benefited employees.

OBJECTIVE: Will increase student employment opportunities by 2% over two years.

GOAL: Human Resources will implement a new hire orientation.

OBJECTIVE: New employees will be introduced to the Liberty culture and educated on specific policies.

GOAL: Human Resources will provide professional development opportunities for faculty/staff.

OBJECTIVE: Employees will have educational opportunities in-house to save cost and provide a platform for more people to participate.

GOAL: Human Resources will reinforce the need for competitive compensation to attract and retain highly qualified employees.

OBJECTIVE: The University will demonstrate by compensation studies that University salaries are comparable with benchmark universities of equal size and economic status.

GOAL: Human Resources will emphasize a Christian worldview through employee orientation.

OBJECTIVE: To introduce new employees to the Liberty mission and purpose and its support of our Christian heritage.

INFORMATION SERVICES

(DIRECT REPORT AREAS: BUSINESS INTELLIGENCE, COMMUNICATIONS, CUSTOMER SUPPORT, DEVELOPMENT, ENTERPRISE ARCHITECTURE, OPERATIONS, AND SPECIALIZED TECHNOLOGY INITIATIVES)

GOAL: To achieve IT service alignment to business oriented outcomes

OBJECTIVE: Maintain an IT competitive analysis process that ensures regular assessment of University competitors to identify IT services gaps, opportunities, and threats

OBJECTIVE: Maintain an IT investment process that ensure that investments in information technology are relevant to operations, justified by business value, and realistically measured for success

GOAL: To increase the quality and efficiency of IT services through process optimization

OBJECTIVE: Maintain an IT contracts process that ensures that a review of contracts is regularly occurring, value-based, and cost-controlling

OBJECTIVE: Maintain an IT vendor process that ensures that suppliers of IT software, hardware, implementation, or other services are evaluated and managed according to their ability to support the institution

OBJECTIVE: Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities

GOAL: To create and enhance technology products with innovative technologies focused around user experience

OBJECTIVE: Maintain an IT architecture process that ensures that IT systems support current and planned system interoperability and integration needs

OBJECTIVE: Maintain an IT availability process that ensures that IT service availability is tracked, communicated, matches University need

OBJECTIVE: Maintain an IT customer portfolio process that ensures that customers and IT have a clear and concise list of requests for the customer area

OBJECTIVE: Maintain an IT innovation process that ensures that IT is dedicating a portion of its yearly time and budget to proactively identifying, testing, and implementing technologies that support the University's cutting-edge advantage

OBJECTIVE: Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services

OBJECTIVE: Maintain an IT user experience process that ensures that all software application user interfaces are reviewed, scored, updated, and refreshed to be consistent with University need

GOAL: To invest in IT personnel development in order to promote the organizations effectiveness

OBJECTIVE: Maintain an IT hiring process that ensures that interviews, selection, onboarding, and assimilation activities occur fairly, consistently, and effectively

OBJECTIVE: Maintain an IT workspace process that regularly inventories, and reviews current physical space utilization, functional team distribution/consolidation, and offsite worker integration

MARKETING

GOAL: Leverage current technology and identify future technology to increase productivity while decreasing the need for additional staff

OBJECTIVE: Integrate CRM with existing project management software (ServiceNow, Proof HQ, etc.) to improve the department's reporting capabilities

OBJECTIVE: Evaluate and improve Marketing's Standard Operating Procedures (SOP) document.

GOAL: Institute more purposeful efforts to harvest information that demonstrates the quality of Liberty's academic programs and use them in promotional materials

OBJECTIVE: Survey the competition for best practices regarding how they promote academic programs. Implement the ones best suited to Liberty's unique opportunities and mission

OBJECTIVE: Create an academic team to gather, assimilate, and craft messaging that will promote the academic accomplishments of Liberty through all of the department's marketing channels.

GOAL: Optimize existing resources to train existing staff, as well as hire the best candidates possible

OBJECTIVE: Institute professional development workshops for each creative coalition (writers, project coordinators, designers, photographers, video, and web content)

OBJECTIVE: Make improvements in the process of hiring new staff by utilizing the university's human resources software more fully to identify and screen qualified applicants

GOAL: Find creative ways to integrate the principles of a Christian worldview into both new and existing product development processes.

OBJECTIVE: Help the marketing staff gain a clearer understanding of the Christian worldview, including:

- 1) What constitutes a Christian worldview?
- 2) How does that worldview apply to their particular job?

SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST

(DIRECT REPORT AREAS: CENTER FOR CURRICULUM DEVELOPMENT, CENTER FOR MINISTRY TRAINING, CENTER FOR TEACHING EXCELLENCE, DEBATE, ENGLISH LANGUAGE INSTITUTE, HONORS PROGRAM, INSTITUTIONAL EFFECTIVENESS, LU ABROAD, LU IN ESPAÑOL, AND REGISTRAR)

GOAL: The University will maintain high quality service and satisfaction to stakeholders

OBJECTIVE: IE--Maintain guidelines and instructions for major projects.

OBJECTIVE: IE--Distribute the results of major assessment to appropriate stakeholders in a timely fashion.

OBJECTIVE: IE--Assessment information submitted to IE by departments will be aggregated and results returned to the departments.

OBJECTIVE: IE--Increase the engagement of departmental and program partners in planning and evaluation processes.

OBJECTIVE: IE--Assist departments in utilizing benchmarking procedures.

GOAL: The University will provide and upgrade technological services.

OBJECTIVE: IE--Continuously review the efficiency of technological services.

OBJECTIVE: CCD--To add interactive presentations and assessments in LU online courses to foster engagement and retention.

OBJECTIVE: CCD--To facilitate the research, testing, and rollout of major Blackboard upgrades throughout the academic year.

OBJECTIVE: CCD--To provide comprehensive training and support materials for Blackboard features.

GOAL: The University will maintain operational efficiency.

OBJECTIVE: IE--Promote efficient and effective collaboration with other departments.

OBJECTIVE: IE--Increase work efficiency and effectiveness by reviewing the organizational structure of specific positions and their assigned responsibilities.

OBJECTIVE: IE--Maintain a continuous all-encompassing yearly calendar to be used by all areas of IE.

OBJECTIVE: CMT--Utilize current technology for ministry efficiency and effectiveness.

GOAL: The University will maintain operational accuracy.

OBJECTIVE: REGISTRAR--The Registrar's Office will establish and disseminate cohesive division-wide deadlines for all processes pertaining to degree conferral to ensure timely completion during peak graduation periods.

OBJECTIVE: REGISTRAR--The Registrar's Office will evaluate and refine the course registration process to reduce turnaround times and increase student satisfaction.

OBJECTIVE: REGISTRAR--The Registrar's Office will increase efficiency in processing student withdrawals to reduce cycle time.

GOAL: The University will increase the level of academic achievement through instruction.

OBJECTIVE: CTE--The Center for Teaching Excellence will initiate and implement a Teaching Analysis Poll (TAP) program for faculty.

GOAL: The University will strive to maintain a culture of academic scholarship and research.

OBJECTIVE: IE--Respond to faculty requests for research and scholarship support when appropriate.

OBJECTIVE: CTE--The Center for Teaching Excellence will initiate and implement a program of Small Teaching Grants.

GOAL: The University will promote a culture of improvement.

OBJECTIVE: IE--Provide direction and support for University planning and assessment.

OBJECTIVE: IE--Communicate assessment plan and results to the University community and general public.

GOAL: The University will promote the University as a top educational brand.

OBJECTIVE: IE--will promote the University through presentations.

OBJECTIVE: IE--Maintain a strong presence through the publication of IE newsletters.

OBJECTIVE: IE--Make assessment results available to external stakeholders.

OBJECTIVE: DEBATE--Demonstrate the academic ability of Liberty University students through competitive success in intercollegiate debate.

OBJECTIVE: CMT--The CMT will utilize its traveling ministry teams as a catalyst to promote LU and recruit potential students. This will be in partnership with LU recruiting.

OBJECTIVE: STUDY ABROAD--Conduct research and assess study abroad programs at other prominent leading universities to learn how to make LU Study Abroad a top university for abroad education.

GOAL: The University will increase the quality of curriculum.

OBJECTIVE: IE--Support the efforts to improve programs that have programmatic accreditation.

OBJECTIVE: CCD--To meet the specific needs of online students with various learner characteristics

GOAL: Create an Office of Undergraduate Research and Writing within the Honors Program.

OBJECTIVE: HONORS--Provide funding and mentorship for students presenting their writing at undergraduate research conferences.

GOAL: Construct a Quiz Bowl Conference Room for practices.

OBJECTIVE: HONORS--Provide a 20-person conference room that can be used for Quiz Bowl practices in the afternoons and also utilized by Honors students as a quiet study area in the mornings.

GOAL: To utilize innovative curriculum.

OBJECTIVE: ELI--Regularly review curriculum for technological integration and practical language instruction.

GOAL: To integrate multiple core language skills in single class instruction.

OBJECTIVE: ELI--Improve language instruction.

GOAL: The Office of LU en Español will train Champions for Christ.

OBJECTIVE: LUE--Research and identify the most desired programs for the Hispanic market both domestically and abroad.

GOAL: The Office of LU en Español will expand Course/ Program Offerings.

OBJECTIVE: LUE--Expand current undergraduate and graduate programs based on student need and demand.

GOAL: The Office of LU en Español will continue evaluation of current bilingual courses and programs.

OBJECTIVE: LUE--Evaluate the quality of our current bilingual courses and the progress of course updates.

GOAL: The Office of LU en Español will identify and help improve retention rate within program.

OBJECTIVE: LUE--Evaluate student satisfaction with bilingual courses.

GOAL: Provide prospective students with information regarding academic opportunities and services.

OBJECTIVE: STUDY ABROAD--Promote awareness of the Study Abroad office and programs to prospective students.

GOAL: The University will increase student success intellectually, spiritually, socially, and physically.

OBJECTIVE: IE--Increase administration/ faculty/staff awareness of student perception of engagement to target areas of improvement needed for student success intellectually, spiritually, socially, and physically.

OBJECTIVE: CTE--The Center for Teaching Excellence will collaborate with the Graduate School to further resource the Certificate of University Teaching program for GSAs.

OBJECTIVE: STUDY ABROAD--Thoroughly prepare students for a successful overseas experience.

GOAL: The University will prepare graduates to secure gainful employment or continue their education
OBJECTIVE: DEBATE--Make the educational benefits of debate available to Liberty University students who lack debate experience.

GOAL: Maintain a plan to allow for academic growth.
OBJECTIVE: STUDY ABROAD--Increase current student interaction with the Study Abroad office and its programs.

GOAL: The Center for Ministry Training will train students to be ministry minded in life and the workplace.
OBJECTIVE: CMT--Provide various applied ministry opportunities for students.
OBJECTIVE: CMT--To increase student participation in community service/outreach events.

GOAL: The Center for Ministry Training will mobilize students to impact the world for Christ.
OBJECTIVE: CMT--Expand partnership with North American Mission Board (NAMB).
OBJECTIVE: CMT--The CMT will make Campus Serve the primary outlet for students to be mobilized into the local community.

GOAL: Remove barriers to achievement at the undergraduate and graduate levels.
OBJECTIVE: ELI--To prepare students for the language requirements needed for their UG courses
OBJECTIVE: ELI--To “bridge” ELI students into undergraduate and graduate coursework while they are still in the ELI.

GOAL: To provide flexibility in course program and delivery.
OBJECTIVE: ELI--Increase the use of technology in curriculum so that students complete more automatically graded exercises outside of class.
OBJECTIVE: ELI--Increase the use of and number of teaching assistants in course programming and delivery

GOAL: The University will support student services
OBJECTIVE: REGISTRAR--The Registrar’s Office will provide the option for students to chat with a Student Service Center (SSC) Counselor for routine questions that do not require a phone call or formal email.

GOAL: The University will maintain a plan to allow for physical growth.
OBJECTIVE: IE--Provide an aggregated report on need for physical growth.

GOAL: The Center for Ministry Training will strive for increased financial partnerships.
OBJECTIVE: CMT--Strengthen current financial relationships and cultivate new financial relationships to help subsidize the ministries of the CMT.

GOAL: The University will recruit highly qualified and innovative personnel.
OBJECTIVE: IE--Maintain coverage of all positions in the IE Office.
OBJECTIVE: CTE--The Center for Teaching Excellence will expand staff to more adequately serve the needs of the faculty and GSAs.

GOAL: The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.
OBJECTIVE: IE--Provide Professional Development opportunities.

OBJECTIVE: CTE--The Center for Teaching Excellence will design and conduct a summer “Boot Camp” professional development experience for faculty in the area of best practices in teaching.

OBJECTIVE: CTE--The Center will acquire tablet technology to train faculty in the latest innovation in teaching and learning.

OBJECTIVE: CMT--Provide CMT staff with opportunities and resources to develop their spiritual and professional aptitude.

OBJECTIVE: CCD--To meet the needs of CCD staff by providing training for existing, emerging, and upgraded technologies.

OBJECTIVE: CCD--To meet the needs of faculty and staff by providing training on existing and upcoming Blackboard features.

OBJECTIVE: REGISTRAR--The Registrar’s Office will provide task-specific professional development opportunities for staff on the Operations team.

GOAL: The University will provide a well-equipped work space for our employees.

OBJECTIVE: REGISTRAR--The Registrar’s Office will upgrade their equipment to be more current and allow employees to be more productive in their job duties.

OBJECTIVE: REGISTRAR--The Registrar’s Office will secure a location for the Operations Team that is more conducive to effective operations through increased privacy and room for expansion.

GOAL: The University will integrate Christian value-driven behavior in all processes.

OBJECTIVE: IE--Periodically review how we are integrating Christian value-driven behavior in our office processes.

OBJECTIVE: CMT--Combine biblical values with everyday work and life decisions.

OBJECTIVE: CMT--The CMT will recognize and reward ministry and service involvement.

OBJECTIVE: CCD--Increase the Intentional Biblical Worldview Integration in the Liberty Online Curriculum

GOAL: The University will recognize and reward staff that impacts their community/world.

OBJECTIVE: IE--Promote community impact.

GOAL: The University will assist faculty with acquiring new knowledge pertinent to Christian Worldview.

OBJECTIVE: CTE--The Center for Teaching Excellence will update the content of the Faith Learning Integration page each year.

STUDENT AFFAIRS

(DIRECT REPORT AREAS: CENTER FOR CHRISTIAN COMMUNITY SERVICE EXPERIENTIAL LEARNING PROGRAM, CENTER FOR MULTICULTURAL ENRICHMENT, DEAN OF STUDENTS—CAMPUS PASTOR, STUDENT CARE, AND STUDENT CONDUCT--, ONLINE COMMUNITIES, STUDENT HOUSING, AND STUDENT LEADERSHIP)

GOAL: ONLINE COMMUNITIES--To improve availability of “digital” student services to LUO student population in the area of the Office of Online Communities.

OBJECTIVE: Increase overall unique LUO student usage by 10%

GOAL: CENTER4ME--Provide additional support for first generation, at-risk, and minority students through the LEAD Fellowship.

OBJECTIVE: To expand the minority leadership program from 50 to 100 students

GOAL: STUDENT CONDUCT--Expand restorative practices in order to repair harm, restore trust, and rebuild community among effected individuals.

OBJECTIVE: To adopt a conflict resolution paradigm that utilizes restoratives practices in order to promote individual spiritual, intellectual, and social development

GOAL: STUDENT LEADERSHIP--To expand the leadership training program and its curriculum, in order to develop leadership skills in students, residential and online.

OBJECTIVE: To establish a leadership certification program.

GOAL: CAMPUS PASTOR--To expand spiritual programming to the digital student population.

OBJECTIVE: To improve availability of spiritually-based student services to LUO student population

APPENDIX I

TABLE OF GOALS, OBJECTIVES, AND EXPECTED OUTCOMES/TARGETS

Academic Units	Abbreviation Code	Dean/Vice President
Center for Academic Support & Advising	CASAS	Brian Yates
College of Arts & Sciences	CAS	Roger Schultz
College of General Studies	CGS	Emily Hedy
College of Osteopathic Medicine	LUCOM	Ronnie Martin
School of Aeronautics	SOA	David Young
School of Business	SOB	Scott Hicks
School of Communication & Creative Arts	SCCA	Norman Mintle
School of Education	SOE	Karen Parker
School of Engineering & Computational Sciences	SECS	David Donahoo
Helms School of Government	HSOG	Shawn Akers
School of Health Sciences	SHS	Ralph Linstra
School of Law	SOL	Mathew Staver
School of Music	SOM	Vernon Whaley
School of Religion	SOR	Ed Hindson
Liberty University Baptist Theological Seminary	LUBTS	David Hirschman
Graduate School	GS	Doug Mann
Jerry Falwell Library	JFL	Marseille Pride
Administrative Units		
Enrollment Management	EM	Chris Johnson
Executive Projects & Media Relations	EPMR	Johnnie Moore
Executive Vice President	EVP	Neal Askew
Finance	FIN	Don Moon
Human Resources	HR	Laura Wallace
Information Services	IS	Matt Zealand
Marketing	MKTG	Ron Kennedy
Senior Vice President of Academic Affairs & Provost	SVPAAP	Ron Godwin
Student Affairs	SA	Mark Hine

ACADEMIC UNITS

CENTER FOR ACADEMIC SUPPORT & ADVISING (CASAS)

(DIRECT REPORT AREAS: ACADEMIC SUCCESS, ADVISING, NEW STUDENT SEMINAR, BRUCKNER LEARNING CENTER, DISABILITY ACADEMIC SUPPORT, EAGLE SCHOLARS PROGRAM, CENTER FOR WRITING AND LANGUAGES, CAREER CENTER, INDIVIDUAL PROGRAMS OF STUDY & TECHNICAL STUDIES, AND CENTER FOR PROFESSIONAL AND CONTINUING EDUCATION)

CASAS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CASAS 2.1 Developing well-rounded students and enhancing academic capabilities.	CASAS 2.1.1 To provide academic support for student success through CLST, MENT and GRST courses	CASAS 2.1.1.1 90% of CLST 301/501 students will increase their reading comprehension. CASAS 2.1.1.2 On a rubric-based pre/post writing assessment, GRST student scores will improve in a statistically significant manner as evaluated using SPSS. CASAS 2.1.1.3 60% of students will improve overall GPA after taking CLST/MENT	CASAS 2.1.1.1 95% of CLST 301/501 students will increase their reading comprehension. CASAS 2.1.1.2 On a rubric-based pre/post writing assessment, GRST student scores will improve in a statistically significant manner as evaluated using SPSS. CASAS 2.1.1.3 65% of students will improve overall GPA after taking CLST/MENT	Bruckner Learning Center, Center for Writing and Languages
CASAS 2.1 Developing well-rounded students and enhancing academic capabilities.	CASAS 2.1.2 To provide diverse learning opportunities through Technical Studies and Individualized Studies	CASAS 2.1.2.1 A minimum of 92% of students who begin the INDS program will achieve the INDS degree within the standard for measuring graduation rates as established by the Department of Education. CASAS 2.1.2.2 85% of Technical Studies students will receive the NCCER or equivalent credential. CASAS 2.1.2.3 The number of BA/BS students taking Technical Studies courses will increase by 10%.	CASAS 2.1.2.1 A minimum of 95% of students who begin the INDS program will achieve the INDS degree. CASAS 2.1.2.2 90% of Technical Studies students will receive the NCCER or equivalent credential. CASAS 2.1.2.3 The number of BA/BS students taking Technical Studies courses will increase by 10%.	Technical Studies department, Individualized Programs of Study department
CASAS 2.1 Developing well-rounded students and enhancing academic capabilities.	CASAS 2.1.3 To provide leadership development opportunities through the Eagle Scholars Program	CASAS 2.1.3.1 85% of students will complete the Eagle Scholars program and/or move to the Honors Program	CASAS 2.1.3.1 90% of students will complete the Eagle Scholars program and/or move to the Honors Program	Eagle Scholars Program

CASAS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CASAS 2.2 Increase the level of academic achievement through focused instruction	CASAS 2.2.1 Establish CWL workshop series as a recognized and well-attended campus event, while providing LUO students with equal access to the content.	CASAS 2.2.1.1 Increased attendance by at least 10% (through Marketing, word-of-mouth, etc.) at fall & spring residential workshop “blitz.” CASAS 2.2.1.2 Videos of a variety of tips from the workshops ready to deploy for LUO.	CASAS 2.2.1.1 More workshop topics offered based on needs survey; CASAS 2.2.1.2 Increased collaboration with Jerry Falwell Library to offer research workshops; CASAS 2.2.1.3 Establish workshop “blitz” as a known campus event well-publicized through all available outlets; CASAS 2.2.1.4 Provide LUO students a platform to interact with content and presenter.	Center for Writing and Languages
CASAS 2.2 Increase the level of academic achievement through focused instruction	CASAS 2.2.2 Establish an enhanced, single access point of tutoring services for online and residential students alike.	CASAS 2.2.2.1 Establish clearly defined protocols for online tutoring which began January 2014.	CASAS 2.2.2.1 Establish online tutoring such that service can be routed from Tutor.com to Liberty University tutoring.	Bruckner Learning Center – Tutoring Services

CASAS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CASAS 3.1 To raise university (students, faculty and staff) awareness of service and support systems in place to meet specific individual needs in an effort to assist in achieving their academic and professional goals.	CASAS 3.1.1 To provide new or current students with resources that provide academic preparation, remove potential barriers, and increase opportunities for success.	CASAS 3.1.1.1 75% of students classified as at-risk, new or current, utilizing services (Academic Success, AOP, CWL and ODAS) or programs (CLST, DVMA and MENT) will sustain good standing in subsequent semesters.	CASAS 3.1.1.1 80% of students classified as at-risk, new or current, utilizing services (Academic Success, AOP, CWL and ODAS) or programs (CLST, DVMA and MENT) will sustain good standing in subsequent semesters.	Bruckner Learning Center, Academic Success, Center for Writing and Languages, Disability Academic Support, Developmental Math
CASAS 3.1 To raise university (students, faculty and staff) awareness of service and support	CASAS 3.1.2 To equip students with the ability to self-advocate, use critical thinking skills, take ownership and assist	CASAS 3.1.2.1 80% of students within their first two years of meeting with Professional Advisors recognize their responsibility and ability to track their	CASAS 3.1.2.1 85% of students within their first two years of meeting with Professional Advisors recognize their responsibility and ability to track their	Professional Advising, Career Center, New Student Orientation

CASAS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
systems in place to meet specific individual needs in an effort to assist in achieving their academic and professional goals.	graduates with the ability to secure gainful employment.	academic progress as demonstrated through an online assessment in Blackboard. CASAS 3.1.2.2 85% of students that utilize the Career Center services report they are equipped to pursue and secure employment. CASAS 3.1.2.3 85% of students that complete New Student Orientation report they are confident in their ability to navigate campus resources.	academic progress as demonstrated through an online assessment in Blackboard. CASAS 3.1.2.2 90% of students that utilize the Career Center services report they are equipped to pursue and secure employment. CASAS 3.1.2.3 90% of students that complete New Student Orientation report they are confident in their ability to navigate campus resources.	
CASAS 3.1 To raise university (students, faculty and staff) awareness of service and support systems in place to meet specific individual needs in an effort to assist in achieving their academic and professional goals.	CASAS 3.1.3 To continually invest in students professionally and academically through trades, leadership focused programs, and individualized degree options.	CASAS 3.1.3.1 85% of participants in the Eagle Scholars Program persist to the subsequent year at Liberty University and engage in on-campus leadership activities. CASAS 3.1.3.2 80% of students taking Technical Studies courses have the ability to pursue specialized employment. CASAS 3.1.3.3 90% of students in the IPS program will be able to successfully persist to graduation with a degree that synthesizes two areas of academic knowledge that meets individual needs.	CASAS 3.1.3.1 90% of participants in the Eagle Scholars Program persist to the subsequent year at Liberty University and engage in on-campus leadership activities. CASAS 3.1.3.2 85% of students taking Technical Studies courses have the ability to pursue specialized employment. CASAS 3.1.3.3 95% of students in the IPS program will be able to successfully persist to graduation with a degree that synthesizes two areas of academic knowledge that meets individual needs.	Eagle Scholars Program, Technical Studies Program, Individualized Programs of Study

CASAS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CASAS 5.1 CASAS will intentionally recruit and retain credentialed employees to teach, mentor and administer services and programs which contribute to student success.	CASAS 5.1.1 Establish a system of development and assessment for employees in each CASAS division.	CASAS 5.1.1.1 Demonstrate a consistent model for personnel assessment across each CASAS division.	CASAS 5.1.1.1 Provide additional training based on personnel assessments.	Bruckner Learning Center, Academic Success, Center for Writing and Languages, Disability Academic Support, Professional Advising, Career Center, Center for Professional and Continuing Education, Individualized

CASAS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
				Programs of Study, Technical Studies

CASAS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CASAS 6.1 Provide for intentional blending of a Christian Worldview in CASAS programs and services	CASAS 6.1.1 Model and discuss aspects of a Christian Worldview in all CLST and MENT classes when appropriate	CASAS 6.1.1.1 85% of students surveyed at the end of the semester will agree that a Christian Worldview was presented in all CLST and MENT classes.	CASAS 6.1.1.1 90% of students surveyed at the end of the semester will agree that a Christian Worldview was presented in all CLST and MENT classes.	Bruckner Learning Center
CASAS 6.1 Provide for intentional blending of a Christian Worldview in CASAS programs and services	CASAS 6.1.2 Provide Christ-like service and attitude to all students utilizing CASAS services.	CASAS 6.1.2.1 85% of students will be satisfied with the level of service provided in all divisions of CASAS.	CASAS 6.1.2.1 90% of students will be satisfied with the level of service provided in all divisions of CASAS.	Academic Success, Bruckner Learning Center, Center for Writing and Languages, Professional Advising, Career Center, Disability Academic Support, Center for Professional and Continuing Education

COLLEGE OF ARTS & SCIENCES (CAS)

(DIRECT REPORT AREAS: CENTER FOR CREATION STUDIES, ENGLISH AND MODERN LANGUAGES, FAMILY AND CONSUMER SCIENCES, HISTORY, MATHEMATICS, AND PHILOSOPHY)

CAS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CAS 1.1 Technological and Operational Efficiency	CAS 1.1.1 Faculty will meet minimum technological proficiency	CAS 1.1.1.1 All faculty will successfully complete technology testing and undergo remediation as necessary	CAS 1.1.1.1 Remediated faculty will successfully complete testing	All CAS chairs
CAS 1.2 Operational sustainability	CAS 1.2.1 Ensure sustainable models of academic instruction	CAS 1.2.1.1 Educate department chairs on calculating program costs	CAS 1.2.1.1 Have departmental and program efficiency audits in June	Dean and Associate Dean

CAS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
		CAS 1.2.1.2 Move all department chairs to 11 month contracts		
CAS 1.3 Maximize optimal use of facilities	CAS 1.3.1 Provide state-of-the-art laboratory space for existing programs	CAS 1.3.1.1 Identify laboratory needs for Math and FACS. Determine classroom technology and space needs that will best enrich student learning. CAS 1.3.1.2 Ascertain optimal location for new laboratories in a proximity most convenient to faculty and students	CAS 1.3.1.1 Replacement labs for Physics (2) and FACS (2)	Dean, MATH, and FACS
CAS 1.4 Enhance deployment of LUO UNGR and graduate courses	CAS 1.4.1 Transfer oversight of LUO UNGR and graduate classes from CGS to CAS	CAS 1.4.1.1 Hire IMs for English and History CAS 1.4.1.2 Hire a Faculty Support Coordinator CAS 1.4.1.3 Create “SME World” for CAS courses CAS 1.4.1.4 Establish sustainable adjunct pool for CAS online courses	CAS 1.4.1.1 Integrate new online CAS programs with Marketing and Recruitment	Dean, Associate Dean

CAS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CAS 2.1 Advance new or enhanced online programs	CAS 2.1.1 Develop new online programs for History	CAS 2.1.1.1 Create BS-Military History CAS 2.1.1.2 Create Minor-Military History	CAS 2.1.1.1 Create MA-Military History CAS 2.1.1.2 Create MA-History (comprehensive track)	History
CAS 2.2 Advance new or enhanced residential programs	CAS 2.2.1 Develop new residential programs	CAS 2.2.1.1 Create MA TESL CAS 2.2.1.2 Create BA-History: Classics CAS 2.2.1.3 Create BS-History: Military History CAS 2.2.1.4 Create FACS-Fashion Design	CAS 2.2.1.1 BA-Linguistics CAS 2.2.1.2 BA-MATH: Actuarial	CAS Departments
CAS 2.3 Program reorganization	CAS 2.3.1 Create Department of Languages and Linguistics	CAS 2.3.1.1 Conduct faculty needs and budget audit for potential Department of Languages and Linguistics	CAS 2.3.1.1 Propose and gain approval for new Department of Languages and Linguistics	Dean, English

CAS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CAS 2.4 Establish Academic Centers	CAS 2.4.1 Create academic centers to coordinate research, guest lectures, and curriculum development as related to strengths in CAS scholarship	CAS 2.4.1.1 Create Center for the Study of American Christian Heritage	CAS 2.4.1.1 Create Liberty University Military History Institute	Dean, History, Philosophy
CAS 2.5 Emphasis on terminal degrees	CAS 2.5.1 Recruit faculty with terminal degrees	CAS 2.5.1.1 Hire one FACS faculty member with terminal degree		Dean, FACS
CAS 2.5 Emphasis on terminal degrees	CAS 2.5.2 Increase number of current faculty with terminal degrees from regionally accredited institutions	CAS 2.5.2.1 Conduct a terminal degree census and provide concentrated degree planning assistance	CAS 2.5.2.1 50% of faculty holding non-terminal degrees will be enrolled in designated programs of regionally accredited institutions	All Departments
CAS 2.6 Increase the number of academic conferences	CAS 2.6.1 Increase the number of CAS sponsored academic conferences	CAS 2.6.1.1 Sponsor at least three academic conferences by college departments	CAS 2.6.1.1 Create a Regional Undergraduate Student Research Symposium	All Departments
CAS 2.6 Increase the number of academic conferences	CAS 2.6.2 Increase faculty and student attendance at academic conferences	CAS 2.6.2.1 Determine the number of faculty and students attending conferences.	CAS 2.6.2.1 Achieve no less than 50% of new targets for conference attendance as identified in Yr. 1	Dean, All Departments
CAS 2.6 Increase the number of academic conferences	CAS 2.6.2 Increase faculty and student attendance at academic conferences	CAS 2.6.2.2 Identify key academic conferences that best promote the learning goals of each department	CAS 2.6.2.2 Steer research and travel resources toward those conferences identified in Year 1.	Dean, All Departments
CAS 2.7 Improve CAS academic reputation	CAS 2.7.1 Increase the number of external speakers and make CAS a destination point for exceptional scholars	CAS 2.7.1.1 Secure external funding for a speaker series.		English, History, Philosophy
CAS 2.7 Improve CAS academic reputation	CAS 2.7.2 Recruit distinguished adjuncts for undergraduate and graduate offerings	CAS 2.7.2.1 Identify notable scholars from institutions that have no graduate program.	CAS 2.7.2.1 Identify and hire as adjuncts notable scholars from institutions that have no graduate program.	English, History, Philosophy
CAS 2.8 Program Accreditation	CAS 2.8.1 Ensure all programs obtain accreditation that best achieves academic and financial effectiveness	CAS 2.8.1.1 Survey which additional programs will procure advantages from professional accreditation CAS 2.8.1.2 Construct a Three-Year Plan for C.I.D.A. accreditation for FACS	CAS 2.8.1.1 Commence implementing new program accreditation procedures	FACS, Mathematics
CAS 2.9 Increase number of external grants for scholarship and undergraduate research	CAS 2.9.1 Dedicate resources to grant writing and expand CAS's network of partnering organizations	CAS 2.9.1.1 Conduct or sponsor a grant writing workshop	CAS 2.9.1.1 Each department will apply for at least one external grant.	All Departments
CAS 2.10 Create new, competency	CAS 2.10.1 Foster seamless integration of course learning	CAS 2.10.1.1 Complete course mapping to programmatic learning goals	CAS 2.10.1.1 Revise selected programmatic learning outcomes to	All CAS personnel

CAS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
transcribing service for graduates	objectives with programmatic goals and outcomes		highlight vocational needs. Revise course outcomes accordingly	
CAS 2.10 Create new, competency transcribing service for graduates	CAS 2.10.2 Identify and map course assignments to principal course learning objectives	CAS 2.10.2.1 Collect course curriculum map from each residential, full-time faculty member	CAS 2.10.2.1 Construct data collection system in cooperation with IT and CGS	All CAS personnel
CAS 2.10 Create new, competency transcribing service for graduates	CAS 2.10.3 Develop reporting tools that impacts department level strategic planning	CAS 2.10.3.1 Create recruitment report based on student competencies by high school or geographic area	CAS 2.10.3.1 Create curriculum report to identify strengths and weaknesses in student competencies. Transition the new report to a “transcript” format.	All CAS personnel

CAS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CAS 3.1 Improve student recruitment and retention	CAS 3.1.1 Create programs targeted to current student needs in order to enhance employability	CAS 3.1.1.1 Increase coordination between Recruiting and Department Chairs		Dean, Chairs
CAS 3.1 Improve student recruitment and retention	CAS 3.1.2 Track recruitment and retention in existing programs	CAS 3.1.2.1 Conduct annual retention audits each June		Dean, Chairs
CAS 3.2 Improve career opportunities for students	CAS 3.2.1 Improve tracking of existing programs according to alumni success and vocational requirements	CAS 3.2.1.1 Encourage all departments to require capstone courses emphasizing worldview thinking, programmatic assessment, vocational preparation, and exit interviews.	CAS 3.2.1.1 Target programmatic assessment toward gleaning results directly related to alumni success and vocational needs	Dean, Chairs
CAS 3.3 Dedicate resources toward undergraduate research	CAS 3.3.1 Boost attendance in internal, undergraduate research symposium	CAS 3.3.1.1 Create Regional Undergraduate Research Symposium		Dean
CAS 3.4 Institute regular field trip opportunities for CAS programs	CAS 3.4.1 Increase the number of field based research opportunities in conjunction with regularly offered CAS courses	CAS 3.4.1.1 Institute regular field research opportunities in History	CAS 3.4.1.1 Institute regular field research in English and additional opportunities in FACS	Department Chairs

CAS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CAS 5.1 Improve staff training and review	CAS 5.1.1 Create a systematic program that encourages professional development	CAS 5.1.1.1 Once per semester training workshop for CAS staff		Associate Dean
CAS 5.2 Improve faculty development and peer mentoring	CAS 5.2.1 Implement regular college workshops designed to channel faculty development experiences toward curricular improvement	CAS 5.2.1.1 Use May workshops to highlight faculty development results	CAS 5.2.1.1 All faculty will report their experiences to department and/or college meetings	Dean, Department Chairs
CAS 5.2 Improve faculty development and peer mentoring	CAS 5.2.2 All faculty use faculty development funding	CAS 5.2.2.1 50% of faculty use development funding	CAS 5.2.2.1 85% of faculty use development funding	Dean, Department Chairs

CAS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CAS 6.1 Faculty will successfully integrate Christian worldview	CAS 6.1.1 Increase departmental training for faculty	CAS 6.1.1.1 Conduct early January workshops focused on worldview education		Dean
CAS 6.1 Faculty will successfully integrate Christian worldview	CAS 6.1.2 Emphasize application of worldview principles, Christian perspectives, and commitments to specific curricular objectives	CAS 6.1.2.1 Conduct a curriculum census to determine connections between program goals and Christian worldview	CAS 6.1.2.1 Identify worldview principles and Christian suppositions for each department as related to individual PLOs. Post these principles on each department's website.	Dean, Department Chairs
CAS 6.1 Faculty will successfully integrate Christian worldview	CAS 6.1.3 Insure that graduate student assistants experience worldview training	CAS 6.1.3.1 Offer "pretraining" for entering GAS graduate students to determine needs and weaknesses	CAS 6.1.3.1 Conduct fall workshop for entering CAS graduate students or otherwise take a core course involving world view training.	Department Chairs

COLLEGE OF GENERAL STUDIES (CGS)

CGS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CGS 1.1 Procure adequate instructional and personnel space	CGS 1.1.1 Increase interaction between faculty and students in discipline-appropriate spaces	CGS 1.1.1.1 Secure dedicated space for adjunct instructors to conference with students	CGS 1.1.1.1 Allot classroom space in a manner commensurate with student performance goals	CGS

CGS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CGS 1.2 Increase functionality of SharePoint, Banner, and other existing data systems for internal use	CGS 1.2.1 Streamline usage of data for internal decision-making processes	CGS 1.2.1.1 Build SME World to house course-related data for all CGS courses	CGS 1.2.1.1 Create a SharePoint-based predictive model for student success using tie-ins from Banner, Blackboard, and other systems	CGS
CGS 1.3 Assure that university policies affecting general education reflect best practices	CGS 1.3.1 Increase student success by removing roadblocks created by ineffectual policies	CGS 1.3.1.1 Increase percentage of students placed properly in math, English, and INFT classes	CGS 1.3.1.1 Increase percentage of students completing general education in the prescribed course sequence	CGS
CGS 1.4 Use technology to increase effectiveness and efficiency	CGS 1.4.1 Strategically employ technology to increase student success and efficient operations	CGS 1.4.1.1 Audit use of selected instructional technologies in CGS classrooms and operations (e.g., McGraw-Hill interfaces, Bamboo tablet, etc.)	CGS 1.4.1.1 Implement technology that contributes to learning and deactivate unnecessary technology	CGS

CGS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CGS 2.1 Organize general education around core competencies	CGS 2.1.1 Deploy the competency model in all LU undergraduate programs, including LUO.	CGS 2.1.1.1 Create a “competency attainment” report for distribution to all academic departments	CGS 2.1.1.1 Assess attainment of core competencies all UG programs via a capstone project or other summative assessment (e.g., testing or portfolios)	CGS
CGS 2.2 Increase the number and efficacy of improvements based on assessment	CGS 2.2.1 Increase faculty participation and cooperation in assessment initiatives	CGS 2.2.1.1 Implement cross-curricular improvement measures (e.g., shared rubrics)	CGS 2.2.1.1 Evaluate effect size of various types of improvements and/or courses for wider strategic deployment	CGS
CGS 2.3 Assure that university policies affecting general education reflect best practices	CGS 2.3.1 Increase student success by assisting in an audit of the policies that guide the matriculation and advisement processes	CGS 2.3.1.1 Increase percentage of students placed properly in math, English, and INFT classes	CGS 2.3.1.1 Increase percentage of students completing general education early in their time at Liberty	CGS
CGS 2.4 Increase Liberty-specific academic resources available to students	CGS 2.4.1 Increase student success in gen ed classes, especially those that have been historically challenging for students	CGS 2.4.1.1 Create an online student resource center for gen ed classes	CGS 2.4.1.1 Offer key courses in alternative formats (e.g., study abroad, internship, etc.)	CGS

CGS 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CGS 4.1 Procure adequate instructional and personnel space	CGS 4.1.1 Increase interaction between faculty and students in discipline-appropriate spaces	CGS 4.1.1.1 Secure dedicated space for adjunct instructors to conference with students	CGS 4.1.1.1 Increase available classroom space available for gen-ed classes in peak hours	CGS
CGS 4.2 Steward financial resources in an appropriate fashion	CGS 4.2.1 Increase fiscal efficiency in CGS courses and operations	CGS 4.2.1.1 Renegotiate contracts with outside software vendors as appropriate, in order to assure maximum cost savings to students and the University	CGS 4.2.1.1 Make decisions based on long-term study of fall-to-fall and term-to-term retention impact of CGS courses/faculty	CGS

CGS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CGS 5.1 Balance distribution of loads among adjunct and contracted faculty in a way that supports the curriculum	CGS 5.1.1 Assure that full-time faculty teach appropriately diverse general education coursework	CGS 5.1.1.1 Conduct an audit of each faculty member's schedule and reassign as appropriate	CGS 5.1.1.1 Evaluate effectiveness of full-time faculty versus part-time faculty in key courses for retention (e.g., BWVW, ENGL 101)	CGS
CGS 5.2 Assure competence of all administrators	CGS 5.2.1 Formalize a comprehensive evaluation system for all CGS personnel with administrative appointments	CGS 5.2.1.1 Implement a uniform chair/dean evaluation	CGS 5.2.1.1 Implement an evaluation for faculty receiving administrative release	CGS
CGS 5.3 Foster supportive relationships with other administrative offices	CGS 5.3.1 Offer and solicit feedback from other offices on their interactions with CGS	CGS 5.3.1.1 Identify areas where feedback is needed and create instruments	CGS 5.3.1.1 Solicit and make improvements based on feedback	CGS
CGS 5.4 Assure that all faculty support the mission of the institution and aims of the Office of the Provost	CGS 5.4.1 Evaluate teaching effectiveness, particularly in the area of worldview, of all current faculty and job candidates	CGS 5.4.1.1 Develop a revised set of guidelines for interviewing online faculty	CGS 5.4.1.1 Create a mechanism for long-term evaluation of faculty who do not currently complete portfolios	CGS

CGS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
CGS 6.1 Develop students' Christian	CGS 6.1.1 Assess the extent to which students have	CGS 6.1.1.1 Create a "progress model" for worldview attainment through the gen-ed	CGS 6.1.1.1 Adjust coursework and/or course content to achieve desired worldview	CGS (in tandem with SOR and others)

CGS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
worldview throughout their gen- ed curriculum	attained a Christian worldview—and factors contributing to its attainment—at various points in their coursework	curriculum and assess the current model's effectiveness	outcomes with maximum efficiency and effectiveness	
CGS 6.2 Encourage faculty involvement in Christian/Community service	CGS 6.2.1 Increase the number of ways in which faculty impact the community via Christian service	CGS 6.2.1.1 Assess faculty's involvement in Christian/Community service	CGS 6.2.1.1 Implement a School-wide service project (or a variety of projects)	CGS

COLLEGE OF OSTEOPATHIC MEDICINE (LUCOM)

LUCOM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 1.1 LUCOM will deliver its curriculum predominately through active learning processes utilizing up to date pedagogy, technology, simulation and learning techniques.	LUCOM 1.1.1 The COM and its faculty shall establish a Continuous Quality Assessment and Quality Improvement process through its Curriculum Committee to ensure that the College maintains the proper composition of facilities, resources, faculty and staff to meet the needs of the curriculum, its students, faculty, staff and the college for education, service and research.	LUCOM 1.1.1.1 The Curriculum Committee will review curriculum and evaluation outcomes annually. The Curriculum Committee will make recommendations for changes in resource and technology requirements for the following year.	LUCOM 1.1.1.1 Administration will review the curriculum and evaluation outcomes recommendations and implement changes as indicated to support the mission and goals of the COM.	LUCOM 1.1.1.1 Administration will review the curriculum and evaluation outcomes recommendations and implement changes as indicated to support the mission and goals of the COM.	LUCOM Curriculum Committee LUCOM Deans Council LUCOM Dean

LUCOM 2. ADVANCING ACADEMIC REPUTATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 2.1 The COM will develop an admission process and curriculum that promotes academic and professional success among its students.	LUCOM 2.1.1 The graduates of the COM shall demonstrate results on standardized independent examinations and successful competition for GME that demonstrate the quality of the curriculum, faculty and affiliates of the COM.	LUCOM 2.1.1.1 The COM will have < 6% attrition and transfer rate among its first year class of students.	LUCOM 2.1.1.1 The COM will have <10% attrition and transfer experience among its first two classes of students.	LUCOM 2.1.1.1 The COM will have <15% attrition and transfer experience among its first three classes of students.	LUCOM Administration LUCOM Admissions and Student Services Department
LUCOM 2.1 The COM will develop an admission process and curriculum that promotes academic and professional success among its students.	LUCOM 2.1.2 Students of the COM will pass COMLEX national board examinations within 1.5 standard deviations of the mean for first time takers annually with a goal of exceeding the national mean annually		LUCOM 2.1.2.1 The initial class of the COM will have a first time pass rate within 1.5 standard deviations of the mean on COMLEX Level One examination.	LUCOM 2.1.2.1 The two classes of COM students taking COMLEX Level One and COMLEX Level Two CE and PE examinations will have a first time pass rate within 1.5 standard deviations of the mean on the national examinations	LUCOM curriculum and Student Progress Committee
LUCOM 2.1 The COM will develop an admission process and curriculum that promotes academic and professional success among its students.	LUCOM 2.1.2 Students of the COM will pass COMLEX national board examinations within 1.5 standard deviations of the mean for first time takers annually with a goal of exceeding the national mean annually		LUCOM 2.1.2.2 80% of the graduates of the COM will obtain one of their top three Graduate Medical Education (GME) positions.	LUCOM 2.1.2.2 95% of the graduates of the COM who seek GME training the year after graduation will secure a GME training position.	LUCOM curriculum and Student Progress Committee

LUCOM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 3.1 LUCOM will become the COM of choice for students seeking an osteopathic medical education with a Christian world view	LUCOM 3.1.1 Greater than 50% of the students offered admission will matriculate at the COM.	LUCOM 3.1.1.1 We will meet our target class size of 150 students and >30% of admitted students will be from Christian Colleges and Universities or have a missionary or service background.	LUCOM 3.1.1.1 We will meet our target class size of 150 students and >30% of admitted students will be from Christian Colleges and Universities or have a missionary or service background.	LUCOM 3.1.1.1 We will meet our target class size of 150 students and >30% of admitted students will be from Christian Colleges and Universities or have a missionary or service background.	LUCOM Administration LUCOM Office of Admissions and Student Services

LUCOM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
and servant's attributes.					
LUCOM 3.2 LUCOM and graduates will improve access to medical care in underserved regions of Virginia and globally with an emphasis on the traditional tobacco and Coal regions of Virginia, the Carolinas, Tennessee and West Virginia.	LUCOM 3.2.1 LUCOM will recruit students from underserved and under represented regions of Virginia and the U.S., students from under represented populations, and students with a commitment to primary care and underserved populations.	LUCOM 3.2.1.1 10% of admitted class will be from under representative populations of applicants or from underserved regions of Virginia or the S. E. United States	LUCOM 3.2.1.1 15% of admitted class will be from under represented populations of applicants or from underserved regions of Virginia or S.E. United States	LUCOM 3.2.1.1 15% of admitted class will be from under represented populations of applicants or from underserved regions of Virginia or S.E. United States	LUCOM Administration LUCOM Office of Admissions and Student Services
LUCOM 3.3 LUCOM will execute articulation agreements and affiliations with colleges that will ensure access to students who will advance the mission and vision of the COM and University.	LUCOM 3.3.1 Matriculation of students with Christian worldview, servant's commitment, and academic excellence will assist the college in fulfilling its mission and reaching its established goals. An early decision and admission program will allow students to complete education sooner and more economically.	LUCOM 3.3.1.1 LUCOM will finalize a dual admission and early COM admission articulation agreement with Liberty University.	LUCOM 3.3.1.1 LUCOM will finalize a dual admission and early COM admission articulation agreement with one additional Christian College that places an emphasis on service and meeting the needs of underserved populations.	LUCOM 3.3.1.1 LUCOM will finalize a dual admission and early COM admission articulation agreement with a third Christian College that places an emphasis on service and meeting the needs of underserved populations.	LUCOM Administration and LUCOM Office of Admissions and Student Services
LUCOM 3.4 LUCOM, in cooperation with Liberty University, will develop dual admission programs, early admission programs and consolidated BS and DO degree and DO /GME programs to allow completion of medical education and GME in a shorter time period	LUCOM 3.4.1 To provide Liberty University students the opportunity to demonstrate the competencies required, receive a DO degree, and complete their GME program in a shorter time period than traditional curricula and obtain eligibility for licensure and certification in a more cost effective and time efficient manner.	LUCOM 3.4.1.1 LUCOM will develop a dual admission program with Liberty University.	LUCOM 3.4.1.1 LUCOM and Liberty University will begin to recruit students into the dual admission program. LUCOM and Liberty University will develop a dual degree program.	LUCOM 3.4.1.1 LUCOM and one or more OMNEE programs will develop articulation agreements for early entry into GME programs	LUCOM Administration and Liberty Provost Office

LUCOM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
than the current 11-15 years after graduation from secondary school for the student. In addition, LUCOM will develop articulation agreements with OMNEE affiliated GME programs that make it possible for a student to demonstrate the competencies required to achieve licensure and certification in a shorter than traditional time period.					

LUCOM 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 4.1 LUCOM will operate as a nonprofit institution in a manner that is economically efficient, exercise financial controls which ensure it meets its self-established standards for education, service and research and maintains quality consistency with its	LUCOM 4.1.1 LUCOM will maintain its tuition among the bottom quartile of private, not for profit medical colleges in the United States in order to graduate students in a financial position conducive to advancing the COM mission and vision to develop community based physicians who increase access to health care in underserved and underrepresented settings.	LUCOM 4.1.1.1 LUCOM will survey other college of medicine tuition levels to evaluate its standing and operate in a manner that allows it to complete the fiscal year within its budget through effective and efficient utilization of resources, technology, and faculty to advance its mission and vision.	LUCOM 4.1.1.1 LUCOM will survey other college of medicine tuition levels to evaluate its standing, make any required adjustments and operate in a manner that allows it to complete the fiscal year within its budget through effective and efficient utilization of resources, technology, and faculty to advance its mission and vision.	LUCOM 4.1.1.1 LUCOM will survey other college of medicine tuition levels to evaluate its standing, make any required adjustments and operate in a manner that allows it to complete the fiscal year within its budget through effective and efficient utilize of resources, technology, and faculty to advance its mission and vision.	LUCOM Administration and Alumni Department LUCOM Clinical Practice Plan

LUCOM 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
peer institutions while ensuring stability for its faculty, staff, alumni and advancement of its mission and vision.					
LUCOM 4.1 LUCOM will operate as a nonprofit institution in a manner that is economically efficient, exercise financial controls which ensure it meets its self-established standards for education, service and research and maintains quality consistency with its peer institutions while ensuring stability for its faculty, staff, alumni and advancement of its mission and vision.	LUCOM 4.1.2 LUCOM will develop financial supporters to advance its mission and vision, including an alumni giving program, in addition to financial support from osteopathic and allopathic organizations and charitable contributions.		LUCOM 4.1.2.1 LUCOM will partner with affiliates to increase practice income to allow modification in rate of advancement of tuition increases for students. LUCOM will begin outreach and development programs to raise support for the college and university.	LUCOM 4.1.2.1.1 LUCOM will partner with affiliates to increase practice income to allow modification in rate of advancement of tuition increases for students.	
LUCOM 4.1 LUCOM will operate as a nonprofit institution in a manner that is economically efficient, exercise financial controls which ensure it meets its self-established standards for education, service and research and maintains quality	LUCOM 4.1.2 LUCOM will develop financial supporters to advance its mission and vision, including an alumni giving program, in addition to financial support from osteopathic and allopathic organizations and charitable contributions.		LUCOM 4.1.2.1 LUCOM will partner with affiliates to increase practice income to allow modification in rate of advancement of tuition increases for students. LUCOM will begin outreach and development programs to raise support for the college and university.	LUCOM 4.1.2.1.2 LUCOM will begin development of its Alumni giving program.	

LUCOM 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
consistency with its peer institutions while ensuring stability for its faculty, staff, alumni and advancement of its mission and vision.					
LUCOM 4.1 LUCOM will operate as a nonprofit institution in a manner that is economically efficient, exercise financial controls which ensure it meets its self-established standards for education, service and research and maintains quality consistency with its peer institutions while ensuring stability for its faculty, staff, alumni and advancement of its mission and vision.	LUCOM 4.1.2 LUCOM will develop financial supporters to advance its mission and vision, including an alumni giving program, in addition to financial support from osteopathic and allopathic organizations and charitable contributions.		LUCOM 4.1.2.1 LUCOM will partner with affiliates to increase practice income to allow modification in rate of advancement of tuition increases for students. LUCOM will begin outreach and development programs to raise support for the college and university.	LUCOM 4.1.2.1.3 LUCOM will continue outreach and development programs to raise support for the college and university.	
LUCOM 4.2 LUCOM will develop a clinical practice plan and partner with affiliates to increase clinical practice income to allow modification in rate of advancement of tuition increases for students.	LUCOM 4.2.1 LUCOM will strive to obtain extramural sources of funding to support its operations, mission, and vision that allow it to limit expenses for its students and minimize tuition and fee increases.	LUCOM 4.2.1.1 LUCOM will develop clinical resources and clinical affiliations with medical institutions and professionals in the region.	LUCOM 4.2.1.1 LUCOM will evaluate and hire the clinical faculty that will support a clinical practice plan.	LUCOM 4.2.1.1 LUCOM will develop a clinical practice plan and partner with affiliates to increase clinical practice income to allow modification in rate of advancement of tuition increases for students.	LUCOM Administration and LUCOM Clinical Faculty

LUCOM 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 4.3 LUCOM will become competitive for extramural funding to advance its research and scholarly activities and to support its operations and mission.	LUCOM 4.3.1 Conduct meaningful research and produce scholarly output that will advance medical knowledge, educational pedagogy, health care, patient health outcomes and the mission of LUCOM and LU.	LUCOM 4.3.1.1 Evaluate faculty talents and interest regarding research and scholarly activity. Review available extramural funding sources, develop and submit grants for support of research that advances the careers of its faculty, the education of its students, the mission and vision of the COM and the health of the nation.	LUCOM 4.3.1.1 Review available extramural funding sources and make applications for funding of research that advances its mission and vision.	LUCOM 4.3.1.1 Review available extramural funding sources and make applications for funding of research that advances its mission and vision.	LUCOM Administration and Research Department
LUCOM 4.4 LUCOM will collaborate with the School of Health Sciences to evaluate the development of other health profession programs which have the potential to meet the needs of the populations it strives to serve and which provide a positive margin for the University.	LUCOM 4.4.1 Expand access to quality healthcare and improve the health status of underserved populations through graduation of a variety of health care professionals and the expansion of population and individual health care techniques.	LUCOM 4.4.1.1 Work with School of Health Sciences' Public Health Program and Department of Nursing to perform an analysis of the health care needs of Central and Southern Virginia.	LUCOM 4.4.1.1 Evaluate outcome of analysis and determine which programs are indicated at LU.	LUCOM 4.4.1.1 Recruit leadership for designated programs and begin development of indicated programs	LUCOM LU Health Science Administration Provost Office, Liberty University
LUCOM 4.5 LUCOM will partner with local affiliates for the development of expanded clinical education opportunities for its students in osteopathic medicine including the opening of clinical sites to meet the health care needs of the public and the educational	LUCOM 4.5.1 Provide quality clinical training sites to meet the educational needs of LUCOM students provide access to health care for the public and allow for the development of GME training programs.	LUCOM 4.5.1.1 To have clinical training slots to meet the requirements of the curriculum for each admitted LUCOM student.	LUCOM 4.5.1.1 To expand access to health care for underserved populations of the Lynchburg, and Central and South Virginia service area by establishment of clinical practices by the COM faculty and students	LUCOM 4.5.1.1 Development of GME programs at clinical sites to support the needs of the graduates of the COM in 2018.	LUCOM Administration, Clinical Affairs and Graduate Medical Education

LUCOM 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
needs of the university.					

LUCOM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 5.1 LUCOM will expand its contribution to medical knowledge and research by utilizing the talents of its faculty and the recruitment of additional researchers and faculty.	LUCOM 5.1.1 Provide faculty and students the opportunity, knowledge and resources to contribute to medical knowledge through research and develop the knowledge and skills required to support future research and learning among its students and graduates.	LUCOM 5.1.1.1 Completion of the COM's research facilities and the resources required to support research. Development of budgets, personnel, policy and processes that will support research.	LUCOM 5.1.1.1 Development of clinical partnerships and affiliations with institutions and practices in the region that will advance clinical research opportunities for the COM and faculty.	LUCOM 5.1.1.1 Development of 6 grant applications that score in the top 25% of those submitted and obtain funding for one grant/research project for one biomedical scientist and one clinical scientist from intramural or extramural sources.	LUCOM Administration and Associate Dean for Research
LUCOM 5.2 LUCOM will expand its service to the public through the provision of quality health care by its faculty and students.	LUCOM 5.2.1 Operate clinic(s) that provide distinctively osteopathic medical care to faculty, staff and students of the University and the Lynchburg community.	LUCOM 5.2.1.1 Expansion of access to health care for underserved populations of the Lynchburg, Central and South Virginia service area by establishment of clinical practices by LUCOM faculty. Exploration of population based health care improvement practices for the faculty, staff and students of the university community.	LUCOM 5.2.1.1 Additional expansion of access to health care for underserved populations of the Lynchburg, Central and South Virginia service area by establishment of clinical practices by additional LUCOM faculty and incorporation of student services	LUCOM 5.2.1.1 Additional expansion of access to health care for underserved populations of the Lynchburg, Central and South Virginia service area by establishment of clinical practices by additional LUCOM faculty and incorporation of student services	LUCOM Administration Clinical Affairs
LUCOM 5.2 LUCOM will expand its service to the public through the provision of quality health care by its faculty and students.	LUCOM 5.2.1 Operate clinic(s) that provide distinctively osteopathic medical care to faculty, staff and students of the University and the Lynchburg community.	LUCOM 5.2.1.1 Expansion of access to health care for underserved populations of the Lynchburg, Central and South Virginia service area by establishment of clinical practices by LUCOM faculty.	LUCOM 5.2.1.2 Development of population based and health care management programs for the university community patients with the public health and nursing programs at Liberty University.	LUCOM 5.2.1.2 Development of population based and health care management programs for citizens in the region of the college in cooperation with the public health and nursing programs at Liberty University and local affiliates.	LUCOM Administration Clinical Affairs

LUCOM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		Exploration of population based health care improvement practices for the faculty, staff and students of the university community.			
LUCOM 5.3 LUCOM will expand access to health care for underserved population through outreach events such as health fairs, the utilization of outreach vans and trailers, and partnering with health care entities distant from its campus to provide unmet needs. These include Community Health Centers, health departments, critical and rural access hospitals in the US, government and private institutions internationally.	LUCOM 5.3.1 Provide access to quality health care to underserved populations and underrepresented patients through outreach events and partnering with existing community health institutions and practitioners.	LUCOM 5.3.1.1 Development of affiliation agreements with community based health care institutions in Central and Southern Virginia to support their mission and provide access to patient care experiences for LUCOM students and faculty. Develop affiliation agreements with one or more international health care institution or agency that will provide access to patient care experiences for LUCOM students and faculty.	LUCOM 5.3.1.1 Provide at least three outreach events in affiliation with community partners in Central or Southern Virginia to expand access to health care and at least one outreach event internationally.	LUCOM 5.3.1.1 Provide at least three outreach events in affiliation with community partners in Central or Southern Virginia to expand access to health care and at least one outreach events internationally.	LUCOM Administration LUCOM Clinical Affairs LUCOM Office of Admissions and Student Services LUCOM Office of Medical Outreach and International Medicine

LUCOM 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 6.1 LUCOM will provide strong student service, mentorship and guidance through it faculty and staff to	LUCOM 6.1.1 Educate and develop students in a Christian environment by faculty with a Christian world view who will become physicians that are	LUCOM 6.1.1.1 The COM will develop Academic Societies to provide mentorship, advising, peer, academic, spiritual, socio-economic	LUCOM 6.1.1.1 Osteopathic Medical Students will be given the opportunity to participate in medical outreach and missionary experiences to	LUCOM 6.1.1.1 Osteopathic Medical students are given the opportunity to participate in convocation at the university and required to participate in outreach and service events.	LUCOM Administration, faculty and staff

LUCOM 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
its students in an effort to develop and preserve their professionalism, ethics, spirituality, empathy, compassion, humanity, humility and spirit of service to mankind.	Champions for Christ, express their ministry through their medical service to those in need, and who place an emphasis on the care of the body, mind and spirit of the patient.	and professional support for its students.	support a Christian worldview, foster professionalism, compassion, and ethics.		
LUCOM 6.1 LUCOM will provide strong student service, mentorship and guidance through it faculty and staff to its students in an effort to develop and preserve their professionalism, ethics, spirituality, empathy, compassion, humanity, humility and spirit of service to mankind.	LUCOM 6.1.1 Educate and develop students in a Christian environment by faculty with a Christian world view who will become physicians that are Champions for Christ, express their ministry through their medical service to those in need, and who place an emphasis on the care of the body, mind and spirit of the patient.	LUCOM 6.1.1.2 The COM will recruit a faculty with a strong Christian world view who will role model professionalism, spirituality and morality and be mentors for the students.		LUCOM 6.1.1.2 10% of students will elect to do international rotations for their required underserved rotation during their OMS-3 clinical year and provide service to patient in greatest need.	LUCOM Administration, faculty and staff
LUCOM 6.1 LUCOM will provide strong student service, mentorship and guidance through it faculty and staff to its students in an effort to develop and preserve their professionalism, ethics, spirituality, empathy, compassion, humanity, humility and spirit of service to mankind.	LUCOM 6.1.1 Educate and develop students in a Christian environment by faculty with a Christian world view who will become physicians that are Champions for Christ, express their ministry through their medical service to those in need, and who place an emphasis on the care of the body, mind and spirit of the patient.	LUCOM 6.1.1.3 Medical students are given the opportunity to participate in convocation at the university and required to participate in outreach and service events.	LUCOM 6.1.1.3 Medical students are given the opportunity to participate in convocation at the University and required to participate in outreach and service events.		LUCOM Administration, faculty and staff

LUCOM 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
LUCOM 6.2 LUCOM will expand research in how the role of faith, religion and spirituality play in the education of medical students, the health and wellbeing of patients, and in their health related outcomes when engaged in the medical system.	LUCOM 6.2.1 Development of a Center for Bio-ethics to expand scholarly publications in the areas of faith and spirituality in medicine and health care outcomes.	LUCOM 6.2.1.1 Work with School of Law, School of Philosophy, School of Religion to explore the development of a Center for Bio-Ethics	LUCOM 6.2.1.1 Develop one research grant proposal concerning faith and spirituality in medical education or medical practice. Institute one medical symposium on spirituality in medicine in cooperation with the School of Religion.	LUCOM 6.2.1.1 Publish one paper on the effects of faith or spirituality in medical education or the practice of medicine; submit one grant proposal exploring the role faith or spirituality in patient care outcomes and deliver one symposium on the subjects.	LUCOM Administration, faculty and staff

SCHOOL OF AERONAUTICS (SOA)

SOA 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOA 1.1 Establish a program that satisfies the FAA-approved reduced flying hour certification requirements for students earning an ATP certification.	SOA 1.1.1 Develop flight and ground syllabi that support the FAA-approved reduced flying hour program.	SOA 1.1.1.1 Published and approved flight and ground syllabi	SOA 1.1.1.1 Students working toward ATP certifications fully aligned with syllabi to meet reduced hour requirements	Academics Flight Operations
SOA 1.2 Make the LU SOA certification and degree programs available to students not geographically located at the Lynchburg campus.	SOA 1.2.1 Develop and establish flight center training affiliates that provide aviation and maintenance education and training certifications	SOA 1.2.1.1 Written Training Course Outline, implementation plan and agreements for one flight center training affiliate program	SOA 1.2.1.1 Written Training Course Outline, implementation plan and agreements for two additional flight center training affiliate programs	Academics Flight Operations
SOA 1.3 Improve learning through the use of an interactive lab environment.	SOA 1.3.1 Build a SOA lab equipped with networked computers and aeronautics learning tools to increase the level	SOA 1.3.1.1 Completed concept plan	SOA 1.3.1.1 Completed SOA lab available for academic use	Academics

SOA 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	of learning and transference to flying skills.			
SOA 1.4 Integrate flight training simulators into the curriculum in a manner that produces a better trained pilot while reducing overall costs to the student.	SOA 1.4.1 Incorporate advanced flight training simulators into the academic and flight training programs and syllabi in a more efficient and effective manner to reduce overall costs to students and to improve preparation for flight training	SOA 1.4.1.1 5% reduction in average flight time to the private pilot and instrument final stage checks	SOA 1.4.1.1 10% reduction in average flight time to the private pilot and instrument final stage checks	Flight Operations

SOA 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOA 2.1 Provide SOA graduates with hiring opportunities in the aviation fields of their choice by promoting LU SOA's excellence and by partnering with companies and organizations	SOA 2.1.1 Increase the number of MOAs and partnerships with aviation companies and organizations to have at least two for each SOA concentration.	SOA 2.1.1.1 Obtain one additional partnership and/or Memorandum of Agreement (MOA) with companies/organizations who will commit to interviewing and hiring SOA graduates. SOA 2.1.1.2 Using MOAs as a recruiting tool; see an increase in enrollment of 5%	SOA 2.1.1.1 Obtain partnerships and/or Memorandums of Agreement (MOA) with two companies/organizations per concentration who will commit to interviewing and hiring SOA graduates for all SOA concentrations SOA 2.1.1.2 Using MOAs as a recruiting tool, see an increase in enrollment of 5%	Academics
SOA 2.2 Add a Dispatch Certification Program and Curriculum to SOA academic offerings	SOA 2.2.1 Develop and implement a FAA-approved dispatch syllabus and courses for students seeking non-flying aviation specific careers.	SOA 2.2.1.1 Complete development and implement program Fall 2014		Academics Flight Operations
SOA 2.3 Add an undergraduate management degree program to SOA academic offerings	SOA 2.3.1 Develop and implement a degree program in Aviation Management for students seeking non-flight aviation careers.	SOA 2.3.1.1 Complete 50% of development	SOA 2.3.1.1 Complete development of program and implement by Fall 2015.	Academics
SOA 2.4 Add a Master of Business Administration, Aviation	SOA 2.4.1 Develop and implement a Master of Business Administration with an Aviation concentration degree program to enhance the SOA curriculum and	SOA 2.4.1.1 Seek approval for concept plan	SOA 2.4.1.1 Complete 50% of development of program with projected implementation in Fall 2016	Academics

SOA 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
concentration degree program	broaden the aviation career opportunities.			

SOA 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOA 3.1 Reduce the amount of time a student spends in each flight training course.	SOA 3.1.1 Develop an efficient scheduling and operations process to ensure all students have the opportunity to progress through the curriculum within the designed timelines.	SOA 3.1.1.1 90% of all pilots in each course obtain the applicable license before the end of the academic year.	SOA 3.1.1.1 95% of all pilots in each course obtain the applicable license before the end of the academic year.	Academics Flight Operations.

SOA 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOA 4.1 Increase online enrollment by adding additional online courses.	SOA 4.1.1 Create and add additional classes to generate more revenue without additional overhead costs.	SOA 4.1.1.1 Number of online courses offered increased by 25%.	SOA 4.1.1.1 Number of online courses increased by 50%.	Academics
SOA 4.2 Maximize the efficiency of the existing physical training environment to meet the expected student growth of 5% per year.	SOA 4.2.1 Develop and implement a plan to accommodate increased student growth while operating within the existing physical space.	SOA 4.2.1.1 10 new, high-quality flight briefing rooms built and established to replace existing ineffective training cubicles.	SOA 4.2.1.1 New, upgraded and integrated Operations Center to provide better managed training flights and to meet the daily needs of the students and instructors.	Administration

SOA 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOA 5.1 All SOA Faculty will have a doctorate degree.	SOA 5.1.1 Create opportunity for current faculty to obtain doctorate degrees to enhance academic standing.	SOA 5.1.1.1 Three faculty members progressing steadily to complete a doctorate degree.	SOA 5.1.1.1 One Faculty complete and two faculty working toward a doctorate degree.	Academics

SOA 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOA 5.2 Increase the pilot licensing knowledge and practical test pass rate.	SOA 5.2.1 Decrease cost of training to student and enhance hiring opportunities within the industry (better credentials for job seeking) by assisting students to be fully prepared to pass the knowledge and practical tests.	SOA 5.2.1.1 90% pass rate for the knowledge test and two practical test areas	SOA 5.2.1.1 95% pass rate for the knowledge test and 90% pass rate for three practical test areas	Academics Flight Instruction

SOA 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOA 6.1 Strengthen Christian discipleship within the SOA student body.	SOA 6.1.1 Every SOA faculty and staff member will be involved in personal mentoring and discipleship to students.	SOA 6.1.1.1 100% of Freshmen to participate in a mentoring program/relationship.	SOA 6.1.1.1 100% of Freshman and Sophomore student body of LUSOA in a mentoring program/relationship.	Academics
SOA 6.2 All facets of the School of Aviation will have Christian worldview/influence in the World.	SOA 6.2.1 SOA curriculum for each degree and certificate program will be structured on a Christian worldview	SOA 6.2.1.1 100% of in residence SOA students interact in Christian worldview learning in each of their SOA courses.	SOA 6.2.1.1 100% of in residence and online SOA students interact in Christian worldview learning in each of their SOA courses.	SOA

SCHOOL OF BUSINESS (SOB)

(DIRECT REPORT AREAS: ACCOUNTING, BUSINESS, AND BUSINESS MANAGEMENT INFORMATION SYSTEMS)

SOB 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOB 1.1 Increase the types of technology being used in upper level cognate/specialization courses.	SOB 1.1.1 Prepare students for careers in their field.	SOB 1.1.1.1 20% of all upper level cognate/ specialization resident courses will require students to utilize excel, PPT, accounting software, project management software, etc.	SOB 1.1.1.1 30% of all upper level cognate/ specialization resident courses will require students to utilize excel, PPT, accounting software, project management software, etc. SOB 1.1.1.2 20% of all online upper level cognate/specialization courses will require students to utilize excel, PPT, accounting	School of Business

SOB 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
			software, project management software etc.	
SOB 1.2 Identify and align to create effective 2-way communication between the School of Business and operational offices.	SOB 1.2.1 Create functional responsibility and identify clear point of contact to create clear channels of communication	SOB 1.2.1.1 Identify POC for each department and meet with operationally integrated offices (CCD, Career Center, LUO Operations and Marketing) on a monthly basis and other offices quarterly or as needed.	SOB 1.2.1.1 Maintain communication paths and review meeting timeline	School of Business and Various Operational Offices
SOB 1.3 An informed faculty who know and understand updated changes made to courses.	SOB 1.3.1 Through training and open paths of communication with the Subject Matter Expert (SME) have well-informed online faculty.	SOB 1.3.1.1 Implementation of a faculty survey to review SME and School of Business oversight of training and communication	SOB 1.3.1.1 Evaluate the data from the previous year and determine future targets	School of Business

SOB 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOB 2.1 Create an environment where faculty scholarly engagement with industry, research, trade groups, curriculum or community is encouraged	SOB 2.1.1 To increase full-time faculty involvement with profession or industry activities.	SOB 2.1.1.1 Increase faculty participation in these areas by 25%.	SOB 2.1.1.1 Have a faculty participation rate of 50% in these areas	School of Business
SOB 2.2 Create a center for technology that promotes a synergistic approach to curriculum across disciplines	SOB 2.2.1 The School of Business will work with the upper administration to establish a director/assistant director of the Center and provide operational and logistic support.	SOB 2.2.1.1 Identify a Director and Assistant Director and work to establish policies and procedures to help govern the Center for Technology	SOB 2.2.1.1 Have a fully established, autonomous, and operational Center for Technology	School of Business, Engineering, IT, BIO, and Upper Administration
SOB 2.3 Create a board of advisors to help identify market-needs and establish program endorsements from leaders in those areas	SOB 2.3.1 Through contacts with the upper administration, internal School of Business personnel, and outside guest speakers we will work to align ourselves with market needs and solicit program endorsements	SOB 2.3.1.1 Enter talks with 3 industry leaders for program endorsement opportunities	SOB 2.3.1.1 Solidify program endorsements for at least 1 academic program	School of Business, Upper Administration, Outside Entities

SOB 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOB 2.4 Increase Market share by providing new programs, strategically marketing existing programs and investing in the growth of our tech-based programs	SOB 2.4.1 The School of Business will review major competitors and establish new program offerings that will drive growth. We will also work with other stakeholders to actively promote tech-based program offerings	SOB 2.4.1.1 Complete a competitive analysis and determine gaps in curriculum SOB 2.4.1.2 Identify key demographics to present to admissions to help target student populations for growth in tech-based programs	SOB 2.4.1.1 Institute program modifications based upon competitive analysis	School of Business, Marketing, Liberty University Online
SOB 2.5 Continuously assess program offerings to maintain and improve curriculum relevance to meet market demands	SOB 2.5.1 The School of Business will assess all programs with our purview every three years.	SOB 2.5.1.1 Complete the assessment of 1/3 of our curriculum	SOB 2.5.1.1 Complete the assessment of 2/3 of our curriculum	School of Business, Institutional Effectiveness, ACBSP

SOB 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOB 3.1 To expand the Center for Entrepreneurship's presence and outreach in both the School of Business and community at large	SOB 3.1.1 Actively promote the Center for Entrepreneurship's activities in classes, through Center for Entrepreneurship and club meetings, and in social media	SOB 3.1.1.1 Students involved in the Center for Entrepreneurship will participate in one event	SOB 3.1.1.1 Incorporating lessons learned from year one, students involved in the Center for Entrepreneurship will participate in at least one event per year	School of Business and Faculty Advisor for Enactus
SOB 3.2 To increase opportunities for Business students to use their business skill sets in volunteer service to members of the community	SOB 3.2.1 Using Enactus as the initial conduit for community involvement, Enactus leadership will organize and promote community outreach opportunities	SOB 3.2.1.1 Enactus will organize at least one opportunity for business-related community service each academic year	SOB 3.2.1.1 Enactus will organize at least two opportunities for business-related community service each academic year	School of Business
SOB 3.3 To increase effectiveness in this area, the School of Business will more fully integrate and promote student	SOB 3.3.1 All student clubs will share a common events and speaker calendar and will utilize common School of Business branding and advertising to increase awareness of and	SOB 3.3.1.1 With a common events calendar, School of Business club activities and workshops will not overlap, increasing opportunities for students to be involved in more than one club activity. We anticipate a 5% increase in student	SOB 3.3.1.1 With consistent branding and integration of club calendars, student participation in club-sponsored events will increase by 10% over the baseline attendance	School of Business and Student Ambassadors

SOB 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
clubs and their activities	participation in club workshops and events	participation over the previous year's attendance numbers		
SOB 3.4 To increase student participation in School of Business internship opportunities	SOB 3.4.1 The School of Business will take a more active approach in not only developing stronger relationships with organizations that provide internship opportunities (to ensure they present "good fits" for our students), but also in promoting these opportunities to the students	SOB 3.4.1.1 The rate of student participation in internships will increase by 10%	SOB 3.4.1.1 The rate of student participation in internships will increase by 20%	School of Business
SOB 3.5 To increase the desirability of graduates to potential employers by emphasizing student involvement with the school, service to the community and engagement with the Career Center	SOB 3.5.1 The School of Business will increase the availability of student club meetings and activities, increase service opportunities, and actively promote Career Center services	SOB 3.5.1.1 Senior School of Business students will increase their use of Career Center services by 10%	SOB 3.5.1.1 Senior School of Business students will increase their use of Career Center services by 20%	School of Business and Career Center

SOB 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOB 4.1 Increase School of Business physical presence	SOB 4.1.1 The School of Business will leverage its current location to move branding forward through continued physical improvement initiatives	SOB 4.1.1.1 Increase visual presence using internal marketing and events with School of Business students, student clubs and potential employers		School of Business, Provost's Office
SOB 4.2 Work towards development of plans for new facility	SOB 4.2.1 Firmly establish School of Business presence through creation of new facility	SOB 4.2.1.1 Gain approval from senior institutional leadership for facility planning and needs assessment	SOB 4.2.1.1 Move into the new School of Business location as determined by Upper Administration	School of Business, Provost's Office

SOB 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOB 5.1 Increase efforts to identify and target specific markets for faculty recruitment	SOB 5.1.1 After identifying specific markets for recruitment, advertise opportunities in order to attract new faculty in high need cognates	SOB 5.1.1.1 The School of Business will increase successful onboarding of faculty in 'high need' areas by 10%	SOB 5.1.1.1 Have established markets to recruit high need faculty consistently.	School of Business, Human Resources, Marketing
SOB 5.2 Work toward increasing faculty awareness and availability to participate in professional conferences	SOB 5.2.1 The School of Business will seek to identify professional conferences relevant to current business trends	SOB 5.2.1.1 The School of Business will attend 2 new professional conferences	SOB 5.2.1.1 Attend 2 new professional conferences	School of Business

SOB 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOB 6.1 Develop (3) new partnerships strategic to the school of business to promote business as mission	SOB 6.1.1 Enhanced opportunities for students to impact the world for Christ through potential job and internship presence in three new markets	SOB 6.1.1.1 Build these relationships in such a way that opportunities are available for our students during the summer of 2014, Increase number of internships by 10%	SOB 6.1.1.1 Increase number of internships by an additional 20% over previous year's baseline	School of Business, Career Center
SOB 6.2 Increase structure and branding within School of Business Center for Entrepreneurship through establishing new processes and marketing	SOB 6.2.1 Increase the awareness among School of Business students of the center for entrepreneurship and its purpose	SOB 6.2.1.1 The Center for Entrepreneurship will accept applications for prospective reviews and conduct entrepreneurial venture review panels on 20% of submissions	SOB 6.2.1.1 Place 20 School of Business Students in Entrepreneurial internships or partnerships	School of Business

SCHOOL OF COMMUNICATION AND CREATIVE ARTS (SCCA)

(DIRECT REPORT AREAS: CINEMATIC ARTS, DIGITAL MEDIA AND COMMUNICATION, STUDIO AND DIGITAL ARTS, AND THEATRE)

SCCA 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.1 CINE: Complete phase 2 build-out: 2 classrooms, 3 edit bays, color timing theater, 3 ADR booths, Student production offices, Foley.	SCCA 1.1.1.1 CINE: Integrate existing plans into new SCCA building blueprints.	SCCA/CINE/ Construction
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.2 DMCA: Work with Liberty Physical Plant to plan facilities to accommodate working TV and radio studios, control rooms, newsrooms, advertising agencies and communication venues.	SCCA 1.1.1.2 DMCA: Complete planning, begin construction.	SCCA/DMCA/ Construction
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.3 SADA: Two new Mac labs and two new Studio Art labs created for additional demand.	SCCA 1.1.1.3.1 SADA: Two additional Mac labs and Studio Art labs created with implementation of advanced programs.	SCCA/SADA/ Construction
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.3 SADA: Two new Mac labs and two new Studio Art labs created for additional demand.	SCCA 1.1.1.3.2 SADA: Gallery - New facilities for exhibition and storage.	SCCA/SADA/ Construction
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.4 GRAD: Plan central location for Graduate offices for the faculty and administration.	SCCA 1.1.1.4 GRAD: Complete planning, begin construction.	SCCA/GRAD/ Construction
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.5 THEA: Create and approve construction plans for Black Box Theater, design labs, dance rooms, etc.	SCCA 1.1.1.5 THEA: Complete planning, begin construction.	SCCA/THEA/ Construction
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.6 BROADCASTING: Build Master Control facilities for new WTLU-TV station.	SCCA 1.1.1.6 WTLU: Complete planning, begin construction.	SCCA/WTLU/ Construction

SCCA 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.7 BROADCASTING: Solidify & Expand VictoryFM radio network.	SCCA 1.1.1.7 WRVL: Continue network station/translator acquisitions.	SCCA/WRVL
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.8 PROGRAMMING: Build new studio & control facilities for LFSN, Campus and Student Productions.	SCCA 1.1.1.8 PROGRAMMING: Complete planning, begin construction.	SCCA/PRGM/ Construction
SCCA 1.1 New facility	SCCA 1.1.1 Centralize school operations as well as solve current curricular issues that demand additional and/or specialized academic and professional spaces.	SCCA 1.1.1.9 TECH OPS: Manage the project of the construction of new technical facilities in an SCCA-specific building.	SCCA 1.1.1.9 TECH: Complete planning, begin construction.	SCCA/TECH/ Construction
SCCA 1.2 Enhance learning delivery options.	SCCA 1.2.1 Increased faculty expertise and course offerings via learning management systems.	SCCA 1.2.1.1 GRAD: Faculty will work with CTE to receive up-to-date training/knowledge on technology and resources relevant to the latest pedagogy used in teaching a course online.	SCCA 1.2.1.1 GRAD: Faculty will be assigned to teach both residential and online courses and sections with equal workload value provided for both.	GRAD/CTE/Provost
SCCA 1.2 Enhance learning delivery options.	SCCA 1.2.1 Increased faculty expertise and course offerings via learning management systems.	SCCA 1.2.1.2 GRAD: 2014-2015 Academic year: due to M.A. program growth: 2 IMs, one Faculty Support Coordinator.	SCCA 1.2.1.2 GRAD: Hire 2 IMs and 1 FSC.	GRAD/SCCA/Provost
SCCA 1.2 Enhance learning delivery options.	SCCA 1.2.1 Increased faculty expertise and course offerings via learning management systems.	SCCA 1.2.1.3 DMCA: Provide 25% of all applicable residential classes to LUO.	SCCA 1.2.1.3 DMCA: Expand LUO offerings to 75%.	DMCA
SCCA 1.2 Enhance learning delivery options.	SCCA 1.2.1 Increased faculty expertise and course offerings via learning management systems.	SCCA 1.2.1.4 CINE: Curriculum approval for MFA in Script and Screenwriting. MFA offered online by January 2015.		CINE
SCCA 1.2 Enhance learning delivery options.	SCCA 1.2.1 Increased faculty expertise and course offerings via learning management systems.	SCCA 1.2.1.5 SADA: As appropriate, deliver online curriculum review to FCC and/or Graduate Senate.	SCCA 1.2.1.5 SADA: Online BFA, MFA degrees in specific areas of art and design.	SADA

SCCA 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 2.1 Advanced degree offerings – BFA, MFA, Ph.D.,	SCCA 2.1.1 Implement additional experientially-based, professionally-minded degree programs, such as the BFA.	SCCA 2.1.1.1 SADA: BFA Degree in Studio and Digital Arts by Fall 2014.	SCCA 2.1.1.1 SADA: expand fine arts degree offerings online.	SADA

SCCA 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
delivered both residentially and online.				
SCCA 2.1 Advanced degree offerings – BFA, MFA, Ph.D., delivered both residentially and online.	SCCA 2.1.1 Implement additional experientially-based, professionally-minded degree programs, such as the BFA.	SCCA 2.1.1.2 THEA: Develop fine arts degree programs.	SCCA 2.1.1.2 THEA: Offer BFA and MFA Degree programs.	THEA
SCCA 2.1 Advanced degree offerings – BFA, MFA, Ph.D., delivered both residentially and online.	SCCA 2.1.2 Implement terminal degree programs.	SCCA 2.1.2.1 SADA: MFA curriculum approval.	SCCA 2.1.2.1 SADA: MFA Degree in Studio and Digital Arts by Fall 2015	SADA
SCCA 2.1 Advanced degree offerings – BFA, MFA, Ph.D., delivered both residentially and online.	SCCA 2.1.2 Implement terminal degree programs.	SCCA 2.1.2.2 CINE: Curriculum approval for MFA in Script and Screenwriting. MFA offered online by January 2015.		CINE
SCCA 2.1 Advanced degree offerings – BFA, MFA, Ph.D., delivered both residentially and online.	SCCA 2.1.2 Implement terminal degree programs.	SCCA 2.1.2.3 GRAD: Phase 1 Ph.D. planning: Program objectives, SACS requirements, Faculty credentials, and Timeline development.	SCCA 2.1.2.3 GRAD: Phase 2 Planning: Core course and cognate selection, syllabi development, institution approval, marketing plan.	GRAD
SCCA 2.2 Increase practical learning opportunities.	SCCA 2.2.1 To move students from the academic classroom into myriad professional opportunities within SCCA.	SCCA 2.2.1.1 CINE: Grow student participation for Labor Day film festival from 30 student shorts to a maximum of 60 (total enrollment).		CINE
SCCA 2.2 Increase practical learning opportunities	SCCA 2.2.1 To move students from the academic classroom into myriad professional opportunities within SCCA.	SCCA 2.2.1.2 CINE: Continuing Echolight collaboration, produce a film a year. Students will fill most key roles.	SCCA 2.2.1.2 CINE: Continuing Echolight collaboration. Add new outside professional collaborative relationship.	CINE
SCCA 2.2 Increase practical learning opportunities.	SCCA 2.2.1 To move students from the academic classroom into myriad professional opportunities within SCCA.	SCCA 2.2.1.3 THEA: Add radio drama and additional workshop production.	SCCA 2.2.1.3 THEA: Add additional workshop production. Add additional production downtown in partnership with the Academy of Fine Arts.	THEA, SCCA

SCCA 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 2.2 Increase practical learning opportunities	SCCA 2.2.1 To move students from the academic classroom into myriad professional opportunities within SCCA.	SCCA 2.2.1.4 DMCA: Identify and deploy Digital Media students into meaningful learning experiences within our professional divisions.	SCCA 2.2.1.4 DMCA: Increase number of involved students to 250.	DMCA
SCCA 2.2 Increase practical learning opportunities.	SCCA 2.2.1 To move students from the academic classroom into myriad professional opportunities within SCCA.	SCCA 2.2.1.5 BROADCASTING/PROGRAMMING/TECH OPS: Provide increased number of meaningful professional learning opportunities for SCCA students.	SCCA 2.2.1.5.1 BDCST: Open volunteer and paid positions in the new WTLU-TV: Journalists, writers, producers, directors, on-air talent.	SCCA/BDCST
SCCA 2.2 Increase practical learning opportunities.	SCCA 2.2.1 To move students from the academic classroom into myriad professional opportunities within SCCA.	SCCA 2.2.1.5 BROADCASTING/PROGRAMMING/TECH OPS: Provide increased number of meaningful professional learning opportunities for SCCA students.	SCCA 2.2.1.5.2 PRGM: Create a tiered system to move students from volunteers to paid members of production teams.	SCCA/PRGM
SCCA 2.2 Increase practical learning opportunities.	SCCA 2.2.1 To move students from the academic classroom into myriad professional opportunities within SCCA.	SCCA 2.2.1.5 BROADCASTING/PROGRAMMING/TECH OPS: Provide increased number of meaningful professional learning opportunities for SCCA students.	SCCA 2.2.1.5.3 TECH: Create a tiered system to move students from volunteers to paid members of technical support teams.	SCCA/TECH
SCCA 2.3 Enhance existing degree plans.	SCCA 2.3.1 In light of advanced degrees, transform BS and BA degrees for enhanced individualized opportunities.	SCCA 2.3.1.1 DMCA: Begin curriculum planning for Transmedia major adoption.	SCCA 2.3.1.1 DMCA: Build Sports related course offerings to include at least one course in each major.	DMCA
SCCA 2.3 Enhance existing degree plans.	SCCA 2.3.1 In light of advanced degrees, transform BS and BA degrees for enhanced individualized opportunities.	SCCA 2.3.1.2 SADA: Certificate program curriculum review to FCC and/or Graduate Senate.	SCCA 2.3.1.2 SADA: Offer certificate programs graduate and undergraduate students.	SADA
SCCA 2.3 Enhance existing degree plans.	SCCA 2.3.1 In light of advanced degrees, transform BS and BA degrees for enhanced individualized opportunities.	SCCA 2.3.1.3 THEA: Management/Administration concentration curriculum planning and approval.	SCCA 2.3.1.3 THEA: 10 students enrolled in new concentration; Add new Dance program.	THEA
SCCA 2.3 Enhance existing degree plans.	SCCA 2.3.1 In light of advanced degrees, transform BS and BA degrees for enhanced individualized opportunities.	SCCA 2.3.1.4 GRAD: Assessment plan will be developed for new MA in Strategic communication and implemented for the first graduates of the program beginning in May 2015.	SCCA 2.3.1.4 GRAD: Additional assessment ideas will be implemented with focus on graduate learning outcomes.	Assessment Coordinator of SCCA, Graduate Faculty, IE
SCCA 2.3 Enhance existing degree plans.	SCCA 2.3.1 In light of advanced degrees, transform BS and BA degrees for enhanced individualized opportunities.	SCCA 2.3.1.5 CINE: Recruit 5 industry panelists per academic year to enhance student education.		CINE
SCCA 2.3 Enhance existing degree plans.	SCCA 2.3.1 In light of advanced degrees, transform BS and BA degrees for enhanced individualized opportunities.	SCCA 2.3.1.6 CINE: Complete planned \$2,000,000 equipment purchases to create camera, sound and light equipment levels	SCCA 2.3.1.6 CINE: Complete equipment purchases.	SCCA/CINE/Provost

SCCA 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
		that will insure the delivery of Industry standard teaching.		

SCCA 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 3.1 Improve advising and retention.	SCCA 3.1.1 Eliminate poor or conflicting advising, and exceed national standards on retention rates.	SCCA 3.1.1.1 Interface with CASAS to develop seamless hand-off procedures from Sophomore to Junior status. Investigate current rates and create a multi-step plan to improve retention rates.	SCCA 3.1.1.1 Create on-going training with CASAS and SCCA faculty for advising purposes and CRM usage. Target the highest retention rates among U.S. colleges by the end of year two.	SCCA/CASAS
SCCA 3.2 Improve alumni and community relations.	SCCA 3.2.1 Create network for all SCCA majors to interface with Alumni.	SCCA 3.2.1.1 Develop Alumni database and make contacts available to LU students in SCCA.	SCCA 3.2.1.1 Create programs, speakers, judging and employment visits to enhance Alumni connections.	SCCA
SCCA 3.2 Improve alumni and community relations.	SCCA 3.2.1 Create network for all SCCA majors to interface with Alumni.	SCCA 3.2.1.2 SADA: Permanent Collection - work with alumni, donors, to purchase artwork by outstanding artists with regional/national/international reputation.	SCCA 3.2.1.2 SADA: Continue to build Permanent Collection; work with alumni, donors, to purchase artwork.	SADA/LU Donor Relations

SCCA 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 5.1 Recruit additional faculty/staff with extensive industry/practical experience for advanced degree offerings.	SCCA 5.1.1 Hire required staff to meet the academic need.	SCCA 5.1.1.1 SADA: Three new faculty lines: Ph.D. Art History; 2 MFA - 3D or 2D. Online experience.	SCCA 5.1.1.1 SADA: Additional faculty lines as programs grow.	SADA/SCCA/Provost
SCCA 5.1 Recruit additional faculty/staff with extensive industry/practical experience for advanced degree offerings.	SCCA 5.1.1 Hire required staff to meet the academic need.	SCCA 5.1.1.2 CINE: 2-3 new faculty lines to cover cohort, core, and minor teaching loads, Year 1.	SCCA 5.1.1.2 CINE: new faculty lines as needed to cover MFA degree, cohort, core, and minor teaching loads, Year 2.	CINE/SCCA/Provost

SCCA 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 5.1 Recruit additional faculty/staff with extensive industry/practical experience for advanced degree offerings.	SCCA 5.1.1 Hire required staff to meet the academic need.	SCCA 5.1.1.3 DMCA: Target 2-3 new faculty hires to include complimentary skill sets to broaden faculty base.		DMCA/SCCA/Provost
SCCA 5.1 Recruit additional faculty/staff with extensive industry/practical experience for advanced degree offerings.	SCCA 5.1.1 Hire required staff to meet the academic need.	SCCA 5.1.1.4 THEA: Add additional Assistant Tech Director and additional Assistant Costume Designer due to increase production demands.	SCCA 5.1.1.4 THEA: New faculty for Fine Arts degrees as needed, add 2 nd Assistant Tech Director and 1 additional Assistant Lighting Designer.	THEA/SCCA/Provost
SCCA 5.1 Recruit additional faculty/staff with extensive industry/practical experience for advanced degree offerings.	SCCA 5.1.1 Hire required staff to meet the academic need.		SCCA 5.1.1.5 THEA: Add 1-2 faculty lines (Design and/or Dance Pedagogy) for new and enhanced degrees.	THEA/SCCA/Provost
SCCA 5.1 Recruit additional faculty/staff with extensive industry/practical experience for advanced degree offerings.	SCCA 5.1.1 Hire required staff to meet the academic need.	SCCA 5.1.1.6 GRAD: Secure an Administrative Assistant for Graduate Programs.		GRAD/SCCA/Provost
SCCA 5.2 Establish rigorous professional development expectations for faculty.	SCCA 5.2.1 Encourage professional development opportunities by increasing funding and awareness.	SCCA 5.2.1.1 SCCA: Increase conference presentations/creative activities/publication to 40% of faculty.	SCCA 5.2.1.1 SCCA: Increase to 80%.	GRAD/SCCA
SCCA 5.2 Establish rigorous professional development expectations for faculty.	SCCA 5.2.1 Encourage professional development opportunities by increasing funding and awareness.	SCCA 5.2.1.2 GRAD: annual budget allocation of \$2500 per GRAD faculty member for each academic year for research with implementation in the 2014 budget.		GRAD/SCCA/Provost

SCCA 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SCCA 6.1 Increase school-wide focus on the practice of integrating faith and art.	SCCA 6.1.1 Produce alternative convocations that integrate faith with art.	SCCA 6.1.1.1 SCCA: Over 500 students will participate and worship in the alternative convocations.	SCCA 6.1.1.1 SCCA: Over 100 students will participate in the creation of alternative convocations.	SCCA
SCCA 6.1 Increase school-wide focus on the practice of integrating faith and art.	SCCA 6.1.2 Collaborate with SOM to develop Symposium on Faith & Art.	SCCA 6.1.2.1 Host first-ever Symposium in collaboration with SOM and Lausanne Committee.	SCCA 6.1.2.1 Symposium becomes annual event to attract national audience.	SCCA/SOM
SCCA 6.1 Increase school-wide focus on the practice of integrating faith and art.	SCCA 6.1.3 THEA: Develop a Faith and Art Symposium.	SCCA 6.1.3.1 THEA: At least 10 students will submit artistic work for the symposium and at least 75 students will attend.	SCCA 6.1.3.1 THEA: At least 25 students will submit artistic work for the symposium and at least 100 students will attend.	THEA
SCCA 6.2 Impact local and global communities through community involvement/increase community relationships	SCCA 6.2.1 THEA: Develop an international summer program where students will use academic training in ministry abroad.	SCCA 6.2.1.1 THEA: Will send 6 students and 1 faculty to Kenya. Explore other opportunities (St. Martins).	SCCA 6.2.1.1 THEA: Will send 6 additional students and 1 faculty to Kenya or other opportunities.	THEA
SCCA 6.2 Impact local and global communities through community involvement/increase community relationships.	SCCA 6.2.2 THEA: Develop a Playwriting Festival for regional writers.	SCCA 6.2.2.1 THEA: At least 10 plays will be submitted, and 1 will have a staged reading.	SCCA 6.2.2.1 THEA: At least 25 plays will be submitted; resulting in 2 staged reading and 1 possible full production.	THEA

SCHOOL OF EDUCATION (SOE)**(DIRECT REPORT AREAS: TEACHER EDUCATION, GRADUATE EDUCATION, AND SPORT MANAGEMENT)**

SOE 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOE 1.1 Development of state-of-the art facilities for the School of Education	SOE 1.1.1 The new School of Education facilities should be equal to or better than our current facilities in allotted space, appropriateness for our faculty, staff and students, and should allow for growth in the future.	SOE 1.1.1.1 Adequate input into the design of new facilities to be located in the old library space of the DeMoss building.	SOE 1.1.1.1 Completed development and construction of new facilities adequate to the long-term needs of the School of Education.	Graduate Education Teacher Education Sport Management
SOE 1.2 Relocate with minimal disruption to services within the department	SOE 1.2.1 Maintain availability of resources for class management	SOE 1.2.1.1 Relocate to new facility	SOE 1.2.1.1 Relocation complete	SOE—Sport Management
SOE 1.3 Gain additional faculty and staff work areas	SOE 1.3.1 Submit provisional plan for department layout	SOE 1.3.1.1 Relocation to new facility	SOE 1.3.1.1 Relocation complete	SOE—Sport Management
SOE 1.4 Improvement in the School of Education informational websites.	SOE 1.4.1 Due to the growing need for better communication with online students and the practicing educators in the field that host the online students in their schools and organizations, a continuous improvement of communication by a user-friendly website is critical.	SOE 1.4.1.1 Utilize the Technology Coordinator to work with faculty to update the help videos for student teaching and internship.	SOE 1.4.1.1 Utilize the Technology Coordinator to work with faculty to update the help videos for early field experiences (before student teaching and internship).	Graduate Education Teacher Education

SOE 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOE 2.1 Gaining reaccreditation of the undergraduate and accreditation for the graduate sport management programs.	SOE 2.1.1 More exposure for internship opportunities and increased student enrollment.	SOE 2.1.1.1 Developing the accreditation and site visit	SOE 2.1.1.1 Continued development of accreditation materials	SOE—Sport Management
SOE 2.2 Development of new	SOE 2.2.1 Development and Deployment of the courses for	SOE 2.2.1.1 Development of coursework	SOE 2.2.1.1 Deployment of coursework	SOE—Sport Management

SOE 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
programs and minors in the undergraduate program and cognates within the graduate program	both residential and online components.			
SOE 2.3 Final approval of new quantitative and qualitative analysis courses for the EdD program. Note that these courses have already been approved at the level of the graduate senate.	SOE 2.3.1 These courses and (EDUC 915 and 917) were designed and developed to supplement our students' knowledge and understanding of analysis of research findings.	SOE 2.3.1.1 Final approval of these new courses and inclusion as part of the degree completion plans for the doctoral programs in education.	SOE 2.3.1.1 Better understanding of research analysis on the part of our doctoral students, as evidenced by more successful dissertation defenses and higher quality dissertations.	Graduate Education
SOE 2.4 CACREP accreditation of the school counseling program in the School of Education.	SOE 2.4.1 CACREP accreditation will bring national prominence to an already excellent program.	SOE 2.4.1.1 Planning for continued improvement of the program to meet accreditation standards, including the use of outside consultants with expertise in this area.	SOE 2.4.1.1 Full accreditation as a CACREP program. This will result in and increased national reputation and possibly an increase in enrollment in the program.	Graduate Education
SOE 2.5 NCATE accreditation and approval of all education-related programs within the School of Education.	SOE 2.5.1 Continuation of accreditation through NCATE will maintain the national reputation of the programs within teacher education and graduate education.	SOE 2.5.1.1 Completion of planning and preparation, including initial reports, improvement of physical facilities, and final improvements to programs.	SOE 2.5.1.1 Full accreditation and approval through NCATE.	Graduate Education Teacher Education
SOE 2.6 ACEI national recognition (continuing)	SOE 2.6.1 ACEI accreditation will continue to bring national prominence to an already established and effective program.	SOE 2.6.1.1 Revisions of benchmark assessments and rubrics and initial implementation to meet the requirements for continuing recognition.	SOE 2.6.1.1 Full implementation of the approved/recognized benchmark assessments and rubrics to meet the requirements for continuing recognition.	Graduate Education Teacher Education
SOE 2.7 CEC national recognition (continuing)	SOE 2.7.1 CEC accreditation will continue to bring national prominence to an already established and effective Special Education program.	SOE 2.7.1.1 Revisions of benchmark assessments and rubrics and initial implementation to meet the requirements for continuing recognition.	SOE 2.7.1.1 Full implementation of the approved/recognized benchmark assessments and rubrics to meet the requirements for continuing recognition.	Graduate Education Teacher Education
SOE 2.8 IL/PB national recognition (initial)	SOE 2.8.1 IL/PB accreditation will continue to bring national prominence to an already established and effective Special Education program (MAT-Secondary: math, English, social	SOE 2.8.1.1 Revisions of benchmark assessments and rubrics and initial implementation to meet the requirements for continuing recognition.	SOE 2.8.1.1 Full implementation of the approved/recognized benchmark assessments and rubrics to meet the requirements for continuing recognition.	Graduate Education

SOE 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	science, science, foreign language)			

SOE 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOE 3.1 Connecting students with internship and job opportunities	SOE 3.1.1 Partnering with Teamworkonline for student accessibility and training	SOE 3.1.1.1 Increased enrollment of students with Teamworkonline	SOE 3.1.1.1 Increased student job placement within the first two years of graduation	SOE—Sport Management
SOE 3.2 Connecting students with event and practicum experience prior to internships	SOE 3.2.1 Gain practical, applicable and experiential experience within the sport management field	SOE 3.2.1.1 Development of resume and practical experience	SOE 3.2.1.1 Continued development of resume and practical experience.	SOE—Sport Management
SOE 3.3 Recruitment of students, particularly those in populations not previously been recruited.	SOE 3.3.1 Development of service projects and interaction with military families, along with development of international projects in cooperation with other countries in locations around the world.	SOE 3.3.1.1 Planning for specific involvement with military families for support and recruitment. Continued visits to study educational practices in other countries and flexibility in allowance of courses with the education program to support this goal (at least one new site per year).	SOE 3.3.1.1 Further incorporation of comparative education courses into present curricular requirements (at least one new site per year).	Graduate Education Teacher Education

SOE 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOE 4.1 Annual sport event to raise funds for scholarships	SOE 4.1.1 Semi-annual golf classic	SOE 4.1.1.1 Secure finances to support scholarship acquisition	SOE 4.1.1.1 Continued securing of finances for scholarship acquisition.	SOE—Sport Management
SOE 4.2 Annual allocation of scholarships to sport management majors	SOE 4.2.1 Financial support and continued education	SOE 4.2.1.1 Annual allocation	SOE 4.2.1.1 Continued allocation of scholarships	SOE—Sport Management
SOE 4.3 Recognition of student of the year awards	SOE 4.3.1 Selection with criteria for student of the year award	SOE 4.3.1.1 Allocation of award at graduation	SOE 4.3.1.1 Allocation of award at graduation	SOE—Sport Management

SOE 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOE 4.4 Develop of adequate physical resources within the new school of education facility.	SOE 4.4.1 Classrooms, offices, and meeting areas which are conducive to learning, comfortable for an adult population, and appropriate for academic interaction.	SOE 4.4.1.1 Construction of facilities, including classrooms, offices and meeting space which are truly appropriate for our faculty, staff, and student needs, and which will allow for growth of the programs.	SOE 4.4.1.1 Continued development of improvements to facilities, including continual updating of classroom resources and technology.	Graduate Education Teacher Education Sport Management

SOE 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOE 5.1 Diversified educational experiences within the classroom	SOE 5.1.1 Preparing students for future internships and full time positions	SOE 5.1.1.1 Professionally prepared students for the sport management environment	SOE 5.1.1.1 Professionally prepared students for the sport management environment	SOE—Sport Management
SOE 5.2 Continued professional development of faculty.	SOE 5.2.1 Increased emphasis within the School of Education on professional development of faculty, including professional presentations and refereed publications	SOE 5.2.1.1 Emphasis on the promotion process and related requirements within the School of Education, and maintenance of funding for faculty professional development.	SOE 5.2.1.1 Increases in the number of professional presentations at conferences, refereed journal publications, and national reputation of faculty within the School of Education.	Graduate Education Teacher Education

SOE 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOE 6.1 Incorporation of biblical principles within every class	SOE 6.1.1 Biblical application through management principles for a Christian worldview	SOE 6.1.1.1 Be a witness with the field of Sport Management	SOE 6.1.1.1 Be a witness with the field of Sport Management	SOE—Sport Management
SOE 6.2 Integration of faith and learning in all School of Education courses.	SOE 6.2.1 Appropriate integration of the Christian faith and world view into all courses.	SOE 6.2.1.1 Examination of courses in which the integration of faith is more difficult than others, including online research-based courses and subject-centered courses.	SOE 6.2.1.1 Improvement of faith integration in all graduate courses within the School of Education, as indicated by course syllabi and student responses.	Graduate Education
SOE 6.2 Integration of faith and learning in all School of Education courses.	SOE 6.2.1 Appropriate integration of the Christian faith and world view into all courses. Target the SCRIP dispositions as a way to put the Christian faith and world view into practice.	SOE 6.2.1.2 Faculty will assess SCRIP dispositions in corresponding practicum courses.	SOE 6.2.1.2 Improvement of faith integration in all UG courses within the School of Education, as indicated by course syllabi and student responses to SCRIP disposition assignments.	Teacher Education

SCHOOL OF ENGINEERING AND COMPUTATIONAL SCIENCES (SECS)

SECS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 1.1 Increase the types of technology being used in 200/300/400 courses.	SECS 1.1.1 Provide more hands-on learning experiences which will better prepare students for careers in their field.	SECS 1.1.1.1 80% of all 300/400 courses will require students to utilize diverse applications and simulations tools	SECS 1.1.1.1 30% of all 200 level courses will require students to utilize diverse applications and simulations tools	Engineering and Computational Sciences
SECS 1.2 Develop a state-of-the-art engineering and computing learning environment.	SECS 1.2.1 Implement active learning environment in our engineering and computer labs.	SECS 1.2.1.1 Construct 2 active learning engineering labs.	SECS 1.2.1.1 Construct 3 additional active learning environments.	Engineering and Computational Sciences
SECS 1.2 Develop a state-of-the-art engineering and computing learning environment.	SECS 1.2.1 Implement active learning environment in our engineering and computer labs.	SECS 1.2.1.2 Train faculty in active learning methods.	SECS 1.2.1.2 Present active learning research finding at annual ASEE conference	Engineering and Computational Sciences

SECS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 2.1 ABET Engineering Accreditation Continue to measure and monitor ABET criteria as we collect data to prepare for reaccreditation submission in Jan 2017	SECS 2.1.1 Develop assessment timeline which details significant milestones toward submission of ABET Self Study.	SECS 2.1.1.1 Document program improvements according to assessment plan Archive ABET required Documentation	SECS 2.1.1.1 Draft ABET self-studies in: - Electrical Engineering - Computer Engineering - Industrial and Systems Engineering	Engineering
SECS 2.2 ABET Computational Sciences Accreditation Continue to measure and monitor ABET criteria as we collect data to prepare for	SECS 2.2.1 Develop assessment timeline which details significant milestones toward submission of ABET Self Study.	SECS 2.2.1.1 Document program improvements according to assessment plan Archive ABET required Documentation	SECS 2.2.1.1 Draft ABET self-study in: Computer Science	Computational Sciences

SECS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
reaccreditation submission in Jan 2018				
SECS 2.3 ABET Accreditation Coordination	SECS 2.3.1 Have faculty member(s) accepted as an ABET Program Evaluator by the 2014-2015 evaluation cycle.	SECS 2.3.1.1 One faculty member accepted and completed ABET PE training	SECS 2.3.1.1 One Faculty member participated on an ABET assessment team and returned to share lessons learned.	Engineering and Computational Sciences
SECS 2.4 New Program ABET Accreditations	SECS 2.4.1 Mechanical Engineering self-study	SECS 2.4.1.1 Collect artifacts and document curriculum improvements.	SECS 2.4.1.1 Draft Self-Study to be completed by 2017	Engineering
SECS 2.5 ASEE Participation: Increase faculty attendance/presentation at American Society for Engineering Educators (ASEE) annual and regional conferences	SECS 2.5.1 Develop global awareness of Liberty University School of Engineering and Computational Sciences	SECS 2.5.1.1 One faculty from each engineering discipline attend the annual ASEE conference in June 2015	SECS 2.5.1.1 Two faculty members attend an ASEE conference during the 2015-2016 academic year	Engineering and Computational Sciences
SECS 2.6 Corporate Sponsorships: Continue and expand our partnership relationships with industry leaders.	SECS 2.6.1 Develop sensible corporate sponsorships to participate in our Board of Advisors.	SECS 2.6.1.1 Develop two new BOA contacts.	SECS 2.6.1.1 Revise/right size BOA with proactive industry advisors.	SECS

SECS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 3.1 SECS On-Line Programs: Seek opportunities to extend SECS programs to the LUO program	SECS 3.1.1 Develop an undergraduate Computer Science on-line program	SECS 3.1.1.1 Feasibility study 2014-2015	SECS 3.1.1.1 Possible roll-out 2015-2016	Computational Sciences
SECS 3.2 Increase engineering student success (i.e. retention and graduation rates)	SECS 3.2.1 Develop a competitive criteria for entering the Engineering programs. Standardize year one engineering across and programs (Fall 2014)	SECS 3.2.1.1 Increase in first term to second term retention rates. Increase in second term to third term retention rates.	SECS 3.2.1.1 Increase graduation rates of students entering as SECS majors and graduating as SECS majors.	Engineering

SECS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 3.3 Student Directed Research: Develop a long range goal for focused and meaningful student research in engineering.	SECS 3.3.1 Provide a platform for the merging of all engineering offerings in a research focused effort.	SECS 3.3.1.1 Establish a formal LU SECS student directed research program.	SECS 3.3.1.1 National level recognition with publication of research in peer reviewed journal or presentation at professional conferences.	Engineering
SECS 3.4 STEM Efforts: Coordination of STEM related support in a focused direction to support student recruitment, retention, and awareness for SECS.	SECS 3.4.1 Develop a STEM support plan for focusing, budgeting, and publishing existing STEM activities.	SECS 3.4.1.1 Detailed budget and support plan by fall 2014.	SECS 3.4.1.1 Increased Student enrollments from our STEM programs by 5%.	Engineering and Computational Sciences

SECS 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 4.1 Financial Planning: Increase Faculty visibility in the SECS budget process.	SECS 4.1.1 Build awareness in all faculty and staff as to what the budget process and requirements are at LU.	SECS 4.1.1.1 Increase awareness and improve justification of resource request. Planed to actual variances limited to 40%.	SECS 4.1.1.1 Effective and efficient use of SECS and LU capital investments. Planed to actual variances limited to 20%.	Engineering and Computational Sciences

SECS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 5.1 Engineering Research Reputation: Develop a known research presence in the Engineering Community	SECS 5.1.1 Meaning and relevant research for student and faculty participation.	SECS 5.1.1.1 Submit one grant submission for each faculty member on research release Win one research grant by end of 2014-2015	SECS 5.1.1.1 Increase grant win rate by end of 2015-2016	Engineering

SECS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 5.2 Computing Research Reputation: Develop a known research presence in the Computing Community	SECS 5.2.1 Meaning and relevant research for student and faculty participation.	SECS 5.2.1.1 Submit one grant submission for each faculty member on research release Win one research grant by end of 2014-2015		Computational Sciences

SECS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SECS 6.1 Develop effective methods to integrate Biblical Worldview into all SECS classes.	SECS 6.1.1 Develop a common student learning outcome to be used in all courses.	SECS 6.1.1.1 Standardized measure of biblical integration in all 75% of SECS classes	SECS 6.1.1.1 Standardized measure of biblical integration in all 100% of SECS classes	Engineering and Computational Sciences
SECS 6.2 Manage the SECS convo schedule with high level engineers and computer professionals who hold a Christian worldview.	SECS 6.2.1 Develop a SECS speakers program to solicit convo speakers, with meaningful experiences in business and technology fields.	SECS 6.2.1.1 Schedule 2 professional CONVO speakers	SECS 6.2.1.1 Schedule 4 professional CONVO speakers	Engineering and Computational Sciences

HELMS SCHOOL OF GOVERNMENT (HSOG)

(DIRECT REPORT AREAS: CRIMINAL JUSTICE AND GOVERNMENT)

HSOG 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
HSOG 1.1 Efficiently build upon existing aspects of current	HSOG 1.1.1 Capitalize on potential synergy between undergraduate and graduate	HSOG 1.1.1.1 Design and propose 4+1 programs for the MS in Criminal Justice, the MA in Public Policy, and	HSOG 1.1.1.1 Launch 4+1 programs for the MS in Criminal Justice, the MA in	HSOG 1.1.1.1 Graduate first students from the MS in Criminal Justice and MA in Public Policy 4+1	Dean, Associate Dean Residential, Associate Dean, Online, Online

HSOG 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
program structure to expand program opportunities to students.	programs by implementing 4+1 Programs.	the JD (3+3). Coordinate with necessary departments for successful launch.	Public Policy, and the JD (3+3).	programs. Have first students accepted into Law School as 3+3 students.	Chair, Criminal Justice Chair
HSOG 1.1 Efficiently build upon existing aspects of current program structure to expand program opportunities to students.	HSOG 1.1.1 Capitalize on existing online graduate curriculum by expanding to provide additional Residential degree programs.	HSOG 1.1.1.2 Design program; Conduct cost feasibility study; plan transition and implementation	HSOG 1.1.1.2 Offer first residential cross listed, intensive, and transitional courses.	HSOG 1.1.1.2 Offer core courses residentially; accept first fully residential MA and MS students.	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair, Criminal Justice Chair
HSOG 1.1 Efficiently build upon existing aspects of current program structure to expand program opportunities to students.	HSOG 1.1.2 Efficiently provide greater parity and specialization by adding online CJUS concentrations to Residential program.	HSOG 1.1.2.1 Introduce 1 cognate	HSOG 1.1.2.1 Expand to 2 cognates	HSOG 1.1.2.1 Expand to 3 cognates	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair, Criminal Justice Chair
HSOG 1.1 Efficiently build upon existing aspects of current program structure to expand program opportunities to students.	HSOG 1.1.3 Use technology to increase student/faculty interaction.	HSOG 1.1.3.1 Conduct study of most current and effective virtual interaction technology and strategies.	HSOG 1.1.3.1 Design policy-based communications plan for HSOG. Begin implementation.	HSOG 1.1.3.1 Assess efficacy of communications plan on 1) program quality 2) faculty vision/cohesion, 3) faculty-student interaction 4) effective teaching and 5) student satisfaction and success.	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair, Criminal Justice Chair

HSOG 2. ADVANCING ACADEMIC REPUTATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
HSOG 2.1 Create appropriate Centers and/or Institutes to impact society and raise awareness of	HSOG 2.1.1 Establish a Center for Citizen-Statesmanship.	HSOG 2.1.1.1 Launch Center virtually; Hire Sr. Fellow; begin feasibility study for physical presence.	HSOG 2.1.1.1 Host first events; provide “free” outreach educational resources; provide first certificate and degree related	HSOG 2.1.1.1 Launch physical location.	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair, Senior Fellow

HSOG 2. ADVANCING ACADEMIC REPUTATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
and respect for Liberty University and its Helms School of Government.			programs. Complete feasibility study identify potential properties in Washington D.C. for physical presence.		
HSOG 2.2 Increase parity between Online and Residential program offerings.	HSOG 2.2.1 Create an Online degree program in government	HSOG 2.2.1.1 Develop base of online government degree program	HSOG 2.2.1.1 Develop Government: Pre-law degree program	HSOG 2.2.1.1 Develop Government: Strategic Intelligence degree	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair
HSOG 2.2 Increase parity between Online and Residential program offerings.	HSOG 2.2.2 Make existing online cognates available to residential students	HSOG 2.2.2.1 Create Residential DCPs that incorporate online cognates.	HSOG 2.2.2.1 Approval by appropriate Senates, Administration, and Registrar	HSOG 2.2.2.1 Implementation of online cognates	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair, Criminal Justice Chair
HSOG 2.3 Establish a Global Presence	HSOG 2.3.1 Increase partnerships and study abroad opportunities in Israel and Romania.	HSOG 2.3.1.1 Identify partners and develop pilot courses (Israel)	HSOG 2.3.1.1 Identify partners and develop pilot courses (Romania)	HSOG 2.3.1.1 Implement courses	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair
HSOG 2.3 Establish a Global Presence	HSOG 2.3.2 Partner with Alumni in foreign nations to provide training materials and educational programs to emerging governmental entities, especially those desiring the Judeo-Christian influence.	HSOG 2.3.2.1 Conduct feasibility study and develop Alumni network to establish educational opportunities for members of emerging governmental entities	HSOG 2.3.2.1 Design appropriate cohort programs	HSOG 2.3.2.1 Launch cohort programs	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair
HSOG 2.4 Develop unique promotional capabilities for HSOG	HSOG 2.4.1 Utilize SME and Online Professors in regional promotion of Liberty, the Helms School, and the Center for Citizen-Statesmanship.	HSOG 2.4.1.1 10% of faculty actively participate in promotion of Liberty, HSOG, Center within their networks	HSOG 2.4.1.1 20% of faculty actively participate in promotion of Liberty, HSOG, Center within their networks	HSOG 2.4.1.1 30% of faculty actively participate in promotion of Liberty, HSOG, Center within their networks	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair
HSOG 2.4 Develop unique promotional capabilities for HSOG	HSOG 2.4.2 Incorporate professors and SMEs into University promotional activities.	HSOG 2.4.2.1 Educate faculty on Liberty, Helms School, and Faculty distinctives; Develop and train team of online and residential professors for outreach.	HSOG 2.4.2.1 Coordinate with appropriate departments to make professors available for events.	HSOG 2.4.2.1 Identify three (3) target cities/regions/events and utilize faculty in representation.	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair
HSOG 2.5 Explore relevant multi-disciplinary opportunities with the ability to create	HSOG 2.5.1 Bolster the CJUS Crime Scene Investigation program by co-developing courses with the biology department in Forensics that	HSOG 2.5.1.1 Concept development with commitment from other Colleges within the University	HSOG 2.5.1.1 Core Development and coordinate with Marketing department renew distinctions.	HSOG 2.5.1.1 Course integration across Colleges within the University; assess number of students who were attracted to	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair, Criminal Justice Chair

HSOG 2. ADVANCING ACADEMIC REPUTATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
Liberty University distinctives.	will impact educational opportunities all the way from AA to Law School and Med school tracks (cradle to grave).			Liberty because of distinctives.	
HSOG 2.6 Establish presence in Pre-Law competitions.	HSOG 2.6.1 Expand and grow intramural Mock Trial team	HSOG 2.6.1.1 Place in top 50%	HSOG 2.6.1.1 Place in top 25%	HSOG 2.6.1.1 Place in top 10%	Dean, Associate Dean Residential, Pre-Law program director
HSOG 2.6 Establish presence in Pre-Law competitions.	HSOG 2.6.2 Expand and grow intramural Moot Court team	HSOG 2.6.2.1 Place in top 50%	HSOG 2.6.2.1 Place in top 25%	HSOG 2.6.2.1 Place in top 10%	Dean, Associate Dean Residential, Pre-Law program director

HSOG 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
HSOG 3.1 Student Satisfaction/Retention (Online retention rate increase of 5% per year)	HSOG 3.1.1 Improve HSOG related advising by providing greater substantive involvement of faculty and staff.	HSOG 3.1.1.1 Conduct study of most common advising issues and appropriate additional potential staff positions to alleviate.	HSOG 3.1.1.1 Design and implement policies and/or programs to address; Design and hire for new staff position if appropriate and necessary.	HSOG 3.1.1.1 Assess efficacy	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair
HSOG 3.2 Promote greater field-specific writing and communication skills in students in order to better prepare students for employment in their chosen fields.	HSOG 3.2.1 Establish a writing and analysis program for government and public policy students.	HSOG 3.2.1.1 Launch a Master's level writing/analytical reasoning course MAPP.	HSOG 3.2.1.1 Create Resident Undergraduate Politics and Policy writing course. (Incl. DCP Change)	HSOG 3.2.1.1 Create Online Undergraduate Politics and Policy writing course. (Incl. DCP Change)	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair,

HSOG 4. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
HSOG 4.1 Develop a broad network of potential	HSOG 4.1.1 Create a sustainable, succession-minded residential faculty pool with	HSOG 4.1.1.1 Establish list of potential professors in subject areas most likely to	HSOG 4.1.1.1 Develop adjunct and "split-load" mentor relationships in	HSOG 4.1 Hire new FTE professor(s) in programs experiencing requisite	Dean, Associate Dean Residential

HSOG 4. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
future residential faculty possessing the proper credentials, experience, and worldview	which to address growth and eventual retirements. (Aging faculty drives the need for proactive succession planning.)	see growth or the retirement of a current professor. Paradigm shift to split-load mentorships	programs experiencing growth and/or where a retirement is anticipated.	growth to establish need or in event of retirement.	
HSOG 4.2 Continue to increase the quality and credibility of faculty.	HSOG 4.2.1 Increase Ph.D. or equivalent level faculty to student ratio.	HSOG 4.2.1.1 Conduct faculty credential review for all faculty.	HSOG 4.2.1.1 Hire additional Ph.D. faculty for programs with lowest Ph.D. to student ratio.	HSOG 4.2.1.1 Hire additional Ph.D. faculty to increase overall all HSOG Ph.D. to student ratio.	Dean, Associate Dean Residential

HSOG 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
HSOG 6.1 Ensure that all program syllabi have not only the letter of a Christian worldview but that each course fully integrates Judeo-Christian worldview in its analytical model.	HSOG 6.1.1 Conduct course review and update to confirm or increase Judeo-Christian worldview analytical integration.	HSOG 6.1.1.1 Review courses and syllabi regarding worldview integration for courses to coincide with IE's Syllabi Review schedule.	HSOG 6.1.1.1 Review courses and syllabi regarding worldview integration for courses to coincide with IE's Syllabi Review schedule.	HSOG 6.1.1.1 Review courses and syllabi regarding worldview integration for courses to coincide with IE's Syllabi Review schedule.	Dean, Associate Dean Residential, Associate Dean, Online, Online Chair, SMEs, faculty

SCHOOL OF HEALTH SCIENCES

(DIRECT REPORT AREAS: BIOLOGY AND CHEMISTRY, COUNSELING, HEALTH PROFESSIONS, NURSING, AND PSYCHOLOGY)

SHS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 1.1 PSYCHOLOGY Faculty will expand the adoption of	SHS 1.1.1 Increase student utilization of technology to enhance the interactive learning experience	SHS 1.1.1.1 The Psychology Department will increase its use of the interactive response system to 35% of all residential sections	SHS 1.1.1.1 The Psychology Department will increase its use of the interactive response system to 50% of all residential sections	Psychology Chair

SHS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
interactive response systems into their courses				

SHS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 2.1 SCHOOL OF HEALTH SCIENCES Provide students with exceptional academic science and health profession education/training programs in preparation for graduate education [i.e. clinical training/ research] healthcare careers, and public service	SHS 2.1.1 All academic programs will be properly staffed with competent faculty, sufficient facilities and state of the art equipment	SHS 2.1.1.1 Develop a plan for expansion of facilities, faculty, and academic program development		Dean Chair, Biology/Chemistry Chair, Health Professions
SHS 2.1 SCHOOL OF HEALTH SCIENCES Provide students with exceptional academic science and health profession education/training programs in preparation for graduate education [i.e. clinical training/ research] healthcare careers, and public service	SHS 2.1.1 All academic programs will be properly staffed with competent faculty, sufficient facilities and state of the art equipment	SHS 2.1.1.2 By January 2015, occupy a new Science building to accommodate 27 new labs for the departments of Biology/Chemistry and Health Professions		Dean Chair, Biology/Chemistry Chair, Health Professions

SHS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 2.2 SCHOOL OF HEALTH SCIENCES Create new academic programs to populate the scientific community and health professions with graduates who are "Champions for Christ"	SHS 2.2.1 Identify projected growth career paths in science and the health science professions to determine needed areas for academic program development	SHS 2.2.1.1 Create two academic programs [Doctor of Nursing Practice/Family Nurse Practitioner]	SHS 2.2.1.1 Create two additional academic programs that are cost effective, and prepare graduates for a career and/or graduate school	Dean Associate Dean Chairs of Departments where new degree programs will be housed
SHS 2.3 SCHOOL OF HEALTH SCIENCES Seek and/or maintain accreditation status of all academic programs as appropriate to those careers/professions	SHS 2.3.1 Assess and revise existing programs of study as needed and apply for approvals for new programs upon completion	SHS 2.3.1.1 Apply for Council on Education for Public Health (CEPH) accreditation regarding the MPH program by December 2014	SHS 2.3.1.1 Apply for Commission on Collegiate Nursing Education (CCNE) accreditation for DNP/FNP by December 2015 Site visit by CEPH regarding the MPH program	Dean Chairs/Directors of Departments seeking accreditation status
SHS 2.4 SCHOOL OF HEALTH SCIENCES Advance the reputation of the SHS by supporting faculty and student research	SHS 2.4.1 Provide financial and/or release time for selected faculty members to conduct research and/or apply for grants, and to mentor students through the processes	SHS 2.4.1.1 Publish and/or present at least 1 research products and/or grant applications from each of the 5 SHS departments by December 2014 (five total)	SHS 2.4.1.1 Publish and/or present at least 2 additional research products and/or grant applications from each of the 5 SHS departments (10 total)	Chairs of each department
SHS 2.5 SCHOOL OF HEALTH SCIENCES Ensure comparability between online and residential courses	SHS 2.5.1 All SHS online course offerings will support/replicate residential majors and course offerings	SHS 2.5.1.1 Assessment of existing Online course majors and offerings will be conducted by department Chairs by December 2014	SHS 2.5.1.1 Corrections/modifications of any non-comparable course components will be completed by December 2015	Chairs of each department
SHS 2.6 BIOLOGY/CHEMISTRY DEPARTMENT Increase the perception of rigor	SHS 2.6.1 Market/advertise the quality of instruction and success of Biology & Chemistry graduates in graduate/professional schools and in the job market to prospective students, parents, and K-12 teachers	SHS 2.6.1.1 Create and disseminate promotional materials for CFAW and other venues that capitalize on success stories and highlight departmental focus on student research and hands-on laboratory skills	SHS 2.6.1.1 Develop a Continuing Education summer program for K-12 teachers that utilizes departmental facilities and faculty to raise awareness of the quality of our programs	Chair, Biology/Chemistry Department

SHS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
of departmental degree programs				
SHS 2.7 BIOLOGY/CHEMISTRY DEPARTMENT Increase the visibility of the Biology/Chemistry department by promoting research, scholarship, and publications by faculty	SHS 2.7.1 Increase the number of presentations, peer-reviewed publications, and external grant applications by faculty that involve supervised student research	SHS 2.7.1.1 Departmental faculty will apply for at least two external grants that will support professional presentation and/or publication	SHS 2.7.1.1 Departmental faculty will apply for at least two additional external grants	Chair, Biology/Chemistry Department
SHS 2.7 BIOLOGY/CHEMISTRY DEPARTMENT Increase the visibility of the Biology/Chemistry department by promoting research, scholarship, and publications by faculty	SHS 2.7.1 Increase the number of presentations, peer-reviewed publications, and external grant applications by faculty that involve supervised student research	SHS 2.7.1.2 Departmental faculty will apply for at least two external grants that will support professional presentation and/or publication	SHS 2.7.1.2 At least two faculty will present at professional meetings and/or will submit at least two manuscripts for publication in peer-reviewed journals	Chair, Biology/Chemistry Department
SHS 2.8 COUNSELING Improve employability of graduates through enhanced academic reputation of programs	SHS 2.8.1 Obtain Council for Accreditation of Counseling & Related accreditation for Professional Counseling programs Educational Programs (CACREP)	SHS 2.8.1.1 Apply for CACREP accreditation for residential Master of Arts Counseling program	SHS 2.8.1.1 Achieve CACREP accreditation of Residential Master of Arts Counseling Program	Chair, Center for Counseling and Family Studies Department
SHS 2.8 COUNSELING Improve employability of graduates through enhanced academic reputation of programs	SHS 2.8.1 Obtain Council for Accreditation of Counseling & Related accreditation for Professional Counseling programs Educational Programs (CACREP)		SHS 2.8.1.2 Submit self-study for online Program by December Apply for CACREP accreditation for residential MA in professional counseling online and PhD in Professional counseling programs	Chair, Center for Counseling and Family Studies Department

SHS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 2.9 COUNSELING Develop an alumni base to further promote the department	SHS 2.9.1 Collaborate with the alumni relations office to access and disseminate information to alumni	SHS 2.9.1.1 Develop a counseling alumni profile including items such as professional development and licensure	SHS 2.9.1.1 Actively engage alumni in interaction with the department faculty to promote fellowships programs for selected graduates in order to reach underserved areas	Chair, Center for Counseling and Family Studies Department
SHS 2.10 HEALTH PROFESSIONS Promote professional interaction among Health Professions faculty, external professionals, and associated professional organizations	SHS 2.10.1 The HP faculty members will attend professional conferences	SHS 2.10.1.1 75% of HP faculty will attend at least 1 professional conference	SHS 2.10.1.1 90% of HP faculty will attend at least 1 professional conference	Directors: Athletic Training Exercise Science Health Promotion Kinesiology Master of Public Health
SHS 2.10 HEALTH PROFESSIONS Promote professional interaction among Health Professions faculty, external professionals, and associated professional organizations	SHS 2.10.2 The faculty of the Health Professions department will contribute service to professional organizations	SHS 2.10.2.1 The faculty will identify areas of service to specific organizations as well as areas of research or study	SHS 2.10.2.1 Forty percent of Health Professions faculty members will actively serve professional organizations	Directors: Athletic Training Exercise Science Health Promotion Kinesiology Master of Public Health
SHS 2.10 HEALTH PROFESSIONS Promote professional interaction among Health Professions faculty, external professionals, and associated professional organizations	SHS 2.10.3 Health Professions faculty, solely or in conjunction with students, will conduct presentations at conferences of state, regional and/or national conferences	SHS 2.10.3.1 HP faculty members will identify potential venues for presentation and select organizations for abstract submission for presentation	SHS 2.10.3.1 Fifty percent of HP faculty members will present at either a state, regional or national conference	Directors: Athletic Training Exercise Science Health Promotion Kinesiology Master of Public Health

SHS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 2.11 NURSING The Department of Nursing will develop a Doctor of Nursing Practice program (DNP) with a certification track to prepare nurses to become Family Nurse Practitioners (FNP)	SHS 2.11.1 The DNP program will be developed with the highest current standards of professionalism and practice	SHS 2.11.1.1 The DNP program will meet the standards and guidelines of the American Association of Colleges of Nursing, the Commission on Collegiate Nursing Education and the National Task Force on Quality Nurse Practitioner Education	SHS 2.11.1.1 The program will be accredited by the Commission on Collegiate Nursing Education	Chair, Department of Nursing Director, Doctoral Programs in Nursing
SHS 2.12 NURSING The DNP program will meet or exceed national standards of excellence	SHS 2.12.1 The DNP program will be fully accredited by the Commission on Collegiate Nursing Education	SHS 2.12.1.1 An application for accreditation through the Commission on Collegiate Nursing Education will be completed and submitted for review	SHS 2.12.1.1 The program will receive the maximum five year accreditation awarded to new programs of nursing by the Commission on Collegiate Nursing Education	Chair, Department of Nursing Director, Doctoral Programs in Nursing
SHS 2.13 NURSING DNP Faculty credentials will meet or exceed national qualification standards	SHS 2.13.1 The Doctor of Nursing Practice program will employ faculty who are appropriately credentialed and experienced in their fields of expertise	SHS 2.13.1.1 Ninety-five percent of the faculty teaching in the DNP program will have doctoral degrees and current relevant experience in their area of expertise. Those who do not have doctoral degrees will have the Nurse Practitioner credential and be working on the completion of a doctoral degree	SHS 2.13.1.1 Additional faculty, possessing credentials as described in year one target, will be added to accommodate the additional students	Chair, Department of Nursing Director, Doctoral Programs in Nursing
SHS 2.14 PSYCHOLOGY To increase the academic reputation of Liberty University's Psychology Department among current and prospective students, other universities, and local community organizations	SHS 2.14.1 Increase the presence of the Liberty University Psychology Department at national and state conferences	SHS 2.14.1.1 Psychology faculty and students will present 5 unique research presentations at national and/or state level conferences	SHS 2.14.1.1 Psychology faculty and students will present 8 unique research presentations at national and/or state level conferences	Chair, Department of Psychology
SHS 2.14 PSYCHOLOGY To increase the academic reputation	SHS 2.14.2 Increase academic presentations by faculty and /or students within the greater Lynchburg-area	SHS 2.14.2.1 Establish baseline and increase by 10% the number of academic presentations within the local community	SHS 2.14.2.1 Increase the number of academic presentations within the local community by an additional 15%	Chair, Department of Psychology

SHS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
of Liberty University's Psychology Department among current and prospective students, other universities, and local community organizations				
SHS 2.14 PSYCHOLOGY To increase the academic reputation of Liberty University's Psychology Department among current and prospective students, other universities, and local community organizations	SHS 2.14.3 Develop a speakers' bureau that emphasizes the science of psychology as its goal	SHS 2.14.3.1 Establish a lectures series including external and alumni/alumnae speakers	SHS 2.14.3.1 Create a faculty-sponsored <i>brown-bag</i> luncheon series with students to discuss trends in psychology	Chair, Department of Psychology
SHS 2.14 PSYCHOLOGY To increase the academic reputation of Liberty University's Psychology Department among current and prospective students, other universities, and local community organizations	SHS 2.14.4 Increase Liberty University's involvement with Psi Chi (international honor society for psychology students)	SHS 2.14.4.1 Apply for funding from Psi Chi for undergraduate research (one project within the Daniels program)	SHS 2.14.4.1 Complete one research project funded by Psi Chi. Present research results at a regional conference	Chair, Department of Psychology
SHS 2.14 PSYCHOLOGY To increase the academic reputation of Liberty University's	SHS 2.14.5 Establish three annual psychology student awards for academic achievement	SHS 2.14.5.1 Refine criteria for the "Outstanding Senior Psychology Student" award to highlight academic success	SHS 2.14.5.1 Create an ongoing "Outstanding Young Investigator Award" for recognition of excellence in empirical research	Chair, Department of Psychology

SHS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
Psychology Department among current and prospective students, other universities, and local community organizations				
SHS 2.14 PSYCHOLOGY To increase the academic reputation of Liberty University's Psychology Department among current and prospective students, other universities, and local community organizations	SHS 2.14.5 Establish three annual psychology student awards for academic achievement	SHS 2.14.5.2 Create an ongoing award to honor the student who best represents the department across a variety of salient areas (e.g., academics, service, participation in events, and leadership)		Chair, Department of Psychology

SHS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 3.1 SCHOOL OF HEALTH SCIENCES Provide potential and existing residential students with baseline data regarding the health professions to assist their selection of a career path	SHS 3.1.1 Incoming undergraduate students desiring a science or health profession career will be informed of the common/basic classes required for success	SHS 3.1.1.1 By August 2014, a cross walk matrix of required undergraduate classes illustrating the synergy of the SHS majors will be published and available for students	SHS 3.1.1.1 By August 2015, a power point presentation of the synergy of SHS majors will be available for CFW and Friendly Friday events	Dean Associate Deans for Biology/Chemistry, Health Professions, Nursing, and Psychology
SHS 3.2 BIOLOGY/CHEMISTRY Improve BIOL/CHEM	SHS 3.2.1 Increase the number of students involved in 'hands on' research experience	SHS 3.2.1.1 At least 20% of BIOL/CHEM graduates will have participated in a faculty-guided research experience, outside presentations, and/or internships	SHS 3.2.1.1 At least 25% of BIOL/CHEM graduates will have participated in a faculty-guided research experience, outside presentations, and/or internships	Chair, Biology/Chemistry Department

SHS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
graduates' employability and/or acceptance to graduate/professional programs				
SHS 3.3 COUNSELING Provide more course delivery options for students	SHS 3.3.1 Provide improved learning environments reflective of varied teaching methods and learning styles	SHS 3.3.1.1 Add one additional course delivery method for residential students	SHS 3.3.1.1 Add one additional course delivery method for online students	Chair, Center for Counseling and Family Studies
SHS 3.3 COUNSELING Provide more course delivery options for students	SHS 3.3.2 Increase opportunities for skill-based learning into the curriculum	SHS 3.3.2.1 Assess current curricula for opportunities to incorporate skill-based learning	SHS 3.3.2.1 Add a class whose focus is skill-based learning and/or modify assignments/activities in existing courses to incorporate skill-based learning	Chair, Center for Counseling and Family Studies
SHS 3.4 COUNSELING Enhance faculty advising model to meet CACREP standards	SHS 3.4.1 Provide a faculty advising model in accordance with CACREP standards	SHS 3.4.1.1 Develop a faculty advising model including an advising manual to incorporate CACREP standards for the residential MA in counseling program.	SHS 3.4.1.1 Develop a faculty advising model including an advising manual to incorporate CACREP standards for the online MA in counseling and PhD in counseling programs.	Chair, Center for Counseling and Family Studies
SHS 3.5 COUNSELING Continue alumni engagement through training and supporting students beyond the achievement of their degrees	SHS 3.5.1 Develop a Continuing Education Units program for alumni and other professionals	SHS 3.5.1.1 Survey alumni to assess need for specific advanced training, develop a plan to provide CEUs, and become a certified CEU provider in Counseling	SHS 3.5.1.1 Pilot newly developed continuing education program offerings	Chair, Center for Counseling and Family Studies
SHS 3.6 HEALTH PROFESSIONS The Health Professions department will improve recruitment of potential students in all majors	SHS 3.6.1 Increase number of courses offered in an intensive format	SHS 3.6.1.1 The HP faculty will assess curricula to identify intensive-appropriate courses	SHS 3.6.1.1 The HP faculty will implement 100% of the strategies mutually developed with university recruitment services	Directors: Athletic Training Exercise Science Health Promotion Kinesiology Master of Public Health
SHS 3.7 HEALTH PROFESSIONS Increase student accessibility to needed courses via	SHS 3.7.1 Increase number of courses offered in an intensive format	SHS 3.7.1.1 HP faculty will assess curricula to identify intensive-appropriate courses	SHS 3.7.1.1 The HP faculty will develop eight additional courses (100% increase) to offer in the intensive format	Directors: Athletic Training Exercise Science Health Promotion Kinesiology

SHS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
intensive course formats				Master of Public Health
SHS 3.8 NURSING The Nursing Department will offer high quality clinical practicum sites for the students of all programs	SHS 3.8.1 The DNP program Clinical Coordinator, in cooperation with the Distant Clinical Site Coordinator, and the Faculty Support Coordinator will secure sufficient clinical practicum sites to meet the needs of graduate and undergraduate programs	SHS 3.8.1.1 Four additional clinical practice sites will be secured for the undergraduate program	SHS 3.8.1.1 The department will hire four adjunct faculty members, who reside near the distant clinical practicum sites, to supervise the clinical experiences and practicum hours	Chair, Department of Nursing Director, Doctoral Programs in Nursing FSC, Nursing Director, MSN & Director Undergraduate programs, as needed
SHS 3.8 NURSING The Nursing Department will offer high quality clinical practicum sites for the students of all programs	SHS 3.8.1 The DNP program Clinical Coordinator, in cooperation with the Distant Clinical Site Coordinator, and the Faculty Support Coordinator will secure sufficient clinical practicum sites to meet the needs of graduate and undergraduate programs	SHS 3.8.1.2 Fifteen new clinical practicum sites will be secured for the new FNP program	SHS 3.8.1.2 Local adjunct faculty members will be secured at each site to supervise six FNP students each for their required practicum hours	Chair, Department of Nursing Director, Doctoral Programs in Nursing FSC, Nursing Director, MSN & Director Undergraduate programs, as needed

SHS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 5.1 SCHOOL OF HEALTH SCIENCES Provide SHS residential faculty with opportunities to broaden their knowledge/skills to increase their employment value and service to the university	SHS 5.1.1 A select group of SHS faculty will have contractual commitments with diverse responsibilities [e.g. teaching load, new course development, SME duties, and/or research/grant development]	SHS 5.1.1.1 By August 2014, a negotiated balance of work product [e.g. release time for research, SME functions, grant development, etc...] will be included within the contracts of selected faculty members	SHS 5.1.1.1 By August 2015, work products [e.g. research reports, publications, grant applications, etc...] will be evident from faculty with “balanced work product” contracts	Dean

SHS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 6.1 SCHOOL OF HEALTH SCIENCES All academic programs, majors and courses will promote the integration of the Christian Worldview in the study of science and health professions	SHS 6.1.1 Each department will develop unique methodology, relevant to their discipline, to demonstrate the integration of the Biblical worldview	SHS 6.1.1.1 By December 2014, each department reports progress to the SHS “Leadership Team” regarding the implementation of their “Integration of Christian Worldview” target for year 1 of the strategic plan	SHS 6.1.1.1 By December 2015, each department reports progress to the SHS “Leadership Team” regarding the target for year 2 of the strategic plan	Dean Associate Deans Chairs
SHS 6.2 BIOLOGY/CHEMISTRY Ensure that the Biblical worldview is integrated throughout the courses in all Biology/Chemistry majors	SHS 6.2.1 The curriculum will appropriately integrate the Biblical worldview and ethics particularly in regard to stewardship of ecological resources, ethical use of animals in research and recognizing Jesus Christ as Lord of the universe	SHS 6.2.1.1 Evaluate all required course syllabi in the department for the integration of Biblical worldview content	SHS 6.2.1.1 Revise syllabi, assignments, and other course materials as needed	Chair Associate Chair Directors Department of Biology/Chemistry
SHS 6.3 BIOLOGY/CHEMISTRY Promote a missions emphasis among our premed students	SHS 6.3.1 Develop a Global Studies cognate within the Biomedical Sciences major	SHS 6.3.1.1 The Biology & Chemistry department will collaborate with the Center for Global Engagement to develop and implement the cognate in Global Studies related to medical missions	SHS 6.3.1.1 At least 10 students will be enrolled in the Global Studies cognate	Chair, Department of Biology/Chemistry
SHS 6.3 BIOLOGY/CHEMISTRY Promote a missions emphasis among our premed students	SHS 6.3.2 Faculty members in the department will participate in international missions’ efforts	SHS 6.3.2.1 Two faculty members will participate in an international missions effort	SHS 6.3.2.1 Three faculty members will participate in an international missions effort	Chair, Department of Biology/Chemistry
SHS 6.4 COUNSELING Assure that the curriculum reflects and supports the integration of mainstream psychological theory and the Christian worldview	SHS 6.4.1 All residential and online course offerings will demonstrate the integration of mainstream psychological theory and the Christian worldview	SHS 6.4.1.1 Counseling faculty will review all residential and online courses regarding integration	SHS 6.4.1.1 Based on year one review results, Counseling faculty will revise and update all residential and online courses regarding integration	Chair, Center for Counseling and Family Studies

SHS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SHS 6.5 COUNSELING Enhance faculty awareness and abilities to integrate the Christian worldview within the classroom	SHS 6.5.1 Faculty will incorporate current integrative counseling research into their practice	SHS 6.5.1.1 Survey existing faculty to determine their level of competency regarding integration	SHS 6.5.1.1 Using assessment data, identify areas of need	Chair, Center for Counseling and Family Studies
SHS 6.5 COUNSELING Enhance faculty awareness and abilities to integrate the Christian worldview within the classroom	SHS 6.5.1 Faculty will incorporate current integrative counseling research into their classes	SHS 6.5.1.2 Provide and record two training sessions by visiting scholars to train faculty on integrative theory	SHS 6.5.1.2 Provide and record two symposiums by visiting scholars regarding integrative counseling research and techniques	Chair, Center for Counseling and Family Studies
SHS 6.6 HEALTH PROFESSIONS Health Professions faculty and students will impact the world for Christ through the program related disciplines, knowledge and skills	SHS 6.6.1 The HP faculty and students will increase participation in missions outreach	SHS 6.6.1.1 The HP faculty will develop university, community, and global contacts related to missions and mission opportunities, and establish groundwork for serving	SHS 6.6.1.1 At least 25% of HP faculty and students will participate in local, and/or global missions outreach. (Examples: Community health fairs, clinics, Guatemala Hope of Life Ministry, etc.)	Directors: Athletic Training Exercise Science Health Promotion Kinesiology Master of Public Health
SHS 6.7 NURSING The Department of Nursing will continue to integrate the Christian Worldview into every course in all programs; graduate and undergraduate, online and residential	SHS 6.7.1 The Nursing Department's Fifteen Virtues will serve as an underpinning for departmental morale and success	SHS 6.7.1.1 Exit interviews with students from all programs will verify that students can verbalize appreciation for the use of the Fifteen Virtues for integration of the Christian world view into the curriculum	SHS 6.7.1.1 An article will be published in the Journal of Christian Nursing highlighting the use of the fifteen virtues and discussing how it has affected the morale and success of all the nursing programs	Nursing Chair and Directors
SHS 6.8 NURSING The Department of Nursing will implement a focus	SHS 6.8.1 Nursing faculty and students will participate in cross-cultural experiences locally and globally	SHS 6.8.1.1 The January Faculty/Staff retreat will focus on the development of cultural intelligence competencies by inviting expert Matthew Rawlins as keynote speaker	SHS 6.8.1.1 The Cross Cultural Certificate Program will be better publicized and marketed	Nursing Chair and Directors

SHS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
on Cross Cultural Competency The Department of Nursing will provide students at all levels with the opportunity to learn about and practice cultural competency				
SHS 6.8 NURSING The Department of Nursing will implement a focus on Cross Cultural Competency The Department of Nursing will provide students at all levels with the opportunity to learn about and practice cultural competency	SHS 6.8.1 Nursing faculty and students will participate in cross-cultural experiences locally and globally	SHS 6.8.1.2 Each faculty/staff meeting will include sharing of best practices in integrating cross-cultural competencies into nursing courses	SHS 6.8.1.2 15 students will have earned the Cross Cultural Competency Certificate by their graduation	Nursing Chair and Directors
SHS 6.8 NURSING The Department of Nursing will implement a focus on Cross Cultural Competency The Department of Nursing will provide students at all levels with the opportunity to learn about and practice cultural competency	SHS 6.8.1 Nursing faculty and students will participate in cross-cultural experiences locally and globally	SHS 6.8.1.3 Two additional faculty members (above the six already involved) will lead or participate in a global mission trip	SHS 6.8.1.3 Two additional faculty members (above the eight already involved) will lead or participate in a global mission trip	Nursing Chair and Directors
SHS 6.9 PSYCHOLOGY The Psychology Department will enhance students' understanding of the relationship	SHS 6.9.1 The Psychology department will offer a course that focuses on the relationships among faith, Christianity, and the discipline of Psychology	SHS 6.9.1.1 Modify the name and course description of the residential course, PSYC 420 to reflect the theme of Psychology and Christianity	SHS 6.9.1.1 Create an online version of PSYC 420	Chair, Psychology

SHS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
between psychology and Christian faith				
SHS 6.9 PSYCHOLOGY The Psychology Department will enhance students' understanding of the relationship between psychology and Christian faith	SHS 6.9.1 The Psychology department will offer a course that focuses on the relationships among faith, Christianity, and the discipline of Psychology	SHS 6.9.1.2 Require the new PSYC 420 for all residential Psychology majors	SHS 6.9.1.2 Require PSYC 420 for all LUO Psychology majors	Chair, Psychology
SHS 6.9 PSYCHOLOGY The Psychology Department will enhance students' understanding of the relationship between psychology and Christian faith	SHS 6.9.2 The Psychology department will Provide an opportunity for faculty and students to apply the integration of Christianity, faith and psychology within their community and abroad	SHS 6.9.2.1 Offer two local community projects to faculty and students to participate in the application of the principles related to the integration of Christianity, faith, and the discipline of Psychology	SHS 6.9.2.1 Offer one outreach event abroad to faculty and students for to participation in the application of the principles related concerning the integration of Christianity, faith, and the discipline of Psychology in another country/culture	Chair, Psychology

SCHOOL OF LAW (SOL)

SOL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 1.1 Continue to seek and implement state-of-the-art technology along with responsive and timely support thereof for faculty, staff, and students.	SOL 1.1.1 Enhance usage of electronic and Internet media, and expand the overall marketing presence of the law school.	SOL 1.1.1.1 The dedicated IT Customer Relationship Manager or law school IT staff member will complete a thorough review of all existing technology and prepare budget items to be refreshed.	SOL 1.1.1.1 The dedicated IT Customer Relationship Manager or law school IT staff member will continually evaluate the status and use of the technology, review new technology for consideration, and provide responsive and timely support so that the law school maintains state-of-the-art technology	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Public Affairs, and IT Customer Relationship Manager or law school IT staff member
SOL 1.1 Continue to seek and implement state-of-the-art technology	SOL 1.1.2 Establish a dedicated Customer Relationship Manager law school IT staff position who works on site or close by to	SOL 1.1.2.1 The dedicated IT Customer Relationship Manager or law school IT staff member will complete a thorough	SOL 1.1.2.1 The dedicated IT Customer Relationship Manager or law school IT staff member will continually evaluate the status and use of the technology, review new	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Public

SOL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
along with responsive and timely support thereof for faculty, staff, and students.	responsive and timely technology service and support for the faculty, staff, and students.	review of all existing technology and prepare budget items to be refreshed.	technology for consideration, and provide responsive and timely support so that the law school maintains state-of-the-art technology	Affairs, and IT Customer Relationship Manager or law school IT staff member
SOL 1.2 The law school will provide state-of-the-art technology that supports and enhances the program of legal education, for faculty, staff and students	SOL 1.2.1 The law school will work with LUIS to have a dedicated IT Customer Relationship Manager or law school IT staff person on site or close by who is dedicated to providing responsive and timely support for all the law school's technology.	SOL 1.2.1.1 The law school will have a dedicated IT Customer Relationship Manager or law school IT staff member on site or nearby who will provide responsive and timely support	SOL 1.2.1.1 The law school will have a dedicated IT Customer Relationship Manager or law school IT staff member on site or nearby who will provide responsive and timely support; the law school will refresh technology and stay abreast of state-of-the-art technology	Dean, Associate Dean for Internal Affairs and Online Programs, and LUIS
SOL 1.3 The law school will remain on the cutting edge of technology to enhance the delivery of the program of legal education and advance the mission of the school	SOL 1.3.1 Upgrade the classroom recording capture system to record lectures after LUIS deploys a new version of a similar system in the School of Osteopathic Medicine in 2014.	SOL 1.3.1.1 The law school will upgrade the recording capture system.	SOL 1.3.1.1 The law school will record many of the class lectures for subsequent review by students and members of the faculty	Dean, Associate Dean for Internal Affairs and Online Programs, and LUIS
SOL 1.4 The law school will fully utilize the resources of the University to effectively communicate with students, prospective students, and the general public through the law school website, the Internet, new and old media, audio and visual, broadcasting, and narrowcasting	SOL 1.4.1 The Dean, the Associate Dean for Internal Affairs and Online Programs, the Director of Admissions, the Director of Institutional Advancement, and the Director of Public Affairs will continue work with the University Marketing department to produce and update the law school's promotional video and ability to interact with prospect students through live webinars.	SOL 1.4.1.1 Produce a new promotional video covering each area of the law school, including mission, academics, students, admissions, facilities, employment, and other features	SOL 1.4.1.1 Continue to make marketing and promotional videos for narrowcasting and broadcasting on the website, Internet and other media	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Institutional Advancement and, Director of Public Affairs, and Marketing

SOL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 1.4 The law school will fully utilize the resources of the University to effectively communicate with students, prospective students, and the general public through the law school website, the Internet, new and old media, audio and visual, broadcasting, and narrowcasting	SOL 1.4.2 The Dean, the Associate Dean for Internal Affairs and Online Programs, the Director of Admissions, the Director of Institutional Advancement, and the Director of Public Affairs will continue work with the University Marketing department to prepare new commercials and other broadcasting and narrowcasting audio and video for television, radio, the Internet, and social websites.	SOL 1.4.2.1 Prepare and air 30- and 60-second radio ads; prepare and distribute video promotions on the website, Internet, and other media outlets	SOL 1.4.2.1 Continue to refresh radio and video promotional commercials in order to increase the brand name of the law school for recruiting and reputation	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Institutional Advancement and, Director of Public Affairs, and Marketing

SOL 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 2.1 Increase the quality of the <i>Law Review</i> publications and symposia while selecting themes, topics, and authors that systematically advance the mission of the law school and continue to publish a high-quality <i>Liberty Legal Journal</i> and distribute it to key contacts.	SOL 2.1.1 Maintain a high quality scholarly <i>Law Review</i> , solicit scholarly articles, market it to legal educators and judges, and expand its readership through online publications.	SOL 2.1.1.1 Publish three volumes per year and host an annual symposia	SOL 2.1.1.1 Continue publishing three volumes per year, host an annual symposia, and increase the quality of articles and expand the readership	Dean, Associate Dean for Internal Affairs and Online Programs, and law review faculty advisors
SOL 2.1 Increase the quality of the <i>Law Review</i>	SOL 2.1.1 Maintain a high quality scholarly <i>Law Review</i> , solicit scholarly articles, market it	SOL 2.1.1.2 Publish two journals per year and mail 3,000 to 5,000 journals to judges, state Attorneys General,	SOL 2.1.1.2 Publish two journals per year and mail 5,000 to 7,000 journals to judges, state Attorneys General, prospective	Dean, Associate Dean for Internal Affairs and Online Programs,

SOL 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
publications and symposia while selecting themes, topics, and authors that systematically advance the mission of the law school and continue to publish a high-quality <i>Liberty Legal Journal</i> and distribute it to key contacts.	to legal educators and judges, and expand its readership through online publications.	prospective employers, alumni, non-alumni, donors, and key individuals	employers, alumni, non-alumni, donors, and key individuals	Director of Public Affairs, Director of Admissions, and faculty advisors
SOL 2.2 Continue to support and build highly competitive co-curricular teams in moot court, ADR, client counseling, arbitration, and trial advocacy that are consistently ranked at the top of all law schools in the nation.	SOL 2.2.1 Continue to invest in and build highly competitive co-curricular teams in moot court, ADR, client counseling, arbitration, and trial advocacy that are consistently ranked among the top tier of all law schools in the nation.	SOL 2.2.1.1 Continue to support the Moot Court, ADR, and Trial Team programs and maintain nationally competitive teams	SOL 2.2.1.1 Increase the level of support and the pool of students to consistently rank in the top percent of all law schools in the country in each competition category	Director of the Center for Lawyering Skills, Director of the Center for Trial Advocacy, faculty coaches and advisors
SOL 2.3 Increase the level of and opportunities for pro bono involvement among students and faculty and infuse professional responsibility and ethics into all programs	SOL 2.3.1 Continue to provide and expand pro bono opportunities for students and stress the importance of pro bono service by example and by publically recognizing students who substantially devote their time. Continue to host the Virginia State Bar Professionalism for Law Students Course each year in the fall semester and continue to infuse professionalism and ethics in all programs.	SOL 2.3.1.1 Increase the number of students who are engaging in pro bono opportunities and increase the number of options for pro bono through the Lynchburg Bar Association	SOL 2.3.1.1 Increase the number of faculty members who waive into the Virginia Bar to provide pro bono service to the community and supervision for students	Associate Dean for Career & Professional Development
SOL 2.4 Increase the admissions applicant pool with academically	SOL 2.4.1 Focus more time, attention, and advertising resources on targeted venues to recruit prospective students.	SOL 2.4.1.1 Increase the number of applications up to 50 percent by targeting markets	SOL 2.4.1.1 Increase the number of applications up to 150 to 200 percent by targeting relevant markets	Director of Admissions, Director of Public Affairs, and Marketing

SOL 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
qualified racially and ethnically diverse mission-driven students.				
SOL 2.4 Increase the admissions applicant pool with academically qualified racially and ethnically diverse mission-driven students.	SOL 2.4.2 Continue direct mail and increase telephone calling recruitment to LSAC takers by targeting a defined score and those students interested in studying at Liberty. The Director of Admissions will work with the University's Marketing department to produce quality mailings designed to showcase the law school to a wide range of interests.	SOL 2.4.2.1 Increase enrollment by targeting LSAC takers through mail and call center	SOL 2.4.2.1 Increase enrollment of home school students and students who participate in organizations that support the law school, including home school, religious, political and policy conferences; issue-driven youth conferences as Teen Mania, TeenPact Judicial	Director of Admissions, Director of Public Affairs, and Marketing
SOL 2.4 Increase the admissions applicant pool with academically qualified racially and ethnically diverse mission-driven students.	SOL 2.4.3 Continue to award and publicize generous scholarships designed to attract qualified mission-driven minority and non-minority students.	SOL 2.4.3.1 The law school has two scholarships for racial and ethnic minorities and announced two more scholarships for students who attend TeenPact Judicial program and Summit Ministries. University Marketing will design and the law school distribute information about the scholarships	SOL 2.4.3.1 The law school will distribute information to target venues about scholarship opportunities to increase enrollment	Director of Admissions, Director of Public Affairs, and Marketing
SOL 2.5 Redesign the law school's website to make it more user friendly, attractive to prospective students, and keep it constantly updated with news stories, profiles, and other information.	SOL 2.5.1 The law school will work with Marketing and LUIS to redesign the law school's website to attract prospective students, service existing students, and keep alumni and donors informed of the activities and opportunities provided by the law school.	SOL 2.5.1.1 To increase the applicant pool and serve the law school, the website will be redesigned.	SOL 2.5.1.1 Refresh the website to maintain state-of-the-art interactive site that integrates with social media to increase traffic and applications	Director of Admissions, Director of Public Affairs, and Marketing, Liberty University Information Services (LUIS)
SOL 2.6 Publicize and prepare marketing materials regarding the law school's generous scholarship program.	SOL 2.6.1 Recruit a racially and ethnically diverse student body by marketing the law school in a variety of venues and organizations.	SOL 2.6.1.1 Recruit students at CLEO, minority bar associations, universities, Opportunity Calling program, the Virginia State Bar Minority Pre-Law Conference, the Hispanic National Bar Association Annual Convention and HNBA Career Fair, the largest African-American Christian denomination (the Church of	SOL 2.6.1.1 Increase high LSAT applicants and increase minority enrollment by publicizing and offering generous scholarships	Director of Admissions, Director of Public Affairs, and Marketing

SOL 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
		God in Christ), and the largest Hispanic Christian organization (National Hispanic Christian Leadership Conference).		
SOL 2.6 Publicize and prepare marketing materials regarding the law school's generous scholarship program.	SOL 2.6.2 Identify minority Liberty alumni who may know of candidates for the law school and recruit when appropriate.	SOL 2.6.2.1 Identify and compile a list of Liberty Alumni. Prepare a marketing plan to reach these alumni.	SOL 2.6.2.1 Implement marketing plan to reach Liberty alumni.	Director of Admissions, Director of Public Affairs, and Marketing
SOL 2.7 Increase marketing venues and use of media, new media, and technology to market the law school to prospective students and employers.	SOL 2.7.1 Host interactive online webinars for prospective students featuring the Dean, certain faculty, students, and alumni, and continue to host on campus Experience Law Weekend.	SOL 2.7.1.1 Increase the number of advertisement venues on the Internet and social media	SOL 2.7.1.1 Increase name recognition for Liberty University School of Law to increase application pool	Director of Admissions, Director of Public Affairs, and Marketing
SOL 2.7 Increase marketing venues and use of media, new media, and technology to market the law school to prospective students and employers.	SOL 2.7.2 Explore the development of an online LSAT prep course that lowers the cost of LSAT preparation and helps recruit prospective students.	SOL 2.7.2.1 Develop an online LSAT prep course and brand the law school name to the course to increase opportunity to students to take the course and apply at the law school	SOL 2.7.2.1 Market online LSAT prep course with University online programs to increase the application pool and generate alternative revenue to be used for additional marketing	Dean, Associate Dean for Internal Affairs and Online Programs, and Director of Admissions
SOL 2.8 Improve and grow network of prospective employers and effectively market law school, students and alumni to those employers.	SOL 2.8.1 Complete the development of a database of networks working with the IT department and prioritize the time and focus on ten top areas of employment that advance the mission of the law school, including, judicial, prosecutors and law enforcement, government agencies and offices, private practice law firms, nonprofit/public interest/public policy, sports/entertainment, education, media/journalism,	SOL 2.8.1.1 The Dean, the Associate Dean for Career & Professional Development, the Associate Dean for External Affairs, and the Director of Career Services will direct their concerted efforts toward marketing and networking the top ten placement priorities and in addition to the existing electronic databases for career services, launch the internal database that combines the networks of potential employers and place it on the law school's website with password protection	SOL 2.8.1.1 Develop an active alumni who provide employment and actively assist students to find jobs in their geographical areas	Dean, the Associate Dean for Career & Professional Development, the Associate Dean for External Affairs, and the Director of Career Services

SOL 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	corporate, and international human law and human rights.			
SOL 2.8 Improve and grow network of prospective employers and effectively market law school, students and alumni to those employers.	SOL 2.8.2 Continue to mail the <i>Liberty Legal Journal</i> to several thousand people, including alumni, non-alumni donors, prospective donors, employers, and prospective employers.	SOL 2.8.2.1 Market the law school to prospective employers and strategic people and key donors to increase the law school's brand and create job opportunities	SOL 2.8.2.1 Expand the distribution of the <i>Liberty Legal Journal</i> to prospective employers and strategic people and key donors to increase the law school's brand and create job opportunities	Dean, Associate Dean for Career & Professional Development, and Director of Institutional Advancement
SOL 2.9 Continue to expand the externship program through Office of External Affairs to serve students and provide a wide array of externship opportunities.	SOL 2.9.1 The Office of External Affairs will continue to expand externship opportunities by working in conjunction with the Office of the Dean and the Associate Dean for Career & Professional Development.	SOL 2.9.1.1 Continue emphasis on the externship program and encourage students to participate to obtain training and to focus career and employment opportunities; evaluate existing externships for quality assurance	SOL 2.9.1.1 Open additional placements for externships that provide excellent training and potential job opportunities, hire additional staff to accommodate the growing demand of externships	Associate Dean for External Affairs
SOL 2.10 Expand development efforts, fundraising outreach, and strategies through the Office of Institutional Advancement.	SOL 2.10.1 The Dean will continue to meet regularly with the Director of Institutional Advancement to plan and implement development activities to increase gifts, including estate planning. The Director of Institutional Advancement will use the data from the wealth profile of over 4,500 donors to the law school to establish donor opportunities to provide greater support for the law school. The Director of Institutional Advancement will coordinate and work closely with the University's development department to expand the estate planning opportunities and outreach for the law school and establish on-site donor development and appreciation visits and events.	SOL 2.10.1.1 Continue direct mail at scheduled times each year; use wealth screening of existing donors and prepare estate plan mailings and set up in-person meetings with alumni, non-alumni donors and prospective donors	SOL 2.10.1.1 Continue direct mail at scheduled times each year; use wealth screening of existing donors and prepare estate plan mailings and set up in-person meetings with alumni, non-alumni donors and prospective donors; host onsite and regional alumni/donor meetings and dinners; develop donor club levels; continue Naming Opportunities program for the law school; develop capital campaign for a new building	Dean, Director of Institutional Advancement, and University Planned Giving department

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 3.1 The law school will provide programs to enrich its upper division curriculum through electives and dual degree programs.	SOL 3.1.1 The law school will continue to review its elective options to ensure that students have sufficient opportunities to obtain a level of specialization in some areas and a broad-based education in other areas.	SOL 3.1.1.1 Curriculum, Clinics, and Centers Committee will annually review elective offerings	SOL 3.1.1.1 Curriculum, Clinics, and Centers Committee will annually review elective offerings and the Dean, Associate Dean for Academic Affairs and the Faculty Appointments Committee will determine faculty needs to teach any new offerings	Dean, Associate Dean for Academic Affairs, Curriculum, Clinics, and Centers Committee, and Faculty Appointments Committee
SOL 3.2 The law school will continue to expand the non-JD online programs and develop and launch online master-level degrees and also explore the feasibility of a non-J.D. doctoral-level program in law.	SOL 3.2.1 The Dean and the Associate Dean for Internal Affairs and Online Programs working in the law school and the University as a whole will continue to expand and market the current online non-JD programs, including the Paralegal Studies program and the M.A. in Public Policy. The Paralegal Studies program will also be translated into Spanish.	SOL 3.2.1.1 Prepare new marketing material for the Paralegal Studies and M.A. in Public Policy programs; market these programs in new venues; and translate the Paralegal Studies program into Spanish	SOL 3.2.1.1 Work with the University Marketing and Recruiting departments to increase enrollment of these programs to 3,000 to 5,000 students	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Online and Certificate Programs, Director of Academic and Administrative Projects, Director of Public Affairs, Faculty Support Coordinator, and Director of Global Initiatives and Program Director for LL.M.
SOL 3.2 The law school will continue to expand the non-JD online programs and develop and launch online master-level degrees and also explore the feasibility of a non-J.D. doctoral-level program in law.	SOL 3.2.1 The Dean and the Associate Dean for Internal Affairs and Online Programs working in the law school and the University as a whole will continue to expand and market the current online non-JD programs, including the Paralegal Studies program and the M.A. in Public Policy. The Paralegal Studies program will also be translated into Spanish.	SOL 3.2.1.2 Determine which subject matter degrees would be the optimal demand for law specializations and concentrations	SOL 3.2.1.2.1 Review feasibility and demand for other non-JD online programs and begin preparation for launch of same	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Online and Certificate Programs, Director of Academic and Administrative Projects, Director of Public Affairs, Faculty Support Coordinator, and Director of Global Initiatives and Program Director for LL.M.
SOL 3.2 The law school will continue to expand the non-JD online programs and develop and launch online master-level degrees and also explore the feasibility	SOL 3.2.1 The Dean and the Associate Dean for Internal Affairs and Online Programs working in the law school and the University as a whole will continue to expand and market the current online non-JD programs, including the	SOL 3.2.1.2 Determine which subject matter degrees would be the optimal demand for law specializations and concentrations	SOL 3.2.1.2.2 Review non-JD law doctoral courses and develop a course program	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Online and Certificate Programs, Director of Academic and Administrative Projects, Director of

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
of a non-J.D. doctoral-level program in law.	Paralegal Studies program and the M.A. in Public Policy. The Paralegal Studies program will also be translated into Spanish.			Public Affairs, Faculty Support Coordinator, and Director of Global Initiatives and Program Director for LL.M.
SOL 3.2 The law school will continue to expand the non-JD online programs and develop and launch online master-level degrees and also explore the feasibility of a non-J.D. doctoral-level program in law.	SOL 3.2.2 The Dean, the Associate Dean for Internal Affairs and Online Programs, the Associate Dean for Academic Affairs, and the Director of Global Initiatives and Program Director for the LL.M. will develop and launch the online Juris Master and the LL.M.	SOL 3.2.2.1 Launch the Juris Master (JM) and LL.M. degrees	SOL 3.2.2.1 Expand the marketing and recruitment of the JM and LL.M., develop short optional onsite intensives, and increase enrollment to a target of 1,000	Dean, Associate Dean for Internal Affairs and Online Programs, Associate Dean for Academic Affairs, Director of Academic and Administrative Projects, Director of Online and Certificate Programs, Director of Academic and Director of Global Initiatives and Program Director for LL.M.
SOL 3.2 The law school will continue to expand the non-JD online programs and develop and launch online master-level degrees and also explore the feasibility of a non-J.D. doctoral-level program in law.	SOL 3.2.3 Launch the Center for Global Diplomacy to work with government leaders around the world to provide counsel on law and policy and to enhance the world-wide marketing of the non-JD online J.M. and LL.M. degrees.	SOL 3.2.3.1 Begin developing network with international governments and organizations, beginning with Lima, Peru	SOL 3.2.3.1 Expand networks with international governments and organizations and provide counsel and advice on law and policy	Dean and Director of Global Initiatives and Program Director for LL.M.
SOL 3.3 The law school will prepare students to be good writers and will identify those students who need additional help.	SOL 3.3.1 Following the launch of the Center for Legal Writing in the summer of 2013, assess the writing skills of all students, particularly 1L students, and provide concentrated and individualized comprehensive writing instruction to increase the quality of writing skills. Assess the effectiveness of the Center for Legal Writing and the upper-level advance	SOL 3.3.1.1 Baseline test students beginning in 1L year and work with upper level students to improve writing skills	SOL 3.3.1.1 Review the outcome of the Center for Legal Writing to determine the effectiveness of the program and expand the staff to provide additional directed assistance to significantly improve the writing skills of all students	Associate Dean for Academic Affairs, Director of the Center for Legal Writing, and Director of Academic Support

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	writing course by testing and monitoring the progress and growth of the students' writing skills.			
SOL 3.4 Expand the externship program to include a broad range of externship opportunities throughout the country.	SOL 3.4.1 Maintain a sound externship program that provides a broad range of opportunities throughout the year and that monitors effectiveness and consistency among the various offerings.	SOL 3.4.1.1 Expand the externship program with additional offerings and eliminate placements that do not meet the standards of the law school	SOL 3.4.1.1 Continue to expand the externship program to include new placements and add additional staff to the Office of External Affairs to meet the increased demands	Associate Dean for External Affairs
SOL 3.5 Maintain an educationally and experientially sound externship program and monitor each placement for quality assurance.	SOL 3.5.1 The Dean, the Associate Dean for Academic Affairs, and the Director for the Constitutional Litigation Clinic working with Liberty Counsel and its attorneys will continue to provide opportunities for students to obtain real life experience working on cases that have national significance.	SOL 3.5.1.1 Maintain the high-quality clinical program provided by Liberty Counsel for the Center for Constitutional Litigation to provide students with real life experience in high profile litigation and appellate practice	SOL 3.5.1.1 Continue to provide students with real life experience in high profile litigation and appellate practice through the Constitutional Litigation Clinic and develop plans for a state-of-the-art clinical space in the new law school building	Dean, Associate Dean for Academic Affairs, Director of the Center for Constitutional Litigation Clinic, and Liberty Counsel Senior Litigation Counsel
SOL 3.6 The law school will continue to provide students with real-life experience working with highly qualified litigators under the direct supervision of an experienced faculty member through the Constitutional Litigation Clinic throughout fall, spring, and summer terms.	SOL 3.6.1 In anticipation of the new proposed ABA Standard regarding Clinics, consider the options of either continuing to provide students experience in prosecution under the program as currently operated or modify the program into a fully operational Clinic with regular and direct faculty supervision.	SOL 3.6.1.1 Maintain the high-quality clinical program provided by Liberty Counsel for the Center for Constitutional Litigation to provide students with real life experience in high profile litigation and appellate practice	SOL 3.6.1.1 Continue to provide students with real life experience in high profile litigation and appellate practice through the Constitutional Litigation Clinic and develop plans for a state-of-the-art clinical space in the new law school building	Dean, Associate Dean for Academic Affairs, Director of the Center for Prosecution
SOL 3.6 The law school will continue to provide students with real-life	SOL 3.6.2 Further develop the Liberty Center for International Human Rights to provide opportunities for	SOL 3.6.2.1 Provide opportunities for students to work on matters involving international human rights and	SOL 3.6.2.1 Increase student involvement on international human rights issues and host symposia	Dean, Associate Dean for Internal Affairs and Online Programs, Director of the Liberty

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
experience working with highly qualified litigators under the direct supervision of an experienced faculty member through the Constitutional Litigation Clinic throughout fall, spring, and summer terms.	students who have an interest in international human rights law and policy.	international human trafficking and develop a budget-for-hire Director		Center for International Human Rights, and the Director of Global Initiatives and Program Director for LL.M.
SOL 3.6 The law school will continue to provide students with real-life experience working with highly qualified litigators under the direct supervision of an experienced faculty member through the Constitutional Litigation Clinic throughout fall, spring, and summer terms.	SOL 3.6.3 Explore the need and feasibility of the Liberty Center for Church and Nonprofit Law.	SOL 3.6.3.1 Review the available resources and the need for a center that addresses Church and Nonprofit Law	SOL 3.6.3.1 If the need is real and the funding available, launch the Liberty Center for Church and Nonprofit Law	Dean, Director of Academic and Administrative Projects, and select faculty
SOL 3.7 The law school will continue the development of curricular and co-curricular centers to provide students with opportunities to hone their skills in a variety of programs.	SOL 3.7.1 Further develop the Liberty Center for International Human Rights to provide opportunities for students who have an interest in the various centers and other partner organizations	SOL 3.7.1.1 Provide opportunities for students to work on enhancing their skills.	SOL 3.7.1.1 Increase student involvement with curricular and co-curricular centers to host symposia and other events.	Dean, Associate Dean for Internal Affairs and Online Programs, Director of the Liberty Center for International Human Rights, and the Director of Global Initiatives and Program Director for LL.M.
SOL 3.8 The law school will continue to provide opportunities to learn about international laws and customs	SOL 3.8.1 Continue to offer students opportunities to learn about foreign law and customs by providing a cost efficient and affordable winter break or summer intensive program	SOL 3.8.1.1 Increase the number of students who can participate in the Israel and Middle Eastern International Law and Policy course and tour by seeking donors to underwrite some of the costs	SOL 3.8.1.1 Work with the Israeli Department of Tourism and donor sources to increase the amount of underwriting of the program so that more students may participate and consider other foreign program courses and tour opportunities	Dean, Associate Dean for Academic Affairs, and Director of Institutional Advancement

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
through summer intensives with added international tours.	onsite with an international tour through the current course on Israel and Middle Eastern International Law and Policy. Consider the feasibility of other similar offerings.			
SOL 3.9 Provide students with multiple options for law school, including a 2-year accelerated degree and a 4-year reduced load program	SOL 3.9.1 Launch in 2014 the accelerated degree program (3 + 3) with Liberty University School of Government, and begin to develop other accelerated degree options with Liberty University and other universities.	SOL 3.9.1.1 Work with the University to receive final approval of the 3 + 3 accelerated degree program to launch in 2014	SOL 3.9.1.1 Work with other colleges at Liberty University and elsewhere to launch additional 3 + 3 accelerated degree programs	Dean and Associate Dean for Academic Affairs
SOL 3.9 Provide students with multiple options for law school, including a 2-year accelerated degree and a 4-year reduced load program	SOL 3.9.2 Review 2-year programs at ABA approved law schools and develop a plan for implementing a 2-year accelerated JD degree.	SOL 3.9.2.1 Review programs at Regent University and other ABA approved law schools and develop a 2 year program	SOL 3.9.2.1 Launch and market 2-year to 4-year programs for the JD	Dean and Associate Dean for Academic Affairs, Curriculum, Clinics, and Centers Committee
SOL 3.10 Continue and improve mission of training students and graduates in job skills and of helping to make available meaningful employment opportunities.	SOL 3.10.1 CCPD will sponsor job search seminars early in the semester to help students focus on employment before they get too distracted by the course work. CCPD will increase the frequency of job search and career and professional development workshops, including how to run a solo practice law firm. Additionally, CCPD will continue participating and promoting annual legal job fair events. As part of the job seminars, CCPD will invite local, state, and national law firms, as well as other legal recruiting organizations, to interview on campus or to	SOL 3.10.1.1 Continue to conduct workshops for resume writing and job interviewing skills and bring prospective employers on site for personal interviews and/or provide resume collection for prospective employers at their request.	SOL 3.10.1.1 Increase on site recruiting from a variety of prospective employers to increase the number of graduates employed upon graduation	Associate Dean for Career & Professional Development and Director of Career Services

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	participate in law school events.			
SOL 3.11 Provide a wide array of career services and networking leads for students and graduates in order to place them in significant and meaningful employment.	SOL 3.11.1 The Associate Dean for External Affairs will coordinate and plan with the Associate Dean for Career & Professional Development and the Dean to strategically and systematically expand the externship program to benefit students and graduates seeking employment.	SOL 3.11.1.1 Expand the externship program to new placements that provide training for students and job opportunities	SOL 3.11.1.1 Continue to expand the externship program to new and strategic placements, eliminate those placements that do not meet high standards, and increase the staffing in the Office of External Affairs	Associate Dean for External Affairs and Associate Dean for Career & Professional Development
SOL 3.11 Provide a wide array of career services and networking leads for students and graduates in order to place them in significant and meaningful employment.	SOL 3.11.2 The law school will provide a wide range of pro bono opportunities for students and work with the Lynchburg Bar Association to open up additional pro bono opportunities.	SOL 3.11.2.1 Increase pro bono opportunities with the Lynchburg Bar and other venues	SOL 3.11.2.1 Encourage faculty with reciprocity to waive into the Virginia Bar pursuant to the new rule and thereby increase faculty pro bono opportunities themselves and for the students	Associate Dean for Career & Professional Development
SOL 3.12 Provide a wide range of student services and amenities that attract and retain students and enhance and foster an enjoyable student and family environment.	SOL 3.12.1 The law school administration will provide support and guidance to SBA leadership and will assist students and student organizations on events and speakers. The Dean, Associate Dean for Internal Affairs and Online Programs, and the Director of Student Affairs will meet regularly with SBA leadership to listen to concerns and provide guidance and assistance where needed.	SOL 3.12.1.1 The SBA leadership will serve as the liaison between the students and the law school faculty and administration and will work with the administration to address issues and concerns of the study body	SOL 3.12.1.1 The SBA leadership will serve as the liaison between the students and the law school faculty and administration and will work with the administration to address issues and concerns of the study body	Dean, Associate Dean for Internal Affairs and Online Programs, and Director of Student Affairs
SOL 3.13 Provide counseling and guidance to students on debt loads and money management and provide debt load	SOL 3.13.1 The Office of Financial Aid and the Director of Student Affairs will provide debt counseling to all students. The law school will provide scholarships to qualified	SOL 3.13.1.1 Provide ongoing counseling to students to assist in debt management and reduce debt load	SOL 3.13.1.1 Increase alumni involvement through regular communication and an annual alumni gathering and seeking donors who can assist needy students	Dean, Associate Dean for Career & Professional Development, Director of Institutional Advancement, Director

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
relief to students pursuing nonprofit, public interest, public policy, or similar employment where the debt load is such to preclude them from pursuing such employment.	students and minorities. The Dean and the Director of Institutional Advancement will continue to solicit donors and prospective donors for scholarships, and the Associate Dean for Career Service & Professional Development will provide information to students about loan forgiveness program designed to help students who desire to work in public interest law or public policy where their income is such that their debt will preclude them from pursuing such employment.			of Student Affairs, and Coordinator of Financial Aid
SOL 3.14 Maintain a high level of commitment to all students to provide quality-of-life services and to students with various disabilities on the campus, in the program of legal education, and in the bar exam, and job search.	SOL 3.14.1 The law school will provide services, spiritual and emotional support, and amenities to enhance student and family life. The Director of Public Affairs will provide a list of services and amenities provided by the University and available on campus. The Director of Student Affairs will oversee training of mentors to assist students in coping with the stress and anxiety of law school and life stressors. The Director of Student Affairs will provide seminars on matters ranging from marriage to shopping to personal finances and stress relief.	SOL 3.14.1.1 Provide emotional, spiritual, and physical comfort and counsel to students to allow them the grow and mature and maintain their focus on God, the law school, their family, and their relationships	SOL 3.14.1.1 Provide emotional, spiritual, and physical comfort and counsel to students to allow them the grow and mature and maintain their focus on God, the law school, their family, and their relationships	Associate Dean for Internal Affairs and Online Programs and Director of Student Affairs
SOL 3.14 Maintain a high level of commitment to all students to provide quality-of-life	SOL 3.14.2 The law school will work with University and governmental agencies to assist students with disabilities to facilitate their learning and	SOL 3.14.2.1 Assist students who are physically challenged or who have learning challenges to accommodate and help them succeed	SOL 3.14.2.1 Assist students who are physically challenged or who have learning challenges to accommodate and help them succeed, and make sure every aspect of a	Associate Dean for Internal Affairs and Online Programs and Director of Student Affairs

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
services and to students with various disabilities on the campus, in the program of legal education, and in the bar exam, and job search.	life on campus, will work with the various state bars to assist where possible in making accommodations, and will assist in seeking employment.		future law school building provides ease of access to all students	
SOL 3.15 Continue a high-level of commitment to all students to provide mentorship, spiritual and emotional support, and modeling in professionalism.	SOL 3.15.1 Continue to assess and improve upon the services provided to the law school and emphasize the importance of faculty and staff to be committed to providing mentorship, spiritual and emotional supports, and modeling in professionalism.	SOL 3.15.1.1 Develop greater spiritual, emotional health in students during their time at Liberty and model professionalism for them	SOL 3.15.1.1 Develop greater spiritual, emotional health in students during their time at Liberty and model professionalism for them	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Student Affairs, faculty and staff
SOL 3.16 Continue to provide ample support services and foster a learning environment that enables students to focus their attention on the study of law and to be confident in their ability to find meaningful employment.	SOL 3.16.1 Lesson the external stressors on students by providing optimal assistance for career choices and job searches, externships, and spiritual and emotional support to enable students to focus on law school, enjoy the experience, and grow spiritually and professionally	SOL 3.16.1.1 Increase employment percentage to above 80 percent nine months after law school	SOL 3.16.1.1 Increase employment percentage to above 90 percent nine months after law school	Dean, Associate Dean for Internal Affairs and Online Programs, and Associate Dean for Academic Affairs, Associate Dean for Career & Professional Development, Associate Dean for External Affairs, and Director of Student Affairs
SOL 3.17 Maintain a working and learning environment that fosters a high level of community and team work centered around a commitment to the mission of the law school.	SOL 3.17.1 Provide opportunities for the faculty, staff, and students to socialize to maintain a high level of community and team work.	SOL 3.17.1.1 Continue regular meetings with the faculty, staff, and students, including regular potluck lunches and dinners, Day Break breakfast, annual SBA picnics and gatherings, Barristers' banquet, and other events and gatherings	SOL 3.17.1.1 Continue regular meetings with the faculty, staff, and students, including regular potluck lunches and dinners, Day Break breakfast, annual SBA picnics and gathers, Barristers banquet, and other events and gatherings	Dean, Associate Dean for Academic Affairs, and Director of Student Affairs
SOL 3.18 Increase the level of research skills among the student body by	SOL 3.18.1 Work with the Center for Legal Writing to receive and provide assistance in order to increase the	SOL 3.18.1.1 The Center for Legal Writing will improve the writing skills of all students and make weak writers good	SOL 3.18.1.1 Increase bar results by 80% as a result of better writing skills.	Director of Law Library, Associate Dean for Academic Affairs, Director of the Center

SOL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
offering more advanced training in legal research.	research and writing skills of students.	writers to increase their ability to succeed in law school and pass the bar		for Legal Writing, and Director of Academic Support
SOL 3.19 Maintain a highly skilled staff and provide a friendly, helpful, and comfortable environment conducive to individual and group study.	SOL 3.19.1 Monitor the use of the large computer lab as the student body grows in number to determine whether part of the space might be used for general library space to house the collection as most students own laptop computers and are able to do legal research without having to use the computer lab.	SOL 3.19.1.1 Provide a quiet and relaxing environment for students to study and monitor the computer lab to determine if the space continues to be necessary or whether it could be converted to better use	SOL 3.19.1.1 Provide a quiet and relaxing environment for students to study and monitor the computer lab to determine if the space continues to be necessary or whether it could be converted to better use; review the collection to determine which volumes can be transitioned to electronic versions to make better use of the space and the collection	Director of Law Library
SOL 3.19 Maintain a highly skilled staff and provide a friendly, helpful, and comfortable environment conducive to individual and group study.	SOL 3.19.2 Periodically formally and informally survey the students to determine their needs and take action to ensure that the library is providing a pleasant and resourceful environment for learning.	SOL 3.19.2.1 Survey students periodically and during Assessment Day to obtain feedback and address concerns to make sure the library provides an environment conducive to learning	SOL 3.19.2.1 Survey students periodically and during Assessment Day to obtain feedback and address concerns to make sure the library provides an environment conducive to learning	Director of Law Library

SOL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 4.1 Develop the law school and University alumni to support the law school financially and to enhance employment opportunities for students and graduates.	SOL 4.1.1 The Director of Institutional Advancement, the Associate Dean for Internal Affairs and Online Programs, the Director of Public Affairs, and the Dean will work with the leadership in the SBA to begin transforming students into supportive alumni by establishing giving programs during law school and giving goals for each graduating class. The Liberty Law	SOL 4.1.1.1 Increase alumni involvement through regular communication and an annual alumni gathering	SOL 4.1.1.1 Increase alumni involvement and giving through regular communication, an annual alumni gathering, and regional gatherings	Dean, Director of Institutional Advancement, Director of Public Affairs, and Director of Student Affairs

SOL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	Alumni Association (LLAA) will work in conjunction with the law school's Center for Career and Professional Development to support and guide Liberty Law graduates into legal employment that benefits most from their expertise.			
SOL 4.1 Develop the law school and University alumni to support the law school financially and to enhance employment opportunities for students and graduates.	SOL 4.1.2 Continue the annual alumni event and involve the growing law school alumni population.	SOL 4.1.2.1 Increase alumni involvement through regular communication and an annual alumni gathering	SOL 4.1.2.1 Increase alumni involvement and giving through regular communication, an annual alumni gathering, and regional gatherings	Dean, Director of Institutional Advancement, Director of Public Affairs, and Director of Student Affairs
SOL 4.1 Develop the law school and University alumni to support the law school financially and to enhance employment opportunities for students and graduates.	SOL 4.1.3 The Dean and the Director of Institutional Advancement will continue to make personal visits with alumni to maintain and enhance the relationship with the law school.	SOL 4.1.3.1 Increase alumni involvement through regular communication and an annual alumni gathering	SOL 4.1.3.1 Increase alumni involvement and giving through regular communication, an annual alumni gathering, and regional gatherings	Dean, Director of Institutional Advancement, Director of Public Affairs, and Director of Student Affairs
SOL 4.2 Maintain and upgrade the physical plant as needed to adequately meet the needs of the program of legal education. With the completion of all three phases of construction, the physical plant is adequate to meet the goal of 450 full-time residential students.	SOL 4.2.1 While the law school facilities are adequate to the law school's current needs, the law school will work with the University pursuant to the University's Master Plan to develop plans for a new law school building near the new School of Medicine that meets the future needs of the law school's program of legal education and provides ample room for clinics and centers.	SOL 4.2.1.1 The Dean will work with the University administration to discuss and prepare plans for a new law school pursuant to the University's Master Plan which calls for a new law school near the new School of Medicine	SOL 4.2.1.1 The Dean will continue to work with the University administration to discuss and prepare plans for a new law school pursuant to the University's Master Plan which calls for a new law school near the new School of Medicine; the Dean will work with the University to plan and prepare for a move to the future facility.	Dean, Chancellor/President/C EO, Senior Vice President of Academic Affairs and Provost and Vice Provost

SOL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 4.2 Maintain and upgrade the physical plant as needed to adequately meet the needs of the program of legal education. With the completion of all three phases of construction, the physical plant is adequate to meet the goal of 450 full-time residential students.	SOL 4.2.2 Work with the University to provide some designated parking spaces that can be used by faculty during the day to better facilitate faculty and staff to come and go during the day.	SOL 4.2.2.1 The University will provide a limited number of designated parking spaces to the law school to permit faculty and staff to leave the law school during the day and have a designated place to park upon return	SOL 4.2.2.1 The University Master Plan calls for the construction of additional parking spaces and a new law school building which will alleviate the current limited parking spaces and thus provide for better access to the law school for faculty, staff, students, and invited guests.	Dean, Chancellor/President/C EO, Senior Vice President of Academic Affairs and Provost and Vice Provost
SOL 4.2 Maintain and upgrade the physical plant as needed to adequately meet the needs of the program of legal education. With the completion of all three phases of construction, the physical plant is adequate to meet the goal of 450 full-time residential students.	SOL 4.2.3 The Dean and the Director of the Law Library will monitor the use of the library as well as the growth of the student body and shelved volumes to project a timeline for expansion into the additional unused space.	SOL 4.2.3.1 Review the use of the bound volumes and determine which series of bound volumes may be transitioned to electronic copies	SOL 4.2.3.1 Review the use of the bound volumes and determine which series of bond volumes may be transitioned to electronic copies; the plans for the library in the future law school building will incorporate space saving, archival, and retrieval innovations incorporated into the new Jerry Falwell Library.	Dean and Director of Law Library
SOL 4.3 The law school will increase enrollment in the J.D. program but not rely solely upon tuition from the JD to fund the program of legal education and thus be in a position to control the costs of the JD and make it affordable to students who desire to study law at a mission-driven law school	SOL 4.3.1 The Dean and the Director of Institutional Advancement will deploy a multifaceted development plan that includes direct mail, Internet, donor meetings and events, capital campaigns, naming opportunities, estate and planned giving, and foundation grants.	SOL 4.3.1.1 Work with Marketing to maintain a regular direct mail program for specific and general fundraising; continue to host the major giving options on the law school's website; meet with donors for direct giving and estate planning; and prepare foundation grants to increase giving in order to keep tuition down and provide debt load relief to students	SOL 4.3.1.1 Work with Marketing to maintain a regular direct mail program for specific and general fundraising; continue to host the major giving options on the law school's website; meet with donors for direct giving and estate planning; and prepare foundation grants to increase giving in order to keep tuition down and provide debt load relief to students, including debt forgiveness	Dean and Director of Institutional Advancement

SOL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
such as Liberty University				
SOL 4.3 The law school will increase enrollment in the J.D. program but not rely solely upon tuition from the JD to fund the program of legal education and thus be in a position to control the costs of the JD and make it affordable to students who desire to study law at a mission-driven law school such as Liberty University	SOL 4.3.1 The Dean, the Director of Institutional Advancement, and the Director of Public Affairs will work with and meet regularly with the University's alumni staff to communicate and network with the law school alumni and continue development, networking, and giving with interested University alumni.	SOL 4.3.1.2 Communicate with alumni by scheduled mailings, including the <i>Liberty Legal Journal</i> , periodic emails, and requests for contributions to the Annual Fund, Reunion Gifts, scholarship funds and other law school programs	SOL 4.3.12 Communicate with alumni by scheduled mailing, including the <i>Liberty Legal Journal</i> , periodic emails, and requests for contributions to the Annual Fund, Reunion Gifts, scholarship funds and other law school programs; provide scholarship vouchers the alumni may give to prospective students; and connect alumni to current students	Dean, Director of Institutional Advancement, Director of Public Affairs, and Director of Student Affairs
SOL 4.3 The law school will increase enrollment in the J.D. program but not rely solely upon tuition from the JD to fund the program of legal education and thus be in a position to control the costs of the JD and make it affordable to students who desire to study law at a mission-driven law school such as Liberty University	SOL 4.3.2 The law school will search and apply for foundation grants and continue to apply for grants from the Virginia Law Foundation, the National Christian Foundation, the W W Whitlock Foundation, and others to fund programs and facilities of the law school including clinics, centers, library acquisition, endowed chairs, LRAP program, <i>Liberty Legal Journal</i> , <i>Law Review</i> , Israel Tour, and the capital campaign project for the new law school facility.	SOL 4.3.2.1 The Director of Institutional Advancement will seek out foundations and prepare grant requests for general operations and for specific programs to underwrite the programs in order to reduce the cost to students	SOL 4.3.2.1 The Director of Institutional Advancement will seek out foundations and prepare grant requests for general operations and for specific programs to underwrite the programs in order to reduce the cost to students; expand the Office of Institutional Advancement with additional staff and grant writers	Dean and Director of Institutional Advancement

SOL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 4.4 The law school will continue to expand its non-JD online education programs to extend the mission of the law school to non-lawyers, to provide additional feeder sources for the program of legal education, and to fund the program of legal education so that the law school does not have to rely solely or primarily upon the tuition revenue of the JD to fund the law school	SOL 4.4.1 The Dean and the Associate Dean for Internal Affairs and Online Programs will work with the University Marketing and Recruitment departments to significantly increase enrollment in the non-JD online Paralegal Studies and Master of Arts in Public Policy programs to extend the mission of the law school and dramatically increase alternative revenue sources to fund the law school and the program of legal education.	SOL 4.4.1.1 The law school will work with the University and prepare marketing brochures and ads for the current non-JD online programs for distribution at University and law school events, print and other media outlets to dramatically increase enrollment in order to provide significant alternative funding for the law school and the program of legal education	SOL 4.4.1.1 The law school will continue to work with the University and prepare marketing brochures and ads for the current non-JD online programs for distribution at University and law school events, print and other media outlets to dramatically increase enrollment in order to provide significant alternative funding for the law school and the program of legal education; the law school will continue to hire qualified adjuncts for the Paralegal Studies program with priority to the pool of law school graduates, and will continue to hire qualified faculty for the M.A. in Public Policy in cooperation with the School of Government	Dean, Associate Dean for Internal Affairs and Online Programs, LU Online, University Recruiting, and Marketing
SOL 4.4 The law school will continue to expand its non-JD online education programs to extend the mission of the law school to non-lawyers, to provide additional feeder sources for the program of legal education, and to fund the program of legal education so that the law school does not have to rely solely or primarily upon the tuition revenue of the JD to fund the law school	SOL 4.4.2 The law school will explore the launch of other non-JD online programs or courses that compliment a wide variety of subject matters and specializations in law of a number of undergraduate and graduate degrees that can supplement student needs who desire a legal course or specialization in their field of study.	SOL 4.4.2.1 The law school will consider the demand and prepare to meet the demand for law specializations or concentrations in a variety of subject matters and will create two to three courses for non-lawyers that can be taken by students as electives toward their degrees in order to increase the impact of the law school to non-lawyers, increase the applicant pool for the JD program, and create additional alternative sources of revenue	SOL 4.4.2.1 The law school will continue to create and deploy specializations or concentrations in a variety of subject matters and will create two to three courses for non-lawyers that can be taken by students as electives toward their degrees in order to increase the impact of the law school to non-lawyers, increase the applicant pool for the JD program, and create additional alternative sources of revenue	Dean, Associate Dean for Internal Affairs and Online Programs, Director of Academic and Administrative Projects, Director of Online and Certificate Programs, LU Online
SOL 4.5 The law school, in coordination with the	SOL 4.5.1 The Dean and the Director of Institutional Advancement will use the	SOL 4.5.1.1 The law school will update the wealth screen of the approximate 4,500 donors and create targeted fundraising	SOL 4.5.1.1 The law school will update the wealth screen of the approximate 4,500 donors and create targeted fundraising mail,	Dean and Director of Institutional Advancement

SOL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
University, will execute a capital campaign over the next decade for the purposes of a new law school facility, securing endowment funding and general operations to support the program of legal education	wealth profile on the law school's donor base to create target mail for various potential donor levels, organize specific on and off site events, and provide specific donor giving levels and naming opportunities.	mail, offer estate planning services, and set up in-person meetings to solicit contributions	offer estate planning services, and set up in-person meetings to solicit contributions; the law school will host events for donors; create donor giving levels; and use teleconferencing and other electronic means to increase donor contact.	
SOL 4.5 The law school, in coordination with the University, will execute a capital campaign over the next decade for the purposes of a new law school facility, securing endowment funding and general operations to support the program of legal education	SOL 4.5.2 The Dean and the Director of Institutional Advancement will continue to regularly meet with the University's development and planned giving departments to apprise them of developments and events of the law school and schedule donor visits.	SOL 4.5.2.1 The law school will continue to regularly interface with the University development and planned giving department to inform them of the law school developments; will continue to prepare marketing material the development teams can share with donors and prospective donors; and will meet with certain prospects identified by the team	SOL 4.5.2.1 The law school will increase large gifts and planned giving naming the law school as beneficiary; the law school will continue to regularly interface with University Development and Planned Giving Departments to inform them of the law school developments; will continue to prepare marketing materials the development and planned giving officers can share with donors and prospective donors; and will meet with certain prospects identified by the team.	Dean and Director of Institutional Advancement

SOL 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 5.1 Recruit and retain a highly qualified skilled and diverse faculty with a wide range of experience and expertise to deliver the program of legal education.	SOL 5.1.1 The Dean and the Faculty Appointments Committee will continue to focus on recruiting a faculty that is diverse in race, ethnicity, gender, and experience. The University's administration is very supportive of the law school's desire to diversify and expand its faculty.	SOL 5.1.1.1 Primary faculty needs are filled for the immediate course offerings except that a replacement position needs to be filled	SOL 5.1.1.1 Recruit faculty who can teach Business and Planning law, Constitutional law, and electives	Dean, Associate Dean for Academic Affairs, and Faculty Appointments Committee

SOL 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 5.1 Recruit and retain a highly qualified skilled and diverse faculty with a wide range of experience and expertise to deliver the program of legal education.	SOL 5.1.2 The Faculty Appointments Committee will formulate written instructions for the kind of presentation that is expected from applicants who have been invited for a formal interview. The Dean will discuss those expectations with the applicant well in advance of the interview.	SOL 5.1.2.1 Recruit a highly qualified faculty to replace a vacant position and continue to pursue a diverse faculty	SOL 5.1.2.1 Recruit highly qualified faculty to fill the future needs of the law school and continue to pursue a diverse faculty	Faculty Appointments Committee
SOL 5.2 Support the faculty to provide highly effective teaching, to engage in scholarship appropriate for their respective disciplines and interests, and to provide service to the law school, the University, and to the legal community.	SOL 5.2.1 The Dean, the Associate Dean for Academic Affairs, and the Rank, Tenure and Promotion Committee will identify faculty through the annual evaluation process that need additional assistance in developing improved teaching skills and will provide guidance and mentorship to such faculty.	SOL 5.2.1.1 Identify faculty who score low in student evaluations to develop a remedial plan and establish and assign a faculty mentor to improve teaching skills	SOL 5.2.1.1 Identify faculty who score low in student evaluations to develop a remedial plan and establish and assign a faculty mentor to improve teaching skills	Dean, Associate Dean for Academic Affairs, and Rank, Tenure and Promotion Committee
SOL 5.3 Recruit highly competent and experienced faculty domestically and abroad who can serve as Visiting or Distinguished professors to teach a course or portion thereof in conjunction with an assigned full-time faculty member in order to enhance the program of legal education by providing national and international experts to certain course offerings.	SOL 5.3.1 The Dean and the Faculty Appointments Committee will continue to search for and build a cadre of highly qualified Visiting or Distinguished professors that bring diversity and a high level of skills and experience to the law school in order to bring added value to the program of legal education by providing national and international experts for certain courses. Some of these professors will teach full-time or engage in research and writing, while others will teach part-time or guest lecture a portion of the course under the direction of a full-time	SOL 5.3.1.1 Search for experts in Israel and Middle Eastern affairs, Copyright and Patent, and Planned Giving	SOL 5.3.1.1 Search for experts in Business, Estate Planning, Cyber Security, Politics and Public Policy, and Law Office Technology	Dean and Faculty Appointments Committee

SOL 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	member of the faculty who is the assigned faculty member for the course.			
SOL 5.4 Each faculty member will develop a comprehensive understanding of law school governance.	SOL 5.4.1 The Dean will seek to make committee assignments designed to have a mixture of experienced and new faculty members on each committee to ensure that the faculty develops an understanding of the overall operation of the law school.	SOL 5.4.1.1 Continue to assign faculty to the Standing Committees to learn about and engage in governance	SOL 5.4.1.1 Continue to assign faculty to the Standing Committees to learn about and engage in governance and rotate the mix of faculty to build a broad experience in governance	Dean
SOL 5.5 The Dean and senior faculty will administer a fair, though demanding, system of evaluation upon which to base promotion, tenure, security of position decisions, and other rewards for excellence.	SOL 5.5.1 The Dean and the Rank, Tenure and Promotion Committee will work with each faculty member to assist them in development of their teaching skills and scholarship by providing open communication and constructive evaluations.	SOL 5.5.1.1 Prepare fair and timely evaluations and provide early and frequent feedback designed to improve teaching skills	SOL 5.5.1.1 Prepare fair and timely evaluations and provide early and frequent feedback designed to improve teaching skills	Dean, Associate Dean for Academic Affairs, and Rank, Tenure and Promotion Committee
SOL 5.6 Provide additional development and training for adjunct faculty members to increase their teachings skills to ensure the content and delivery of the course material is at the highest level that the law school would expect from a full-time faculty member.	SOL 5.6.1 Maintain small class sizes for the Lawyering Skills courses using full-time faculty working with a sufficient number of skilled adjunct faculty members who will assist in various aspects of the course.	SOL 5.6.1.1 Create mandatory training sessions for adjunct faculty and provide each one with an experienced faculty member for training and mentoring	SOL 5.6.1.1 Create mandatory training sessions for adjunct faculty and provide each one with an experienced faculty member for training and mentoring, and develop training videos for adjuncts	Associate Dean for Academic Affairs and Rank, Tenure and Promotion Committee
SOL 5.7 Continue to recruit, lead, train, and equip administrative personnel to excel in	SOL 5.7.1 Provide in-house training for faculty and staff to ensure an adequate understanding of the mission, program of legal education,	SOL 5.7.1.1 The process of training faculty to be proficient in basic technology that enhances the program of legal education will begin. Faculty and staff will periodically receive training in all aspects of relevant technology.	SOL 5.7.1.1 Each member of the faculty and staff are required to pass a technology competency test.	Dean, Associate Dean for Academic Affairs, Associate Dean for Internal Affairs and Online Programs, and LUIS

SOL 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014- 2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
the performance of their responsibilities.	student body profile, and goals of the law school.			

SOL 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014- 2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 6.1 The law school's academically rigorous program of legal education will integrate faith and law through worldview integration in all of its courses.	SOL 6.1.1 The Dean and the Associate Dean for Academic Affairs will coordinate and plan opportunities for faculty development to enhance and improve teaching skills and worldview integration in all areas of the curriculum.	SOL 6.1.1.1 Faculty will improve their teaching skills and worldview integration	SOL 6.1.1.1 Faculty will finish their course review and continue to improve their teaching skills, worldview integration, and publish teaching materials to guide and mentor junior faculty	Dean and Associate Dean for Academic Affairs
SOL 6.2 The faculty will compile a <i>Corpus Juris Christianum</i> . By August 2014, Professor Jeffrey Tuomala will complete fourteen chapters on Constitutional Law for use in his classroom. Those chapters can then be placed in the <i>Corpus Juris Christianum</i> . By August 2014, Professor Chrisman plans to complete a draft section on Agency Law, with plans to have a final draft by the end of the 2014-2015 academic year. By	SOL 6.2.1 The Associate Dean for Academic Affairs will coordinate efforts to create and assemble materials into a <i>Corpus Juris Christianum</i> in written form.	SOL 6.2.1.1 Develop chapters of the <i>Corpus Juris Christianum</i> and present them to the faculty for teaching and training	SOL 6.2.1.1 Complete the <i>Corpus Juris Christianum</i> and publish it for use by the faculty and the legal community	Associate Dean for Academic Affairs

SOL 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014- 2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
December 2014, Dean Lindevaldsen plans to complete a draft of several chapters in the area of Family Law, with plans to have a final draft by August 2015. Other faculty members are working on additional sections and will report on their publishing plans.				
SOL 6.2 The faculty will compile a <i>Corpus Juris Christianum</i> . By August 2014, Professor Jeffrey Tuomala will complete fourteen chapters on Constitutional Law for use in his classroom. Those chapters can then be placed in the <i>Corpus Juris Christianum</i> . By August 2014, Professor Chrisman plans to complete a draft section on Agency Law, with plans to have a final draft by the end of the 2014-2015 academic year. By December 2014, Dean Lindevaldsen plans to complete a draft of several chapters in the area	SOL 6.2.2 The Associate Dean for Academic Affairs will have primary responsibility under the approval of the Dean for developing a list of recommended reading for worldview integration and teaching development.	SOL 6.2.2.1 Develop critical thinking and worldview integration	SOL 6.2.2.1 Develop critical thinking and worldview integration and publish articles and books to advance the mission of the law school	Dean and Associate Dean for Academic Affairs

SOL 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014- 2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
of Family Law, with plans to have a final draft by August 2015. Other faculty members are working on additional sections and will report on their publishing plans.				
SOL 6.2 The faculty will compile a <i>Corpus Juris Christianum</i> . By August 2014, Professor Jeffrey Tuomala will complete fourteen chapters on Constitutional Law for use in his classroom. Those chapters can then be placed in the <i>Corpus Juris Christianum</i> . By August 2014, Professor Chrisman plans to complete a draft section on Agency Law, with plans to have a final draft by the end of the 2014-2015 academic year. By December 2014, Dean Lindevaldsen plans to complete a draft of several chapters in the area of Family Law, with plans to have a final draft by August 2015. Other faculty members are working	SOL 6.2.3 Encourage all faculty members to develop teaching materials that strive to integrate worldview in their courses.	SOL 6.2.3.1 Develop critical thinking and worldview integration	SOL 6.2.3.1 Develop critical thinking and worldview integration and publish articles and books to advance the mission of the law school	Dean and Associate Dean for Academic Affairs

SOL 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014- 2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
on additional sections and will report on their publishing plans.				
SOL 6.3 Each faculty member will excel in teaching by developing pedagogical skills, subject matter expertise, and worldview integration.	SOL 6.3.1 The Associate Dean for Academic Affairs and the Rank, Tenure, and Promotion Committee will continue to spearhead a faculty development plan and arrange sessions and presentations from various faculty members and other experts about how best to implement a personal study and development plan, research, write, and improve teaching skills.	SOL 6.3.1.1 Encourage each faculty member to develop excellent teaching skills in the subject matter, integration, and application	SOL 6.3.1.1 Encourage each faculty member to develop excellent teaching skills in the subject matter, integration, and application. Identify the most skilled teachers and record certain lectures to train other faculty in teaching skills	Associate Dean for Academic Affairs and Rank, Tenure and Promotion Committee
SOL 6.3 Each faculty member will excel in teaching by developing pedagogical skills, subject matter expertise, and worldview integration.	SOL 6.3.2 The Associate Dean for Academic Affairs will arrange development sessions and solicit presenters on issues common to all law school faculties—textbook selection, teaching aids, examination preparation and grading, and teaching strategies.	SOL 6.3.2.1 Encourage each faculty member to develop excellent teaching skills in the subject matter, integration, and application	SOL 6.3.2.1 Encourage each faculty member to develop excellent teaching skills in the subject matter, integration, and application. Identify the most skilled teachers and record certain lectures to train other faculty in teaching skills	Associate Dean for Academic Affairs
SOL 6.4 Each faculty member will excel in scholarship that advances subject matter expertise and Christian worldview integration.	SOL 6.4.1 The Dean, the Associate Dean for Academic Affairs, and the Rank, Tenure, and Promotion Committee will formulate and schedule regular worldview development sessions to report on progress, identify and discuss principles that are common to the multiple subject matters, and make application to particular legal problems, and inform other faculty members of the research being done by their colleagues.	SOL 6.4.1.1 Continue to award faculty scholarship and increase the number of available research assistants	SOL 6.4.1.1 Continue to award faculty scholarship, increase the budget for such awards, and provide reduced loads to certain faculty to devote time to scholarship	Dean, Associate Dean for Academic Affairs, and Rank, Tenure and Promotion Committee

SOL 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOL 6.4 Each faculty member will excel in scholarship that advances subject matter expertise and Christian worldview integration.	SOL 6.4.2.1 The Dean will continue to encourage all faculty members to publish scholarship, will continue to financially remunerate faculty who publish, and will increase the number of research assistants available for faculty members as need arises.	SOL 6.4.2.1 Continue to award faculty scholarship and increase the number of available research assistants	SOL 6.4.2.1 Continue to award faculty scholarship, increase the budget for such awards, and provide reduced loads to certain faculty to devote time to scholarship	Dean, Associate Dean for Academic Affairs, and Rank, Tenure and Promotion Committee
SOL 6.5 Faculty will increasingly participate in service outside the University and will develop opportunities for directly impacting the church, legal profession, and broader communities through speaking, teaching, scholarship, and service.	SOL 6.5.1 All faculty members will identify forums outside the University in which they have the requisite expertise to make a contribution, in which they have an interest in participating, and in which there is an opportunity to maximize the advancement of the mission of the law school.	SOL 6.5.1.1 Faculty will continue to engage in pro bono, speaking events, and conferences, and will continue to publish popular and scholarly articles	SOL 6.5.1.1 Faculty will continue to engage in pro bono, speaking events, and conferences, and will continue to publish popular and scholarly articles. The Dean will encourage faculty members with reciprocity to waive into the Virginia Bar pursuant to the new rule	Dean and all faculty
SOL 6.6 The faculty will foster and mutually encourage the values of teamwork, Christian character, and professionalism.	SOL 6.6.1 All faculty members will work with the Director of the Center for Lawyering Skills to coordinate the integration of skills and substantive law.	SOL 6.6.1.1 Continue to foster integration of substantive and skills instruction among the various faculty members and propose ways to integrate the courses	SOL 6.6.1.1 Continue to foster integration of substantive and skills instruction among the various faculty members and propose ways to integrate the courses	Associate Dean for Academic Affairs and Director of the Center for Lawyering Skills

SCHOOL OF MUSIC (SOM)

(DIRECT REPORT AREAS: CENTER FOR MUSIC AND THE PERFORMING ARTS, AND CENTER FOR MUSIC AND WORSHIP)

SOM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 1.1 Expand use of Smartboard technology, particularly within Theory and Musicianship courses.	SOM 1.1.1 Increase student learning by improving instructional practice, through more interactive use of classroom technology.	SOM 1.1.1.1 Train all theory instructors in the use of Smartboard technology.	SOM 1.1.1.1 At least 33% percent of theory faculty use Smartboard technology in Theory and Musicianship courses.	SOM
SOM 1.2 Expand use of Swiper technology in taking attendance for recitals.	SOM 1.2.1 Promote efficiency in tracking student recital attendance.	SOM 1.2.1.1 At least 75% of recitals are being tracked using Swiper technology.	SOM 1.2.1.1 At least 95% of recitals are being tracked using Swiper technology.	SOM
SOM 1.3 Acquire additional professional-level audio and lighting equipment.	SOM 1.3.1 Increase experiential learning through hands-on contact with professional-level equipment.	SOM 1.3.1.1 Purchase one PA system for traveling ministry teams, allowing students to get experience with this equipment.	SOM 1.3.1.1 Equip recital halls in the new SOM building with professional-level audio and lighting equipment, allowing students to get experience with this equipment.	SOM
SOM 1.4 Train faculty in the use of Finale music notation software.	SOM 1.4.1 Facilitate faculty proficiency in Finale usage.	SOM 1.4.1.1 Train faculty to use Finale software in literature preparation to meet student needs.	SOM 1.4.1.1 At least 33% of faculty use Finale software in literature preparation to meet student needs.	SOM
SOM 1.5 Facilitate continued growth of online graduate degrees by employing additional faculty/staff.	SOM 1.5.1 Make LUO offerings more efficient and student friendly.	SOM 1.5.1.1 Due to M.A. and projected DWS program growth, add: 8 new LUO adjunct faculty with terminal degrees; 1 IM; and, 1 Faculty Support Coordinator.	SOM 1.5.1.1 Add 4 new LUO adjunct faculty and 8 partner (guest) faculty for new DWS intensives (4 per intensive).	SOM

SOM 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 2.1 Pursue NASM accreditation.	SOM 2.1.1 Promote and present the LU School of Music as complying with NASM standards.	SOM 2.1.1.1 Submit the self-study and host an on-site visit by NASM evaluators in February 2015.	SOM 2.1.1.1 Secure accreditation approval from NASM.	SOM

SOM 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 2.2 Promote the School of Music as the seventh largest music training school in the country.	SOM 2.2.1 Give Liberty University and the School of Music greater visibility, credibility, and influence in the academic community.	SOM 2.2.1.1 Increase student enrollment by 20% from the previous year, boosting total enrollment to 1494 students.	SOM 2.2.1.1 Increase student enrollment by 15% from the previous year, boosting total enrollment to 1718 students.	SOM
SOM 2.3 Establish a market-driven music degree in Jazz Studies.	SOM 2.3.1 Increase student enrollment and retention in Jazz Studies.	SOM 2.3.1.1 Recruit at least 20 majors into the Jazz Studies degree.	SOM 2.3.1.1 Increase student enrollment in the Jazz Studies major by 20% from the previous year, boosting total enrollment to 24 students.	SOM
SOM 2.4 Establish a market-driven music degree in Film Scoring.	SOM 2.4.1 Increase student enrollment and retention in Film Scoring.	SOM 2.4.1.1 Recruit at least 30 majors into the Film Scoring degree.	SOM 2.4.1.1 Increase student enrollment in the Film Scoring major by 20% from the previous year, boosting total enrollment to 36 students.	SOM
SOM 2.5 Establish a market-driven music degree in Music Theatre.	SOM 2.5.1 Increase student enrollment and retention in Music Theatre.	SOM 2.5.1.1 Develop courses and recruit at least 40 majors into the Music Theatre degree.	SOM 2.5.1.1 Increase student enrollment in the Music Theatre major by 40% from the previous year, boosting total enrollment to 56 students.	SOM
SOM 2.6 Establish a professional post-graduate degree: Doctor of Worship Studies.	SOM 2.6.1 Provide opportunities for worship practitioners to receive professional degrees.	SOM 2.6.1.1 Develop courses and recruit at least 50 majors into the DWS degree program.	SOM 2.6.1.1 Complete development of courses and increase student enrollment in the DWS degree by 100% from the previous year, boosting total enrollment to 100 students.	SOM
SOM 2.7 Establish graduate LUO certificate program in African-American Worship Studies.	SOM 2.7.1 Provide opportunities for recruiting and enrolling African-American students in one of the graduate worship degrees.	SOM 2.7.1.1 Create three LUO courses in African-American Worship.	SOM 2.7.1.1 Create three additional LUO courses in African-American Worship.	SOM
SOM 2.8 Establish an undergraduate LUO certificate program in Worship Studies.	SOM 2.8.1 Provide opportunities for laymen and non-degreed music students to receive training in basic principles of worship.	SOM 2.8.1.1 Create one additional LUO worship course, which will be offered with five LUO undergraduate worship courses that are already available. Establish a means for tracking new certificate students, and recruit 20 students to enroll in the certificate program.	SOM 2.8.1.1 Increase student enrollment in the certificate program by 100% from the previous year, boosting total enrollment to 40 students.	SOM
SOM 2.9 Establish an undergraduate LUO degree in Worship Studies.	SOM 2.9.1 Develop a 30-hour LUO adult education Worship Studies major. (18 hours are already part of the Worship Studies certificate program.)	SOM 2.9.1.1 Create two LUO worship courses in addition to the ones included in the undergraduate certificate program.	SOM 2.9.1.1 Create two LUO worship courses and increase student enrollment in the degree by 100% from the previous year, boosting total enrollment to 80 students.	SOM
SOM 2.9 Establish an undergraduate LUO degree in Worship Studies.	SOM 2.9.1 Develop a 30-hour LUO adult education Worship Studies major. (18 hours are already part of the	SOM 2.9.1.2 Recruit 40 students to enroll in the undergraduate LUO Worship Studies degree.		SOM

SOM 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	Worship Studies certificate program.)			
SOM 2.10 Establish graduate LUO certificate program in Conducting.	SOM 2.10.1 Provide opportunities for recruiting and enrolling students in one of the graduate music (and worship) degrees.	SOM 2.10.1.1 In partnership with American Choral Directors Association (ACDA) leadership, create two LUO conducting courses and one conducting intensive.	SOM 2.10.1.1 In partnership with ACDA leadership, create two conducting methods/materials/score preparation courses and one conducting pedagogy course.	SOM
SOM 2.10 Establish graduate LUO certificate program in Conducting.	SOM 2.10.1 Provide opportunities for recruiting and enrolling students in one of the graduate music (and worship) degrees.	SOM 2.10.1.2 Recruit 50 students to enroll in the graduate LUO certificate program in Conducting.	SOM 2.10.1.2 Increase student enrollment in the degree by 50% from the previous year, boosting total enrollment to 75 students.	SOM
SOM 2.11 Encourage publication by School of Music faculty within their discipline.	SOM 2.11.1 Promote the School of Music within each discipline nationally.	SOM 2.11.1.1 Increase by 10% the number of faculty publications within their discipline from the previous year.	SOM 2.11.1.1 Increase by 15% the number of faculty publications within their discipline from the previous year.	SOM
SOM 2.12 Establish an ongoing relationship with ACDA.	SOM 2.12.1 Increase our visibility and influence with ACDA constituents.	SOM 2.12.1.1 School of Music participation in ACDA state, regional, and/or national conventions. Establish undergraduate ACDA student chapter at LU.	SOM 2.12.1.1 Continued School of Music participation in ACDA conventions. Establish graduate ACDA student chapter at LU.	SOM
SOM 2.13 Recruit ACDA members into graduate degree and certificate programs.	SOM 2.13.1 Increase our visibility and influence with ACDA constituents and increase enrollments within a specific demographic.	SOM 2.13.1.1 At least 10 ACDA members enroll in the MA in Music Education degree.	SOM 2.13.1.1 Increase by 100% enrollment of ACDA members in the MA in Music Education degree, boosting total enrollment by ACDA members to 20 students.	SOM
SOM 2.14 Establish an ongoing relationship with NATS.	SOM 2.14.1 Increase our visibility and influence with NATS constituents.	SOM 2.14.1.1 School of Music participation in NATS state and regional conventions.	SOM 2.14.1.1 Continued School of Music participation in NATS state and regional conventions.	SOM
SOM 2.15 Recruit NATS members into graduate degree and certificate programs.	SOM 2.15.1 Increase our visibility and influence with NATS constituents and increase enrollments within a specific demographic.	SOM 2.15.1.1 At least 10 NATS members enroll in the MA in Music Education degree.	SOM 2.15.1.1 Increase by 100% enrollment projections of NATS members in the MA in Music Education degree, boosting total enrollment by NATS members to 20 students.	SOM
SOM 2.16 Establish an ongoing relationship with VMEA, TMEA, and NAFME.	SOM 2.16.1 Increase our visibility and influence with VMEA constituents.	SOM 2.16.1.1 School of Music participation in VMEA convention.	SOM 2.16.1.1 School of Music participation in the VMEA convention, TMEA (Texas Music Educators Association) convention, and the national NAFME convention.	SOM

SOM 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 2.17 Recruit VMEA and TMEA members into graduate degree and certificate programs.	SOM 2.17.1 Increase our visibility and influence with VMEA and TMEA constituents and increase enrollments within a specific demographic.	SOM 2.17.1.1 At least 10 VMEA and TMEA members enroll in the MA in Music Education degree.	SOM 2.17.1.1 Increase by 100% enrollment projections of VMEA and TMEA members in the MA in Music Education degree, boosting total enrollment by VMEA and TMEA members to 20 students.	SOM
SOM 2.18 Increase professional learning opportunities that transition into full-time job placement.	SOM 2.18.1 To assist students in finding meaningful career opportunities as skilled musicians, music educators, music missionaries, worship leaders, and industry specialists.	SOM 2.18.1.1 Expand our internship opportunities by 10%: 1) actively engage with more megachurch ministries. 2) Increase the number of student teachers in public and private schools.	SOM 2.18.1.1 1) Continue to expand our internship/student teaching opportunities for worship and music education students. 2) Seek summer music theatre experiences for BM in Commercial Music: Music Theatre students. 3) Provide professional studio experience for songwriters and artists.	SOM
SOM 2.19 Increase nation-wide focus on the relationship between LU and the broader worship industry/community.	SOM 2.19.1 Establish and network with worship leadership from around the country.	SOM 2.19.1.1 Partner with Worship Leader magazine in hosting an annual summit on worship leadership, with a goal of 200 participants.	SOM 2.19.1.1 Partner with Worship Leader magazine in hosting second annual summit on worship leadership, with a goal of 300 participants.	SOM

SOM 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 3.1 Provide workshops and events for high-school students.	SOM 3.1.1 Expose high-school students to the educational benefits within the School of Music.	SOM 3.1.1.1 Offer four workshops in various disciplines, such as the following: brass, woodwind, percussion, strings, guitar, piano, voice, band, etc.	SOM 3.1.1.1 Offer six workshops in various disciplines, such as the following: brass, woodwind, percussion, strings, guitar, piano, voice, band, etc.	SOM
SOM 3.2 Develop and establish Summer Music Camps which may include, but are not limited to: jazz studies, guitar, strings, brass, woodwind, percussion, piano, voice, songwriting, artist development, and commercial music.	SOM 3.2.1 Expose middle school and high school students to the various programs in the School of Music through student/faculty-supervised Summer Camp staff.	SOM 3.2.1.1 Establish the organization and precedent for annual Summer Music Camps.	SOM 3.2.1.1 Increase participation and broaden offerings in Summer Music Camps.	SOM

SOM 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 3.3 Provide workshops and seminars for local churches in music and worship.	SOM 3.3.1 Expose pastors, worship leaders, and lay ministers to the educational benefits of the School of Music (Center for Music and Worship).	SOM 3.3.1.1 Offer three local workshops or seminars in music and worship.	SOM 3.3.1.1 Offer four local workshops or seminars in music and worship.	SOM
SOM 3.4 Establish an elementary and secondary music preparatory school.	SOM 3.4.1 Provide music lessons for elementary and secondary level students in the community and opportunity for LU students/faculty to serve in a teaching role.	SOM 3.4.1.1 Use LU students/faculty to establish private lessons for elementary and secondary level students in piano, guitar, voice, and strings. Recruit 30 students for the preparatory program.	SOM 3.4.1.1 Expand private lesson offerings for elementary and secondary level students to include brass and woodwinds. Increase enrollment by 100%, boosting total enrollment to 60 students.	SOM
SOM 3.5 Improve Advising and Retention.	SOM 3.5.1 Eliminate poor or conflicting advising, and continue to exceed national standards on recruitment and retention.	SOM 3.5.1.1 Interface with CASAS to develop seamless hand-off procedures from Sophomore to Junior status. Initiate Sophomore Performance Review for all BM degrees. Initiate Sophomore Performance Review for BS in Music and Worship: Cinematic Arts.	SOM 3.5.1.1 Create on-going training with CASAS and SOM faculty for advising purposes.	SOM
SOM 3.6 Develop program for Alumni and Community Relations.	SOM 3.6.1 Create network for all SOM majors to interface with alumni.	SOM 3.6.1.1 Develop alumni database, website, and Facebook page to encourage interaction between present SOM students and alumni.	SOM 3.6.1.1 Encourage opportunities for alumni to visit SOM activities, partner in teaching select courses, and to collaborate in musical performances.	SOM

SOM 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 4.1 Build an aesthetically pleasing, acoustically designed, state-of-the-art School of Music Building featuring excellent performance halls, practice rooms, teaching studios, classrooms, administrative offices, graduate assistant space, location for recording	SOM 4.1.1 Meet student and community needs for outstanding music facilities and centralize administrative offices and curricular offices.	SOM 4.1.1.1 Work with Office of the Provost and the Office of Planning and Construction to ensure that the new Music Building meets student and community needs for performance halls, practice rooms, teaching studios, classrooms, administrative offices, graduate assistant space, location for recording studio, Mac lab, piano lab, and songwriting lab.	SOM 4.1.1.1 Move into the new School of Music Building.	SOM/Office of the Provost/Office of Planning and Construction

SOM 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
studio, Mac lab, piano lab, and songwriting lab.				
SOM 4.2 Partner with SCCA to provide a state-of-the-art audio recording studio for teaching audio production.	SOM 4.2.1 Provide a professional level audio recording studio that both SOM and SCCA can use for academic and commercial purposes.	SOM 4.2.1.1 Purchase state-of-the art equipment and build the studio.	SOM 4.2.1.1 Employ a new fully credentialed (master's degree or better) studio manager and sound engineer with real world experience.	SOM/ SCCA/ Office of the Provost
SOM 4.3 Develop and award donor-funded scholarships specific to the discipline of music.	SOM 4.3.1 Achieve the mission of SOM by attracting highly skilled music students.	SOM 4.3.1.1 Establish scholarship funds and processes for awarding student scholarships.	SOM 4.3.1.1 Award scholarships to highly skilled music students per established guidelines.	SOM/LU Donor Relations

SOM 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 5.1 Recruit full-time strings, brass, music theory, and songwriting faculty.	SOM 5.1.1 Meet student needs for excellent instruction in strategically identified areas.	SOM 5.1.1.1 Recruit and employ a full-time violin/viola professor, a full-time cello professor, and a full-time brass professor.	SOM 5.1.1.1 Recruit and employ a full-time music theory professor and a full-time songwriting professor.	SOM
SOM 5.2 Recruit and employ a full-time receptionist for the School of Music.	SOM 5.2.1 Simplify organizational processes.	SOM 5.2.1.1 Employ full-time School of Music receptionist.		SOM

SOM 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOM 6.1 Provide outreach and mission opportunities.	SOM 6.1.1 Enable students to impact their community and the world through excellence in music.	SOM 6.1.1.1 Provide at least two music-focused mission trips for students.	SOM 6.1.1.1 Provide at least three music-focused mission trips for students.	SOM
SOM 6.2 Recognize students, faculty, and staff who have extraordinary	SOM 6.2.1 Encourage engagement in community service and missions.	SOM 6.2.1.1 Offer at least two awards recognizing community service and missions engagement.	SOM 6.2.1.1 Offer at least three awards recognizing community service and missions engagement.	SOM

SOM 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
engagement in community service and missions.				
SOM 6.3 Encourage overseas ministry by faculty.	SOM 6.3.1 Encourage faculty to share their faith abroad.	SOM 6.3.1.1 At least two School of Music faculty teach or perform or lead worship abroad.	SOM 6.3.1.1 At least three School of Music faculty teach or perform or lead worship abroad.	SOM
SOM 6.4 Increase school-wide focus on the practice of integrating faith and art.	SOM 6.4.1 Collaborate with SCCA to develop Symposium on Faith & Art.	SOM 6.4.1.1 Host first-ever Symposium in collaboration with SCCA and Lausanne Committee.	SOM 6.4.1.1 Symposium becomes annual event to attract national audience.	SOM/SCCA

SCHOOL OF RELIGION (SOR)

(DIRECT REPORT AREAS: BIBLICAL AND THEOLOGICAL STUDIES, BIBLICAL WORLDVIEW, CHURCH MINISTRIES, AND GLOBAL STUDIES)

SOR 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 1.1 The university will increase functionality of existing data systems for internal use	SOR 1.1.1 Streamline usage of data for internal decision-making processes	SOR 1.1.1.1 Pilot SME World for selected School of Religion courses to house course-related data.	SOR 1.1.1.1 Expand SME World to house course-related data for all School of Religion courses.	Online

SOR 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 2.1 The university will increase the Experiential Learning opportunities available to School of Religion students.	SOR 2.1.1 Collaborate with churches to establish the Ministry Fellowship program for students.	SOR 2.1.1.1 Establish Ministry Fellowship program for Church Ministries students.	SOR 2.1.1.1 Measure the effectiveness of Ministry Fellowship program as it relates to program learning outcomes and student employability.	Church Ministries Department/Experiential Learning

SOR 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 2.1 The university will increase the Experiential Learning opportunities available to School of Religion students.	SOR 2.1.2 Collaborate with approved churches and ministries to establish partnerships that will increase practicums and internships.	SOR 2.1.2.1 Establish a standard of quality through an Advisory Board for churches/ministries to be approved sites.	SOR 2.1.2.1 Identify and partner with those sites which meet the standard of quality established in Year 1.	Church Ministries Department/Experiential Learning
SOR 2.2 The university will increase the Experiential Learning opportunities available to all students.	SOR 2.2.1 Collaborate with other schools/departments across the university to increase study abroad opportunities for students.	SOR 2.2.1.1 Provide study abroad opportunities through the School of Religion.	SOR 2.2.1.1 Assess effectiveness of study abroad experience and explore adding additional trips.	Biblical and Theological Studies/ Global Studies/Religion Online
SOR 2.3 The university will provide Service-Learning opportunities.	SOR 2.3.1 The university will increase the number of courses with a Service-Learning component.	SOR 2.3.1.1 Provide faculty training/workshops on developing Service-Learning components in courses.	SOR 2.3.1.1 Develop and implement strategies to increase courses with a Service-Learning component.	Center for Christian/Community Service
SOR 2.4 The university will provide opportunities for student participation in National Honor Societies.	SOR 2.4.1 Increase student participation in National Honor Societies.	SOR 2.4.1.1 Explore the available opportunities for National Honor Societies in the religious disciplines.	SOR 2.4.1.1 Join or establish a National Honor Society in the religious disciplines.	Biblical and Theological Studies/Religion Online
SOR 2.5 The university will provide opportunities for faculty and students to pursue grants for research.	SOR 2.5.1 Increase faculty and student participation in funded research projects.	SOR 2.5.1.1 Explore the opportunities available to faculty and students to pursue research grants.	SOR 2.5.1.1 Secure research grants for faculty and/or students.	All departments

SOR 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 3.1 The university will increase opportunities for	SOR 3.1.1 Increase the number of vendors who attend the School of Religion Career Fair to 50 vendors.	SOR 3.1.1.1 Identify 10 additional vendors to attend the School of Religion Career Fair for the purpose of increasing to a total of 40 vendors.	SOR 3.1.1.1 Identify 10 additional vendors to attend the School of Religion Career Fair for the purpose of increasing to a total of 50 vendors.	All departments

SOR 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
School of Religion students to network with potential employers.				
SOR 3.1 The university will increase opportunities for School of Religion students to network with potential employers.	SOR 3.1.2 Increase the number of students who attend the School of Religion Career fairs by 30%.	SOR 3.1.2.1 Require junior and senior level students from the Biblical and Theological Studies area to attend the Career Fair once per year.	SOR 3.1.2.1 Require junior and senior level students from the Biblical and Theological Studies area to attend the Career Fair once per year.	Biblical and Theological Studies
SOR 3.1 The university will increase opportunities for School of Religion students to network with potential employers.	SOR 3.1.3 Increase the practical experience and vocational networks of our Biblical and Theological Studies students through internships.	SOR 3.1.3.1 Research and design internships for students in the Department of Biblical and Theological Studies.	SOR 3.1.3.1 Implement initial internships.	Biblical and Theological Studies
SOR 3.1 The university will increase opportunities for School of Religion students to network with potential employers.	SOR 3.1.4 Increase the practical experience and vocational networks of our School of Religion online students through internships.	SOR 3.1.4.1 Research and design internships for students in the Religion Online programs.	SOR 3.1.4.1 Implement initial internships.	Religion Online
SOR 3.1 The university will increase opportunities for School of Religion students to network with potential employers.	SOR 3.1.5 Collaborate with LUnetwork to connect online students with potential employers.	SOR 3.1.5.1 Analyze current status of online students as it relates to their use of the LUnetwork.	SOR 3.1.5.1 Implement a plan to increase the use of LUnetwork by online students.	Online
SOR 3.2 The university will enhance the employability of our School of Religion students.	SOR 3.2.1 Collaborate with other schools/departments across Liberty University to partner on degree programs.	SOR 3.2.1.1 Identify schools/departments to form curricular partnerships in four areas: 1) Joint degree programs, 2) School of Religion degree with cognate from outside the SOR, 3) Degree outside the SOR with cognate from the SOR, 4) SOR minors for students both inside and outside of the SOR.	SOR 3.2.1.1 Create programs based on data collected in YR1.	All departments

SOR 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 3.2 The university will enhance the employability of our School of Religion students.	SOR 3.2.2 Collaborate with other departments in SOR to incorporate Cultural Intelligence (CQ) Training across SOR.	SOR 3.2.2.1 Assess interest and provide guest lectures on CQ in other classes.	SOR 3.2.2.1 Implement CQ seminars for other departments and/or assist in CQ development in their courses.	Global Studies
SOR 3.3 The university will recruit students by encouraging students participating in Gap Year programs to enroll in online certificate programs.	SOR 3.3.1 Market online certificate programs to students who participate in Gap Programs.	SOR 3.3.1.1 Launch online certificates to be marketed to Gap Year students.	SOR 3.3.1.1 Measure the matriculation rate to a residential Liberty University program of those students who complete a certificate during a Gap Year program.	Online/Global Studies
SOR 3.4 The university will support students in their pursuit of graduate studies.	SOR 3.4.1 Ensure that students who desire to pursue graduate degrees are academically equipped for and supported in their quest.	SOR 3.4.1.1 Establish a target to measure student application and acceptance into graduate programs.	SOR 3.4.1.1 Based on findings from year one, make adjustments to curriculum and partner with support services as appropriate.	All departments

SOR 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 5.1 Assure competence of all administrators.	SOR 5.1.1 Formalize a comprehensive evaluation system for all School of Religion personnel with administrative appointments.	SOR 5.1.1.1 Implement a uniform chair/dean evaluation.	SOR 5.1.1.1 Implement an evaluation for personnel receiving administrative release.	All departments

SOR 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 6.1 The university will reinforce Christian worldview integration within the School of Religion curriculum.	SOR 6.1.1 School of Religion students will demonstrate the integration of the Christian worldview within their chosen vocation.	SOR 6.1.1.1 Train faculty members on methods for the integration of Christian worldview into their curriculum.	SOR 6.1.1.1 Faculty members integrate Christian worldview into their curriculum.	All departments/CTE

SOR 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SOR 6.1 The university will reinforce Christian worldview integration within the School of Religion curriculum.	SOR 6.1.1 School of Religion students will demonstrate the integration of the Christian worldview within their chosen vocation.	SOR 6.1.1.2 Analyze School of Religion curriculum to identify areas for improvement.	SOR 6.1.1.2 Implement improvement plan into curriculum.	All departments
SOR 6.2 The university will provide instruction concerning the Christian worldview.	SOR 6.2.1 The university will measure the level of student understanding concerning the Christian Worldview.	SOR 6.2.1.1 Develop and implement a plan to measure students' understanding of the Christian worldview	SOR 6.2.1.1 Increase the percentage of students who meet the target of understanding the Christian worldview.	Center for Christian/Community Service
SOR 6.2 The university will provide instruction concerning the Christian worldview.	SOR 6.2.2 The university will measure students' understanding of how their Christian/Community service (CSER) has met the needs of others.	SOR 6.2.2.1 Develop and implement a plan to measure students' understanding that their CSER meets the needs of others.	SOR 6.2.2.1 Develop and implement a plan to increase students' awareness that their CSER meets the needs of others.	Center for Christian/Community Service
SOR 6.3 The university will promote and support the Christian/Community Service Program.	SOR 6.3.1 The university will provide opportunities for students to apply the Christian worldview.	SOR 6.3.1.1 Develop and implement a new system to measure student involvement in Christian/Community Service.	SOR 6.3.1.1 Develop and implement a plan to increase the number of service organizations where students may complete their service requirement.	Center for Christian/Community Service

LIBERTY UNIVERSITY BAPTIST THEOLOGICAL SEMINARY (LUBTS)

LUBTS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
LUBTS 2.1 Liberty University Baptist Theological Seminary (LUBTS) will increase the curricular activity opportunities for its students.	LUBTS 2.1.1 Develop a local, regional, and national network of churches in order for residential and online students to gain experience in practical ministries	LUBTS 2.1.1.1 Establish partnerships with 3 local churches in the greater Lynchburg area that will provide opportunities for community outreach, engagement groups, practicums, and internships	LUBTS 2.1.1.1 Increase number of partnerships to 6 local churches within the Central Virginia area. This will provide greater opportunities for students to gain experience in community outreach, engagement groups, practicums and internships.	Ministry Coordinator
LUBTS 2.2 LUBTS will increase the opportunities for its	LUBTS 2.2.1 Organize study abroad courses for seminary students utilizing existing and new courses.	LUBTS 2.2.1.1 LUBTS will provide opportunities to study abroad on biblical and historical locations in Israel and Greece by using existing and new courses.	LUBTS 2.2.1.1 LUBTS will expand opportunities to study abroad on biblical and historical locations beyond what is already available in Israel and Greece. This	Seminary Study Abroad Coordinator

LUBTS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
students to be in study abroad courses.			would include Rome, Geneva, and Germany, etc.	
LUBTS 2.3 The LUBTS will provide opportunities to develop additional graduate and doctoral degree programs	LUBTS 2.3.1 Develop new LUBTS graduate and doctoral programs, thereby strengthening academic and practical ministry opportunities.	LUBTS 2.3.1.1 LUBTS will create and rebrand 2 graduate programs: 1) It will create a Master of Arts in Christian Apologetics; 2) It will revise the current Master of Religious Education rebranding the degree to reflect benchmark institution terminology.	LUBTS 2.3.1.1 LUBTS will provide new doctoral programs in Christian Formation and Education and Missiology	Designated Program Directors and Curriculum and Assessment Committee
LUBTS 2.4 The LUBTS will develop designated cultural centers for ministries/studies	LUBTS 2.4.1 Develop Centers for a targeted cultural approach to seminary education.	LUBTS 2.4.1.1 Develop a Center for Korean-American Ministries located at the residential campus of LUBTS.	LUBTS 2.4.1.1 Develop a Center for Hispanic-American/and or African-American Ministries located at the residential campus of LUBTS.	Designated Program Directors and Curriculum and Assessment Committee

LUBTS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
LUBTS 3.1 LUBTS will review and revise degree programs to better serve students	LUBTS 3.1.1 Develop an accelerated degree program to allow incoming students to complete an undergraduate biblical or related studies degree and a seminary degree within a reduced time frame.	LUBTS 3.1.1.1 LUBTS will design an accelerated degree program allowing students to complete undergraduate/graduate degrees in either a “2 degrees in 4 years (2 in 4) or “2 degrees in 5 years (2 in 5).	LUBTS 3.1.1.1 In cooperation with SOR, a “2 degrees in 4 years (2 in 4) and “2 degrees in 5 years (2 in 5) approach to education will be implemented. This will provide students with superior academic background to complete their undergraduate and graduate degrees within a reduced time frame and financial expense.	Combined SOR and LUBTS administrators.
LUBTS 3.2 LUBTS will provide opportunities to develop Church/Pastor Networks	LUBTS 3.2.1 Establish a church/pastor network that can provide ministry and employment opportunities.	LUBTS 3.2.1.1 Establish a local church/pastor network of 3 churches that will enable students to acquire ministry experience and possible employment opportunities.	LUBTS 3.2.1.1 Increase the network with 3 additional churches providing students with greater opportunities for ministry experience and employment possibilities.	Ministry Coordinator

LUBTS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
LUBTS 5.1 LUBTS will employ qualified faculty to	LUBTS 5.1.1 Recruit highly qualified and “high” (nationally recognized leaders)	LUBTS 5.1.1.1 Recruit qualified faculty in the areas of Global Studies (1), New Testament (1), and Practical Studies (1).	LUBTS 5.1.1.1 Recruit qualified faculty in the area of Christian Apologetics (1).	LUBTS Assoc. Dean and Dean

LUBTS 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
oversee seminary degree programs.	profile faculty to enrich the academic experience for seminary students.			
LUBTS 5.2 LUBTS will provide professional development opportunities for faculty.	LUBTS 5.2.1 Provide opportunities for faculty to develop professionally by attending university workshops and academic organizations/conferences.	LUBTS 5.2.1.1 Seminary faculty will attend at least 5 CTE workshops and attend academic conference this year.	LUBTS 5.2.1.1 Seminary faculty will attend at least 6 CTE workshops and attend academic conferences this year.	CTE, LUBTS Administration

LUBTS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
LUBTS 6.1 LUBTS will integrate a Christian/biblical worldview in all courses.	LUBTS 6.1.1 For the purpose of ministry, every LUBTS graduate will recognize the value, significance, relevancy, and application of the Christian worldview in every aspect of life.	LUBTS 6.1.1.1 LUBTS will assess all residential and online courses concerning the incorporation of the Christian/biblical worldview.	LUBTS 6.1.1.1 Where necessary, residential and online courses will be modified to address deficiencies concerning the Christian/biblical worldview.	All LUBTS departments and programs.

GRADUATE SCHOOL (GS)

(DIRECT REPORT AREAS: CENTER FOR RESEARCH & SCHOLARSHIP, AND GRADUATE STUDENT AFFAIRS)

GS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
GS 1.1 Maintain operational efficiency.	GS 1.1.1 To conduct a thorough analysis of the IRB application and review process in order to improve turnaround times and increase the overall operational efficiency of the IRB stage of research.	GS 1.1.1.1 A complete analysis will be conducted, and appropriate adjustments will be made in order to improve the turnaround time of a completed IRB application by 5%	GS 1.1.1.1 A refreshed analysis will be conducted, and appropriate adjustments will be made in order to improve the turnaround time of a completed IRB application by 5% over the previous year's aggregate.	GS 1.1 The IRB (Dr. Fernando Garzon)
GS 1.1 Maintain operational efficiency.	GS 1.1.2 Research and identify technologies that will allow for a fully electronic	GS 1.1.2.1 The product review will be complete and a vendor will be selected.	GS 1.1.2.1 The identified technology will be acquired and all users will be	The IRB (Dr. Fernando Garzon)

GS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	IRB application system with the goal of expediting the submission and revision process of IRB research applications.		adequately trained. A reduction of 10% in the overall cycle time will be achieved.	

GS 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
GS 2.1 Strive to maintain a culture of academic scholarship and research.	GS 2.1.1 The Center for Research will provide regular outlets for faculty members and Graduate Students to present research to the LU academic community.	GS 2.1.1.1 The University will host one research symposium each semester.	GS 2.1.1.1 The University will host one research symposium each semester, as well as “Brown Bag” research presentation events for Graduate Students.	The Graduate School (Dr. Doug Mann)
GS 2.1 Strive to maintain a culture of academic scholarship and research.	GS 2.1.2 Add a position within the Graduate School in order to increase access to research funding, facilitate external grant proposals and encourage scholarly research that promotes the University and its mission.	GS 2.1.2.1 Creation of a full time position to help oversee the Center for Research.	GS 2.1.2.1 The position will assist faculty members in identifying and applying for \$500,000 in external research grants.	The Graduate School (Dr. Doug Mann)

GS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
GS 3.1 Train future leaders.	GS 3.1.1 To enhance the effectiveness of the existing <u>Certificate of University Teaching</u> program by: 1. Providing participants with a multifaceted program, rich in professional development, practice, and reflection;	GS 3.1.1.1 To increase the program’s participation rate by 25%, measured in certificates awarded.	GS 3.1.1.1 To increase the program’s participation rate by 25% over the previous year, measured in certificates awarded.	The Graduate School (Dr. Doug Mann) in cooperation with the Center for Teaching Excellence (Sharon Wheeler)

GS 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
	2. Promoting development and support enhanced skill levels through documented participant involvement, organization, and achievement of tasks in select keys areas of university teaching (practice, processes, and profession); 3. Delivering a uniform, tangible recognition or credential that may one day assist participants in securing a teaching position in higher education.			

GS 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
GS 6.1 Integrate Christian value-driven behavior in all processes.	GS 6.1.1 Educate graduate students who come from varying backgrounds and secular universities on developing and upholding a Christian worldview in current academic and future vocational fields.	GS 6.1.1.1 Survey Graduate PLO's for World View component.		The Graduate School (Dr. Doug Mann)
GS 6.1 Integrate Christian value-driven behavior in all processes.	GS 6.1.1 Educate graduate students who come from varying backgrounds and secular universities on developing and upholding a Christian worldview in current academic and future vocational fields.	GS 6.1.1.2 Work with each graduate program director on identifying weaknesses in worldview content according to discipline.	GS 6.1.1.2 Work with program directors to implement into their curriculum the weaknesses in other worldviews to help strengthen the student's Christian worldview.	The Graduate School (Dr. Doug Mann)
GS 6.1 Integrate Christian value-driven behavior in all processes.	GS 6.1.2 Create a department mission statement that fosters a Christian worldview in higher education.	GS 6.1.2.1 Develop the department mission statement and seek approval. Place mission statement on website, marketing material, and in catalogs.		The Graduate School (Dr. Doug Mann)

JERRY FALWELL LIBRARY (JFL)

JFL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 1.1 Implement action plans based on data gathered from stakeholders	JFL 1.1.1 Provide customer feedback methods to reinforce strengths and reveal weaknesses, and assess information literacy efforts	JFL 1.1.1.1 Administer LibQUAL survey	JFL 1.1.1.1 Follow up on LibQUAL feedback collected in 2014-15	Research and Customer Service; Administration
JFL 1.1 Implement action plans based on data gathered from stakeholders	JFL 1.1.1 Provide customer feedback methods to reinforce strengths and reveal weaknesses, and assess information literacy efforts	JFL 1.1.1.2 Implement formal plan for information literacy assessment (instruction evaluation forms, INFT105 student pre/post test results, LibChat customer ratings)	JFL 1.1.1.2 Evaluate formal plan for information literacy assessment (instruction evaluation forms, INFT 101/BWVW 102 student pre/post test results, LibChat customer ratings)	Research and Customer Service; Administration
JFL 1.1 Implement action plans based on data gathered from stakeholders	JFL 1.1.2 Work with IE, CCD, and CTE to develop survey tools for online students and faculty and continue to collaborate with CTE	JFL 1.1.2.1 Continue to refine and administer the survey tools developed in collaboration with IE, CCD, and CTE		Research and Customer Service
JFL 1.1 Implement action plans based on data gathered from stakeholders	JFL 1.1.3 Administer the LibQUAL survey on a 3-year cycle	JFL 1.1.3.1 Administer LibQUAL survey	JFL 1.1.3.1 Develop and implement an action plan for improvement based on 2014-15 LibQUAL results	Research and Customer Service
JFL 1.1 Implement action plans based on data gathered from stakeholders	JFL 1.1.3 Administer the LibQUAL survey on a 3-year cycle	JFL 1.1.3.2 Achieve adequacy means of at least .35 for all LibQUAL questions that follow a gap design	JFL 1.1.3.2 Evaluate effectiveness of action plan for improvement based on Spring 2012 LibQUAL results	Research and Customer Service
JFL 1.2 Develop a marketing plan that informs and advertises resources and tools	JFL 1.2.1 Use campaigns and strategies, including the use of social media, to promote library resources and events	JFL 1.2.1.1 Assess success of promotional efforts from last year and inquire what other information the customer wants to see; continue to track number of followers, likes and dislikes	JFL 1.2.1.1 Assess success of promotional efforts from last year and inquire what other information the customer wants to see; continue to track number of followers, likes and dislikes	Research and Customer Service
JFL 1.3 Continue to incorporate industry best practices in library facilities, services, and technologies	JFL 1.3.1 Benchmark best practices through visits to noteworthy libraries/campuses	JFL 1.3.1.1 Make benchmarking visits to other libraries/campuses (\$1,950 requested FY15)		Administration
JFL 1.4 Organize print and electronic materials to best meet customer and university needs	JFL 1.4.1 Re-locate appropriate number of items between browsable collections and the ASRS	JFL 1.4.1.1 Administer process for transitioning materials between browsable collections and the ASRS	JFL 1.4.1.1 Revise processes as necessary and re-administer	Collection Services and Library Technology

JFL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 1.5 Relocate with minimal disruption to services	JFL 1.5.1 Train archive student workers in customer service and archive material retrieval from ASRS	JFL 1.5.1.1 Re-investigate customer service weaknesses and expand training as necessary	JFL 1.5.1.1 Re-investigate customer service weaknesses and expand training as necessary	Collection Services and Library Technology; Research and Customer Service
JFL 1.5 Relocate with minimal disruption to services	JFL 1.5.2 Complete an inventory of all open stack Library items within 6 months after the Library move is complete and deal promptly with missing items	JFL 1.5.2.1 Assess effectiveness of plan for taking inventory and for dealing with lost items and revise if necessary	JFL 1.5.2.1 Carry out another inventory	Collection Services and Library Technology
JFL 1.6 Adapt current processes to those that sustain the new services of the new building	JFL 1.6.1 Implement RFID technology in JFL	JFL 1.6.1.1 Create plan and tag ASRS items as they are returned to the CSC	JFL 1.6.1.1 Continue tagging process	Collection Services and Library Technology
JFL 1.6 Adapt current processes to those that sustain the new services of the new building	JFL 1.6.2 Create forms in Sharepoint needed support new processes and procedures	JFL 1.6.2.1 Continue to expand the use of Sharepoint to create forms and identify new procedures as needed.		Research and Customer Service
JFL 1.7 Seek opportunities to reduce frustrations associated with using library technology	JFL 1.7.1 Partner with LU IT for the establishment of a set of protocols for better planning of Voyager upgrades during known University downtimes (Spring Break, Summer, Fall Break and Christmas)	JFL 1.7.1.1 Meet with LU IT and establish a set of protocols for better planning of Voyager upgrades during known University downtimes (Spring Break, Summer, Fall Break and Christmas)	JFL 1.7.1.1 Assess how effective the new protocols have been, and make necessary adjustments so upgrades are less disruptive for our customers	Collection Services and Library Technology
JFL 1.7 Seek opportunities to reduce frustrations associated with using library technology	JFL 1.7.2 Conduct detailed reviews of the effectiveness of LUCAS and Summon interfaces (e.g., limits, search indexes, displays)	JFL 1.7.2.1 Modify interface design and/or instructional strategies based on findings from study of user search behavior	JFL 1.7.2.1 Repeat assessment of effectiveness of JFL catalog and Summon interfaces	Collection Services and Library Technology; Administration
JFL 1.7 Seek opportunities to reduce frustrations associated with using library technology	JFL 1.7.3 Showcase the Virtual Browse feature of the JFL Catalog as a means to give access to the complete JFL collection.	JFL 1.7.3.1 Gather feedback to assess the effectiveness of the Virtual Shelf Browse feature in the JFL Catalog.		Collection Services and Library Technology
JFL 1.8 Develop ongoing means for gathering and assessing stakeholder behaviors, opinions, and needs	JFL 1.8.1 Create and use rubrics for assessing librarians' instruction sessions in the JFL instruction room to maximize its utilization and effectiveness	JFL 1.8.1.1 Assess and revise the rubric Summer 2014.	JFL 1.8.1.1 Assess and revise the rubric Summer 2015	Research and Customer Service

JFL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 1.8 Develop ongoing means for gathering and assessing stakeholder behaviors, opinions, and needs	JFL 1.8.2 Develop a post-use survey for various spaces in the JFL	JFL 1.8.2.1 Make necessary adjustments to appropriate spaces based on assessment results	JFL 1.8.2.1 Develop, conduct and analyze follow-up studies for identified spaces and continue to make necessary adjustments	Research and Customer Service; Administration
JFL 1.8 Develop ongoing means for gathering and assessing stakeholder behaviors, opinions, and needs	JFL 1.8.3 Develop Library Assessment Task Force	JFL 1.8.3.1 Form a standing committee to guide the library's assessment efforts on an ongoing basis	JFL 1.8.3.1 Library Assessment Task Force will decide on any adjustments to the current assessment plan, and conduct the next assessment	Administration
JFL 1.8 Develop ongoing means for gathering and assessing stakeholder behaviors, opinions, and needs	JFL 1.8.4 Develop Student Advisory Committee	JFL 1.8.4.1 Student Advisory Committee will convene twice per semester		Research and Customer Service
JFL 1.9 Seek opportunities to offer a rich catalog with virtual browsing capabilities	JFL 1.9.1 Develop a response to the problem of ebooks without call numbers in light of the virtual browse functionality	JFL 1.9.1.1 Decide on a plan for addressing retrospective work on this task (e.g. outsourcing with additional funding required, or using existing staff) and complete at least 50% of it	JFL 1.9.1.1 Continue working on this project	Collection Services and Library Technology
JFL 1.9 Seek opportunities to offer a rich catalog with virtual browsing capabilities	JFL 1.9.2 Establish improved virtual browsing (with "look inside the book") and deploy further enriched cataloging data in conjunction with ASRS functionality of Voyager (LUCAS)	JFL 1.9.2.1 Evaluate the potential for additional enrichment of catalog data (e.g., addition of TOCs not already available, "Look inside the Book"), including looking at other vendors; work with Syndetic Solutions to enhance availability of book covers	JFL 1.9.2.1 Continue working on project, using Amazon's interface as a benchmark	Collection Services and Library Technology
JFL 1.10 Unify library discovery interfaces to highest degree possible	JFL 1.10.1 Collaborate with IT and system vendors to make the interoperation of various Web site systems as seamless as possible	JFL 1.10.1.1 Continue to work with IT and Marketing to co-develop a new website design which incorporates multiple library systems into a common interface	JFL 1.10.1.1 Continue to assess and improve the Web site	Collection Services and Library Technology; Research and Customer Service
JFL 1.10 Unify library discovery interfaces to highest degree possible	JFL 1.10.1 Collaborate with IT and system vendors to make the interoperation of various Web site systems as seamless as possible	JFL 1.10.1.2 Incorporate additionally-procured software packages into self-service kiosks, website architecture, pixel tables	JFL 1.10.1.2 Continue to assess, develop, and deploy additionally-procured software packages into self-service kiosks, website architecture, pixel tables	Collection Services and Library Technology; Research and Customer Service
JFL 1.11 Develop means to quantify the library's impact on the University's	JFL 1.11.1 Secure support for the library from the campus administration, as	JFL 1.11.1.1 Structure the library's budget in response to evolving customer demands for electronic and print resources		Administration

JFL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
constituents and communicate value and resource needs	demonstrated by appropriate resource allocation			
JFL 1.11 Develop means to quantify the library's impact on the University's constituents and communicate value and resource needs	JFL 1.11.1 Secure support for the library from the campus administration, as demonstrated by appropriate resource allocation	JFL 1.11.1.2 Obtain the resource funding increase recommended by brightspot consulting for FY15 (\$30,000 requested FY15)	JFL 1.11.1.2 Obtain the resource funding increase recommended by brightspot consulting for FY16 (\$30,000)	Administration
JFL 1.11 Develop means to quantify the library's impact on the University's constituents and communicate value and resource needs	JFL 1.11.2 Prototype means of measuring the library's impact on student success	JFL 1.11.2.1 Collaborate with BIO and OIE to conduct a study of correlations between library use variables and academic success variables	JFL 1.11.2.1 Follow up on findings from study of library use and academic success	Administration
JFL 1.12 Strive toward a world-class collection both in electronic and print formats	JFL 1.12.1 Achieve the established metric that 70% of all purchased monographs should circulate within two years	JFL 1.12.1.1 60% of all monographs purchased within last 2 years have circulated at least once	JFL 1.12.1.1 70% of all monographs purchased within last 2 years have circulated at least once	Collection Services and Library Technology
JFL 1.12 Strive toward a world-class collection both in electronic and print formats	JFL 1.12.2 Seek to become a library of record for the genre of Christian fiction	JFL 1.12.2.1 Define and obtain approval for collection development policy language, begin piloting implementation of policy	JFL 1.12.2.1 Continue pursuing the collection of current and out-of-print works of Christian fiction in accordance with policy	Collection Services and Library Technology
JFL 1.13 Organize print and electronic materials to best meet customer and university needs	JFL 1.13.1 Use multiple approaches to identify inconsistencies in the catalog and complete clean-up projects as cataloging staff time allows	JFL 1.13.1.1 Address at least 50% of the projects identified as needing to be completed	JFL 1.13.1.1 Continue with projects still needing attention	Collection Services and Library Technology
JFL 1.14 Provide technology and software applications to advance customer discovery and use of library materials	JFL 1.14.1 Promote and increase individual and departmental use of the Digital Commons	JFL 1.14.1.1 Assist Faculty members in creation of Selected Works sites, so that there is a total of 165 on the Digital Commons		Research and Customer Service
JFL 1.14 Provide technology and software applications to advance customer discovery and use of library materials	JFL 1.14.2 Establish a plan to evaluate and possibly replace Voyager within the next three years	JFL 1.14.2.1 Possibly utilize a consultant or regional travel to explore cloud-based options (\$10,000 requested FY15)	JFL 1.14.2.1 Contact competing vendors, write RFP, analyze proposals, look at options, decide what software to purchase going forward (\$ needed)	Collection Services and Library Technology

JFL 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 1.14 Provide technology and software applications to advance customer discovery and use of library materials	JFL 1.14.3 Improve the current notification system to enable sending of courtesy messages via text messaging, informing customers of soon-to-be-due and overdue items (including specific title info)	JFL 1.14.3.1 Offer option to customers and start sending notifications this way		Collection Services and Library Technology
JFL 1.15 Redesign the library Web site to facilitate intuitive use	JFL 1.15.1 Work with taskforce(s) and customers to create a redesigned library Web site for improved user interaction	JFL 1.15.1.1 Make necessary refinements to the Web site with help from IT or appropriate other parties to maintain the professional look and functionality		Collection Services and Library Technology

JFL 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 2.1 Encourage and support contribution to the profession on a regional and national level that highlights Liberty's innovative approach	JFL 2.1.1 Send personnel to present at professional conferences and/or serve in professional associations	JFL 2.1.1.1 Increase by 10% the extent of professional engagement benchmarked in the previous year		Administration
JFL 2.2 Strive toward a world-class collection both in electronic and print formats	JFL 2.2.1 After moving to JFL, seek to coordinate with the Liberty Journal to solicit donations of appropriate archival materials from alumni and friends of Liberty University	JFL 2.2.1.1 Identify types of documents to be sought and obtain a list of alumni and stakeholders to be contacted with a donation request; this implies determining whether to be selective or exhaustive in the donation appeals	JFL 2.2.1.1 Initiate contact with 20% of the alumni and stakeholders on the list	Collection Services and Library Technology
JFL 2.2 Strive toward a world-class collection both in electronic and print formats	JFL 2.2.2 Address deficiencies in "core" and "classic" print and electronic materials in each major discipline area by consulting established lists and by systematically identifying peers in Liberty's distinctive areas for collections comparison and development	JFL 2.2.2.1 Conduct deficiency analysis and remedy deficiencies in an additional subject area, allocating \$30,000 of base budget to this project	JFL 2.2.2.1 Conduct deficiency analysis and remedy deficiencies in an additional subject area, with budgetary allocation subject to review	Collection Services and Library Technology

JFL 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 2.2 Strive toward a world-class collection both in electronic and print formats	JFL 2.2.3 Expand and enhance patron-driven acquisitions collection development strategies for electronic and print resources	JFL 2.2.3.1 Evaluate effectiveness of print PDA pilot and potentially expand the program		Collection Services and Library Technology
JFL 2.3 Become an archive of record for researchers of "Religious Right" political movement	JFL 2.3.1 Work with the JF Museum and Archive to acquire and organize documents related to the "Religious Right" and the Moral Majority	JFL 2.3.1.1 Establish collaborative relationship and workflows with the museum staff	JFL 2.3.1.1 Continue collaborative relationship with the museum	Collection Services and Library Technology
JFL 2.3 Become an archive of record for researchers of "Religious Right" political movement	JFL 2.3.2 Work with University-affiliated entities to acquire and organize documents related to the "Religious Right" and the Moral Majority not already held by the LU Archive	JFL 2.3.2.1 Establish collaborative relationships with University entities to obtain referrals to individuals who may have desired documents in their possession		Collection Services and Library Technology
JFL 2.4 Enhance Liberty University's reputation through interaction with professional organizations.	JFL 2.4.1 Develop a plan to host professional organizations whose activities promote academic learning.	JFL 2.4.1.1 Host one meeting of a professional organization	JFL 2.4.1.1 Evaluate impact of hosting meetings of professional organizations	Administration

JFL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 3.1 Continue and reinforce WIFI Customer Service	JFL 3.1.1 Continue development and increase use of Customer Service LibGuide hits by 5%	JFL 3.1.1.1 Review and update Customer Service LibGuide, with accompanying screen-cast videos, to accompany new library website		Research and Customer Service
JFL 3.1 Continue and reinforce WIFI Customer Service	JFL 3.1.1 Continue development and increase use of Customer Service LibGuide hits by 5%	JFL 3.1.1.2 Restructure the LibGuides to increase hits by 3% versus benchmark year		Research and Customer Service
JFL 3.1 Continue and reinforce WIFI Customer Service	JFL 3.1.2 Continue development and increase use of Customer Service instructional guide hits by 5%	JFL 3.1.2.1 Explore means of evaluating use of instructional guides, continue to refine them as needed	JFL 3.1.2.1 Review and update instructional guides	Research and Customer Service

JFL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 3.1 Continue and reinforce WIFI Customer Service	JFL 3.1.3 Establish targets for turnaround and processing time for routine acquisitions	JFL 3.1.3.1 Reduce turnaround time by 10%	JFL 3.1.3.1 Continue to evaluate turnaround times and improve efficiency	Collection Services and Library Technology
JFL 3.2 Develop a marketing plan that informs and advertises resources and tools	JFL 3.2.1 Ensure that the marketing plan specifically addresses resources, services, and tools for international, developmental, and LUO students to increase their success and retention	JFL 3.2.1.1 Establish a committee comprising library personnel, targeted students, and possibly a marketing department representative to decide on actions to take and begin taking them	JFL 3.2.1.1 Assess results of initial efforts and adjust the initial effort(s) accordingly; reconvene committee, decide on additional actions to take, and begin taking them	Research and Customer Service
JFL 3.2 Develop a marketing plan that informs and advertises resources and tools	JFL 3.2.2 Collaborate with Marketing to communicate changes, regarding the move to JFL, to constituents in a positive manner to reduce frustrations	JFL 3.2.2.1 Conduct assessment of marketing efforts to increase usage of library resources and facilities Implement any additional measures that can help customers use the library effectively		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.1 Create video tutorials and live-action videos each year, covering individual parts in library research such as using EZProxy and journals available in full text	JFL 3.3.1.1 Create 200+ video tutorials and 3 live action-videos, covering individual parts in library research such as using EZProxy and journals available in full text	JFL 3.3.1.1 Assess effectiveness of previous year's tutorials and customer demand for additional tutorials, then create additional video tutorials and live action videos to meet customer needs	Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.2 Have tutorials reviewed by students every semester	JFL 3.3.2.1 Assess and revise 20 tutorials every semester, using student usability testing as needed		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.3 Promote research consultations with individual graduate students	JFL 3.3.3.1 Assess results of the previous year's efforts, and adjust accordingly to achieve a 5% increase in individual graduate research consultations		Research and Customer Service

JFL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.4 Pursue approaches to educate faculty about publishing trends and the legitimacy of ebooks	JFL 3.3.4.1 Maintain or increase the number of workshops based on audience response from Year 1		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.5 Collaborate with Credo Reference to develop Literati topic pages to enhance information literacy support	JFL 3.3.5.1 Assess success of previous year's efforts with developing Literati topic pages, then continue developing Literati topic pages (three per departmental liaison) to enhance information literacy support	JFL 3.3.5.1 Continue to assess development of Literati topic pages and adjust implementation as needed	Collection Services and Library Technology; Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.6 Construct 10 new LibGuides, with accompanying screen-cast videos, to accompany new library website	JFL 3.3.6.1 Increase LibGuides hits by 2% versus previous year		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.7 Develop plans for reaching international, developmental, and LUO students.	JFL 3.3.7.1 Assess results of initial efforts and adjust the initial effort(s) accordingly; reconvene committee and decide on additional actions to take, and begin taking them		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use	JFL 3.3.8 Conduct Library Webinars with LUO Advising	JFL 3.3.8.1 Evaluate efficacy (correlation) to LUO retention		Research and Customer Service

JFL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
of the library for teaching and learning				
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.8 Conduct Library Webinars with LUO Advising	JFL 3.3.8.2 Work with LUO Admissions to survey students regarding Webinar topics		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.9 Create instruction request form that includes Liberty University's information literacy learning outcomes, so faculty choose assignments and Library instruction sessions based on their needs and Liberty's information literacy goals	JFL 3.3.9.1 Evaluate form and increase its usage 10%		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.10 Update and increase LibGuides to include new resources	JFL 3.3.10.1 Create one sub-page per subject to provide focused research tools		Research and Customer Service
JFL 3.3 Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	JFL 3.3.11 Increase instructional presentations by library faculty in academic classes	JFL 3.3.11.1 Use active learning classroom an average of 12 hours per week	JFL 3.3.11.1 Use active learning classroom an average of 15 hours per week	
JFL 3.4 Develop liaison relationships with academic departments to encourage faculty and student	JFL 3.4.1 Develop embedded library presence in academic departments	JFL 3.4.1.1 Extend embedded library presence to at least two additional academic departments	JFL 3.4.1.1 Assess effectiveness of previous year's instructional presentations in relation to student success	Research and Customer Service

JFL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
understanding and use of JFL resources				
JFL 3.4 Develop liaison relationships with academic departments to encourage faculty and student understanding and use of JFL resources	JFL 3.4.2 Increase instructional presentations by library faculty in academic classes	JFL 3.4.2.1 Increase instructional presentations by library faculty in academic classes by 3%	JFL 3.4.2.1 Assess effectiveness of previous year's instructional presentations in relation to student success	Research and Customer Service
JFL 3.5 Continue to develop relationship with CCD and CTE in order to improve the presence of the library in the online environment	JFL 3.5.1 Collaborate with CCD and CTE to increase the library's online presence in Blackboard.	JFL 3.5.1.1 Conduct an assessment of increased usage of library resources via Blackboard	JFL 3.5.1.1 Respond to results of assessment to continue to increase the library's services made available to students through Blackboard	Research and Customer Service
JFL 3.6 Provide real-time research assistance with chat and the LUO RA Call Center	JFL 3.6.1 Purchase and implement chat and research FAQ software for LUO RA Call Center and RA Librarians	JFL 3.6.1.1 Assess number of calls received and examine the need for hiring a third staff member		Research and Customer Service
JFL 3.7 Provide opportunities for students and faculty to showcase their achievements.	JFL 3.7.1 Create a schedule of exhibits and performances by members of the Liberty University community	JFL 3.7.1.1 Continue and increase the series of concerts, art exhibits, dramatic presentations, and media presentations in cooperation with various academic departments	JFL 3.7.1.1 Assess participation in and response to the showcasing of exhibits and performances	Research and Customer Service
JFL 3.8 Provide rich scholarly, cultural, and instructional events	JFL 3.8.1 Develop event series targeting faculty and graduate students	JFL 3.8.1.1 Assess the results of last year's Scholars Commons event series, and increase the offerings with at least 4 more programs, workshops, or seminars for the 2014-15 academic year		Research and Customer Service
JFL 3.8 Provide rich scholarly, cultural, and instructional events	JFL 3.8.2 Develop a speaker series to appeal to a wide range of the University and local communities	JFL 3.8.2.1 Have 4 renowned speakers make presentations at the Library on topics with wide appeal		Research and Customer Service
JFL 3.9 Pursue innovative consortial and other cooperative programs to enhance access to resources	JFL 3.9.1 Participate in the VIVA universal borrowing pilot	JFL 3.9.1.1 Evaluate effectiveness of pilot and potentially continue participation in the program		Collection Services and Library Technology
JFL 3.10 Develop a relationship with the Residential	JFL 3.10.1 Create workshop content to present to	JFL 3.10.1.1 Present a 1-hour session in the Jerry Falwell Library during each CFAW	JFL 3.10.1.1 Evaluate sessions given to prospective students and parents in 2014-	Research and Customer Service

JFL 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
Recruitment Group to create opportunities for interaction with prospective students and their parents during College for a Weekend events	prospective students and their parents during CFAW events.		15 and make adjustments to increase effectiveness	

JFL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 4.1 Collaborate with the faculty and students to create library spaces that meet their needs	JFL 4.1.1 Deploy cutting-edge technology to meet customers' need	JFL 4.1.1.1 Assess the usefulness of kiosks installed in previous year and consider adjustments (e.g., adding units, changing locations of devices, and/or enhancing capabilities)		Collection Services and Library Technology; Research and Customer Service
JFL 4.1 Collaborate with the faculty and students to create library spaces that meet their needs	JFL 4.1.1 Deploy cutting-edge technology to meet customers' need	JFL 4.1.1.2 Assess the usefulness of pixel tables installed in previous year and consider adjustments (e.g., adding units, changing locations of devices, and/or enhancing capabilities)		Collection Services and Library Technology; Research and Customer Service
JFL 4.1 Collaborate with the faculty and students to create library spaces that meet their needs	JFL 4.1.1 Deploy cutting-edge technology to meet customers' need	JFL 4.1.1.3 Assess the usefulness of technology installed in previous year and consider adjustments (e.g., adding units, changing locations of devices, and/or enhancing capabilities)		Research and Customer Service; Administration
JFL 4.1 Collaborate with the faculty and students to create library spaces that meet their needs	JFL 4.1.2 Collaborate with the School of Education to create a plan to expand and enhance the Curriculum Library to meet student and faculty needs	JFL 4.1.2.1 Continue to work with the SOE to offer suggestions and proposals for expansion and enhancement as the opportunity presents itself		Research and Customer Service
JFL 4.2 Provide intuitive flow and directional guidance throughout library spaces	JFL 4.2.1 Collaborate with stakeholders in planning, implementing, and evaluating signage (digital, kiosks and physical) for the JFL	JFL 4.2.1.1 Refine/enhance signage based on experience		Research and Customer Service; Administration
JFL 4.2 Provide intuitive flow and directional guidance	JFL 4.2.1 Collaborate with stakeholders in planning, implementing, and evaluating	JFL 4.2.1.2 Complete the adjustments recommended from last year's assessment		Research and Customer Service; Administration

JFL 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
throughout library spaces	signage (digital, kiosks and physical) for the JFL			
JFL 4.3 Develop means to quantify the library's impact on the University's constituents and communicate value and resource needs	JFL 4.3.1 Collaborate with the Development Office and others to explore external funding opportunities	JFL 4.3.1.1 Develop a structure for collecting revenue from Webinars hosted by the JFL		Administration

JFL 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 5.1 Provide a health taskforce to help employees handle stress better and be healthier	JFL 5.1.1 Create information training sessions in collaboration with other Liberty departments regarding health initiatives	JFL 5.1.1.1 Revitalize! committee will compile a roster of potential speakers and activities, and will host a minimum of four related events	JFL 5.1.1.1 Evaluate the effectiveness of the program and determine the direction of future activities	Administration
JFL 5.2 Create succession planning for replacement and growth	JFL 5.2.1 Encourage personnel to pursue advanced degrees	JFL 5.2.1.1 Update record of employees' degree status		Administration
JFL 5.2 Create succession planning for replacement and growth	JFL 5.2.1 Encourage personnel to pursue advanced degrees	JFL 5.2.1.2 Coordinate two additional workshops presented by LU Career Services		Administration
JFL 5.2 Create succession planning for replacement and growth	JFL 5.2.2 Codify employee policies and procedures and educate current personnel while mentoring new personnel	JFL 5.2.2.1 Administration and department heads discuss and update advancement policies and procedures in July, then present to employees at August orientation/training		Administration
JFL 5.2 Create succession planning for replacement and growth	JFL 5.2.2 Codify employee policies and procedures and educate current personnel while mentoring new personnel	JFL 5.2.2.2 Further enhance and expand the Mentoring program to encourage increased participation of 5% over previous year		Administration
JFL 5.2 Create succession planning for replacement and growth	JFL 5.2.3 Restructure budgets to reflect organizational structure and allocate responsibility for budget management to department heads	JFL 5.2.3.1 Continue to train managers and other stakeholders so as to build organizational capacity for budget management		Administration

JFL 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 5.3 Develop employee appreciation (beyond recognition)	JFL 5.3.1 Maintain and expand our current personnel appreciation efforts	JFL 5.3.1.1 Employee Recognition Committee compiles new ideas for JFL employee appreciation and implements at least one of these efforts		Administration
JFL 5.3 Develop employee appreciation (beyond recognition)	JFL 5.3.2 Research rates of pay and turnover for hourly library staff at peer institutions	JFL 5.3.2.1 Conduct the research and escalate to the University Administration as needed		Administration
JFL 5.4 Emphasize ongoing personnel development	JFL 5.4.1 Provide and promote internal resources and training as well as conference attendance to further develop competencies	JFL 5.4.1.1 Offer additional training opportunities and topics based on employee feedback and interest		Administration
JFL 5.4 Emphasize ongoing personnel development	JFL 5.4.1 Provide and promote internal resources and training as well as conference attendance to further develop competencies	JFL 5.4.1.2 Increase by 10% the number of JFL employees who attend a professional conference		Administration

JFL 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
JFL 6.1 Strive toward a world-class collection both in electronic and print formats	JFL 6.1.1 Collaborate with interested vendors to increase evangelical content available in electronic format	JFL 6.1.1.1 Spend additional \$15K on electronic evangelical content	JFL 6.1.1.1 Assess provision of evangelical content and determine appropriate course of action	Collection Services and Library Technology
JFL 6.2 Provide events which encourage the integration of Christian values into Christian thought and practice	JFL 6.2.1 Develop a speaker series highlighting Liberty University authors	JFL 6.2.1.1 Schedule two events per semester	JFL 6.2.1.1 Use customer feedback to respond to stated interests of attendees	Research and Customer Service

ADMINISTRATIVE UNITS

ENROLLMENT MANAGEMENT (EM)

(DIRECT REPORT AREAS: ONLINE ADMISSIONS, ONLINE ENROLLMENT, & FINANCIAL AID)

EM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 1.1 The LUO Admissions Department will optimize technological and operational efficiency for prospective students.	EM 1.1.1 The objective of optimizing technological and operational efficiency for prospective students is to streamline the efficiency of admissions and enrollment procedures.	EM 1.1.1.1 The target is to create a portal whereby admissions documents or other necessary enrollment documents could be self-uploaded by the student. The initial phase of this project will exist within the student application to be implemented by Academic Year (AY) 14-15.	EM 1.1.1.1 Further phases of this project will exist through the general website and ASIST account.	EM 1.1.1.1 Final implementation of this project. The creation of this portal should result in at least a 75% decrease in the amount of documents submitted through fax, email, or mail by AY 16-17.	LUO Admissions (J. Bridge)
EM 1.1 The LUO Admissions Department will optimize technological and operational efficiency for prospective students.	EM 1.1.1 The objective of optimizing technological and operational efficiency for prospective students is to streamline the efficiency of admissions and enrollment procedures.	EM 1.1.1.2 The target is to develop a 'real time' response system to text and email responses. Email response times could begin to shorten and reach 'real time' as quickly as AY 14-15.	EM 1.1.1.2 The development of the text response feature will be developed in coordination with the implementation of an outbound text structure and responses could begin thereafter, with a target date of AY 15-16.	EM 1.1.1.2 By AY 16-17, 100% of texts and emails should be reviewed upon receipt and answered in 'real time'.	LUO Admissions (J. Bridge)
EM 1.2 The LUO Consulting Department will streamline processes and technology tools in accordance to industry best practices.	EM 1.2.1 Consulting will establish processes to provide consistency in recruiting, staffing, and management decisions; the Department will identify and implement technological tools that will streamline communications across channels.	EM 1.2.1.1 Employee call flow and application questions will be incorporated into a unified, dynamic script that will allow the employee to capture additional information from phone and chat conversations. Scripting will integrate with CRM, Banner, Cisco Dialer, and any other associated systems. Development and initial rollout will be	EM 1.2.1.1 Complete integration of scripting process.	EM 1.2.1.1 Continual assessment of scripting process and action plan developed if needed.	LUO Consulting (M. Green)

EM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		completed by end of FY 13-14.			
EM 1.2 The LUO Consulting Department will streamline processes and technology tools in accordance to industry best practices.	EM 1.2.1 Consulting will establish processes to provide consistency in recruiting, staffing, and management decisions; the Department will identify and implement technological tools that will streamline communications across channels.	EM 1.2.1.2 The Department will evaluate and select an employee evaluation tool to be used in hiring and internal development decisions alongside internally-developed Scorecard and Profile tools. Implementation will occur by the end of AY 14-15.	EM 1.2.1.2 Continual assessment of Scorecard and Profile tools and action plan developed if needed.		LUO Consulting (M. Green)
EM 1.3 LUO Recruitment & Marketing will improve inter-departmental communication	EM 1.3.1 Improve interdepartmental communication to achieve better understanding and collaboration in reaching departmental goals.	EM 1.3.1.1 We currently are unable to see where our marketing project requests in SharePoint are with the Marketing Department. We need access to the SharePoint database to review the status of all LUO marketing projects to help us see where projects are toward completion. This should be complete by AY 14-15.	EM 1.3.1.1 Have the Business Intelligence Office create reports when marketing project requests are submitted. BIO implementing this based off the project request will help LUO determine the effectiveness of their communications by seeing the response to them throughout the Admissions funnel. AY 15-16.		LUO Recruit & Market (K. Hartless)
EM 1.4 Admissions Verification will incorporate new technologies to provide students as well as staff with increased efficiencies.	EM 1.4.1 To integrate self-guided tools in order to inform and educate both students and staff on current policies and procedures.	EM 1.4.1.1 The office of Admissions Verification will incorporate the use of self-guided interactive training software, in order to reduce the amount of time required for training. This new training approach will be fully implemented within AY 13-14.	EM 1.4.1.1 Continual assessment of new training approach and action plans developed if needed.		Verification (C. Knowles)
EM 1.4 Admissions Verification will incorporate new technologies to provide students as well as staff with	EM 1.4.1 To integrate self-guided tools in order to inform and educate both students and staff on current policies and procedures.	EM 1.4.1.2 The office of Admissions Verification will provide students with step by step direction on how to complete their admissions requirements in real time, with the use of	EM 1.4.1.2 Continual assessment of new system and action plans developed if needed.		Verification (C. Knowles)

EM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
increased efficiencies.		web, email, and mobile technology. Our goal is to implement this new system within AY 14-15.			
EM 1.5 Academic Advising will develop an inter-departmental communication strategy which will be developed and implemented.	EM 1.5.1 Academic Advising will increase interdepartmental awareness and understanding of Academic Advising initiatives, up-to-date information, and student-centric services available.	EM 1.5.1.1 Upon submission of pre-strategy survey, there will be a 2-5% percentage increase in satisfaction in communication related to Academic Advising activities.	EM 1.5.1.1 Continual assessment and execution of new initiatives to correct any deficiencies to be developed if needed.		LUO Advising (C. Kregenow)
EM 1.5 Academic Advising will develop an inter-departmental communication strategy which will be developed and implemented.	EM 1.5.1 Academic Advising will increase interdepartmental awareness and understanding of Academic Advising initiatives, up-to-date information, and student-centric services available.	EM 1.5.1.2 Increase in Academic Advising newsletter readership from 0% pre-strategy to 50% at 12 months after initial implementation.	EM 1.5.1.2 Continual assessment and execution of new initiatives to correct any deficiencies to be developed if needed.		LUO Advising (C. Kregenow)
EM 1.6 LUO Student Advocate will create a more efficient process for handling student complaints.	EM 1.6.1 SAO will use SAIMS-like technology to track and manage the student complaint process and ensure a more expedient response to complaints submitted.	EM 1.6.1.1 The average response time for complaints will be 3 business days.	EM 1.6.1.1 Continual assessment of response time and action plans developed if needed.		LUO Student Advocate (J. Byrd)
EM 1.6 LUO Student Advocate will create a more efficient process for handling student complaints.	EM 1.6.1 SAO will use SAIMS-like technology to track and manage the student complaint process and ensure a more expedient response to complaints submitted.	EM 1.6.1.2 Increasing customer satisfaction with the timeliness of the complaint process by 5%.	EM 1.6.1.2 Continual assessment and action plans developed if needed.		LUO Student Advocate (J. Byrd)
EM 1.7 Military will reduce the man hours spent on Army enrollments, and decrease the overall processing time.	EM 1.7.1 Implement new system to automate GoArmyEd processes to increase efficiency in Army enrollments and military aid posting.	EM 1.7.1.1 Implement new system with BIO by the Fall 2013 to reduce the time spent handling registrations by 75% (approximately 6 work hours per day) with continual assessment and action plans developed through AY 14-15.			Military Affairs (E. Foutz)

EM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 1.7 Military will reduce the man hours spent on Army enrollments, and decrease the overall processing time.	EM 1.7.1 Implement new system to automate GoArmyEd processes to increase efficiency in Army enrollments and military aid posting.	EM 1.7.1.2 Decrease turn-around by 1-2 business days, taking total time from 3-5 business days to 1-3 business days from time registration is submitted on GoArmyEd.	EM 1.7.1.2 Continual assessment of new system and action plans developed if needed.		Military Affairs (E. Foutz)
EM 1.8 Presently, only 3% of recorded calls are analyzed by the Quality Assurance team and this is done manually. To expand the scope of calls analyzed, speech analytics will be used to analyze 100% of recorded calls to determine trends of communication between students and contact center agents.	EM 1.8.1 Speech Analytics data will be used to provide documented and supported feedback to Enrollment Management Departments about what students and contact center agents are discussing to facilitate better decision making.	EM 1.8.1.1 The Speech Analytics Manager will work with Enrollment Management departments to develop targeted phrases and key words to analyze recorded calls and provide trending data to departments.	EM 1.8.1.1 Continual assessment of the process and action plans developed if needed.		LUO Training & QA (L. Gensinger)
EM 1.9 Residential Admissions will improve yield through a more aggressive call strategy	EM 1.9.1 Implement a priority initial attempt call strategy. A priority initial call strategy is calling a lead within 1 st - attempt 0-5 mins, 2 nd attempt 30 min- 2 hrs, 3 rd attempt 2 hrs. – 4hrs, 4 th attempt within 3 days, 5 th attempt within 4 days and 6 th attempt within 11-12 days	EM 1.9.1.1 Resident admissions, in conjunction with BIO/IT support, will implement a priority initial attempt call strategy that will encompass a solution that makes immediacy up front a priority by attempting a record up to 3 times within the first four (4) hours the lead is in the system (Improvement project milestones: Development of system by end of year 1.	EM 1.9.1.1 Implementation during year 2.	EM 1.9.1.1 Fully operational throughout year 3	RES Admissions (T. Elam)
EM 1.10 Residential Welcome, Orientation, and Retention will	EM 1.10.1 To organize and back-up Student Advocate reports on both SharePoint 2010 and Molly 6100.	EM 1.10.1.1 To have successfully migrated 100% of our current reports on Share Point 2010 to Molly 6100.	EM 1.10.1.1 In real-time, to be actively utilizing Molly 6100 as a source to back-up data that is on Share Point 2010 100% of the time.		RES Welcome, Orient, & Retention (J. Mercer)

EM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
establish a work place that functions at optimum capacity.					
EM 1.11 Residential Graduate Program will effectively use technological and operational resources to ensure that existing personnel and technologies are being utilized to their maximum capability to meet the needs of prospective students and visitors.	EM 1.11.1 To integrate technological resources into the communication processes to maximize efficiency and effectiveness.	EM 1.11.1.1 By the end of FY 15, effectively set up and conduct 2 simulcasts per semester to recruit prospective students	EM 1.11.1.1 Assess and develop action plans as necessary		RES Graduate (W. Wegert)
EM 1.12 Residential International Program will effectively use technological and operational resources to ensure that existing personnel and technologies are being utilized to their maximum capability to meet the needs of prospective students and visitors.	EM 1.12.1 Integrate technological resources into the communication process to maximize efficiency and effectiveness.	EM 1.12.1.1 Effectively leverage “live chat” to aid in answering student’s questions/concerns each semester to result in a 1% increase in usage from our current average of 4 conversations per month.	EM 1.12.1.1 Integrate 1 simulcast per month with a 10% attendance rate of invitees in to the follow-up communication plan to engage with prospective students at all stages of the enrollment process.		RES International (W. Wegert)
EM 1.13 Parent & Family Connections will improve efficiency of check-in process for family weekend events.	EM 1.13.1 Improve customer satisfaction of operational efficiency	EM 1.13.1.1 Begin development & implementation of PFC’s use of Card Swipe system to use for next year’s Family Weekend check-in by reviewing Alumni’s system implementation.	EM 1.13.1.1 Dependent on IT capacity and prioritization, Implement and utilize card swipe system for Family Weekend.	EM 1.13.1.1 Assess satisfaction and develop further uses of the card swipe system for Family Weekend.	Parent & Family (T.Dunbar)
EM 1.14 Residential Recruitment will find	EM 1.14.1 Identify current and new software tools to	EM 1.14.1.1 (1) Identify staff needs for recruitment by surveying the team.	EM 1.14.1.1 Research new software tools that can	EM 1.14.1.1 Implement and review 2 new technological resources. It	RES Recruitment (S. Leon)

EM 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
ways to better use our current computer and software systems and implement new ones for national recruitment and potential students/families visiting campus.	maximize the potential for student recruitment.	(2)Investigate all software tools available. To us through LU. (3) Implement utilization of the tools that will best address staff needs.	complement or improve our methods of recruiting.	will be measured at the end of year 3 by surveying staff about efficiency.	
EM 1.15 Special Projects & Events will improve operational efficiency of inventory system	EM 1.15.1 Improve hospitality inventory system	EM 1.15.1.1 Create a report that generates accurate, up-to-date inventory information. Reduce variety of food items by 20%.	EM 1.15.1.1 Reduce personnel hours spent on inventory tasks by 75%.		Special Projects & Events (D. Windsor)
EM 1.16 As a result of a SWOT analysis, there is a need to better connect Financial Aid to other areas of Enrollment Management during the crucial stages of aid program development to reduce miscommunication, errors, and resulting issues.	EM 1.16.1 The Financial Aid office, working in concert with the Business Intelligence Office, will use technology to create a work-flow process to streamline the multi-department approval of new aid programs. This process will including the clear recording of information from basic marketing language and process to complex criteria and SQL parameters and rules necessary in Banner for institutional aid audit and control purposes.	EM 1.16.1.1 100% of all new aid program requests for both resident and online programs will be processed and approved only through the new work-flow system.	EM 1.16.1.1 The Financial Aid Office will review the new work flow system for the FY16 year and it is anticipated that the system will continue to handle 100% of the requests for FY16.		Financial Aid (R. Ritz)

EM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 3.1 The LUO Admissions Department will contribute to the	EM 3.1.1 The objective of student access and success is to increase accessibility of information and updates	EM 3.1.1.1 The target is to develop a dynamic way of relaying information to prospective students	EM 3.1.1.1 Create At least 2 new features for new technology medium.	EM 3.1.1.1 Implementation of new technology medium to relay	LUO Admissions (J. Bridge)

EM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
development of student access and corresponding success of prospective students.	regarding enrollment timelines to prospective students.	through the use of a new technology medium. This may include the use of texting and a personalized messaging center or dashboard through the student portal.		information to prospective students.	
EM 3.1 The LUO Admissions Department will contribute to the development of student access and corresponding success of prospective students.	EM 3.1.1 The objective of student access and success is to increase accessibility of information and updates regarding enrollment timelines to prospective students.	EM 3.1.1.2 The target is to create a variety of short video tutorials --2 implemented in AY 14-15 that will address specific processes and procedures such as submitting a transcript request form, self-uploading documents, and utilizing ASIST features.	EM 3.1.1.2 The target is to create a variety of short video tutorials --2 additional in AY 15-16 that will address specific processes and procedures such as submitting a transcript request form, self-uploading documents, and utilizing ASIST features.	EM 3.1.1.2 The target is to create a variety of short video tutorials --2 additional in AY 16-17 that will address specific processes and procedures such as submitting a transcript request form, self-uploading documents, and utilizing ASIST features.	LUO Admissions (J. Bridge)
EM 3.2 The Consulting Department will discover student needs, appropriately qualify students and consult on best program fit.	EM 3.2.1 Consulting will evaluate / train employees in best practices to uncover student's needs and goals. Team members will receive continual coaching and training on degree programs to encourage student success in their desired field.	EM 3.2.1.1 Employees will receive initial training in sales, customer service, and degree programs. A Sales and Customer Service Specialist will work with department leadership to coach employees on sales and customer service best practices.			LUO Consulting (M. Green)
EM 3.2 The Consulting Department will discover student needs, appropriately qualify students and consult on best program fit.	EM 3.2.1 Consulting will evaluate / train employees in best practices to uncover student's needs and goals. Team members will receive continual coaching and training on degree programs to encourage student success in their desired field.	EM 3.2.1.2 Prospective students will be routed to specific teams based on degree level and program area appropriately. Employees will receive training on level- and degree-specific issues appropriately. Employees will be identified for teams based largely on data in the Employee Profile. Key degree levels will be segmented.	EM 3.2.1.2 Additional segmentation will be completed by end of AY 15-16.		LUO Consulting (M. Green)

EM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 3.3 LUO Recruitment & Marketing will increase university presence to improve student access and success.	EM 3.3.1 Enhance methods and forms for students to contact and connect with Liberty representatives in order to increase enrollment and retention.	EM 3.3.1.1 Create regularly scheduled office hours (monthly) at local and regional military installations and select corporate affiliate offices. We will attempt to implement this on three military installations and two corporate partners' offices.			LUO Recruit & Market (K. Hartless)
EM 3.3 LUO Recruitment & Marketing will increase university presence to improve student access and success.	EM 3.3.1 Enhance methods and forms for students to contact and connect with Liberty representatives in order to increase enrollment and retention.	EM 3.3.1.2 Optimize 18 university microsites to enhance user experience. Create six microsites in 2014-15.	EM 3.3.1.2 Optimize 18 university microsites to enhance user experience. Create six additional microsites in 2015-16.	EM 3.3.1.2 Optimize 18 university microsites to enhance user experience. Create six additional microsites in 2016-17.	LUO Recruit & Market (K. Hartless)
EM 3.4 Admissions Verification will assist prospective and current students through the admissions process with new technologies and immediate response and resolution in order to remove barriers.	EM 3.4.1 To improve communication and response time to students regarding admissions related documents with a deadline of 2015.	EM 3.4.1.1 The office of Admissions Verification will meet the demands of new technology to reach our target audience in regards to smart phones and mobile devices. Texting as well as applications, including the MyLU page, will be a more improved way of communicating to potential students through mobile technology.	EM 3.4.1.1 The office of Admissions Verification will implement a step-by-step admissions guide that is easily accessible to prospective students through the LU Online website to be fully implemented AY15-16.		Verification (C. Knowles)
EM 3.5 Academic Advising will strive to create greater student awareness regarding student support tools and resources (i.e. tutoring, departmental support offices ...)	EM 3.5.1 By training advisors on the resources and requiring advisors to include applicable tool/resource specific verbiage in our interactions with students on a daily basis this will result in an increase in the frequency in which Advisors are discussing student support tools and explaining them to students.	EM 3.5.1.1 Implementation of Academic Advising-to-Student notification of key student support services training.	EM 3.5.1.1 A 15% increase of Academic Advising-to-Student notification of key student support services.		LUO Advising (C. Kregenow)

EM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 3.6 LUO Student Advocate will develop a means to assess students and determine risk factors that may contribute to attrition.	EM 3.6.1 The SAO Research team will develop a series of assessments which will identify a specific student's risk factors and prescribe specific intervention methods to assist in retention/student success using CRM technology to communicate action items Academic Advising can take to assist the at-risk students.	EM 3.6.1.1 Increased student preparation for the online learning environment incrementally over a period of enrollment from acceptance to 24 semester hours—by increased student confidence and improved performance with GPA. Measure incremental improvements from the baseline annually.	EM 3.6.1.1 The expected outcome will be measured by conducting scored assessments prior to matriculation, advising intervention, student confidence surveys pre- and post-first sub-term completion. The expectation is that student confidence (measured by survey) and student performance (GPA and first sub-term completion) will improve as a result of the assessment and strategic advising intervention. The effects will be measured prior to implementation of the assessment to get a baseline understanding of student confidence and performance. Measure incremental improvements from the baseline annually.	EM 3.6.1.1 Measure incremental improvements from the baseline annually.	LUO Student Advocate (J. Byrd)
EM 3.7 Military Affairs will implement a Military Education Committee and Military Education Workgroup within Liberty University	EM 3.7.1 Increase connection with students, identify and meet the needs of those within the military student community to achieve a customer satisfaction rating of 96% and above each year.	EM 3.7.1.1 Establish Military Education Workgroup, with at least one member from each major department within Liberty to resolve the issues facing our military students	EM 3.7.1.1 Establish a Military Education Committee within the military student population to solicit feedback and identify the needs that need to be addressed Customer Service Survey for 2012-2013: 95.29% rating for Online / 98% rating for Resident. Through AY 15-16 Online, we would achieve a .71% increase in customer satisfaction and maintain. Residential, we would maintain the current rating, at a minimum, to comply		Military Affairs (E. Foutz)

EM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
			with the plan of 96% or greater.		
EM 3.8 LUO Training & Quality Assurance will ensure employees with direct student contact have the information and resources to provide excellent student support.	EM 3.8.1 Assess employees to identify knowledge gaps and provide targeted remediation within first 6 months of employment and every 12 months thereafter.	EM 3.8.1.1 Employees will accomplish a 5% increase in proficiency/base knowledge year over year.	EM 3.8.1.1 Employee proficiency and base knowledge will be measured by employee completion of annual content-specific assessments administered to each employee.		LUO Training & QA (L. Gensinger)
EM 3.9 Residential Admissions will increase the number of prospective students who are aware of Liberty University and its resident undergraduate program offerings	EM 3.9.1 Increase attempts in outbound dialing efforts by 75% over the next three years by broadening of the base of terms to attempt	EM 3.9.1.1 Resident admissions will increase the number of outbound dialing attempts by at least 75% over the three year period.	EM 3.9.1.1 15% improvement over year one.	EM 3.9.1.1 10% improvement over year two.	RES Admissions (T. Elam)
EM 3.10 Residential Welcome, Orientation, & Retention will increase current student attendance at Student Advocate led Scholarship Search 101.	EM 3.10.1 To create a proactive call and marketing campaign targeted towards each Scholarship Search 101.	EM 3.10.1.1 Increase attendance at the on-campus Scholarship Search 101 by 10%.	EM 3.10.1.1 Increase attendance at the Scholarship Search 101 simulcast by 15%.	EM 3.10.1.1 Increase attendance at the Scholarship Search 101 simulcast by 20%.	RES Welcome, Orient, & Retention (J. Mercer)
EM 3.11 Residential Graduate Program will equip students with the necessary resources, connections, support, and information to improve access to the university and ensure their success in all	EM 3.11.1 Improve the dissemination of information by making it available in new and different ways within the next year.	EM 3.11.1.1 Regularly update current websites and create landing pages for each of the programs so all information is accurate, clear, current, and easily accessible, to result in a decreased number of questions regarding our Graduate Programs. We	EM 3.11.1.1 10% reduction in questions regarding our Graduate Programs per year.	EM 3.11.1.1 10% reduction in questions regarding our Graduate Programs per year.	RES Graduate (W. Wegert)

EM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
areas of university life.		will establish a base in year 1.			
EM 3.12 Residential International Program will equip students with the necessary resources, connections, support, and information to improve access to the university by making critical information for students easier to find and understand.	EM 3.12.1 To improve the dissemination of information and resources that are critical to student's success at Liberty within the next year.	EM 3.12.1.1 Regularly update the website to reflect current information and translate portions of the website for strategic languages by the end of the year, to result in 15% decrease in the number of questions regarding the admissions process.	EM 3.12.1.1 Facilitate VISA preparation for students each semester to result in a 1% decrease in Visa denials from our current average of 30% and 50% in the Fall and Spring, respectively.		RES International (W. Wegert)
EM 3.13 Residential Parent & Family Connections will increase the depth of communication with essential details important for freshmen/returning parents to identify with so parents can provide the support to ensure the academic success and spiritual experience of the student.	EM 3.13.1 Increase utilization of resources in marketing efforts to parents.	EM 3.13.1.1 Produce 2 additional email blasts and mailers with specific details important to parents/families.	EM 3.13.1.1 In this year we will produce one more additional email blast with specific details important to parents/families.	EM 3.13.1.1 Increase output of mailers by 2 more to parents in year 3 with important information to aid parents in student success.	RES Parent & Family (T.Dunbar)
EM 3.14 Residential Recruitment will increase our presence in schools and churches to improve student access to our university.	EM 3.14.1 Identify opportunities to partner with schools and/or churches to enhance university exposure.	EM 3.14.1.1 Develop 3 new methods to increase our involvement with the current top feeder churches & schools.	EM 3.14.1.1 Implement the methods.	EM 3.14.1.1 Review and make necessary adjustments.	RES Recruitment (S. Leon)
EM 3.15 Residential Special Projects & Events will increase	EM 3.15.1 Increase the number of existing auxiliary resources that are offered to intensive students.	EM 3.15.1.1 Utilization of auxiliary resources will increase by 20% by the end of FY15	EM 3.15.1.1 Utilization of auxiliary resources will increase by 25% by the end of FY16		RES Special Projects & Events (D. Windsor)

EM 3. STUDENT ACCESS AND SUCCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
intensive students' utilization of auxiliary resources					
EM 3.16 An opportunity that emerged during the SWOT analysis was in the area of financial literacy. The Financial Aid Office, in light of nationwide trends in student loan debt will continue to take a proactive stance and expand financial literacy initiatives	EM 3.16.1 To expand the number of students who participate in voluntary financial literacy activities.	EM 3.16.1.1 A decision to re-sign an agreement with Lampo Group must be made by May 2014. If a second year agreement is signed, Blackboard materials must be updated and published in Blackboard prior to August 1, 2014. Financial Literacy Target for 14-15 will be 10% above the final participant count for 13-14.	EM 3.16.1.1 Likewise, the student participation target for growth by the end of FY16 will be 5% above FY15.		Financial Aid (R. Ritz)

EM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 5.1 The LUO Admissions Department will capitalize on the human potential of prospective students and current institutional staff.	EM 5.1.1 The objective of capitalizing on human potential is to discover career and personal goals of prospective students and identify skills and talents of current institutional staff.	EM 5.1.1.1 The target is to implement the incorporation of discovery through phone, chat, and email interactions throughout the enrollment process to identify career and personal goals as part of the first contact. Implement the recording of the details in the Customer Relationship Management system and then utilize this information in future interactions.	EM 5.1.1.1 The target is to continue the incorporation of discovery through phone, chat, and email interactions throughout the enrollment process to identify career and personal goals as part of the first contact. Implement the recording of the details in the Customer Relationship Management system and then utilize this information in future interactions.	EM 5.1.1.1 Gathering, recording, and utilizing data should occur on at least 85% of student interactions by AY 16-17.	LUO Admissions (J. Bridge)
EM 5.1 The LUO Admissions Department will capitalize on the	EM 5.1.1 The objective of capitalizing on human potential is to discover career and personal goals of	EM 5.1.1.2 The target is incorporation of a strategic development project to encourage retention. An	EM 5.1.1.2 The target is the implementation of a strategic development project to encourage	EM 5.1.1.2 The target is to have the strategic development project to encourage retention fully	

EM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
human potential of prospective students and current institutional staff.	prospective students and identify skills and talents of current institutional staff.	ongoing portfolio will be shared and contributed to by the leadership team to trace achievements, trainings, reviews, and other items of importance.	retention. An ongoing portfolio will be shared and contributed to by the leadership team to trace achievements, trainings, reviews, and other items of importance.	functional. An ongoing portfolio will be shared and contributed to by the leadership team to trace achievements, trainings, reviews, and other items of importance. The portfolio results will be used in accordance with performance reviews, employee recognition, and consideration for advancement. Implementation of these items should occur for 100% of the staff	
EM 5.2 The Consulting Department will identify ideal employees and provide development necessary to ensure the success of the individual and the department as a whole.	EM 5.2.1 Over the next twelve months, Consulting will develop and/or adopt tools and resources that will aid the management team in: 1) identifying ideal new employees; 2) providing employees with a holistic evaluation of productivity; and 3) developing team members by providing intentional employee development.	EM 5.2.1.1 Consulting will develop an employee profile database that will track employee skills, previous education, and work experience in order to identify employees for future campaigns and roles. The database will be functional by the end of AY 14-15.	EM 5.2.1.1 Assessment will occur to determine if changes are needed to continue functionality into AY 15-16.		LUO Consulting (M. Green)
EM 5.3 LUO Recruitment & Marketing will improve staff skills through enhanced training and development.	EM 5.3.1 Improve industry expertise through specific training pertaining to each field.	EM 5.3.1.1 1. Internal Academic training to stay informed of recent program changes. 2. Attend conferences and events to gain further insight into industry trends and regulations. 3. Dually trained admissions specialist to assist during at recruitment events (seasonally).	EM 5.3.1.1 1. Internal Academic training to stay informed of recent program changes. 2. Attend conferences and events to gain further insight into industry trends and regulations. 3. Maintain annual Google Ad Words certification and display PPC Channel expertise.		LUO Recruit & Market (K. Hartless)

EM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 5.4 Admissions Verification will provide a work environment that will allow staff members to measure their performance and provide a tier or goal to work towards. This type of work environment will encourage initiative as well as the opportunity for professional development.	EM 5.4.1 To provide staff with tools and quantifiable goals in order to meet their highest potential.	EM 5.4.1.1 The office of Admissions Verification will implement a tier program or system of evaluation and steps that are measured based on performance and professional development. This system will encompass 100% of all evaluators by 2015, and will provide staff with a defined career path within the department.			Verification (C. Knowles)
EM 5.4 Admissions Verification will provide a work environment that will allow staff members to measure their performance and provide a tier or goal to work towards. This type of work environment will encourage initiative as well as the opportunity for professional development.	EM 5.4.1 To provide staff with tools and quantifiable goals in order to meet their highest potential.	EM 5.4.1.2 The office of Admissions Verification will implement new technologies that will provide staff with independent training opportunities that involve both university policy and professional development.	EM 5.4.1.2 Assessment will occur to determine if changes are needed to continue functionality into AY 2015 and 2016.		Verification (C. Knowles)
EM 5.5 LUO Advising will recruit the most qualified Academic Advisors who will provide better service to students, be high contributors to the team, and retain for a	EM 5.5.1 Improve recruitment process by developing advising scenarios to test applicant decision making, skill assessments, & personality/behavioral assessments to increase percent of hires who are “right fits”.	EM 5.5.1.1 For AY 14-15 reduce turnover from 22% annual attrition to 17% by end of academic year.	EM 5.5.1.1 Employee calibration to the LUO Advising work environment will be measured by the 90-day, 6 month, and annual performance evaluations. In addition, employee progress in knowledge and skill will be measured by		LUO Advising (C. Kregenow)

EM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
longer term than is currently the average.			the incremental progression on the Advising career path tiers which provide an understanding of what the advisor should know or be able to do by a certain period of time after employment. Maintain 17% attrition through AY 15-16 which will be measured by Excel spreadsheet.		
EM 5.6 The LUO Student Advocate Office will provide professional development opportunities for staff and offer opportunities for advancement of their skills.	EM 5.6.1 The SAO will provide professional development opportunities to staff so they are better prepared for advancement.	EM 5.6.1.1 Increased participation will be measured by a monthly assessment administered to employees allowing the employee to record the professional development opportunities they have completed.	EM 5.6.1.1 The SAO will see a 10% increase in presentation opportunities with upper level administration and participation in professional development courses/training over the next 3 years.		LUO Student Advocate (J. Byrd)
EM 5.7 Military Affairs will implement a professional development plan for all members within the Military Affairs team.	EM 5.7.1 Develop employees professionally and empower them in their roles in order to increase employee retention and job satisfaction	EM 5.7.1.1 Create professional development tier-based plan to further develop leadership team to become coaches and mentors of staff .			Military Affairs (E. Foutz)
EM 5.8 Training/Quality Assurance staff will expand on their existing creative innovation that is limited by their lack of experience.	EM 5.8.1 Using existing leadership development training,, purchasing or creating professional development materials and resources, visiting other training and quality assurance businesses, and providing 360 degree feedback about employee performance, Training/Quality Assurance will meet the goal of	EM 5.8.1.1 By the end of academic year 14/15, observe an improvement in Training/Quality Assurance performance evaluations and 360 degree peer reviews.			LUO Training & QA (L. Gensinger)

EM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	expanding the staff's potential.				
EM 5.8 Training/Quality Assurance staff will expand on their existing creative innovation that is limited by their lack of experience.	EM 5.8.1 Using existing leadership development training,, purchasing or creating professional development materials and resources, visiting other training and quality assurance businesses, and providing 360 degree feedback about employee performance, Training/Quality Assurance will meet the goal of expanding the staff's potential.	EM 5.8.1.2 Each staff member will earn at least 5 certificates in leadership training modules and will complete courses and certifications offered in the ProDev Portal and through Atomic Learning within the 14/15 fiscal year.			LUO Training & QA (L. Gensinger)
EM 5.9 Residential Admissions will reduce employee turnover	EM 5.9.1 Increase the number of employees who continue with resident admissions over the next three years by increasing the opportunities for personal enrichment	EM 5.9.1.1 Resident admissions will retain 10% more of its employees over the three year period Improvement target is 2% for 1st year.	EM 5.9.1.1 Resident admissions will retain 10% more of its employees over the three year period Improvement target is 3% for 2nd year.	EM 5.9.1.1 Resident admissions will retain 10% more of its employees over the three year period Improvement target is 5% for 3rd year.	RES Admissions (T. Elam)
EM 5.9 Residential Admissions will reduce employee turnover	EM 5.9.1 Increase the number of employees who continue with resident admissions over the next three years by increasing the opportunities for personal enrichment	EM 5.9.1.2 Resident admissions will establish opportunities for 25% or more of counselor staff to receive personal development training Improvement target is 15% for 1st year.	EM 5.9.1.2 Resident admissions will establish opportunities for 25% or more of counselor staff to receive personal development training Improvement target is 20% for 2nd year.	EM 5.9.1.2 Resident admissions will establish opportunities for 25% or more of counselor staff to receive personal development training Improvement target is 25% for 3rd year.	RES Admissions (T. Elam)
EM 5.10 The Student Advocate Office will ensure that each Student Advocate Office staff member will take advantage of professional development opportunities.	EM 5.10.1 To improve or add to excel knowledge in order to produce quality and error free reporting.	EM 5.10.1.1 To have 75% of the Student Advocate Staff complete Level 5 of Excel training .	EM 5.10.1.1 To have 100% of the Student Advocate Staff complete Level 5 of Excel training.		RES Welcome, Orient, & Retention (J. Mercer)

EM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 5.11 The Residential Graduate Program will maximize the motivation and strategic use of personnel to achieve and perform to the best of their ability.	EM 5.11.1 Integrate opportunities for employees to develop professionally and engage as a team each semester.	EM 5.11.1.1 Provide training sessions or professional development opportunities for every staff member within the next year.	EM 5.11.1.1 Assess and discuss SMART goals as a group once per quarter.		RES Graduate (W. Wegert)
EM 5.12 The Residential International Program will maximize the motivation and strategic use of personnel to achieve and perform to the best of their ability.	EM 5.12.1 To integrate opportunities for employees to develop professionally and engage as a team each semester.	EM 5.12.1.1 Provide/promote cross-training modules and professional development opportunities on a regular basis for each staff member.	EM 5.12.1.1 Encourage quarterly synergy meetings for country-specific recruiters to foster a cross-pollination of ideas and to regularly evaluate SMART goals		RES International (W. Wegert)
EM 5.13 Residential Parent & Family Connections will increase hospitality and knowledge of university as to provide more efficient service and resources.	EM 5.13.1 Utilize available professional development resources to improve staff performance by attending webinars or Liberty University ProDev.	EM 5.13.1.1 We will attend three ProDev training/Webinars.	EM 5.13.1.1 We will attend three-four ProDev training/Webinars.		RES Parent & Family (T.Dunbar)
EM 5.14 Residential Recruitment will re-engineer Business Practices and Operations to Optimize Employee Effectiveness	EM 5.14.1 Establish a culture where employees are better able to maximize their time and professional development.	EM 5.14.1.1 Develop office protocols & role specific handbooks to assist employees in their tasks.	EM 5.14.1.1 Implement the procedures.	EM 5.14.1.1 Review and make improvements.	RES Recruitment (S. Leon)
EM 5.15 Special Projects & Events will improve intensive student satisfaction	EM 5.15.1 Increase hospitality-focused professional development opportunities for staff members	EM 5.15.1 All staff members will participate in a minimum of two hospitality-focused professional development opportunities annually	EM 5.15.1 To obtain a score of 98% or better on weekly customer service feedback surveys of intensive students		Special Projects & Events (D. Windsor)

EM 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EM 5.16 As a result of the SWOT analysis, a need was identified to provide specific leadership training to mid-level managers in the Financial Aid Office.	EM 5.16.1 Over the next academic year, the Financial Aid Office Training Team will develop a leadership training program for the department's 18 coordinators and executive assistant to 1. Strengthen leadership skills for those coordinators who are also supervisors, 2. Strengthen communication between areas of the department at the coordinator level, and 3. Encourage retention and mentoring relationships in case of promotion.	EM 5.16.1.1 By the end of FY15, the goal for Coordinator-level retention within the Financial Aid department is expected to improve by at least 5% over the average rate prior to FY13.	EM 5.16.1.1 By the end of FY16, the goal for Coordinator-level retention within the Financial Aid department is expected to improve by at least 5% over the FY14 rate.		Financial Aid (R. Ritz)

EXECUTIVE PROJECTS & MEDIA RELATIONS (EPMR)

(DIRECT REPORT AREAS: CENTER FOR GLOBAL ENGAGEMENT & SPIRITUAL PROGRAMS)

EPMR 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
EPMR 1.1 The Office of Spiritual Programs will improve operational efficiency by further digitizing record keeping processes	EPMR 1.1.1 Convocation will receive the benefit of digitized processes for both internal record keeping and external communication.	EPMR 1.1.1.1 The Office of Spiritual Programs will work with the business intelligence office to identify a system to improve record keeping and external communication to be implemented within one year.	EPMR 1.1.1.1 A new system will be fully integrated within the department to more effectively manage convocation guests and agendas.	Office of Spiritual Programs
EPMR 1.2 The Center for Global Engagement will improve operational efficiency by further digitizing record keeping processes	EPMR 1.2.1 The Center for Global Engagement will improve its new online application and recording processes.	EPMR 1.2.1.1 The current online processes will be evaluated and improved for greater departmental application.	EPMR 1.2.1.1 All possible processes will be digitized.	Center for Global Engagement

EPMR 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
EPMR 1.2 The Center for Global Engagement will improve operational efficiency by further digitizing record keeping processes	EPMR 1.2.2 Departmental donations and payments recording process will become more efficient.	EPMR 1.2.2.1 Departmental donations and payments will be routed through the university cashier's office.		Center for Global Engagement

EPMR 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
EPMR 2.1 Convocation will be perceived as a greater part of the academic emphasis of the University.	EPMR 2.1.1 More Convocation speakers and special segments will be perceived as primarily academic in nature.	EPMR 2.1.1.1 The Office of Spiritual Programs will solicit convocation speaker recommendations from University deans.		Office of Spiritual Programs
EPMR 2.2 The Center for Global Engagement will strengthen its curricular relationship with the Global Studies academic program.	EPMR 2.2.1 The curricular and co-curricular programs emanating from the Center for Global Engagement and the School of Religion will be strengthened by collaboration.	EPMR 2.2.1.1 The Executive Director of the Center for Global Engagement and the Chair of the Global Studies program will meet regularly with the intention of building and strengthening the relationship between their programs by identifying commonalities.	EPMR 2.2.1.1 The Center for Global Engagement will evaluate each of its programs to ensure that they are contributing to the growth of the Global Studies program of study.	Center for Global Engagement

EPMR 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
EPMR 3.1 Convocation will contribute to student retention.	EPMR 3.1.1 To demonstrate Convocation's contribution to student retention.	EPMR 3.1.1.1 The Convocation will work with the Vice President for Financial Research and Analysis to identify the specific contribution that its programs make toward student retention.	EPMR 3.1.1.1 Evaluate programs to ensure that Convocation's contribution to retention is maintained and strengthened.	Office of Spiritual Programs
EPMR 3.2 The Center for Global Engagement will contribute to student retention.	EPMR 3.2.1 To demonstrate the Center for Global Engagement's contribution to student retention.	EPMR 3.2.1.1 The Center for Global Engagement will work with the Vice President for Financial Research and Analysis to identify the specific contribution that its programs make toward student retention.	EPMR 3.2.1.1 Evaluate programs to ensure that the Center for Global Engagement's contribution to retention is maintained and strengthened.	Center for Global Engagement

EPMR 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
EPMR 4.1 The office suite shared by the Office of Spiritual Programs and the Center for Global Engagement will be better suited for the department's personnel.	EPMR 4.1.1 To complete a slight renovation of the departmental suite to provide additional work stations.	EPMR 4.1.1.1 A project request form will be submitted and construction will be completed.		Office of Spiritual Programs/ Center for Global Engagement

EPMR 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
EPMR 5.1 The Center for Global Engagement's personnel will be provided with additional training in cultural intelligence.	EPMR 5.1.1 The Center for Global Engagement will be staffed with personnel who have industry recognized credentials in cultural intelligence.	EPMR 5.1.1.1 All new personnel will receive training in cultural intelligence in conjunction with The Cultural Intelligence Center with Dr. David Livermore.	EPMR 5.1.1.1 Selected personnel will receive additional, advanced training in cultural intelligence.	Center for Global Engagement

EPMR 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
EPMR 6.1 Center for Global Engagement will prepare its participants to more effectively engage other cultures.	EPMR 6.1.1 Students/Faculty/Staff who are engaged in cross cultural internships and ministry efforts will be more fully prepared to engage the specific culture they are entering into.	EPMR 6.1.1.1 Students/Faculty/Staff will take the Cultural Intelligence (CQ) assessments and attend the CQ workshops offered by the Center for Global Engagement.	EPMR 6.1.1.1 Assessment reports will be evaluated and modifications to the training will be made.	Center for Global Engagement
EPMR 6.2 Emphasize Core Values in Convocation that define our campus community & demonstrating how	EPMR 6.2.1 Emphasize experts in certain fields (Staff/Faculty) or invited guests while promoting the Core Values by stressing the qualities in the character and	EPMR 6.2.1.1 A conscious effort by Convocation staff will be made to choose relevant speakers and to emphasize to students the need to model their remarkable character and behavior.		Office of Spiritual Programs

EPMR 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
those values can be applied to life after graduation.	behavior of University leadership.			

EXECUTIVE VICE-PRESIDENT

(DIRECT REPORT AREAS: AUXILIARY SERVICES, CONSTRUCTION, FIELD OPERATIONS, INTERCOLLEGIATE ATHLETICS, & CLUB SPORTS)

EVP 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 1.1 Operational Efficiency	EVP 1.1.1 Construction-will carry out the master plan in an operationally efficient manner.	EVP 1.1.1.1 Construction will complete 80 % of planned projects scheduled for this year.	EVP 1.1.1.1 Construction will complete 80 % of planned projects scheduled for this year.	EVP 1.1.1.1 Construction will complete 80 % of planned projects scheduled for this year.	Construction
EVP 1.1 Operational Efficiency	EVP 1.1.2 Field Operations-will maintain buildings and grounds in an operationally efficient manner.	EVP 1.1.2.1 Respond to work order tickets within 24 hours of submission during normal operations.			Field Operations
EVP 1.1 Operational Efficiency	EVP 1.1.2 Field Operations-will maintain buildings and grounds in an operationally efficient manner.	EVP 1.1.2.2 Increase standardization of materials by 5% to reduce cost.			Field Operations
EVP 1.1 Operational Efficiency	EVP 1.1.3 Auxiliary Services will support the implementation of the master plan through efficient procedures and operations.	EVP 1.1.3.1 Increase the number of items that are standardized and purchased in bulk by 5%.	EVP 1.1.3.1 Increase the number of items that are standardized and purchased in bulk by 5%.		Fulfillment/ Warehousing/ Purchasing
EVP 1.1 Operational Efficiency	EVP 1.1.3 Auxiliary Services will support the implementation of the master plan through efficient procedures and operations.	EVP 1.1.3.2 100% of procedures associated with food delivery will be reviewed for deficiencies in efficiency.	EVP 1.1.3.2 Create and implement a plan to improve efficiency.		Sodexo

EVP 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 1.1 Operational Efficiency	EVP 1.1.3 Auxiliary Services will support the implementation of the master plan through efficient procedures and operations.	EVP 1.1.3.3 100% of bus routes will be reviewed quarterly for efficiency.	EVP 1.1.3.3 100% of bus routes will be reviewed quarterly for efficiency.		Transit Services
EVP 1.1 Operational Efficiency	EVP 1.1.3 Auxiliary Services will support the implementation of the master plan through efficient procedures and operations.	EVP 1.1.3.4 Increase purchase of concessions items in bulk by 5%.	EVP 1.1.3.4 Increase storage area for bulk items by strategic reorganization of storage areas by 3%.		Club Sports--Concessions & Operations
EVP 1.2 Tech Efficiency	EVP 1.2.1 Construction--will install state-of-the-art technological systems.	EVP 1.2.1.1 A high-tech observatory for recreational and academic use will be completed in Fall 2014.			Construction
EVP 1.2 Tech Efficiency	EVP 1.2.2 Upgrade or replace current HVAC control systems	EVP 1.2.2.1 Have 100% of Academic Buildings on the Energy Management Program. (Current 90%)			Field Operations
EVP 1.2 Tech Efficiency	EVP 1.2.2 Upgrade or replace current HVAC control systems	EVP 1.2.2.2 Have 100% of dormitories (not including Campus East) on the Energy Management Program (Current 50%)			Field Operations
EVP 1.2 Tech Efficiency	EVP 1.2.3 Auxiliary Services will select state-of-the-art technological systems.	EVP 1.2.3.1 Evaluate 100% of technological systems, identify problems. Modifications and upgrades are scheduled on a routine basis.	EVP 1.2.3.1 100% of identified problems will be remedied as funds become available.		Fulfillment Sodexo Transit Services Post Office Recreational Activities: Student activities Bookstore Lahaye Student Union
EVP 1.2 Tech Efficiency	EVP 1.2.3 Auxiliary Services will select state-of-the-art technological systems.	EVP 1.2.3.2 Evaluate 100% of technological systems, (Concessions; Front Desk POS; Online registration; recruitment systems) identify problems & opportunities.	EVP 1.2.3.2 75% of identified problems will be remedied.		Club Sports--Finance; Customer Service; Operations

EVP 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 1.3 The University will give particular attention to the value of the esprit de corps that intercollegiate athletics bring to the university.	EVP 1.3.1 The university will utilize technology more effectively to expose non-traditional students to existing university athletic events.	EVP 1.3.1.1 Create a plan to ensure 90% of all online students within a 100 mile radius of athletic contests are notified at least 2 weeks prior to the event.	EVP 1.3.1.1 Implement online student contact plan		Athletic/University Marketing
EVP 1.3 The University will give particular attention to the value of the esprit de corps that intercollegiate athletics bring to the university.	EVP 1.3.2 The University will utilize technology more effectively to expose non-traditional students to giving opportunities within the athletics department.	EVP 1.3.2.1 Increase the amount of Student Flames Club members among online students and help bridge the gap between the residential and online student experience.	EVP 1.3.2.1 Increase the amount of Student Flames Club members among online students, helping bridge the gap between the online		Athletic Marketing
EVP 1.4 The Athletics Department will continuously provide and upgrade technological services.	EVP 1.4.1 Maintain NCAA compliance	EVP 1.4.1.1 Provide upgrades, webinars and in-person presentations to coaches regarding recruiting monitoring software that will assist with ensuring the department is maintaining NCAA compliance.	EVP 1.4.1.1 Provide upgrades, webinars and in-person presentations to coaches regarding recruiting monitoring software that will assist with ensuring the department is maintaining NCAA compliance.		Associate AD for Compliance

EVP 2. ADVANCING ACADEMIC REPUTATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 2.1 Advancing University Brand	EVP 2.1.1 Construction will participate in projects that have an impact on the community and promote goodwill.	EVP 2.1.1.1 A 1400 vehicle parking garage that will allow students to park on campus and reduce overflow parking in surrounding business parking lots will be completed in Spring 2015.			Construction
EVP 2.1 Advancing University Brand	EVP 2.1.2 Provide an aesthetically appealing campus.	EVP 2.1.2.1 Complete landscaping for the lake	EVP 2.1.2.1 Improve landscaping of campus by		Field Operations

EVP 2. ADVANCING ACADEMIC REPUTATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		around the Jerry Falwell Library.	using variety of products for cost efficiency.		
EVP 2.1 Advancing University Brand	EVP 2.1.3 Auxiliary Services will promote the University brand.	EVP 2.1.3.1 100% of University buses will display University brand.			Transit Services
EVP 2.1 Advancing University Brand	EVP 2.1.3 Auxiliary Services will promote the University brand.	EVP 2.1.3.2 Increase vendors selling the University brand and expand our market by 1%	EVP 2.1.3.2 Increase vendors selling the University brand and expand our market by 1%		Bookstore
EVP 2.1 Advancing University Brand	EVP 2.1.3 Auxiliary Services will promote the University brand.	EVP 2.1.3.3 100% of Club Sports teams will display University brand (team uniforms, track suits, all apparel).			Club Sports-- Marketing & Administration department
EVP 2.1 Advancing University Brand	EVP 2.1.3 Auxiliary Services will promote the University brand.	EVP 2.1.3.4 100% of all Club Sports facilities will display new University brand signage.			Club Sports-- Operations Department
EVP 2.1 Advancing University Brand	EVP 2.1.3 Auxiliary Services will promote the University brand.	EVP 2.1.3.5 100% of all Club Sports marketing, websites, and social media will display new University branding.			Club Sports-- Marketing & Administration department
EVP 2.2 The Athletic Department will promote a culture of improvement.	EVP 2.2.1 Demonstrate academic success of athletes	EVP 2.2.1.1 On average, our student-athletes will maintain a 3.0 GPA.	EVP 2.2.1.1 On average, our student-athletes will exceed a 3.0 GPA.		Academic Affairs for Athletics
EVP 2.2 The Athletic Department will promote a culture of improvement.	EVP 2.2.2 Foster institutional retention.	EVP 2.2.2.1 All athletic teams will maintain an Academic Progress Rate (APR) of 930 or higher as established by the NCAA.	EVP 2.2.2.1 All athletic teams will maintain an Academic Progress Rate (APR) of 940 or higher as established by the NCAA.		Academic Affairs for Athletics
EVP 2.3 The Athletic Department will provide resources to our student-athletes to ensure their academic success.	EVP 2.3.1 Improve Graduation Success Rates (GSR)	EVP 2.3.1.1 To meet the federal Graduation Success Rate (GSR) average as established by the NCAA as well as exceed the Liberty graduation rates.	EVP 2.3.1.1 To exceed the federal Graduation Success Rate (GSR) average as established by the NCAA as well as exceed the Liberty graduation rates.		Academic Affairs for Athletics

EVP 3. STUDENT SUCCESS AND ACCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 3.1 Supporting Student Services	EVP 3.1.1 Construction will prepare the grounds and building facilities that support student services.	EVP 3.1.1.1 A new NCAA-regulation softball field is planned for completion by Spring 2015.	EVP 3.1.1.1 The School of Music including a performance hall seating 1200 guests from the community will be completed by the fall of 2015.		Construction
EVP 3.1 Supporting Student Services	EVP 3.1.1 Construction will prepare the grounds and building facilities that support student services.	EVP 3.1.1.2 A multi-purpose hangar which will allow students to use ramp space and benefit the flight operations center and aviation business of LU School of Aeronautics will be completed by Spring 2014-2015.			Construction
EVP 3.1 Supporting Student Services	EVP 3.1.1 Construction will prepare the grounds and building facilities that support student services.	EVP 3.1.1.3 The first of six new planned residence halls will be completed in Fall 2014.		EVP 3.1.1.3 The DeMoss Hall expansion allowing for more lounge space for students as well as a food court will be completed in Fall 2016.	Construction
EVP 3.1 Supporting Student Services	EVP 3.1.1 Construction will prepare the grounds and building facilities that support student services.	EVP 3.1.1.4 A clubhouse for the NCAA golf team will be completed in Fall 2014.	EVP 3.1.1.4 Three new graduate school buildings will be completed on the site where the School of Osteopathic Medicine is located. These buildings will house classrooms, labs, as well as student lounge and study areas. This project will be completed in Spring 2015-2016.		Construction
EVP 3.1 Supporting Student Services	EVP 3.1.1 Construction will prepare the grounds and building facilities that support student services.	EVP 3.1.1.5 A new Transit Operations and Maintenance Facility providing maintenance and efficient scheduling of buses for students will be completed in Spring 2014-2015.	EVP 3.1.1.5 A new indoor practice facility for all NCAA sports will be completed in Fall 2015-2016.	EVP 3.1.1.5 A Prayer/Wedding Chapel will be completed by Spring 2017.	Construction
EVP 3.1 Supporting Student Services	EVP 3.1.1 Construction will prepare the grounds and building facilities that support student services.	EVP 3.1.1.6 Study the possibility of expanding the lake at Camp Hydaway.		EVP 3.1.1.6 Expansion of Camp Hydaway lake to be completed by Spring 2017.	Construction

EVP 3. STUDENT SUCCESS AND ACCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	building facilities that support student services.				
EVP 3.1 Supporting Student Services	EVP 3.1.2 Field Ops will provide set-up and break-down for student programs and activities.	EVP 3.1.2.1 Installing a retractable winch system to increase efficiency in set up and break-down of Convocation, concerts and other events.			Field Operations
EVP 3.1 Supporting Student Services	EVP 3.1.2 Field Ops will provide set-up and break-down for student programs and activities.	EVP 3.1.2.2 Create and implement a more efficient scheduling process.			Field Operations
EVP 3.1 Supporting Student Services	EVP 3.1.3 Auxiliary Services will provide certain support services for students.	EVP 3.1.3.1 Identify student service deficiencies.	EVP 3.1.3.1 Create and implement a plan to address student service deficiencies.		Health Services (Centra)
EVP 3.1 Supporting Student Services	EVP 3.1.4 Students will be offered healthy alternatives for each meal as well as ongoing nutritional educational opportunities.	EVP 3.1.4.1 Identify and evaluate for implementation new trends in wellness as well as addressing common allergens and gluten free foods.	EVP 3.1.4.1 Identify and evaluate for implementation new trends in wellness as well as addressing common allergens and gluten free foods.		Sodexo
EVP 3.1 Supporting Student Services	EVP 3.1.5 Increase safety on buses.	EVP 3.1.5.1 75% of drivers will complete first aid/CPR training.	EVP 3.1.5.1 100% of drivers will complete first aid/CPR training.		Transit Services
EVP 3.1 Supporting Student Services	EVP 3.1.6 Increase participation in Intra-Mural sports by expanding activity offerings	EVP 3.1.6.1 Increase the participation rates of sports offered to students by 1%	EVP 3.1.6.1 Increase the participation rates of sports offered to students by 1%		Intramurals/Club Sports
EVP 3.1 Supporting Student Services	EVP 3.1.7 Bookstore will meet student needs.	EVP 3.1.7.1 Conduct a survey of customers to Identify specific areas in which student needs are not met.	EVP 3.1.7.1 Create and implement a plan of action to address and meet student needs.		Bookstore
EVP 3.1 Supporting Student Services	EVP 3.1.8 Auxiliary Services will provide greater options of sports and increase events/competitions.	EVP 3.1.8.1 Create and implement a survey to identify the most popular sport/events/competitions that student's desire.	EVP 3.1.8.1 From the survey, take the top 10 findings and conduct a feasibility analysis for implementation consideration into the Intramural Sports program and report findings for		Club Sports Administration; Intramural Sports

EVP 3. STUDENT SUCCESS AND ACCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
			those activities actually implemented.		
EVP 3.1 Supporting Student Services	EVP 3.1.9 Club Sports will provide certain support services for student-athletes.	EVP 3.1.9.1 Conduct a survey of customers to Identify specific areas in which student-athlete needs are not met.	EVP 3.1.9.1 Create and implement a plan of action to address and meet student-athlete needs.		Club Sports Compliance/admin
EVP 3.1 Supporting Student Services	EVP 3.1.10 Develop partnerships with further academic departments within the University to integrate students into practical training/learning situations.	EVP 3.1.10.1 Increase the number of academic departments providing students practical training/learning through Club Sport by 1%.	EVP 3.1.10.1 Strengthen and grow academic integration, use of practicum and internship hours by students within the department by 3%.		Club Sports Administration
EVP 3.2 Social / Physical Success	EVP 3.2.1 Construction will help FSW students develop a good work ethic.	EVP 3.2.1.1 LaHaye Student Union Expansion will be completed by Fall 2014.	EVP 3.2.1.1 A new multipurpose Olympic Sports Complex will be completed by 2016.		Construction
EVP 3.2 Social / Physical Success	EVP 3.2.2 Field Ops will help students develop good work ethic (Federal Student Work Study students).	EVP 3.2.2.1 Teach students through practical experience. A survey of student satisfaction will be sent to all Federal Student Work Study students.	EVP 3.2.2.1 Teach students through practical experience. A survey of student satisfaction will be sent to all Federal Student Work Study students.		Field Operations
EVP 3.2 Social / Physical Success	EVP 3.2.3 Auxiliary Services will provide Wellness offerings in LaHaye and Sodexo.	EVP 3.2.3.1 Increase participation rates in wellness series by 1%.	EVP 3.2.3.1 Increase participation rates in wellness series by 1%.		Health Services (Centra) Student Activities Sodexo LaHaye Student Union
EVP 3.2 Social / Physical Success	EVP 3.2.3. Auxiliary Services will provide Wellness offerings in LaHaye and Sodexo.	EVP 3.2.3.2 Increase participation in of wellness classes/seminars by 2%.	EVP 3.2.3.2 Offer wellness classes for faculty/staff.		Sodexo LaHaye Student Union
EVP 3.2 Social / Physical Success	EVP 3.2.3 Auxiliary Services will provide Wellness offerings in LaHaye and Sodexo.	EVP 3.2.3.3 Increase student recreational participation levels by 5%.	EVP 3.2.3.3 Increase student recreational events by 5%.		Recreational Activities: Student Activities
EVP 3.2 Social / Physical Success	EVP 3.2.3 Auxiliary Services will provide Wellness offerings in LaHaye and Sodexo.	EVP 3.2.3.4 Add two food concepts to the Tilley Student Center.	EVP 3.2.3.4 Finish student center addition of 65K square feet		Student Activities Construction Sodexo
EVP 3.2 Social / Physical Success	EVP 3.2.4 Club Sports will provide greater options of	EVP 3.2.4.1 Increase the variety of Club sports offered to students by 3%	EVP 3.2.4.1 Increase the variety of Club sports offered to students by 4%		Club Sports

EVP 3. STUDENT SUCCESS AND ACCESS					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	sports and increase events/competitions.				
EVP 3.2 Social / Physical Success	EVP 3.2.4 Club Sports will provide greater options of sports and increase events/competitions.	EVP 3.2.4.2 Increase home/away competition events by 5%.	EVP 3.2.4.2 Increase home/away competition events by 10%.		Club Sports Teams & Administration
EVP 3.3 The Athletic Department will focus on the comprehensive development of the student-athlete.	EVP 3.3.1 To develop well-rounded student-athletes who will be prepared to enter the workforce upon graduation.	EVP 3.3.1.1 Hold educational workshops that assist with the student-athletes overall development.	EVP 3.3.1.1 Hold educational workshops that assist with the student-athletes overall development.		Athletics Life Skills Director
EVP 3.4 Achieve Athletic Success	EVP 3.4.1 To be regarded as one of the premier athletic programs in our conference and the country.	EVP 3.4.1.1 Each of our athletic programs will finish within the top third of their respective conference	EVP 3.4.1.1 Our athletics program will finish in the top 2 in the Sasser Cup and Men's and Women's All Sport standings.		Athletic Department

EVP 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 4.1 Physical Appreciation	EVP 4.1.1 Construction will add value to the University by working toward completion of the master plan.	EVP 4.1.1.1 The completion of scheduled facilities in accordance with the master plan will add value to the University through increased student retention and student usage rates for the facility			Construction
EVP 4.1 Physical Appreciation	EVP 4.1.2 Field Ops will upgrade and maintain grounds and facilities.	EVP 4.1.2.1 A new facility will be built to house Field Operations.	EVP 4.1.2.1 Organizational structure will be evaluated and changed, as needed, for efficiency.		Field Operations; Construction
EVP 4.1 Physical Appreciation	EVP 4.1.2 Field Ops will upgrade and maintain grounds and facilities.	EVP 4.1.2.2 A schedule for regular upgrades to facilities will be created and implemented.	EVP 4.1.2.2 Prioritize maintenance projects.		Field Operations

EVP 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 4.1 Physical Appreciation	EVP 4.1.2 Field Ops will upgrade and maintain grounds and facilities.	EVP 4.1.2.3 Safety standards are evaluated and improved on a regular basis.			Field Operations
EVP 4.1 Physical Appreciation	EVP 4.1.2 Field Ops will upgrade and maintain grounds and facilities.	EVP 4.1.2.4 Trainings for certifications are offered on a regular basis.			Field Operations
EVP 4.1 Physical Appreciation	EVP 4.1.3 Auxiliary Services will determine the best use of facilities & space.	EVP 4.1.3.1 A study of space utilization will be completed by the Bookstore.	EVP 4.1.3.1 Needed changes in Bookstore space utilization will be implemented.		Bookstore
EVP 4.1 Physical Appreciation	EVP 4.1.3 Auxiliary Services will determine the best use of facilities & space.	EVP 4.1.3.2 A study of team/department needs on space will be conducted.	EVP 4.1.3.2 Needed updates & changes will be made to existing facilities deemed necessary.		Club Sports--Operations
EVP 4.2 Financial Appreciation	EVP 4.2.1 Field Ops will save money through standardization of equipment and materials.	EVP 4.2.1.1 Conversion and standardization to the most efficient and cost effective equipment and products.	EVP 4.2.1.1 Continuation of equipment and product conversion and standardization	EVP 4.2.1.1 The University will see significant savings as a result of the standardization. Reeducation of electrical, water and gas usage. Labor efficiency. This will give the University the ability to purchase standard items at a larger volume discount	Field Operations
EVP 4.2 Financial Appreciation	EVP 4.2.2 Auxiliary Services-will reduce costs by contracting for services.	EVP 4.2.2.1 Conduct a new products and saving analysis to identify new products that will be cost efficient.	EVP 4.2.2.1 Conduct a Request for Proposal (RFP) for printing services.	EVP 4.2.2.1 Conversion to new print solution	Printing Services
EVP 4.2 Financial Appreciation	EVP 4.2.3 Club Sports will reduce costs of hosting events.	EVP 4.2.3.1 A study of home events and expenses will be conducted to determine areas of possible savings.	EVP 4.2.3.1 Increase savings experienced as result of determining financial best practices with regard to events.		Club Sports--Operations / Events
EVP 4.2 Financial Appreciation	EVP 4.2.4 Club Sports will reduce costs of away expenses.	EVP 4.2.4.1 A study of primary costs associated with away events will be conducted to determine areas we can save.	EVP 4.2.4.1 Implement cost saving measures deemed feasible to reach 2% savings.		Club Sports--Finance area
EVP 4.3 Construction of a new softball complex	EVP 4.3.1 Build a new softball complex to assist with the improvement of the	EVP 4.3.1.1 Field and dugouts will be finished and playable.	EVP 4.3.1.1 The softball operations building will be completed		Jeff Barber, Mickey Guridy, Softball staff, Planning and Construction.

EVP 4. FINANCIAL AND PHYSICAL APPRECIATION					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	softball program as well as maintain Title IX compliance.				
EVP 4.4 Increase Sponsorship Opportunities	EVP 4.4.1 Maintain current sponsorships while generating new sponsorships	EVP 4.4.1.1 Retain 80% of current sponsorships yearly while generating a 5% increase in total sponsorship revenue.	EVP 4.4.1.1 Retain 80% of current sponsorships yearly while generating a 5% increase in total sponsorship revenue.		Mike Minyard

EVP 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 5.1 Work Environment	EVP 5.1.1 Construction will build facilities according OSHA standards.	EVP 5.1.1.1 All meetings with OSHA result in findings of compliance.	EVP 5.1.1.1 All meetings with OSHA result in findings of compliance.	EVP 5.1.1.1 All meetings with OSHA result in findings of compliance.	Construction
EVP 5.1 Work Environment	EVP 5.1.2 Field Ops will provide a clean and safe work environment.	EVP 5.1.2.1 100% of employees who need specialized training in safety standards will receive it.	EVP 5.1.2.1 100% of employees who need specialized training in safety standards will receive it.		Field Operations
EVP 5.1 Work Environment	EVP 5.1.3 Personnel will be knowledgeable of safety protocols.	EVP 5.1.3.1 All lifeguards and transit employees will be trained in first aid and emergency procedures.	EVP 5.1.3.1 All new lifeguards and transit employees will be trained in first aid and emergency procedures.		Transit Services Recreational Activities
EVP 5.1 Work Environment	EVP 5.1.3 Personnel will be knowledgeable of safety protocols.	EVP 5.1.3.2 Create and implement protocols for specific crisis situations.	EVP 5.1.3.2 Create and implement protocols for specific crisis situations.		Student Activities
EVP 5.1 Work Environment	EVP 5.1.4 Increase number of full-time staff. [Finance, Operations & Admin/ Compliance & team(s)]	EVP 5.1.4.1 Conduct assessment to determine greatest need for full-time staff and create action plan & timeline to achieve.	EVP 5.1.4.1 Implement action plan and timeline.		Club Sport Administration / leadership
EVP 5.1 Work Environment	EVP 5.1.5 Streamline support to teams.	EVP 5.1.5.1 Develop and implement survey & focus groups of coaches to obtain feedback and insight into problem areas.	EVP 5.1.5.1 Create and implement action plan to streamline processes & service to coaches/teams.		Club Sports-- Compliance/Admin team
EVP 5.2 Training	EVP 5.2.1 Field Ops will provide employees	EVP 5.2.1.1 Provide funding for training for			Field Operations

EVP 5. CAPITALIZING ON HUMAN POTENTIAL					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	opportunities to achieve their full potential.	100% of supervisors who need special certification/licenses in their respective areas.			
EVP 5.2 Training	EVP 5.2.1 Field Ops will provide employees opportunities to achieve their full potential.	EVP 5.2.1.2 Employees will be given the opportunity to attain certifications/licensure for their areas of interest.			Field Operations
EVP 5.2 Training	EVP 5.2.2 Auxiliary Services will provide employees with opportunities for professional growth and training	EVP 5.2.2.1 Identify professional development opportunities available for employees in each area.	EVP 5.2.2.1 Develop a budget for providing professional development opportunities for employees.		Post Office Sodexo Transit Services Recreational Activities: Student activities Bookstore
EVP 5.2 Training	EVP 5.2.2 Auxiliary Services will provide employees with opportunities for professional growth and training	EVP 5.2.2.2 Identify professional development opportunities available for employees in coaching, operations & administration.	EVP 5.2.2.2 Develop a budget for providing professional development opportunities for employees.		Club Sports--Admin / Finance / Operations
EVP 5.2 Training	EVP 5.2.2 Auxiliary Services will provide employees with opportunities for professional growth and training	EVP 5.2.2.3 Implement annual safety & first aid training for 100% of full-time employees.	EVP 5.2.2.3 Provide annual safety & first aid training for all new and current employees.		Club Sports --Admin / Finance / Operations
EVP 5.3 The Athletic Department will provide staff with opportunities to achieve their full potential through training and professional development.	EVP 5.3.1 Provide professional development opportunities.	EVP 5.3.1.1 Each staff member will attend at least one conference related to their roles.	EVP 5.3.1.1 Each staff member will attend at least one conference related to their roles.		Athletic Department Staff

EVP 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
EVP 6.1 Integrate Christian Worldview into Programs, Services, and Activities	EVP 6.1.1 Encourage recycling programs to promote becoming good stewards of our world	EVP 6.1.1.1 Have interior or exterior recycling stations in 100% of Academic Buildings and dormitories.	EVP 6.1.1.1 Expand the recycling program to faculty and staff. Install kiosks / collection centers within offices and support areas throughout the University.	EVP 6.1.1.1 Recycling collection centers located within all University Buildings and Facilities. Faculty, Staff and Student participation.	Field Operations
EVP 6.1 Integrate Christian Worldview into Programs, Services, and Activities	EVP 6.1.1 Encourage recycling programs to promote becoming good stewards of our world	EVP 6.1.1.2 Monitor recycling participations and encourage student involvement through recognition.	EVP 6.1.1.2 Continued monitoring and encouragement of participation through recognition. Promote the recycling program through the splash page, CFAW, Convo and other events.	EVP 6.1.1.2 Establish a standalone recycling facility to meet the demand of the increased participation from Faculty, Staff and Students.	Field Operations
EVP 6.1 Integrate Christian Worldview into Programs, Services, and Activities	EVP 6.1.2 Construction will foster the integration of Christian World view into its own programs, services and activities.	EVP 6.1.2.1 Employees will demonstrate a Christian attitude in all their dealings. Will make all contractors aware of where they are working, who they are working with, and who they are working for. A survey will be given to students and faculty to measure satisfaction with buildings and services			Construction
EVP 6.1 Integrate Christian Worldview into Programs, Services, and Activities	EVP 6.1.3 Club Sports will foster the integration of Christian World view into its own programs, services and activities.	EVP 6.1.3.1 Establish baseline for how staff demonstrate Christian Worldview and make plans for improvement.	EVP 6.1.3.1 Implement plans for and assess improvement.		Club Sports--Admin / Compliance
EVP 6.2 Impact on Community / World	EVP 6.2.1 Field Ops will recognize/reward employees who impact their world.	EVP 6.2.1.1 Employees are recognized through "You Matter". Once a year each department is recognized in a special manner.			Field Operations
EVP 6.2 Impact on Community / World	EVP 6.2.2 Auxiliary Services will evaluate the use	EVP 6.2.2.1 Track use of the University services and	EVP 6.2.2.1 Increase the participation rate of the		Sodexo Transit Services

EVP 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	of the facilities and services that are open to the community.	facilities that are open to the community	community in University services and facilities		Recreational Activities: Student activities Bookstore
EVP 6.2 Impact on Community / World	EVP 6.2.3 Club Sports will recognize/reward employees who impact their world	EVP 6.2.3.1 Establish baseline of staff involvement in organizing/planning, and leading teams' mission trips, or local outreach/service through sports or other means.	EVP 6.2.3.1 Implement and assess improvement in staff involvement in mission activity.		Club Sports--Admin / compliance
EVP 6.3 The Athletic Department will recognize and reward student-athletes that impact their community.	EVP 6.3.1 Promote community outreach	EVP 6.3.1.1 The Athletic Department will recognize teams on a yearly basis for involvement in community outreach opportunities.	EVP 6.3.1.1 The Athletic Department will recognize teams on a yearly basis for involvement in community outreach opportunities		Student-Athlete Development Coordinator

FINANCE (FIN)

(DIRECT REPORT AREAS: ACCOUNTS, BUDGET, CARD SERVICES, PROCUREMENT, RESEARCH, AND RISK MANAGEMENT)

FIN 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 1.1 Promote online application for acquiring Flames Pass	FIN 1.1.1 Increase use of online app for card issuance rather than office visit	FIN 1.1.1.1 Reduce lines at orientation & encourage early LU connection by increasing online apps by 5%	FIN 1.1.1.1 Increase number of LUO intensive attendees online by 5%.	Card Services
FIN 1.2 Enhance ID credential	FIN 1.2.1 Minimize security risks and increase performance via updated credential	FIN 1.2.1.1 Reduce number of card replacements due to worn technology by 5%	FIN 1.2.1.1 Increase transaction speed via contactless capture by 5%	Card Services
FIN 1.3 Improve process of Terms & Conditions acknowledgement	FIN 1.3.1 Automated compliance with terms & conditions acceptance	FIN 1.3.1.1 100% acknowledgement of Terms & conditions acceptance	FIN 1.3.1.1 Automate updates to Bbts database indicating customer T&C acceptance	Card Services

FIN 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 1.4 Encourage utilization of Flames Pass for attendance/ event tracking	FIN 1.4.1 Create engagement	FIN 1.4.1.1 Increased data collection to support operational investments & program/event evaluation & improvement		Card Services
FIN 1.5 Investigate viability of true one-card program	FIN 1.5.1 Streamline card functionality	FIN 1.5.1.1 Gather data/info to evaluate program & administrative impact		Card Services
FIN 1.6 Automate spreadsheet/base budget submission/review/approval.	FIN 1.6.1 Develop and implement online tool for departmental submission and substantiation of annual base budget that can be reviewed and approved through departmental approvals, VP, and Financial Planning & Budgeting before posting to Banner.	FIN 1.6.1.1 Pilot tool with Finance and at least one other University division.	FIN 1.6.1.1 Implement tool campus-wide.	Financial Planning & Budgeting / BIO
FIN 1.7 Automate new planning request submissions/review/approvals.	FIN 1.7.1 Develop and implement online tool for departmental submission of new budget planning requests that can be reviewed and approved through departmental approvals, VP, CFO, and Financial Planning & Budgeting before posting to Banner.	FIN 1.7.1.1 Pilot tool with Finance and at least one other University division.	FIN 1.7.1.1 Implement tool campus-wide.	Financial Planning & Budgeting / BIO
FIN 1.8 Automate budgetary adjustment submission/review/approval.	FIN 1.8.1 Develop and implement online tool for departmental submission of adjustments to current operating budget that can be reviewed and approved through departmental approvals, VP, and Financial Planning & Budgeting before posting to Banner.	FIN 1.8.1.1 Pilot tool with Finance and at least one other University division.	FIN 1.8.1.1 Implement tool campus-wide.	Financial Planning & Budgeting / BIO
FIN 1.9 Enhance ability to develop and update financial forecasts and better integrate	FIN 1.9.1 University divisions and departments will be able to more	FIN 1.9.1.1 Identify existing systems, processes, and departments that would	FIN 1.9.1.1 Procure and implement plan developed in year 1.	Financial Research & Analysis

FIN 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
planning and budgeting to these financial forecasts.	actively participate in forecasting and business planning within their respective areas, while allowing the university to collaboratively manage all of this planning activity	represent early stakeholders and adopters and develop plan.		
FIN 1.10 Improve the capacity of the organization to conduct long range capital planning so that the appropriate level of financial support can be effectively planned	FIN 1.10.1 Allow the university to commit necessary financial resources to ensure the long term sustainability of the campus. This includes the ability to track all major assets and its condition, the utilization of those assets, and tools to ensure the effective operation of those assets.	FIN 1.10.1.1 Implement system to better track organizational space utilization.	FIN 1.10.1.1 Identify and implement a space CAD based space and land management system that is also capable of future integration of work order tickets.	Financial Research & Analysis; Field Operations
FIN 1.11 Detect and prevent fraudulent activity from students, building a successful student body and strengthening Liberty's financial investments	FIN 1.11.1 Allow various departments to enhance their outreach strategies and employ predictive modeling in a fashion that furthers the mission of the University	FIN 1.11.1.1 Research and identify the most viable options to implement or use as a model for the customization of internal software and processes	FIN 1.11.1.1 Continue with the outcome of year 1 and begin implementation of new processes and software throughout the University	Finance; IT
FIN 1.12 To improve efficiency with systems improvement	FIN 1.12.1 Implement a new travel and expense platform	FIN 1.12.1.1 Establish necessary technological infrastructure (i.e. system, software, reporting metrics, etc.) to be fully launched and implemented by June 1, 2014	FIN 1.12.1.1 Increase overall reconciliation compliance by 30%	Procurement

FIN 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 3.1 Enhance communication for customer feedback/questions	FIN 3.1.1 Gather customer feedback via Sharepoint form	FIN 3.1.1.1 Develop & implement Card Services Sharepoint library & forms	FIN 3.1.1.1 Analyze feedback & document areas of improvement based on Sharepoint library data	Card Services

FIN 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 3.2 Enhance customer service experience	FIN 3.2.1 Develop a one-stop location for card related problem resolution	FIN 3.2.1.1 Resolve issues and reduce the number of customers being sent to other offices by 5%	FIN 3.2.1.1 Increase hours and informational services by 5% to improve coverage.	Card Services
FIN 3.3 Expand customer base served	FIN 3.3.1 Provide & support connection for LU Alumni	FIN 3.3.1.1 Issue cards for Alumni attending Homecoming	FIN 3.3.1.1 ID all Alumni, including identifier for current staff/faculty/students	Card Services
FIN 3.4 Ensure that confirmed student retention and graduation are major drivers to operational and capital initiatives	FIN 3.4.1 Improve processes and capability for tracking and operationally using retention and graduation information across the organization	FIN 3.4.1.1 Development and implement a standing cross-organizational committee or group to assess available information and identify ways to improve retention.	FIN 3.4.1.1 Develop or modify existing workflows across the organization to better share leading indicators of issues that can lead to student turnover; assess the ability to integrate information from the learning management system	Financial Research & Analysis; Enrollment Management; Financial Aid
FIN 3.5 Heighten awareness of services offered by the Student Accounts Office to both students and parents	FIN 3.5.1 Increase marketing to better educate the student body and parents about Student Accounts and the various services offered, increasing retention by providing options for a financially feasible education	FIN 3.5.1.1 Identify areas to improve awareness of Student Accounts among parents and students. Identify marketing strategies and processes for improvement of awareness.	FIN 3.5.1.1 Continue expected outcome of year 1; assess current marketing strategies and processes to develop the most effective methods of communication and service	Finance; Marketing

FIN 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 4.1 Seek opportunities to promote understanding and reduce frustration of banking partner electronic refund process	FIN 4.1.1 Educate students about the process of disbursement & selecting the best alternative	FIN 4.1.1.1 Reduce calls regarding refund procedure; activation process	FIN 4.1.1.1 Reduce the incidence of preference inactive status	Card Services
FIN 4.2 Increase the use of Flames Cash	FIN 4.2.1 Accept Flames Cash anywhere cash is taken on campus & at LU sponsored events	FIN 4.2.1.1 Process Flames Cash transactions via secure mobile device in remote/non-wired locations (ticketing, student orgs)	FIN 4.2.1.1 Develop discount/rewards program for Flames Cash use	Card Services
FIN 4.3 Improve flow & use of space	FIN 4.3.1 Configure customer service area to optimize operations	FIN 4.3.1.1 Research improved traffic flow for photos		Card Services
FIN 4.4 Improve the off-campus Flames Cash program	FIN 4.4.1 Address issues with off-campus merchant service & current business model	FIN 4.4.1.1 Survey merchant satisfaction & evaluate alternative programs	FIN 4.4.1.1 Incorporate mobile app to increase sales & marketing	Card Services

FIN 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 4.5 Create optimal work conditions and student service environments where employees can better tend to the needs of students and parents	FIN 4.5.1 Strategically employ resources to allow for innovation and high competitiveness among other Higher Education institutions	FIN 4.5.1.1 Increased productivity and efficiency of current processes as well as the development of improved processes and procedures, allowing us to accurately and efficiently serve parents and students	FIN 4.5.1.1 Continue expected outcome of year 1; define best practices, as well as processes and procedures required	Finance; Purchasing; IT

FIN 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 5.1 Emphasize ongoing personnel development	FIN 5.1.1 Provide internal training & access to conferences to enhance professional development	FIN 5.1.1.1 All staff participate in at least one professional development opportunity		Card Services
FIN 5.2 Support "You Matter" initiative	FIN 5.2.1 Create ways to convey personnel appreciation	FIN 5.2.1.1 Develop annual programs dedicated to appreciate personnel efforts/contributions		Card Services
FIN 5.3 Develop a budget manager certificate program.	FIN 5.3.1 Expand training offerings and online training tools/courses with advancing levels resulting in a completion certificate for budget managers.	FIN 5.3.1.1 Formalize a plan that identifies the necessary knowledge and skills needed by budget managers and the training or resources necessary to assess or develop desired knowledge/skills.	FIN 5.3.1.1 Develop 2-3 budget manager courses and place 20 budget managers in the program, tracking toward certification.	Financial Planning & Budgeting
FIN 5.4 Enhance the capacity of the department to perform more statistically complex modeling and analysis	FIN 5.4.1 Develop more rigorous business and predictive analytics for use in decision making.	FIN 5.4.1.1 Propose adding additional staffing and provide training to existing staff to introduce these skills to the unit; determine if reorganization with other analytical units of the campus may be necessary.	FIN 5.4.1.1 Recruit and hire qualified individuals	Financial Research & Analysis
FIN 5.5 Develop internal professional growth programs to fully capacitate and equip University staff	FIN 5.5.1 Research and glean useful resources for professional development	FIN 5.5.1.1 Develop a database and library of the most effective professional development resources	FIN 5.5.1.1 Continue year 1 expected outcome	Finance
FIN 5.5 Develop internal professional growth programs to fully capacitate and	FIN 5.5.2 Create customized professional development programs, being able to offer those and increase the	FIN 5.5.2.1 Add to current database any further resources for professional development	FIN 5.5.2.1 Construct an internal professional development training to offer to University staff	Finance

FIN 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
equip University staff	professional abilities of University staff, while remaining highly competitive with other institutions			

FIN 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
FIN 6.1 Provide the opportunity for staff to minister to students' spiritual needs in conjunction with their administrative and academic needs	FIN 6.1.1 Continue to foster an environment that is appropriate for spiritual growth of the University staff and of the students and parents they serve, allowing Liberty to reach its mission of "Training Champions for Christ"	FIN 6.1.1.1 The continuation of an environment that allows for the integration of a Christian worldview	FIN 6.1.1.1 Continue year 1 outcome	Finance
FIN 6.2 Secure cost savings through strategic sourcing initiatives	FIN 6.2.1 Save \$10 million through proactive sourcing, negotiations, and vendor consolidation over the next 5 years	FIN 6.2.1.1 \$2 million in verifiable savings	FIN 6.2.1.1 \$4 million in cumulative savings	Procurement

HUMAN RESOURCES (HR)

HR 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
HR 1.1 Human Resources will deliver professional development opportunities via software that maximizes efficiency of employee time and productivity.	HR 1.1.1 Provide easy access through an online portal for employees to take advantage of professional development opportunities and certification requirements.	HR 1.1.1.1 3% of the employee population utilizes these services.	HR 1.1.1.1 Increase employee usage of online portal to 5%.	HR
HR 1.2 Human Resources will leverage technology	HR 1.2.1 Employees will be able to access an online benefit portal to review and make	HR 1.2.1.1 Implement online benefit portal by Spring 2014	HR 1.2.1.1 Through awareness and education of, see 50% of benefited	HR

HR 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
to streamline HR service processes and improve access to employee information.	allowed changes with their benefits.		employees utilizing the portal by the end of the 2015-2016 academic year.	

HR 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
HR 3.1 Human Resources will provide students with more employment opportunities while minimizing cost to the university of hiring full-time benefited employees.	HR 3.1.1 Will increase student employment opportunities by 2% over two years.	HR 3.1.1.1 Increase student employment by 1% by 2014-15 academic year.	HR 3.1.1.1 Increase student employment by 1%, over prior year by the end of 2015-16.	HR

HR 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
HR 5.1 Human Resources will implement a new hire orientation.	HR 5.1.1 New employees will be introduced to the Liberty culture and educated on specific policies.	HR 5.1.1.1 Implement by Fall 2014, educating on Christian Worldview, sexual harassment training, University policies and campus tour.	HR 5.1.1.1 Orientation will be enhanced by including safety training, and a review of available employee benefits by Fall 2015.	HR
HR 5.2 Human Resources will provide professional development opportunities for faculty/staff.	HR 5.2.1 Employees will have educational opportunities in-house to save cost and provide a platform for more people to participate in professional development.	HR 5.2.1.1 Offer a course on becoming a better leader by Fall 2014.	HR 5.2.1.1 Launch a supervisor training program by Fall 2015.	HR
HR 5.3 Human Resources will reinforce the need for competitive compensation to attract and retain highly qualified employees.	HR 5.3.1 The University will demonstrate by compensation studies that University salaries are comparable with benchmark universities of equal size and economic status.	HR 5.3.1.1 Review annually with Economic Research Institute (ERI), CUPA, The Chronicle	HR 5.3.1.1 Review annually with Economic Research Institute (ERI), CUPA, The Chronicle	HR

HR 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
HR 6.1 Human Resources will emphasize a Christian worldview through employee orientation.	HR 6.1.1 To introduce new employees to the Liberty mission and purpose and its support of our Christian heritage.	HR 6.1.1.1 Employees will hear the Liberty story and how each employee shares in its Purpose of Training Champions for Christ during a New Hire Orientation.	HR 6.1.1.1 Employees will be introduced to the “You Matter” campaign during orientation and its connection to the university purpose during a New Hire Orientation.	HR

INFORMATION SERVICES (IS)

(DIRECT REPORT AREAS: BUSINESS INTELLIGENCE, COMMUNICATIONS, CUSTOMER SUPPORT, DEVELOPMENT, ENTERPRISE ARCHITECTURE, OPERATIONS, AND SPECIALIZED TECHNOLOGY INITIATIVES)

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
IS 1.1 To achieve IT service alignment to business oriented outcomes	IS 1.1.1 Maintain an IT competitive analysis process that ensures regular assessment of University competitors to identify IT services gaps, opportunities, and threats	IS 1.1.1.1 IT Benchmarks for Financial Data will be refreshed each year: Identify competitors and competitive benchmarks for Financial Data	IS 1.1.1.1 IT Benchmarks for Financial Data will be refreshed each year: Evaluate competitors on the Financial Data benchmarks	IS 1.1.1.2 IT Benchmarks for Financial Data will be refreshed each year: Produce and archive a report for the financial data benchmarks	IT Enterprise Architecture
IS 1.1 To achieve IT service alignment to business oriented outcomes	IS 1.1.1 Maintain an IT competitive analysis process that ensures regular assessment of University competitors to identify IT services gaps, opportunities, and threats	IS 1.1.1.2 IT Benchmarks for Services offered will be refreshed each year: Identify competitors and competitive service offerings/benchmarks	IS 1.1.1.2 IT Benchmarks for Services offered will be refreshed each year: Evaluate competitors on the offerings/benchmarks	IS 1.1.1.2 IT Benchmarks for Services offered will be refreshed each year: Produce and archive a report for the service offerings benchmarks	IT Enterprise Architecture
IS 1.1 To achieve IT service alignment to business oriented outcomes	IS 1.1.2 Maintain an IT investment process that ensure that investments in information technology are relevant to operations, justified by business value, and realistically measured for success	IS 1.1.2.1 The value and success of mid to large sized investments are formally documented and reviewed: Work with EA to find an appropriate level of BIO involvement to help mature	IS 1.1.2.1 The value and success of mid to large sized investments are formally documented and reviewed: Business Case post-completion reports will be created on any	IS 1.1.2.1 The value and success of mid to large sized investments are formally documented and reviewed: Establish criteria for business case development need	IT Enterprise Architecture IT Business Intelligence

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		the success metrics of each business case	project that is prioritized High or above within SN		
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.1 Maintain an IT contracts process that ensures that a review of contracts is regularly occurring, value-based, and cost-controlling	IS 1.2.1.1 Identify opportunities for savings by analyzing software utilization information on our most expensive contracts.	IS 1.2.1.1 Identify opportunities for savings by analyzing software utilization information on our most expensive contracts: Show evidence of \$50,000 worth of savings on contracts in FY15 and create new target for FY16		IT Operations
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.2 Maintain an IT vendor process that ensures that suppliers of IT software, hardware, implementation, or other services are evaluated and managed according to their ability to support the institution	IS 1.2.2.1 Develop vendor management maturity model: Research and develop model demonstrating holistic accounting of vendor relationships for service providers, VAR's, manufacturers	IS 1.2.2.1 Develop vendor management maturity model: Establish methodology for reporting on IT vendor relationships holistically (include support, account management, negotiations, etc.)	IS 1.2.2.1 Develop vendor management maturity model: Apply maturity model to 6 vendors (2 in each category-service provider, VAR, manufacturer)	IT Communications IT Enterprise Architecture
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.1 IT functions will have appropriate levels of service that are measured through routine reporting: <7.8% average Abandon Rate in helpdesk call center	IS 1.2.3.1 IT functions will have appropriate levels of service that are measured through routine reporting: <10% of all IT requests as related to configuration items will get reclassified after being triaged by IT Helpdesk		IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.2 IT functions will have appropriate levels of service that are measured through routine reporting: Reduce the cost per call handled over a 12 month period	IS 1.2.3.2 IT functions will have appropriate levels of service that are measured through routine reporting: Ensure projects deliver > 90% of originally agreed upon scope		IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and	IS 1.2.3.3 IT functions will have appropriate levels of service that are measured through routine reporting: Develop first draft report on first touch resolution			IT Business Intelligence IT Customer Support IT Operations IT Development

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	process-focused management capabilities				
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.4 IT functions will have appropriate levels of service that are measured through routine reporting: <1% of IT RITM's will be Flagged as Failed			IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.5 IT functions will have appropriate levels of service that are measured through routine reporting: <2% of IT RITM's will be Flagged as Late			IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.6 IT functions will have appropriate levels of service that are measured through routine reporting: 100% of IT requests and incidents will have an owning director assigned			IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.7 IT functions will have appropriate levels of service that are measured through routine reporting: <15% of all IT requests will be classified as 'Other'			IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.8 IT functions will have appropriate levels of service that are measured through routine reporting: >89% of all IT requests/incidents will be triaged by the IT Help Desk < 1 hr.			IT Business Intelligence IT Customer Support IT Operations IT Development

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.9 IT functions will have appropriate levels of service that are measured through routine reporting: The average performance index for IT projects will be >100			IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.10 IT functions will have appropriate levels of service that are measured through routine reporting: > 80% of non-IT construction projects meet original project due date			IT Business Intelligence IT Customer Support IT Operations IT Development
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.11 All areas within the IT division will leverage Service-Now as their service management tool: Computer Labs will be managed and maintained by Service-Now			IT Business Intelligence IT Customer Support
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.12 All areas within the IT division will leverage Service-Now as their service management tool: Media Services will be managed and maintained by Service-Now			IT Business Intelligence IT Customer Support
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.13 Triaging will consist of ensuring accuracy on routing/assignment, service categorization, configuration. item assignment: Establish reporting on Triaging metrics including accuracy on routing/assignment, service categorization,	IS 1.2.3.13 Triaging will consist of ensuring accuracy on routing/assignment, service categorization, configuration. item assignment: Establish baseline for each appropriate metric	IS 1.2.3.13 Triaging will consist of ensuring accuracy on routing/assignment, service categorization, configuration. item assignment: Create Targets for meeting metrics	IT Customer Support IT Business Intelligence

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		configuration item assignment			
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.14 Demand Process Effectiveness Reporting - to manage state throughput, stage aging, MTTR at each stage, thresholds defined for each stage: Establish baseline for critical metrics	IS 1.2.3.14 Demand Process Effectiveness Reporting - to manage state throughput, stage aging, MTTR at each stage, thresholds defined for each stage: Establish acceptable targets for critical metrics		IT Enterprise Architecture IT Business Intelligence
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.15 Inventory process effectiveness reporting to include aging and request fulfillment: Integrate current IT Inventory into Service-Now	IS 1.2.3.15 Inventory process effectiveness reporting to include aging and request fulfillment: Establish baseline reporting for IT Inventory items in Service-Now	IS 1.2.3.15 Inventory process effectiveness reporting to include aging and request fulfillment: Produce IT Inventory reports for items in Service-now	IT Customer Support IT Business Intelligence
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.16 Establish reporting on Project metrics including Planned effort versus actual effort, # of Moving due dates, # of Meeting due dates, Project Velocity, PM bandwidth (# of hours, # of tasks, # of projects), Project dispositions, Individuals ability to estimate	IS 1.2.3.16 Project Process Reporting - Planned effort versus actual effort, # of Moving due dates, # of Meeting due dates, Project Velocity, PM bandwidth (# of hours, # of tasks, # of projects), Project dispositions, Individuals ability to estimate: Establish baseline for each appropriate metric	IS 1.2.3.16 Project Process Reporting - Planned effort versus actual effort, # of Moving due dates, # of Meeting due dates, Project Velocity, PM bandwidth (# of hours, # of tasks, # of projects), Project dispositions, Individuals ability to estimate: Create Targets for meeting metrics	IT Business Intelligence IT Operations IT Development IT Enterprise Architecture
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.17 Ensure 100% of construction projects follow the specialized construction project process to gain requirements and approvals: Implement IT Construction Project process in Service-Now	IS 1.2.3.17 Ensure 100% of construction projects follow the specialized construction project process to gain requirements and approvals: Develop reporting on the IT Construction Project Process throughput by stage		IT Business Intelligence IT Operations Specialized Technology Initiatives
IS 1.2 To increase the quality and efficiency of IT	IS 1.2.3 Support and execute on IT functions with reporting and business	IS 1.2.3.18 Ensure all construction projects deliverable items and budget	IS 1.2.3.18 Ensure all construction projects deliverable items and		IT Business Intelligence IT Operations

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
services through process optimization	process improvement services to ensure that IT employs data-driven and process-focused management capabilities	strictly adhere to the cost out and change request policies: Develop a process to map expenditures to construction project cost outs	budget strictly adhere to the cost out and change request policies: Automate the process to map expenditures to construction project cost outs		Specialized Technology Initiatives
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.19 Improve deliverable performance on each IT service offered to include MTTR and maximum age in the Service Catalog: For all requests that are not classified as 'Other' Unique Maximum aging times will be defined as well as MTTR	IS 1.2.3.19 Improve deliverable performance on each IT service offered to include MTTR and maximum age in the Service Catalog: Establish a baseline for failed rates for each IT Service offered in the service catalog and create a benchmark to reduce failure rates		IT Business Intelligence IT Operations IT Development IT Enterprise Architecture
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.20 Create productivity and effectiveness report for Media Services: Create a report that includes response time for items assigned to Media Services	IS 1.2.3.20 Create productivity and effectiveness report for Media Services: Create a report for Check Out Items to include number of times checked out and number of denied requests due to lack of availability	IS 1.2.3.20 Create productivity and effectiveness report for Media Services: Create report to show maintenance performed on equipment Media Services is responsible for maintaining	IT Business Intelligence IT Customer Support
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.21 Create productivity and effectiveness report for Media Services: Create qualitative survey to send to Media Services customers to assess service provided			IT Business Intelligence IT Customer Support
IS 1.2 To increase the quality and efficiency of IT services through process optimization	IS 1.2.3 Support and execute on IT functions with reporting and business process improvement services to ensure that IT employs data-driven and process-focused management capabilities	IS 1.2.3.22 Build export capabilities for Social Media into routine email update; determine distribution list; determine historical reporting capabilities : Establish appropriate reporting for all IT social	IS 1.2.3.22 Build export capabilities for Social Media into routine email update; determine distribution list; determine historical reporting capabilities : Automate pulling of reports from all		IT Business Intelligence IT Communications

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		media efforts; develop manual centralized report; send to CIO/Director/Manager on quarterly basis	data stores where it is feasible; centralize data in online self-serve portal		
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.1 Maintain an IT architecture process that ensures that IT systems support current and planned system interoperability and integration needs	IS 1.3.1.1 Develop service oriented architecture for each product team: 80% of product teams have completed an API for at least 1 of their products	IS 1.3.1.1 Develop service oriented architecture for each product team: Establish a service coordination plan for products		IT Development IT Enterprise Architecture
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.2 Maintain an IT availability process that ensures that IT service availability is tracked, communicated, matches University need	IS 1.3.2.1 Establish reports to better understand system load and causes: Develop capacity reports for all Tier 0 and Tier 1 services	IS 1.3.2.1 Establish reports to better understand system load and causes: Review existing capacity reports annually		IT Operations IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.2 Maintain an IT availability process that ensures that IT service availability is tracked, communicated, matches University need	IS 1.3.2.2 Report monthly on system availability: Review and Modify Services offered and group them into Tiered services with availability requirements	IS 1.3.2.2 Report monthly on system availability: Tier 0 services will all achieve > 99% availability	IS 1.3.2.2 Report monthly on system availability: Tier 1 services will all achieve > 98.5% availability	IT Operations IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.3 Maintain an IT customer portfolio process that ensures that customers and IT have a clear and concise list of requests for the customer area	IS 1.3.3.1 Further develop and enhance BRM customer satisfaction evaluations following models like MS, Oracle, NetApp etc.: Determine gaps in current BRM customer survey and vendor surveys	IS 1.3.3.1 Further develop and enhance BRM customer satisfaction evaluations following models like MS, Oracle, NetApp etc.: If gaps are discovered between current BRM survey and vendor surveys, create a plan to close the gaps		IT Communications IT Enterprise Architecture IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.3 Maintain an IT customer portfolio process that ensures that customers and IT have a clear and concise list of requests for the customer area	IS 1.3.3.2 Establish status meetings where BRM represents customer needs, complaints, progress to IT team supporting the customer: Create a list of additional business units	IS 1.3.3.2 Establish status meetings where BRM represents customer needs, complaints, progress to IT team supporting the customer: Establish quarterly meetings	IS 1.3.3.2 Establish status meetings where BRM represents customer needs, complaints, progress to IT team supporting the customer: Establish quarterly meetings	IT Communications IT Enterprise Architecture IT Business Intelligence

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		needing to be represented in the quarterly meetings	representing 3 major business units	representing 2 additional major business units	
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.3 Maintain an IT customer portfolio process that ensures that customers and IT have a clear and concise list of requests for the customer area	IS 1.3.3.3 Having customer centric portfolios - that covers incidents, requests, projects, demand items - include aging reports and typical project metrics: Create a report to show historical data on incidents, requests, projects, demand items - include aging reports and typical project metrics	IS 1.3.3.3 Having customer centric portfolios - that covers incidents, requests, projects, demand items - include aging reports and typical project metrics: Ensure Enrollment Management and Marketing centric portfolios are created and maintained		IT Communications IT Enterprise Architecture IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.4 Maintain an IT innovation process that ensures that IT is dedicating a portion of its yearly time and budget to proactively identifying, testing, and implementing technologies that support the University's cutting-edge advantage	IS 1.3.4.1 Provide off campus students (LUO and Resident) the ability to access lab software remotely from the device of their choice: Implement a pilot program for the School of Engineering	IS 1.3.4.1 Provide off campus students (LUO and Resident) the ability to access lab software remotely from the device of their choice: Implement a pilot program for general student population that resembles open computer lab software image		IT Operations IT Enterprise Architecture
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.4 Maintain an IT innovation process that ensures that IT is dedicating a portion of its yearly time and budget to proactively identifying, testing, and implementing technologies that support the University's cutting-edge advantage	IS 1.3.4.2 Develop a prototype of an app to work on a set-top box or smart-TV to display live or on-demand TV based on class content a user would have credentials to see: Develop a scorecard to grade vendors	IS 1.3.4.2 Develop a prototype of an app to work on a set-top box or smart-TV to display live or on-demand TV based on class content a user would have credentials to see: Conduct a proof of concept on selected vendor		IT Enterprise Architecture IT Development
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.4 Maintain an IT innovation process that ensures that IT is dedicating a portion of its yearly time and budget to proactively identifying, testing, and implementing technologies that support the University's cutting-edge advantage	IS 1.3.4.3 Demonstrate the challenges in provisioning Tier 0 services to a cloud based infrastructure creating a performance comparison between our existing environment and the cloud based environment: Outline the IT services, scenarios, and systems to be used in the analysis	IS 1.3.4.3 Demonstrate the challenges in provisioning Tier 0 services to a cloud based infrastructure creating a performance comparison between our existing environment and the cloud based environment: Perform the analysis and produce a report for the CIO		IT Operations IT Enterprise Architecture

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.4 Maintain an IT innovation process that ensures that IT is dedicating a portion of its yearly time and budget to proactively identifying, testing, and implementing technologies that support the University's cutting-edge advantage	IS 1.3.4.4 Reduce / eliminate the technical barriers between IT Operations and IT Development: Evaluate DevOps operating model by performing POC of highly collaborative implementation and deployment team	IS 1.3.4.4 Reduce / eliminate the technical barriers between IT Operations and IT Development: Evaluation of the process and implementation of automated build, release, and deployment	IS 1.3.4.4 Reduce / eliminate the technical barriers between IT Operations and IT Development: Increase consistency between non-production and production environments for tier 0 services	IT Operations IT Development IT Enterprise Architecture
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.4 Maintain an IT innovation process that ensures that IT is dedicating a portion of its yearly time and budget to proactively identifying, testing, and implementing technologies that support the University's cutting-edge advantage	IS 1.3.4.5 Implement and maintain a case management solution: Research and select a case management solution	IS 1.3.4.5 Implement and maintain a case management solution: Enable business units to make use of case management through existing applications		IT Development
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.4 Maintain an IT innovation process that ensures that IT is dedicating a portion of its yearly time and budget to proactively identifying, testing, and implementing technologies that support the University's cutting-edge advantage	IS 1.3.4.6 Pilot synchronous components to be used in the online learning environment: Test 3 possible solutions to be considered for implementation in the online learning environment			IT Development IT Enterprise Architecture IT Operations
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.5 Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services	IS 1.3.5.1 Increase dashboard usage to replace current routine delivered reports: Identify and prioritize routine reports to be converted to dashboards	IS 1.3.5.1 Increase dashboard usage to replace current routine delivered reports: Based on prioritization, build dashboards to replace routine reports	IS 1.3.5.1 Increase dashboard usage to replace current routine delivered reports: Define dashboard report usage and cost savings	IT Operations IT Business Intelligence IT Communications
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.5 Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services	IS 1.3.5.2 Establish partnerships with appropriate academic units for adding training/certification exams to curriculum: Meet with 3 Deans/Department Chairs to review technical training needs for their curriculum;	IS 1.3.5.2 Establish partnerships with appropriate academic units for adding training/certification exams to curriculum: Meet with 4 additional Deans/Department Chairs to review technical training	IS 1.3.5.2 Establish partnerships with appropriate academic units for adding training/certification exams to curriculum: Survey all Deans/Department Chairs annually to look for technical training needs for their curriculum; establish	IT Communications

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
		establish appropriate training and certification programs	needs for their curriculum; establish appropriate training and certification programs	appropriate training and certification programs	
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.5 Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services	IS 1.3.5.3 Maintain email select services offered to Liberty University departments: <1.5% error rate on all email selects	IS 1.3.5.3 Maintain email select services offered to Liberty University departments: Establish a roadmap to show potential options to create a self-service email select process		IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.5 Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services	IS 1.3.5.4 Identify and track down unused / missing laptops that have not been seen on the network in 60 days: Establish Non-connectivity report to show computers not connecting to the Liberty Network in the last 60 days	IS 1.3.5.4 Identify and track down unused / missing laptops that have not been seen on the network in 60 days: Reduce number of stagnant laptops in the non-connectivity report by 50%		IT Customer Support
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.5 Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services	IS 1.3.5.5 Ensure configuration items are stated in such a way to track incident identification to Asset Model (Tablets, Laptop and Desktop), create quality control reports to audit: Create a list of data elements to be used in reporting	IS 1.3.5.5 Ensure configuration items are stated in such a way to track incident identification to Asset Model (Tablets, Laptop and Desktop), create quality control reports to audit: Ensure SSCM integration included data elements to automatically populate in Service-Now	IS 1.3.5.5 Ensure configuration items are stated in such a way to track incident identification to Asset Model (Tablets, Laptop and Desktop), create quality control reports to audit: Create a control report to show data quality of inventoried assets	IT Customer Support IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.5 Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services	IS 1.3.5.6 Migrate all IT training classes to follow the LUO model while maintaining the in class instruction: Incorporate a blackboard shell as a launching platform for all IT Training classes	IS 1.3.5.6 Migrate all IT training classes to follow the LUO model while maintaining the in class instruction: Build online course for Outlook, PowerPoint; design so that basics can be achieved but advanced topics are available as needed	IS 1.3.5.6 Migrate all IT training classes to follow the LUO model while maintaining the in class instruction: Build online course for Word, and SharePoint; design so that basics can be achieved but advanced topics are available as needed	IT Communications

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.5 Maintain an IT service improvement process that ensures that there is appropriate feature improvement, customer awareness, and usage of IT products and services	IS 1.3.5.7 Centralize quarterly reporting for IT Training including revenue/attendance/demographics/quality: Establish appropriate reporting for all Technology Education Center training classes; develop manual centralized report; send to CIO/Director/Manager on quarterly basis	IS 1.3.5.7 Centralize quarterly reporting for IT Training including revenue/attendance/demographics/quality: Automate pulling of reports from Professional Development Portal and any other relevant data stores; centralize data in online self-serve portal		IT Communications IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.6 Maintain an IT user experience process that ensures that all software application user interfaces (UI) are reviewed, scored, updated, and refreshed to be consistent with University need	IS 1.3.6.1 All public facing applications use approved templates, elements, and or CSS: Document list of IT created applications	IS 1.3.6.1 All public facing applications use approved templates, elements, and or CSS: Roadmap of UI reviews including all IT created applications	IS 1.3.6.1 All public facing applications use approved templates, elements, and or CSS: Ensure Creative Media reviews all new IT created applications	IT Development IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.6 Maintain an IT user experience process that ensures that all software application user interfaces (UI) are reviewed, scored, updated, and refreshed to be consistent with University need	IS 1.3.6.2 All applications with custom user interfaces (UI) include metrics: 20% of UI developed, have bounce rate reports develop to understand where constituents are leaving the process	IS 1.3.6.2 All applications with custom user interfaces (UI) include metrics: 40% of UI developed, have bounce rate reports develop to understand where constituents are leaving the process	IS 1.3.6.2 All applications with custom user interfaces (UI) include metrics: 80% of UI developed, have bounce rate reports develop to understand where constituents are leaving the process	IT Development IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.6 Maintain an IT user experience process that ensures that all software application user interfaces (UI) are reviewed, scored, updated, and refreshed to be consistent with University need	IS 1.3.6.3 All applications with custom user interfaces (UI) include metrics: 20% of UI developed, have time to complete each step to understand difficulty of each step in the process	IS 1.3.6.3 All applications with custom user interfaces (UI) include metrics: 40% of UI developed, have time to complete each step to understand difficulty of each step in the process	IS 1.3.6.3 All applications with custom user interfaces (UI) include metrics: 80% of UI developed, have time to complete each step to understand difficulty of each step in the process	IT Development IT Business Intelligence
IS 1.3 To create and enhance technology products with innovative technologies focused around user experience	IS 1.3.6 Maintain an IT user experience process that ensures that all software application user interfaces (UI) are reviewed, scored, updated, and refreshed to be consistent with University need	IS 1.3.6.4 All applications with custom user interfaces (UI) include metrics: 20% of UI developed, have end to end completion rates	IS 1.3.6.4 All applications with custom user interfaces (UI) include metrics: 40% of UI developed, have end to end completion rates	IS 1.3.6.4 All applications with custom user interfaces (UI) include metrics: 80% of UI developed, have end to end completion rates	IT Development IT Business Intelligence

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
	consistent with University need				
IS 1.4 To invest in IT personnel development in order to promote the organization's effectiveness	IS 1.4.1 Maintain an IT hiring process that ensures that interviews, selection, onboarding, and assimilation activities occur fairly, consistently, and effectively	IS 1.4.1.1 Establish IT onboarding and retraining processes including cohort training/mentoring; Develop framework for cohorts (how often do they meet, what subjects for each meeting), how are they led and how is benefit evaluated; implement at least 3 classes and run a pilot group through them	IS 1.4.1.1 Establish IT onboarding and retraining processes including cohort training/mentoring; Examine results of pilot; expand cohort classes as deemed necessary; establish for all incoming IT employees		IT Communications Office of the CIO
IS 1.4 To invest in IT personnel development in order to promote the organization's effectiveness	IS 1.4.1 Maintain an IT hiring process that ensures that interviews, selection, onboarding, and assimilation activities occur fairly, consistently, and effectively	IS 1.4.1.2 Enhance IT interview/hiring processes by adding culture and attitude fit evaluation to all IT divisions; Develop and conduct training for hiring managers/directors focused on interpersonal side of selection/culture fit			IT Communications Office of the CIO
IS 1.4 To invest in IT personnel development in order to promote the organization's effectiveness	IS 1.4.2 Maintain an IT workspace process that regularly inventories, and reviews current physical space utilization, functional team distribution/consolidation, and offsite worker integration	IS 1.4.2.1 Review and obtain Director approval for team work space alignment: 100% of team space assessed for fit	IS 1.4.2.1 Review and obtain Director approval for team work space alignment: Monthly reporting on space utilization and vacancies	IS 1.4.2.1 Review and obtain Director approval for team work space alignment: Fill in gaps of team alignment	IT Enterprise Architecture Office of the CIO
IS 1.4 To invest in IT personnel development in order to promote the organization's effectiveness	IS 1.4.2 Maintain an IT workspace process that regularly inventories, and reviews current physical space utilization, functional team distribution/consolidation, and offsite worker integration		IS 1.4.2.2 Review and obtain Director approval for team work space alignment: Identify the gaps in team alignment		IT Enterprise Architecture Office of the CIO
IS 1.4 To invest in IT personnel development in order	IS 1.4.2 Maintain an IT workspace process that regularly inventories, and	IS 1.4.2.3 Establish and maintain a repository of employee to physical	IS 1.4.2.3 Establish and maintain a repository of employee to physical	IS 1.4.2.3 Establish and maintain a repository of employee to physical location	IT Enterprise Architecture Office of the CIO

IS 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	EXPECTED OUTCOME/TARGET YR 3 (2016-2017)	RESPONSIBLE DEPARTMENT(S)
to promote the organization's effectiveness	reviews current physical space utilization, functional team distribution/consolidation, and offsite worker integration	location mapping: Research and define best solution for employee to physical location mapping	location mapping: Implement selected solution and update 10% of IT staff locations	mapping: Ensure 70% of IT Staff are accurate in the selected solution	
IS 1.4 To invest in IT personnel development in order to promote the organization's effectiveness	IS 1.4.2 Maintain an IT workspace process that regularly inventories, and reviews current physical space utilization, functional team distribution/consolidation, and offsite worker integration	IS 1.4.2.4 Work to create consistent IT work spaces for non-remote work environments: Establish workplace standard for IT space	IS 1.4.2.4 Work to create consistent IT work spaces for non-remote work environments: Ensure 10% of IT workspace is in compliance with the IT Workspace standards	IS 1.4.2.4 Work to create consistent IT work spaces for non-remote work environments: Ensure 70% of IT workspace is in compliance with the IT Workspace standards	Office of the CIO

MARKETING (MKTG)

MKTG 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
MKTG 1.1 Leverage current technology and identify future technology to increase productivity while decreasing the need for additional staff	MKTG 1.1.1 Integrate CRM with existing project management software (ServiceNow, Proof HQ, etc.) to improve the department's reporting capabilities	MKTG 1.1.1.1 Work with IT to increase functionality of the project-creation process and decrease redundant processes	MKTG 1.1.1.1 Use CRM to predict peak work seasons and create more detailed reports regarding project performance, allowing for more effective resource allocation Target will be measured by viewing CRM report and documenting any changes made as a result of the report	Team consisting of one Marketing director, one Marketing manager, and one project coordinator
MKTG 1.1 Leverage current technology and identify future technology to increase productivity while decreasing the need for additional staff	MKTG 1.1.2 Evaluate and improve Marketing's Standard Operating Procedures (SOP) document.	MKTG 1.1.2.1 Evaluate and improve SOP to minimize errors in products produced by Marketing Target will be measured by reviewing the SOP and by a report comparing the number of errors in final products in 2014 with the number of errors in 2015	MKTG 1.1.2.1 Continue updating the SOP as needed, removing irrelevant processes and adding necessary procedures Target will be measured by reviewing SOP.	Team consisting of one Marketing director, one Marketing manager, and one project coordinator

MKTG 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
MKTG 2.1 Institute more purposeful efforts to harvest information that demonstrates the quality of Liberty's academic programs and use them in promotional materials	MKTG 2.1.1 Survey the competition for best practices regarding how they promote academic programs. Implement the ones best suited to Liberty's unique opportunities and mission	MKTG 2.1.1.1 Identify a list of prestigious universities based on academic reputation. Choose 6 (3 resident/3online) to target. Subscribe to their publications and begin collecting information on how the broader world of academia and the media promote and report on their academic programs. Organize findings and present to leadership, who will determine the top 3 ideas to roll out to the creative teams. Target will be measured by reviewing the findings presented to leadership.	MKTG 2.1.1.1 Schedule follow-up meetings every 6 months to assess the implementation and success of the plans, as well as present new ideas that have surfaced and been vetted by leadership. Target will be measured by recording the dates of the follow-up meetings and reviewing the documentation that has been presented to upper management.	Team consisting of one member from Marketing quality control, one member from Marketing academic projects, and one member from Marketing Resident Enrollment projects
	MKTG 2.1.2 Create an academic team to gather, assimilate, and craft messaging that will promote the academic accomplishments of Liberty through all the department's marketing channels.	MKTG 2.1.2.1 Attend the annual academic training offered by Resident Enrollment and offer our video equipment to record each session so it can be recorded and transcribed for future use. Target will be measured by recording the date on which employees attended the academic training and whether the videos are being used for referenced.	MKTG 2.1.2.1 Hold our own academic training within the Marketing department for writers, project coordinators, managers, web content, photography, and video personnel who serve academic clients. Academic training will occur four times per year during regular group meetings. Target will be measured by recording the dates on which this training took place and by reviewing the documents developed for the training.	Team consisting of one member from Marketing quality control, one member from Marketing academic projects, and one member from Marketing Resident Enrollment projects
	MKTG 2.1.2 Create an academic team to gather, assimilate, and craft messaging that will promote the academic accomplishments of Liberty through all the department's marketing channels.	MKTG 2.1.2.2 Create a team with representatives from QC, academic projects, and Resident Enrollment projects to consolidate the information and create a user-friendly storage and retrieval system for writers looking for this information. Begin contacting individual academic departments to gather a comprehensive list of each department's achievements and its most distinguished faculty and alumni. Identify a representative from Marketing who will continue to update the master list of information and build relationships with the academic departments. Target will be measured by viewing the storage and retrieval system that has been	MKTG 2.1.2.2 Continue updating the academic and faculty achievements for each department and maintain the storage system for this information Target will be measured by viewing the storage and retrieval system.	

MKTG 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
		created, and the quality of the information contained in it.		

MKTG 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
MKTG 5.1 Optimize existing resources to train existing staff, as well as hire the best candidates possible	MKTG 5.1.1 Institute professional development workshops for each creative coalition (writers, project coordinators, designers, photographers, video, and web content)	MKTG 5.1.1.1 Put together a committee of managers and directors to schedule and organize workshops. Schedule group-specific workshops that include webinars and peer-researched presentations on topics that address professional skills such as interpersonal communication, career advancement, and management skills. Workshops will coincide with groups' regular weekly, bi-weekly, or monthly meetings and occur at least 4 times per year. Target will be measured by recording the dates of the workshops and surveying the employees regarding the usefulness of these workshops	MKTG 5.1.1.1 Once per year schedule a half-day workshop featuring experienced professionals, professors, and vendors to train the entire staff in specific skills. This workshop will function as part of the You Matter initiative. Target will be measured by recording the date on which the workshop took place and surveying the employees regarding the usefulness of this workshop.	Marketing Directors
MKTG 5.1 Optimize existing resources to train existing staff, as well as hire the best candidates possible	MKTG 5.1.2 Make improvements in the process of hiring new staff by utilizing the university's human resources software more fully to identify and screen qualified applicants	MKTG 5.1.2.1 Partner with HR for one advanced training session for marketing managers and directors. This session will analyze the details of HR's hiring practices, as well as train directors and managers in how to use the HR website more effectively. Target will be measured by recording the date on which this training took place.	MKTG 5.1.2.1 Refine the questions included in the HR online application and adjust them specifically to each job opening, including requesting a resume, writing samples, or portfolio. Target will be measured by analyzing the online applications and whether these changes have been made.	

MKTG 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
MKTG 6.1 Find creative ways to integrate the principles of a	MKTG 6.1.1 Help the marketing staff gain a clearer understanding of the Christian worldview, including:	MKTG 6.1.1.1 Schedule a department-wide presentation by a member of the Liberty or LBTS faculty that explains the basics of a Christian worldview. Follow up	MKTG 6.1.1.1 Departmental leader (VP) will analyze the ideas generated by the coalitions and present any plans to	Vice President of Marketing

MKTG 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
Christian worldview into both new and existing product development processes.	1) What constitutes a Christian worldview? 2) How does that worldview apply to their particular job?	that session by having the individual creative coalitions (writers, designers, etc.) brainstorm ways in which each group can integrate a Christian worldview both into the projects they work on and how they function as a group. Target will be measured by collecting the suggestions from each group.	implement the suggestions at a department-wide meeting. Target will be measured by recording the date on which this meeting took place.	

SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST (SVPAAP)

(DIRECT REPORT AREAS: CENTER FOR CURRICULUM DEVELOPMENT, CENTER FOR MINISTRY TRAINING, CENTER FOR TEACHING EXCELLENCE, DEBATE, ENGLISH LANGUAGE INSTITUTE, HONORS PROGRAM, INSTITUTIONAL EFFECTIVENESS, STUDY ABROAD, LU IN ESPAÑOL, AND REGISTRAR)

SVPAAP 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 1.1 IE-- The University will maintain high quality service and satisfaction to stakeholders	SVPAAP 1.1.1 Maintain guidelines and instructions for major projects.	SVPAAP 1.1.1.1 Review and update guidelines and instructions by June 30.	SVPAAP 1.1.1.1 Review and update guidelines and instructions by June 30.	IE-Policy & Procedure Database Specialist
SVPAAP 1.1 IE-- The University will maintain high quality service and satisfaction to stakeholders	SVPAAP 1.1.2 Distribute the results of major assessment to appropriate stakeholders in a timely fashion.	SVPAAP 1.1.2.1 Assessment results will be disseminated within 7 business days.	SVPAAP 1.1.2.1 Assessment results will be disseminated within 7 business days.	IE-Director of Data Analytics
SVPAAP 1.1 IE-- The University will maintain high quality service and satisfaction to stakeholders	SVPAAP 1.1.3 Assessment information submitted to IE by departments will be aggregated and results returned to the departments.	SVPAAP 1.1.3.1 Aggregated assessment information will be reviewed, processed, and made available to departments within one month of submission.	SVPAAP 1.1.3.1 The process of reporting will be reviewed and refined for better efficiency.	IE-AVP-IE & Directors

SVPAAP 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 1.1 IE-- The University will maintain high quality service and satisfaction to stakeholders	SVPAAP 1.1.4 Increase the engagement of departmental and program partners in planning and evaluation processes.	SVPAAP 1.1.4.1 IE will rate the departments and programs according to the level of engagement and design a plan to increase the level of engagement.	SVPAAP 1.1.4.1 Implement the plan to increase level of engagement and evaluate success.	IE-IE Facilitators
SVPAAP 1.1 IE-- The University will maintain high quality service and satisfaction to stakeholders	SVPAAP 1.1.5 Assist departments in utilizing benchmarking procedures.	SVPAAP 1.1.5.1 Determine number of departments currently utilizing benchmarking procedures.	SVPAAP 1.1.5.1 Increase number of departments utilizing benchmarking procedures by 10%.	IE-AVP-IE, IE Facilitators
SVPAAP 1.2 IE-- The University will provide and upgrade technological services.	SVPAAP 1.2.1 Continuously review the efficiency of technological services.	SVPAAP 1.2.1.1 As deficiencies in services or needed technologies are identified, take action to remedy the deficiency within one month.	SVPAAP 1.2.1.1 As deficiencies in services or needed technologies are identified, take action to remedy the deficiency within one month.	IE-AVP-IE /Directors
SVPAAP 1.2 CCD- -The University will provide and upgrade technological services.	SVPAAP 1.2.2 To add interactive presentations and assessments in LU online courses to foster engagement and retention.	SVPAAP 1.2.2.1 Integrate required interactive technologies in 10% of LU online courses.	SVPAAP 1.2.2.1 Integrate required interactive technologies in 30% of LU online courses.	CCD-Center for Curriculum Development
SVPAAP 1.2 CCD- -The University will provide and upgrade technological services.	SVPAAP 1.2.3 To facilitate the research, testing, and rollout of major Blackboard upgrades throughout the academic year.	SVPAAP 1.2.3.1 Designate a team of three CCD employees to the singular focus of researching, testing, and implementing Blackboard upgrades throughout the academic year.	SVPAAP 1.2.3.1 Increase the size/responsibilities of the team of CCD employees to five in order to match the number of Blackboard features that are being researched, tested, and implemented throughout the academic year.	CCD-Center for Curriculum Development
SVPAAP 1.2 CCD- -The University will provide and upgrade technological services.	SVPAAP 1.2.4 To provide comprehensive training and support materials for Blackboard features.	SVPAAP 1.2.4.1 Update the Faculty and Student training pages to include text-based (with images) materials that are posted online for all end-users.	SVPAAP 1.2.4.1 Update the Faculty and Student training pages to include multimedia (audio/visual) materials that are posted online for all end-users.	CCD-Center for Curriculum Development
SVPAAP 1.3 IE-- The University will maintain operational efficiency.	SVPAAP 1.3.1 Promote efficient and effective collaboration with other departments.	SVPAAP 1.3.1.1 Document/compile issues relating to collaborative efforts with other departments. Discuss with AVP-IE bi-annually and formulate and implement solutions.	SVPAAP 1.3.1.1 Evaluate the collaborative solutions and make adjustments as necessary.	IE-AVP-IE /Director of Data Analytics
SVPAAP 1.3 IE-- The University will maintain operational efficiency.	SVPAAP 1.3.2 Increase work efficiency and effectiveness by reviewing the organizational structure of specific positions and their assigned responsibilities.	SVPAAP 1.3.2.1 Review positions and responsibilities to improve efficiency and effectiveness.	SVPAAP 1.3.2.1 Analyze efficiency and responsibilities of roles in organizational structure.	IE-AVP-IE & Directors

SVPAAP 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 1.3 IE-- The University will maintain operational efficiency.	SVPAAP 1.3.3 Maintain a continuous all-encompassing yearly calendar to be used by all areas of IE.	SVPAAP 1.3.3.1 Create a continuous internal one year calendar for IE with deadline dates listed for all areas.	SVPAAP 1.3.3.1 Survey usage and satisfaction of calendar.	IE-AVP-IE & Directors/ Policy & Procedure Database Specialist
SVPAAP 1.3 CMT-- The University will maintain operational efficiency.	SVPAAP 1.3.4 Utilize current technology for ministry efficiency and effectiveness.	SVPAAP 1.3.4.1 Acquire 4 card swipe scanners to be used at all CMT events and trips for data collection.	SVPAAP 1.3.4.1 Will increase student participation at events by 10%.	CMT-Center for Ministry Training
SVPAAP 1.3 CMT-- The University will maintain operational efficiency.	SVPAAP 1.3.4 Utilize current technology for ministry efficiency and effectiveness.	SVPAAP 1.3.4.2 Implement the use of Qualtrics to simplify and increase data collection.	SVPAAP 1.3.4.2 Use results to help ensure efficiency and effectiveness. Will strive to maintain a student satisfaction rating of 97%.	CMT-Center for Ministry Training
SVPAAP 1.3 REGISTRAR-- The University will maintain operational efficiency.	SVPAAP 1.3.5 The Registrar's Office will establish and disseminate cohesive division-wide deadlines for all processes pertaining to degree conferral to ensure timely completion during peak graduation periods.	SVPAAP 1.3.5.1 Finalize all conferrals by noontime of the established deadline.	SVPAAP 1.3.5.1 Finalize all conferrals in advance of the established deadline.	Registrar—Online Undergraduate
SVPAAP 1.3 REGISTRAR-- The University will maintain operational efficiency.	SVPAAP 1.3.5 The Registrar's Office will establish and disseminate cohesive division-wide deadlines for all processes pertaining to degree conferral to ensure timely completion during peak graduation periods.	SVPAAP 1.3.5.2 Reduce Ad Hoc conferrals after the deadlines by 10% over the 2013-2014 year.	SVPAAP 1.3.5.2 Reduce Ad Hoc conferrals after the deadlines by 5% over the 2014-2015 year.	Registrar—Online Undergraduate
SVPAAP 1.3 REGISTRAR-- The University will maintain operational efficiency.	SVPAAP 1.3.6 The Registrar's Office will evaluate and refine the course registration process to reduce turnaround times and increase student satisfaction.	SVPAAP 1.3.6.1 The Data Entry area will establish and maintain an average turnaround time of 24 hours for all Residential Student online course requests during peak registration periods.	SVPAAP 1.3.6.1 Registrar leadership will pursue increased automation to expedite the online course request process for residential students.	Registrar—Operations Team (Quality Assurance)
SVPAAP 1.4 REGISTRAR-- The University will maintain operational accuracy	SVPAAP 1.4.1 The Registrar's Office will increase efficiency in processing student withdrawals to reduce cycle time.	SVPAAP 1.4.1.1 The Registration Coordinators will establish and maintain a turnaround time of 4 days for all official withdrawals, and 8 days for unofficial withdrawals.	SVPAAP 1.4.1.1 The Registration Coordinators will establish and maintain a turnaround time of 72 hours for all official withdrawals, and 1 week for unofficial withdrawals.	Registrar—Academic Operations

SVPAAP 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 2.1 CTE-- The University will increase the level of academic achievement through instruction.	SVPAAP 2.1.1 The Center for Teaching Excellence will initiate and implement a Teaching Analysis Poll (TAP) program for faculty.	SVPAAP 2.1.1.1 The Center for Teaching Excellence will research a Teaching Analysis Poll program, and develop a budget and proposal to be submitted to the Provost for approval. Applications, administration procedures and training programs will be developed.	SVPAAP 2.1.1.1 A first year TAP program will be implemented and assessed.	CTE-Center for Teaching Excellence
SVPAAP 2.2 IE-- The University will strive to maintain a culture of academic scholarship and research.	SVPAAP 2.2.1 Respond to faculty requests for research and scholarship support when appropriate.	SVPAAP 2.2.1.1 Establish and implement guidelines for determining when faculty requests for research and scholarship support are appropriate.	SVPAAP 2.2.1.1 Increase the number of appropriate requests being supported.	IE-IE Directors/ Facilitators
SVPAAP 2.2 CTE-- The University will strive to maintain a culture of academic scholarship and research.	SVPAAP 2.2.2 The Center for Teaching Excellence will initiate and implement a program of Small Teaching Grants.	SVPAAP 2.2.2.1 A first year program of Small Teaching Grants will be implemented and assessed.		CTE-Center for Teaching Excellence
SVPAAP 2.3 IE-- The University will promote a culture of improvement.	SVPAAP 2.3.1 Provide direction and support for University planning and assessment.	SVPAAP 2.3.1.1 Review and update the University-wide assessment plan and compile into an executive summary document.	SVPAAP 2.3.1.1 Continue to review and update the plan.	IE-IE Directors/ Facilitators
SVPAAP 2.3 IE-- The University will promote a culture of improvement.	SVPAAP 2.3.2 Provide direction and support for University planning and assessment.	SVPAAP 2.3.2.1 Design and conduct one planning and assessment training session for LU faculty/staff.	SVPAAP 2.3.2.1 Design and conduct one planning and assessment training session for LU faculty/staff.	IE-IE Department
SVPAAP 2.3 IE-- The University will promote a culture of improvement.	SVPAAP 2.3.3 Communicate assessment plan and results to the University community and general public.	SVPAAP 2.3.3.1 Design report for web publication and review web traffic for baseline purposes.	SVPAAP 2.3.3.1 Increase web traffic by 5%.	IE-IE Department
SVPAAP 2.4 IE-- The University will promote the University as a top educational brand.	SVPAAP 2.4.1 IE will promote the University through presentations.	SVPAAP 2.4.1.1 Present at least 1 presentation at a local, regional, or national conference.	SVPAAP 2.4.1.1 Co-present with one non-IE faculty or staff at a regional or national conference.	IE-IE Department
SVPAAP 2.4 IE-- The University will promote the University as a top educational brand.	SVPAAP 2.4.1 IE will promote the University through presentations.	SVPAAP 2.4.1.2 IE staff will conduct four presentations on campus during the academic year.	SVPAAP 2.4.1.2 Presentations on campus will increase by 50%.	IE-IE Department
SVPAAP 2.4 IE-- The University will promote the	SVPAAP 2.4.2 Maintain a strong presence through the publication of IE newsletters.	SVPAAP 2.4.2.1 Increase newsletter website traffic by 5%.	SVPAAP 2.4.2.1 Increase newsletter website traffic by 5%.	IE-IE Department

SVPAAP 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
University as a top educational brand.				
SVPAAP 2.4 IE-- The University will promote the University as a top educational brand.	SVPAAP 2.4.3 Make assessment results available to external stakeholders.	SVPAAP 2.4.3.1 Publish results of various national and local surveys in layman's format for ease of understanding and determine average time needed for publishing.	SVPAAP 2.4.3.1 Continue to publish and track traffic on website.	IE-Director of Analytics
SVPAAP 2.4 DEBATE-- The University will promote the University as a top educational brand.	SVPAAP 2.4.4 Demonstrate the academic ability of Liberty University students through competitive success in intercollegiate debate.	SVPAAP 2.4.4.1 Finish 1 st in the final rankings of the American Debate Association, Cross Examination Debate Association, and National Debate Tournament.	SVPAAP 2.4.4.1 Qualify two teams to the National Debate Tournament	Debate – Director
SVPAAP 2.4 CMT-- The University will promote the University as a top educational brand.	SVPAAP 2.4.5 The CMT will utilize its traveling ministry teams as a catalyst to promote LU and recruit potential students. This will be in partnership with LU recruiting.	SVPAAP 2.4.5.1 Obtain 50 inquiry cards from potential students.	SVPAAP 2.4.5.1 Obtain 100 inquiry cards from potential students.	CMT-Center for Ministry Training, Department of Recruiting.
SVPAAP 2.4 STUDY ABROAD-- The University will promote the University as a top educational brand.	SVPAAP 2.4.6 Conduct research and assess study abroad programs at other prominent leading universities to learn how to make LU Study Abroad a top university for abroad education.	SVPAAP 2.4.6.1 Present a proposal to implement 2 new study abroad programs for both residential and online students.	SVPAAP 2.4.6.1 Present a proposal for the implementation of 4 new study abroad programs for both residential and online students.	Study Abroad
SVPAAP 2.4 STUDY ABROAD-- The University will promote the University as a top educational brand.	SVPAAP 2.4.6 Conduct research and assess study abroad programs at other prominent leading universities to learn how to make LU Study Abroad a top university for abroad education.	SVPAAP 2.4.6.2 Provide a survey through Qualtrics to each participant after a study abroad trip.	SVPAAP 2.4.6.2.1 Promote the presence of and increase residential and online student involvement in study abroad by 25%	Study Abroad
SVPAAP 2.4 STUDY ABROAD-- The University will promote the University as a top educational brand.	SVPAAP 2.4.6 Conduct research and assess study abroad programs at other prominent leading universities to learn how to make LU Study Abroad a top university for abroad education.	SVPAAP 2.4.6.2 Provide a survey through Qualtrics to each participant after a study abroad trip.	SVPAAP 2.4.6.2.2 10% of the overall 25% increase should be attributed to highlighting previous trips in LU news outlets.	Study Abroad
SVPAAP 2.4 STUDY ABROAD-- The University will promote the	SVPAAP 2.4.6 Conduct research and assess study abroad programs at other prominent leading universities	SVPAAP 2.4.6.3 Promote the presence of Study Abroad at LU to increase involvement by holding one informational meeting per semester, marketing programs	SVPAAP 2.4.6.3 Review previous year's Qualtrics survey results, evaluate programs, and implement changes.	Study Abroad

SVPAAP 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
University as a top educational brand.	to learn how to make LU Study Abroad a top university for abroad education.	monthly in Convocation and around campus bulletin boards, and increase marketing material.		
SVPAAP 2.5 IE-- The University will increase the quality of curriculum.	SVPAAP 2.5.1 Support the efforts to improve programs that have programmatic accreditation.	SVPAAP 2.5.1.1 Identify all departments which have programmatic accreditors and schedule meetings with them to discuss ways we can assist in mutual reporting and assessment alignment with SACS.	SVPAAP 2.5.1.1 Work with departments to maintain reporting and assessment alignment with SACS.	IE-IE Facilitators
SVPAAP 2.5 CCD-- The University will increase the quality of curriculum.	SVPAAP 2.5.2 To meet the specific needs of online students with various learner characteristics	SVPAAP 2.5.2.1 Implement alternative assessments and study materials in 5% of Liberty University Online courses.	SVPAAP 2.5.2.1 Implement alternative assessments and study materials in 10% of Liberty University Online course.	CCD-Center for Curriculum Development
SVPAAP 2.6 HONORS-- Create an Office of Undergraduate Research and Writing within the Honors Program.	SVPAAP 2.6.1 Provide funding and mentorship for students presenting their writing at undergraduate research conferences.	SVPAAP 2.6.1.1 Acquire HR and Provost approval to hire a Director of Undergraduate Research and Writing. (My current Assistant Honors Director, who has published a dozen books and over 100 articles, could assume these responsibilities, if she were no longer on a flex contract.)		Honors-Honors Program Provost's Office Human Resources
SVPAAP 2.6 HONORS-- Create an Office of Undergraduate Research and Writing within the Honors Program.	SVPAAP 2.6.1 Provide funding and mentorship for students presenting their writing at undergraduate research conferences.	SVPAAP 2.6.1.2 Through the Budget Request form, request funding for registration fees, lodging, transportation, and meals for students presenting their writing at undergraduate research conferences.	SVPAAP 2.6.1.2 Through the Budget Request Form, fund and transport students to various undergraduate regional and national research conferences to present papers they have written. This funding would include registration fees, lodging, meals, and transportation.	Honors-Honors Program/Provost
SVPAAP 2.7 HONORS-- Construct a Quiz Bowl Conference Room for practices.	SVPAAP 2.7.1 Provide a 20-person conference room that can be used for Quiz Bowl practices in the afternoons and also utilized by Honors students as a quiet study area in the mornings.	SVPAAP 2.7.1.1 Acquire Provost's approval on the Project Inquiry Form for new construction directly in front of the Honors office in DeMoss 3314, which is now an open area.	SVPAAP 2.7.1.1 Completion of a Quiz Bowl Conference Room—including table, desks, chairs, podium, white erase boards, an LCD projector, and screen.	Honors-Honors Program Provost's Office
SVPAAP 2.8 ELI-- To utilize innovative curriculum.	SVPAAP 2.8.1 Regularly review curriculum for technological integration and practical language instruction.	SVPAAP 2.8.1.1 The ELI will review new curriculum from at least three publishers for one core area of instruction to determine if current curriculum should be revised.	SVPAAP 2.8.1.1 The ELI will review new curriculum from at least three publishers for a second core area of instruction to determine if current curriculum should be revised.	ELI-English Language Institute
SVPAAP 2.9 ELI-- To integrate multiple core language skills in single class instruction.	SVPAAP 2.9.1 Improve language instruction.	SVPAAP 2.9.1.1 Students will increase achievement scores of the International Test of English Proficiency (iTEP) language test by an average of 0.2 points after one semester of language study.	SVPAAP 2.9.1.1 Students will increase achievement scores of the International Test of English Proficiency (iTEP) language test by an average of 0.3 points after one semester of language study.	ELI-English Language Institute

SVPAAP 2. ADVANCING ACADEMIC REPUTATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 2.10 LUE --The Office of LU en Español will train Champions for Christ.	SVPAAP 2.10.1 Research and identify the most desired programs for the Hispanic market both domestically and abroad.	SVPAAP 2.10.1.1 Create and administer a survey for current Hispanic students to identify the most desired programs.	SVPAAP 2.10.1.1 Create and administer a survey for prospective Hispanic students to identify the most desired programs.	LUE-Center for Bilingual Studies
SVPAAP 2.11 LUE --The Office of LU en Español will expand Course/ Program Offerings.	SVPAAP 2.11.1 Expand current undergraduate and graduate programs based on student need and demand.	SVPAAP 2.11.1.1 Expand current popular bilingual programs by 5%	SVPAAP 2.11.1.1 Administer student survey and expand current programs by 10%	LUE-Center for Bilingual Studies
SVPAAP 2.12 LUE --The Office of LU en Español will continue evaluation of current bilingual courses and programs.	SVPAAP 2.12.1 Evaluate the quality of our current bilingual courses and the progress of course updates.	SVPAAP 2.12.1.1 Identify recently updated textbooks in Spanish that correspond to the required English textbook. Work with academic departments and CCD to incorporate these textbooks into the curriculum. Increase the amount of courses with available Spanish textbooks between 2%-5%.	SVPAAP 2.12.1.1 Identify and update courses with older translations to current LUO versions. Work with CCD and Academic departments to identify courses, assign SME or translator and update courses. Update between 5%-10% of courses.	LUE-Center for Bilingual Studies
SVPAAP 2.12 LUE --The Office of LU en Español will continue evaluation of current bilingual courses and programs.	SVPAAP 2.12.1 Evaluate the quality of our current bilingual courses and the progress of course updates.	SVPAAP 2.12.1.2 Provide better training of translators and faculty. Evaluate assessment, translation and student feedback on course translations. Work with CCD to make necessary adjustments and changes in the translation of courses. In cooperation with CCD, schedule a workshop with translators and faculty to provide feedback and helpful training on course translation.	SVPAAP 2.12.1.2 Provide better training of translators and faculty. Evaluate assessment, translation and student feedback on course translations. Work with CCD to make necessary adjustments and changes in the translation of courses. In cooperation with CCD, schedule a workshop with translators and faculty to provide feedback and helpful training on course translation.	LUE-Center for Bilingual Studies
SVPAAP 2.13 LUE --The Office of LU en Español will identify and help improve retention rate within program.	SVPAAP 2.13.1 Evaluate student satisfaction with bilingual courses.	SVPAAP 2.13.1.1 Create an accessible BIO daily report comparing LUE/LUO student retention.	SVPAAP 2.13.1.1 Translate and implement use of a current end of course survey for bilingual students.	LUE-Center for Bilingual Studies

SVPAAP 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 3.1 STUDY ABROAD --Provide prospective students with	SVPAAP 3.1.1 Promote awareness of the Study Abroad office and programs to prospective students.	SVPAAP 3.1.1.1 The Study Abroad office will work with the Marketing Department to include Study Abroad in prospective student pieces to be placed in the Hancock	SVPAAP 3.1.1.1 Review and evaluate collaboration with Marketing and implement necessary changes.	Study Abroad

SVPAAP 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
information regarding academic opportunities and services.		Welcome Center and given to National Recruiters.		
SVPAAP 3.1 STUDY ABROAD-- Provide prospective students with information regarding academic opportunities and services.	SVPAAP 3.1.1 Promote awareness of the Study Abroad office and programs to prospective students.	SVPAAP 3.1.1.2 The Study Abroad office will conduct an information meeting with survey for parent and prospective students during CFAW.	SVPAAP 3.1.1.2 The Study Abroad office will examine survey results, evaluate and implement changes.	Study Abroad
SVPAAP 3.1 STUDY ABROAD-- Provide prospective students with information regarding academic opportunities and services.	SVPAAP 3.1.1 Promote awareness of the Study Abroad office and programs to prospective students.	SVPAAP 3.1.1.3 The Study Abroad office will implement a plan to use social media outlets to promote programs.	SVPAAP 3.1.1.3 The Study Abroad office will survey participants to ascertain how they discovered information about the Study Abroad program.	Study Abroad
SVPAAP 3.2 IE-- The University will increase student success intellectually, spiritually, socially, and physically.	SVPAAP 3.2.1 Increase administration/ faculty/staff awareness of student perception of engagement to target areas of improvement needed for student success intellectually, spiritually, socially, and physically.	SVPAAP 3.2.1.1 Make targeted results from various national and local surveys readily available, so that the information can be used to help students become more successful intellectually, spiritually, socially, and physically.	SVPAAP 3.2.1.1 Track extent to which results are utilized.	IE-AVP-IE, Directors
SVPAAP 3.2 CTE-- The University will increase student success intellectually, spiritually, socially, and physically.	SVPAAP 3.2.2 The Center for Teaching Excellence will collaborate with the Graduate School to further resource the Certificate of University Teaching program for GSAs.	SVPAAP 3.2.2.1 A GSA training program will be researched, a budget developed, and a proposal submitted to the Provost for approval.	SVPAAP 3.2.2.1 Implement the GSA training program, evaluate and assess.	CTE-Center for Teaching Excellence
SVPAAP 3.2 STUDY ABROAD-- The University will increase student success intellectually, spiritually, socially, and physically.	SVPAAP 3.2.3 Thoroughly prepare students for a successful overseas experience.	SVPAAP 3.2.3.1 Create an online interactive module through Blackboard which all study abroad participants must complete prior to departure.	SVPAAP 3.2.3.1 Implement the online interactive module. Assess the new module for strengths and weaknesses and implement changes.	Study Abroad
SVPAAP 3.3 DEBATE-- The	SVPAAP 3.3.1 Make the educational benefits of debate	SVPAAP 3.3.1.1 Add 14 novice debaters.	SVPAAP 3.3.1.1 Add 18 novice debaters.	Debate – Director

SVPAAP 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
University will prepare graduates to secure gainful employment or continue their education.	available to Liberty University students who lack debate experience.			
SVPAAP 3.4 STUDY ABROAD-- Maintain a plan to allow for academic growth.	SVPAAP 3.4.1 Increase current student interaction with the Study Abroad office and its programs.	SVPAAP 3.4.1.1 Work with the Marketing department to initiate new strategies to recruit current students to study abroad. Survey current student interest in study abroad through university assessment day.	SVPAAP 3.4.1.1.1 Add 5 new programs that meet the needs of students based upon research and assessment results.	Study Abroad
SVPAAP 3.4 STUDY ABROAD-- Maintain a plan to allow for academic growth.	SVPAAP 3.4.1 Increase current student interaction with the Study Abroad office and its programs.	SVPAAP 3.4.1.1 Work with the Marketing department to initiate new strategies to recruit current students to study abroad. Survey current student interest in study abroad through university assessment day.	SVPAAP 3.4.1.1.2 Increase Study Abroad opportunities by 5% that are specific to degree programs and job market demands.	Study Abroad
SVPAAP 3.5 CMT-- The Center for Ministry Training will train students to be ministry minded in life and the workplace.	SVPAAP 3.5.1 Provide various applied ministry opportunities for students.	SVPAAP 3.5.1.1 The CMT will establish a network of 25 local churches and ministries that will host students for ministry opportunities.	SVPAAP 3.5.1.1 The CMT will grow its network to 50 local churches and ministries.	CMT-Center for Ministry Training
SVPAAP 3.5 CMT-- The Center for Ministry Training will train students to be ministry minded in life and the workplace.	SVPAAP 3.5.1 Provide various applied ministry opportunities for students.	SVPAAP 3.5.1.2 The CMT will provide 2 Fall Break and 2 Spring Break student mission's trips.	SVPAAP 3.5.1.2 The CMT will provide 4 Fall Break and 4 Spring Break trips.	CMT-Center for Ministry Training
SVPAAP 3.5 CMT-- The Center for Ministry Training will train students to be ministry minded in life and the workplace.	SVPAAP 3.5.1 Provide various applied ministry opportunities for students.	SVPAAP 3.5.1.3 75% of Evangelism 101 students will participate in CMT sponsored evangelism opportunities.	SVPAAP 3.5.1.3 90% of Evangelism 101 students will participate in CMT sponsored evangelism opportunities.	CMT-Center for Ministry Training
SVPAAP 3.5 CMT-- The Center for Ministry Training will train students to be ministry minded	SVPAAP 3.5.2 To increase student participation in community service/outreach events.	SVPAAP 3.5.2.1 The CMT will recruit and mobilize 2,750 students.	SVPAAP 3.5.2.1 The CMT will recruit and mobilize 3,000 students.	CMT-Center for Ministry Training

SVPAAP 3. STUDENT ACCESS AND SUCCESS				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
in life and the workplace.				
SVPAAP 3.6 CMT --The Center for Ministry Training will mobilize students to impact the world for Christ.	SVPAAP 3.6.1 Expand partnership with North American Mission Board (NAMB).	SVPAAP 3.6.1.1 The CMT will recruit 25 semester missionaries/church interns and 40 interns per summer.	SVPAAP 3.6.1.1 The CMT will recruit 35 semester missionaries/church interns and 60 summer interns.	CMT-Center for Ministry Training
SVPAAP 3.6 CMT --The Center for Ministry Training will mobilize students to impact the world for Christ.	SVPAAP 3.6.2 The CMT will make Campus Serve the primary outlet for students to be mobilized into the local community.	SVPAAP 3.6.2.1 Campus Serve will provide weekly groups that focus on community service through evangelism/outreach and discipleship.	SVPAAP 3.6.2.1 The formation of a community board will be established which will include CMT staff, volunteers, and local outreach organizations such as Lighthouse Ministries.	CMT-Center for Ministry Training
SVPAAP 3.7 ELI --Remove barriers to achievement at the undergraduate and graduate levels.	SVPAAP 3.7.1 To prepare students for the language requirements needed for their UG courses	SVPAAP 3.7.1.1 ELI students who matriculate to the UG will achieve an average GPA of 2.0 or higher during their first two semesters in the UG program.	SVPAAP 3.7.1.1 ELI students who matriculate to the UG will achieve an average GPA of 2.5 or higher during their first two semesters in the UG program.	ELI-English Language Institute
SVPAAP 3.7 ELI --Remove barriers to achievement at the undergraduate and graduate levels.	SVPAAP 3.7.2 To "bridge" ELI students into undergraduate and graduate coursework while they are still in the ELI.	SVPAAP 3.7.2.1 ELI bridge students taking undergraduate courses will achieve an average GPA of 3.0 or higher in these courses.	SVPAAP 3.7.2.1 ELI bridge students taking graduate courses will achieve an average GPA of 3.0 or higher in these courses.	ELI-English Language Institute
SVPAAP 3.8 ELI --To provide flexibility in course program and delivery.	SVPAAP 3.8.1 Increase the use of technology in curriculum so that students complete more automatically graded exercises outside of class.	SVPAAP 3.8.1.1 In ELIL 057 (Grammar 4) Students will spend an average of 20 hours in Pearson's MyGrammar Lab per semester.	SVPAAP 3.8.1.1 Increase the "pass" rate in ELIL 053 (Grammar 2) to 80%. (Currently at 77%)	ELI-English Language Institute
SVPAAP 3.8 ELI --To provide flexibility in course program and delivery.	SVPAAP 3.8.2 Increase the use of and number of teaching assistants in course programming and delivery	SVPAAP 3.8.2.1 Increase number of teaching assistants by 10%.	SVPAAP 3.8.2.1 Increase number of hours each ELI student interacts with a teaching assistant by 10%.	ELI-English Language Institute
SVPAAP 3.9 REGISTRAR --The University will support student services.	SVPAAP 3.9.1 The Registrar's Office will provide the option for students to chat with a Student Service Center (SSC) Counselor for routine questions that do not require a phone call or formal email.	SVPAAP 3.9.1.1 A request will be made to implement a Live Chat option on the SSC website. Current SSC Email Counselors (2) will operate this chat service.	SVPAAP 3.9.1.1 The SSC leadership will evaluate the need for a full time Live Chat Counselor by reviewing the volume of chat inquiries and the average capacity of Email Counselors.	Registrar--Student Service Center

SVPAAP 4. FINANCIAL AND PHYSICAL APPRECIATION				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 4.1 IE-- The University will maintain a plan to allow for physical growth.	SVPAAP 4.1.1 Provide an aggregated report on need for physical growth.	SVPAAP 4.1.1.1 Produce report no later than June 30.	SVPAAP 4.1.1.1 Produce report no later than June 30.	IE-AVP-IE /Directors
SVPAAP 4.2 CMT-- The Center for Ministry Training will strive for increased financial partnerships.	SVPAAP 4.2.1 Strengthen current financial relationships and cultivate new financial relationships to help subsidize the ministries of the CMT.	SVPAAP 4.2.1.1 The CMT will start a giving campaign with a goal of \$15,000 for this year. A yearly review will be made available for financial partners.	SVPAAP 4.2.1.1 The CMT will increase campaign efforts resulting in \$30,000 in contributions. A yearly review will be made available for financial partners.	CMT-Center for Ministry Training

SVPAAP 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 5.1 IE-- The University will recruit highly qualified and innovative personnel.	SVPAAP 5.1.1 Maintain coverage of all positions in the IE Office.	SVPAAP 5.1.1.1 Hire needed professionals to fill the open positions.	SVPAAP 5.1.1.1 Fill vacancies within two months of posting.	IE-AVP-IE /Directors
SVPAAP 5.1 CTE-- The University will recruit highly qualified and innovative personnel.	SVPAAP 5.1.2 The Center for Teaching Excellence will expand staff to more adequately serve the needs of the faculty and GSAs.	SVPAAP 5.1.2.1 Research, revise current and propose new positions. Submit proposal and budget to Provost for approval.	SVPAAP 5.1.2.1 Hire and train new staff.	CTE
SVPAAP 5.2 IE-- The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.1 Provide Professional Development opportunities.	SVPAAP 5.2.1.1 Each staff member will attend at least one conference pertinent to their area of responsibility.	SVPAAP 5.2.1.1 Each staff member will attend at least one conference pertinent to their area of responsibility.	IE-IE Department
SVPAAP 5.2 IE-- The University will provide faculty/staff with opportunities to achieve their full potential through training and	SVPAAP 5.2.1 Provide Professional Development opportunities.	SVPAAP 5.2.1.2 Identify areas where employees need more training and provide sessions to receive that training.	SVPAAP 5.2.1.2 Document how skills have improved productivity.	IE-IE Department

SVPAAP 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
professional development.				
SVPAAP 5.2 IE-- The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.1 Provide Professional Development opportunities.	SVPAAP 5.2.1.3 Each IE staff person will have a professional development plan.	SVPAAP 5.2.1.3 Report on the results of the professional development plan.	IE-IE Department
SVPAAP 5.2 CTE-- The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.2 The Center for Teaching Excellence will design and conduct a summer "Boot Camp" professional development experience for faculty in the area of best practices in teaching.	SVPAAP 5.2.2.1 Best practices will be researched, a budget developed, and a proposal submitted to the Provost for approval. Develop application, administration procedures, and program content.	SVPAAP 5.2.2.1 A first year program of best practices will be implemented and assessed.	CTE-Center for Teaching Excellence
SVPAAP 5.2 CTE-- The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.3 The Center will acquire tablet technology to train faculty in the latest innovation in teaching and learning.	SVPAAP 5.2.3.1 Tablet technology will be researched, a budget developed, and a proposal submitted to the Provost for approval. CTE will collaborate with IT to determine best product.	SVPAAP 5.2.3.1 Develop training sessions, implement first year of program and assess.	CTE-Center for Teaching Excellence
SVPAAP 5.2 CMT-- The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.4 Provide CMT staff with opportunities and resources to develop their spiritual and professional aptitude.	SVPAAP 5.2.4.1 The CMT will annually administer a personality/spiritual gifts assessment of staff.	SVPAAP 5.2.4.1 The CMT will annually administer a personality/spiritual gifts assessment of staff.	CMT-Center for Ministry Training
SVPAAP 5.2 CMT-- The University will	SVPAAP 5.2.4 Provide CMT staff with opportunities and resources to develop their	SVPAAP 5.2.4.2 The CMT will send staff to at least one conference each year to further their development.	SVPAAP 5.2.4.2 The CMT will send staff to at least one conference each year to further their development.	CMT-Center for Ministry Training.

SVPAAP 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
provide faculty/staff with opportunities to achieve their full potential through training and professional development.	spiritual and professional aptitude.			
SVPAAP 5.2 CMT --The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.4 Provide CMT staff with opportunities and resources to develop their spiritual and professional aptitude.	SVPAAP 5.2.4.3 The CMT will make available a robust supply of development and training resources. An area of the new CMT conference room will be designated for these materials, making them easily accessible to staff.		CMT-Center for Ministry Training
SVPAAP 5.2 CMT -- The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.4 Provide CMT staff with opportunities and resources to develop their spiritual and professional aptitude.	SVPAAP 5.2.4.4 The Director and Associate Director will provide weekly training sessions for staff on topics such as biblical principles regarding leadership, team building, servant evangelism, etc.		CMT-Center for Ministry Training
SVPAAP 5.2 CMT --The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.4 Provide CMT staff with opportunities and resources to develop their spiritual and professional aptitude.	SVPAAP 5.2.4.5 The Director and Associate Director will implement a mentoring program for selected CMT staff.		CMT-Center for Ministry Training
SVPAAP 5.2 CCD --The University will provide faculty/staff with opportunities to achieve their full potential through	SVPAAP 5.2.5 To meet the needs of CCD staff by providing training for existing, emerging, and upgraded technologies.	SVPAAP 5.2.5.1 Create monthly staff trainings on existing, emerging, and/or upgraded technologies.	SVPAAP 5.2.5.1 Create bi-monthly staff trainings on emerging, existing and/or upgraded technologies.	CCD-Center for Curriculum Development

SVPAAP 5. CAPITALIZING ON HUMAN POTENTIAL				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
training and professional development.				
SVPAAP 5.2 CCD --The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.6 To meet the needs of faculty and staff by providing training on existing and upcoming Blackboard features.	SVPAAP 5.2.6.1 CCD technologists will host new and current faculty training series at the beginning of each term that will be presented online and face-to-face.	SVPAAP 5.2.6.1 CCD technologists will host new and current faculty training series each month that will be presented online and face-to-face.	CCD-Center for Curriculum Development
SVPAAP 5.2 REGISTRAR --The University will provide faculty/staff with opportunities to achieve their full potential through training and professional development.	SVPAAP 5.2.7 The Registrar's Office will provide task-specific professional development opportunities for staff on the Operations team.	SVPAAP 5.2.7.1 The Operations leadership will begin researching in preparation of offering six different professional development opportunities to the Operations team. These opportunities will include cross training with other departments, reading and studying materials and IT related classes.	SVPAAP 5.2.7.1 Leadership will give selected opportunities from the previous year to each staff member. Employees will have 16 hours allotted to cross training with other departments, reviewing any reading and studying materials, and participating in IT related classes.	Registrar—Operations Team
SVPAAP 5.3 REGISTRAR --The University will provide a well-equipped work space for our employees.	SVPAAP 5.3.1 The Registrar's Office will upgrade their equipment to be more current and allow employees to be more productive in their job duties.	SVPAAP 5.3.1.1 The Operations department leadership will complete an inventory of the equipment used by the employees within the Operations team and incorporate any needs and requests into the FY 15 budget planning cycle.	SVPAAP 5.3.1.1 The Operations Leadership will survey the equipment purchased the year prior and incorporate any additional needs and requests into the FY 16 budget planning cycle.	Registrar—Operations Team
SVPAAP 5.3 REGISTRAR --The University will provide a well-equipped work space for our employees.	SVPAAP 5.3.2 The Registrar's Office will secure a location for the Operations Team that is more conducive to effective operations through increased privacy and room for expansion.	SVPAAP 5.3.2.1 A formal request will be submitted to allow the Academic Operations team to move to a more ideal location on campus.	SVPAAP 5.3.2.1 The Operation's Team will begin to optimize office space; whether in a new location or an extension of the existing allotment.	Registrar—Operations Team

SVPAAP 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SVPAAP 6.1 IE-- The University will integrate Christian value-driven behavior in all processes.	SVPAAP 6.1.1 Periodically review how we are integrating Christian value-driven behavior in our office processes.	SVPAAP 6.1.1.1 Implement consensus suggestions for change by the first August staff meeting.	SVPAAP 6.1.1.1 Implement consensus suggestions for change by the first August staff meeting.	IE-IE Department
SVPAAP 6.1 CMT-- The University will integrate Christian value-driven behavior in all processes.	SVPAAP 6.1.2 Combine biblical values with everyday work and life decisions.	SVPAAP 6.1.2.1 The CMT staff (10 people) will participate in a weekly Bible study that promotes biblically founded topics such as leadership, servant-hood, evangelism, etc.	SVPAAP 6.1.2.1 The CMT staff will provide a weekly Bible studies with the volunteer staff leaders (25 people).	CMT-Center for Ministry Training
SVPAAP 6.1 CMT-- The University will integrate Christian value-driven behavior in all processes.	SVPAAP 6.1.2 Combine biblical values with everyday work and life decisions.	SVPAAP 6.1.2.2 The CMT staff will participate in community service projects with Lighthouse Ministries in downtown Lynchburg twice a semester.	SVPAAP 6.1.2.2 The CMT staff will participate in community service projects with Lighthouse Ministries once a month.	CMT-Center for Ministry Training
SVPAAP 6.1 CMT-- The University will integrate Christian value-driven behavior in all processes.	SVPAAP 6.1.2 Combine biblical values with everyday work and life decisions.	SVPAAP 6.1.2.3 The CMT will partner with one other department each semester to help develop their staff in ministry training and community service.	SVPAAP 6.1.2.3 The CMT will partner with two other departments once a semester to help develop their staff in ministry training and community service.	CMT-Center for Ministry Training
SVPAAP 6.1 CMT-- The University will integrate Christian value-driven behavior in all processes.	SVPAAP 6.1.3 The CMT will recognize and reward ministry and service involvement.	SVPAAP 6.1.3.1 The CMT will award a staff member for exemplary Christian behavior on a per semester basis.	SVPAAP 6.1.3.1 The CMT will award a staff member for exemplary Christian behavior annually.	CMT-Center for Ministry Training
SVPAAP 6.1 CCD-- The University will integrate Christian value-driven behavior in all processes.	SVPAAP 6.1.4 Increase the Intentional Biblical Worldview Integration in the Liberty Online Curriculum	SVPAAP 6.1.4.1 Review and implement overview changes to 30% of the LUO courses by the end of FY 15.	SVPAAP 6.1.4.1 Review and implement overview changes to 50% of the LUO courses by the end of FY 16	CCD-Center for Curriculum Development
SVPAAP 6.2 IE-- The University will recognize and reward staff that impacts their community/world.	SVPAAP 6.2.1 Promote community impact.	SVPAAP 6.2.1.1 Review impact of participating in community service on staff as well as recipients of services.	SVPAAP 6.2.1.1 Review impact of participating in community service on staff as well as recipients of services. And make adjustments accordingly.	IE-IE Department
SVPAAP 6.3 CTE-- The University will assist faculty	SVPAAP 6.3.1 The Center for Teaching Excellence will update the content of the Faith	SVPAAP 6.3.1.1 Update Faith Learning Integration page.	SVPAAP 6.3.1.1 Update Faith Learning Integration page.	CTE-Center for Teaching Excellence

SVPAAP 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
with acquiring new knowledge pertinent to Christian Worldview.	Learning Integration page each year.			

STUDENT AFFAIRS (SA)

SA 1. TECHNOLOGICAL AND OPERATIONAL EFFICIENCY				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SA 1.1 To improve availability of “digital” student services to LUO student population in the area of the Office of Online Communities.	SA 1.1.1 Increase overall unique LUO student usage by 10%	SA 1.1.1.1 Establish necessary technological infrastructure (i.e. systems, software, reporting metrics, etc.) to support services growth in years two through five.	SA 1.1.1.1 Increase overall unique LUO student usage from 20% to 30%	Online Communities

SA 2. STUDENT ACCESS AND SUCCESS (SA)				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SA 3.1 Provide additional support for first generation, at-risk, and minority students through the LEAD Fellowship.	SA 3.1.1 To expand the minority leadership program from 50 to 100 students	SA 3.1.1.1 1) Fund and implement a proctored study hall. 2) Develop a standardized curriculum 3) Explore the possibility of the participation of LEAD Fellows in the Summer Bridge Program.	SA 3.1.1.1 Fund and implement a LEAD Fellowship capstone project.	Center for Multicultural Enrichment
SA 3.2 Expand restorative practices in order to repair harm, restore trust, and rebuild community among effected individuals.	SA 3.2.1 To adopt a conflict resolution paradigm that utilizes restoratives practices in order to promote individual spiritual, intellectual, and social development	SA 3.2.1.1 Proportion of conflict resolution cases (18+ reps) using a restorative practice will increase by 25%	SA 3.2.1.1 Proportion of conflict resolution cases (18+ reps) using a restorative practice will increase by an additional 25%	Student Conduct
SA 3.3 To expand the leadership training program and its curriculum, in	SA 3.3.1 To establish a leadership certification program.	SA 3.3.1.1 Formalize a plan that identifies the necessary requirements, resources, curriculum and personnel for developing a certification program in leadership.	SA 3.3.1.1 Identify and place 50 students in the program, tracking toward certification.	Office of Student Leadership

SA 2. STUDENT ACCESS AND SUCCESS (SA)				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
order to develop leadership skills in students, residential and online.				

SA 6. FOSTERING AN INTEGRATION OF CHRISTIAN WORLDVIEW				
GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1 (2014-2015)	EXPECTED OUTCOME/TARGET YR 2 (2015-2016)	RESPONSIBLE DEPARTMENT(S)
SA 6.1 To expand spiritual programming to the digital student population.	SA 6.1.1 To improve availability of spiritually-based student services to LUO student population	SA 6.1.1.1 Implement programming to residential students and assess for areas of spiritual development among participants. Assessment results from residential students will guide programming implementation for LUO students in years 2-5.	SA 6.1.1.1 Establish pilot version of spiritual programming for LUO students and assess for areas of spiritual development among participants to include a comparison of residential and online student types.	Campus Pastor

APPENDIX II

Tallies for Goals, Objectives, and Expected Outcomes/Targets by Year

1. Technological and Operational Efficiency. 2. Advancing Academic Reputation 3. Student Access and Success 4. Financial and Physical Appreciation 5. Capitalizing on Human Potential 6. Fostering an Integration of Christian Worldview						
Area	Theme	Goals by Theme	Objectives by Theme	Expected Outcomes/Targets 2014-2015	Expected Outcomes/Targets 2015-2016	Expected Outcomes/Targets 2016-2017
Center for Academic Support And Advising	2	2	5	10	12	
	3	1	3	7	7	
	5	1	1	1	1	
	6	1	2	2	2	
Total		5	11	20	22	
College of Arts & Sciences	1	4	4	9	4	
	2	9	15	21	16	
	3	4	6	5	3	
	5	2	3	3	2	
	6	1	3	3	2	
Total		20	31	41	27	
College of General Studies	1	4	4	4	4	
	2	4	4	4	4	
	4	2	2	2	2	
	5	4	4	4	4	
	6	2	2	2	2	
Total		16	16	16	16	
College of Osteopathic Medicine	1	1	1	1	1	1
	2	1	2	1	3	3
	3	4	4	4	4	4
	4	5	6	5	8	8
	5	3	4	4	4	4
	6	2	2	4	3	3
Total		16	19	19	23	23
School of Aeronautics	1	4	4	4	4	
	2	4	4	5	4	
	3	1	1	1	1	
	4	2	2	2	2	
	5	2	2	2	2	
	6	2	2	2	2	
Total		15	15	16	15	

1. Technological and Operational Efficiency. 2. Advancing Academic Reputation 3. Student Access and Success 4. Financial and Physical Appreciation 5. Capitalizing on Human Potential 6. Fostering an Integration of Christian Worldview						
Area	Theme	Goals by Theme	Objectives by Theme	Expected Outcomes/ Targets 2014-2015	Expected Outcomes/ Targets 2015-2016	Expected Outcomes/ Targets 2016-2017
School of Business	1	3	3	3	4	
	2	5	5	6	5	
	3	5	5	5	5	
	4	2	2	2	1	
	5	2	2	2	2	
	6	2	2	2	2	
		19	19	20	19	
School of Communication and Creative Arts	1	2	2	14	14	
	2	3	4	16	15	
	3	1	2	3	3	
	5	2	2	7	5	
	6	3	5	5	5	
Total		11	15	45	42	
School of Education	1	4	4	4	4	
	2	8	8	8	8	
	3	3	3	3	3	
	4	4	4	4	4	
	5	2	2	2	2	
	6	2	2	3	3	
Total		23	23	24	24	
School of Engineering and Computational Sciences	1	2	2	3	3	
	2	6	6	6	6	
	3	4	4	4	4	
	4	1	1	1	1	
	5	2	2	2	1	
	6	2	2	2	2	
Total		17	17	18	18	
Helms School of Government	1	1	3	4	4	4
	2	6	10	10	10	10
	3	2	2	2	2	2
	4	2	2	2	2	2
	6	1	1	1	1	1
Total		12	18	19	19	19
School of Health Sciences	1	1	1	1	1	

1. Technological and Operational Efficiency. 2. Advancing Academic Reputation 3. Student Access and Success 4. Financial and Physical Appreciation 5. Capitalizing on Human Potential 6. Fostering an Integration of Christian Worldview						
Area	Theme	Goals by Theme	Objectives by Theme	Expected Outcomes/ Targets 2014-2015	Expected Outcomes/ Targets 2015-2016	Expected Outcomes/ Targets 2016-2017
	2	14	23	22	22	
	3	8	10	10	10	
	5	1	1	1	1	
	6	9	15	15	15	
Total		33	50	49	49	
School of Law	1	4	6	6	6	
	2	11	15	16	16	
	3	19	27	29	29	
	4	5	13	13	13	
	5	7	8	8	8	
	6	6	10	10	10	
Total		52	69	82	82	
School of Music	1	5	5	5	5	
	2	19	19	19	19	
	3	6	6	6	6	
	4	3	3	3	3	
	5	2	2	2	1	
	6	4	4	4	4	
Total		39	39	39	38	
School of Religion	1	1	1	1	1	
	2	5	6	6	6	
	3	5	9	9	9	
	5	1	1	1	1	
	6	3	4	5	5	
Total		15	21	22	22	
Liberty Baptist Theological Seminary	2	4	4	4	4	
	3	2	2	2	2	
	5	2	2	2	2	
	6	1	1	1	1	
Total		9	9	9	9	
Graduate School	1	1	2	2	2	
	2	1	2	2	2	
	3	1	1	1	1	
	6	1	3	3	1	
Total		4	8	8	6	
Jerry Falwell Library	1	15	29	33	24	

1. Technological and Operational Efficiency. 2. Advancing Academic Reputation 3. Student Access and Success 4. Financial and Physical Appreciation 5. Capitalizing on Human Potential 6. Fostering an Integration of Christian Worldview						
Area	Theme	Goals by Theme	Objectives by Theme	Expected Outcomes/ Targets 2014-2015	Expected Outcomes/ Targets 2015-2016	Expected Outcomes/ Targets 2016-2017
	2	4	7	7	4	
	3	10	25	27	11	
	4	3	4	7	0	
	5	4	7	10	1	
	6	2	2	2	2	
Total		38	74	86	42	
Enrollment Management	1	16	16	22	21	6
	3	16	18	19	17	9
	5	16	16	20	16	5
Total		48	50	61	54	20
Executive Projects & Media Relations	1	2	3	3	2	
	2	2	2	2	1	
	3	2	2	2	2	
	4	1	1	1		
	5	1	1	1	1	
	6	2	2	2	1	
Total		10	11	11	7	
Executive Vice-President	1	4	11	15	10	1
	2	3	7	10	5	
	3	4	17	27	22	3
	4	4	10	13	10	2
	5	3	9	12	10	1
	6	3	7	8	6	2
Total		21	61	85	63	9
Finance	1	12	12	12	10	
	3	5	5	5	5	
	4	5	5	5	4	
	5	5	6	6	4	
	6	2	2	2	2	
Total		29	30	30	25	
Human Resources	1	2	2	2	2	
	2	1	1	1	1	
	5	3	3	3	3	
	6	1	1	1	1	
Total		7	7	7	7	
Information Services	1	4	14	55	43	22

1. Technological and Operational Efficiency. 2. Advancing Academic Reputation 3. Student Access and Success 4. Financial and Physical Appreciation 5. Capitalizing on Human Potential 6. Fostering an Integration of Christian Worldview						
Area	Theme	Goals by Theme	Objectives by Theme	Expected Outcomes/ Targets 2014-2015	Expected Outcomes/ Targets 2015-2016	Expected Outcomes/ Targets 2016-2017
Total		4	14	55	43	22
Marketing	1	1	2	2	2	
	2	1	2	3	3	
	5	1	2	2	2	
	6	1	1	1	1	
Total		4	7	8	8	
Senior Vice President for Academic Affairs and Provost	1	4	16	18	18	
	2	12	21	28	26	
	3	9	15	20	20	
	4	2	2	2	2	
	5	3	11	17	14	
	6	3	6	8	8	
Total		33	71	93	88	
Student Affairs	1	1	1	1	1	
	2	3	3	3	3	
	6	1	1	1	1	
Total		5	5	5	5	
Grand Totals		500	710	888	773	93

REPORT PREPARED BY:

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Exhibit O



Liberty Christian Academy

Strategic Plan

(2013-2018)



LCA HISTORY

Liberty Christian Academy was founded by Dr. Jerry Falwell and Dr. A. Pierre Guillermin as part of a larger vision, in which a child would be educated in a Christian preschool, and continue to receive a Biblically-based quality education throughout the university and post-graduate levels. This dream has been fulfilled in the Early Learning Center, Liberty Christian Academy, and Liberty University.

As envisioned by Dr. Jerry Falwell, Thomas Road Baptist Church, the Early Learning Center, Liberty Christian Academy, and Liberty University are located on adjoining property on Candler's Mountain. This vision has been accomplished and now LCA looks for opportunities to become more stable financially and expand in order to reach more people. Liberty Christian Academy will celebrate its 50th year in 2017.

LCA MISSION STATEMENT

Liberty Christian Academy exists to support parents and guardians in their Biblical responsibility to nurture and train their children. Thus, LCA provides opportunities which allow students to realize their God-given potential and to live lives that glorify God in the spiritual, academic, social, physical and vocational realms.

LCA VISION STATEMENT

Liberty Christian Academy seeks to lead students to faith in Jesus Christ and to develop young men and women who adhere to a Christian worldview, prepared to participate as Godly members of home, church, and society.

LIBERTY CHRISTIAN ACADEMY CORE VALUES

1. Commitment to Scripture
2. Culture of Prayer
3. Lifestyle of Worship
4. Connection to Community
5. Heart of Serving
6. Passion for Excellence



April 15, 2013

Bulldog Nation,

Scripture encourages Christians to carefully plan, commit our ways to the Lord, and depend on God to help us accomplish our goals.

"Unless the Lord builds the house, its builders labor in vain. Unless the Lord watches over the city, the watchmen stand guard in vain." (Psalm 127:1)

"In his heart a man plans his course, but the Lord determines his steps." (Proverbs 16:9)

This strategic planning document reflects the plans of the Liberty Christian Academy Superintendent and School Board over the next five years. After prayer, reflection, and discussion, we have formulated eight goals, each having specific objectives. We have set the bar high and desire to meet these significant accomplishments. We also realize that we desperately need God's help, otherwise we labor in vain. We seek to be faithful stewards of the school God has entrusted to us, Liberty Christian Academy.

We are committed to remaining faithful to our mission, vision, and core values. We anticipate the many amazing things we will see God accomplish through our graduates in the years to come.

Go Bulldogs,

John Patterson

Superintendent, Liberty Christian Academy



STRATEGIC GOALS

Goal 1: Spiritual Climate

Goal 2: Faculty and Staff

Goal 3: Academic Program

Goal 4: Financial Health

Goal 5: Student Enrollment

Goal 6: Student Activities

Goal 7: Facilities

Goal 8: School Board and Superintendent



STRATEGIC GOAL #1: SPIRITUAL CLIMATE

*Maintain our focus on Jesus Christ so that
He remains the center of all we do.*

Objectives

- establish a strong Biblical studies curriculum and philosophy that teaches the truths of the Bible and God's redemptive plan through understanding and the tangible application of God's Word.
- build a strong chapel program that involves LCA faculty and staff, local church leaders, Liberty University Convocation speakers, dynamic worship music, and passionate prayer.
- develop and implement a small group program that will take place one Thursday each month to replace large group chapel.
- teach each subject from a distinctively Christian discipleship perspective.
- help students form a Christian discipleship worldview where they learn to read, listen, think, and communicate as Christian disciples in all areas of life.
- continue to focus on a strong relationship with Thomas Road Baptist Church.



STRATEGIC GOAL #2: FACULTY AND STAFF

Retain, hire, and develop outstanding teachers

Objectives

- offer competitive salaries and benefits to faculty and staff.
- retain and recruit well-trained and state certified faculty and staff.
- enable faculty to continuously grow through professional development opportunities.
- continued emphasis on higher level education at Liberty University.
- consistent focus on staff morale.
- persistent effort on faculty and staff formal and informal observations focused on student engagement that provides candid feedback for re-enforcement and growth to the instructor.
- offer merit bonuses and public recognition when available or applicable to build TEAM spirit and a feeling of value.
- empower teachers in decision-making processes of the Academy.
- continue the Staff Leadership Forum held each month for principals, department chairs, lead teachers, and identified leaders.



STRATEGIC GOAL #3: ACADEMIC PROGRAM

Provide an excellent academic program.

Objectives

- achieve joint re-accreditation through the Association of Christian Schools International (ACSI), AdvancED (formerly the Southern Association of Colleges and Schools (SACS), and remain recognized by the State of Virginia Department of Education.
- stay ahead of the mean with regards to technology (to include smart boards, tablets, projectors, document cameras, clickers, and other technological advancements).
- hire a third member of the Information Technology TEAM (ITRT) to focus on deployment and research of tablets.
- remain strong in our elective opportunities with a focus on our Fine Arts Programs (art, music, drama).
- remain strong in our vocational program focusing on the relationship with Virginia Technological Institute (VTI).
- cyclically review all curriculum areas every five years.
- continue to hire the highest caliber of state certified instructors.
- continue effort to discover support programs to assist students in areas of math and reading.
- continue to focus on "out of school" academic programs to include Education City and Accelerated Reader.
- continue emphasis on STEM and LEGO programs.
- Design and implement an academic accountability plan for struggling students.



STRATEGIC GOAL #4: FINANCIAL HEALTH

Strengthen the Academy's financial health

Objectives

- meet all basic financial needs through tuition and fees.
- establish a plan for limited, yet strategic fundraising to meet specific needs, such as building projects, technology, or financial aid.
- offer generous financial aid to families demonstrating financial need.
- maintain a cash reserve.
- establish a quasi-endowment fund of \$1.8 million by 2018.



STRATEGIC GOAL #5: STUDENT ENROLLMENT

Increase student enrollment

Objectives

- maintain our focus on the product (environment focused on the characteristics of Christ, extraordinary instruction and academic program, cutting-edge technology, outstanding extra-curricular programs, wealth of opportunities).
- sustain marketing focus on re-enrolling current LCA families at 95% each year.
- effectively promote the school to families in Lynchburg, the surrounding counties, and across the country through strategic marketing and events.
- maintain effective and efficient website.
- continue emphasis on communication with current families.
- continue development of summer athletic camps, fine arts camps, and summer programs.
- marketing focus on surrounding private elementary schools in Central Virginia.
- Superintendent continues to build relationships with local pastors.



STRATEGIC GOAL #6: STUDENT ACTIVITIES

Expand our student activities to enhance the school experience for students

Objectives

- continue excellence in athletics and fine arts programs.
- continue emphasis on adding extra-curricular programs.
- continue to focus on after school clubs to reach the interests of more students.
- continue the student leadership forum once per semester for students identified as leaders.
- create an after school program for middle and high school students that provides students a wealth of different activities (modeled off elementary summer care program).
- continue the senior retreat to promote class unity.



STRATEGIC GOAL #7: FACILITIES

Continued vision on expansion and maintenance of facilities

Objectives

- continue attention to cleanliness and maintenance of the Liberty Christian Academy facilities.
- concentration on school security with addition of concealed carriers, internal first response TEAM, and custom intrusion
- add additional classrooms.
- develop a plan to add a boarding component to Liberty Christian Academy.
- develop a plan to create a football stadium with an outdoor track on the lower fields.
- complete the LCA drama facility.



STANDARD #8: SCHOOL BOARD AND SUPERINTENDENT

Refine the purpose and function of the Superintendent with relation to the School Board

Objectives

- ensure the Superintendent and School Board remain faithful to the Academy's mission, vision, and values.
- practice policy governance.
- continue bi-monthly communication with the board via the "Superintendent's Friday Letter."
- develop a LCA Guidance Board composed of three members and the LCA Superintendent that meets on a quarterly basis.

Exhibit P



Liberty Christian Academy

2017-2018 High School Profile

100 Mountain View Road, Lynchburg, Virginia • 434-832-2000 • Fax: 434-832-2054
www.lcabulldogs.com • @lcaulldogs • CEEB Code: 471302

John E. Patterson, Ed. S
Head of Schools

Winnie P. Taber, Ed. S
Assistant Head of School for Academics

Timothy R. Hahn, Ed. S
High School Principal

MISSION STATEMENT

Liberty Christian Academy exists to support parents and guardians in their Biblical responsibility to nurture and train their children. Thus, LCA provides opportunities that allow students to realize their God-given potential and to live lives that glorify God in the spiritual, academic, social, physical, and vocational realms.

THE COMMUNITY

Lynchburg is an independent city in the Commonwealth of Virginia. The population was 80,212 as of 2016. Lynchburg is located in the foothills of the Blue Ridge Mountains along the banks of the James River. Currently, 19 high schools (public and private), ten middle schools, and several elementary schools utilizing a K-5, 6-8, 9-12 grade-level configuration are in the surrounding area.

ACCREDITATION

Liberty Christian Academy is accredited by the Association of Christian Schools International (ACSI) and AdvancED (SACS) which are recognized as valid accrediting agencies for private schools in the Commonwealth by the Virginia Council for Private Education (VCPE) as authorized by the Virginia Board of Education.

THE SCHOOL

Liberty Christian Academy enrolls nearly 2000 students in PreK-12th grade with approximately 732 students in grades 9-12. LCA is the largest (single campus) private school in the state of VA and ninth largest in the U.S. The school opened in the fall of 1967 as Lynchburg Christian Academy and graduated its first senior class in the spring of 1972. Lynchburg Christian Academy changed its name to Liberty Christian Academy in 2005. The demographics of Liberty Christian Academy include: Caucasians-47.94%; African Americans-3.11%; Chinese-3.17%; Hispanic-1.14%; Korean-3.11%; Other-41.53%.

ENROLLMENT

High School	732
Class 2017	205
Total PreK-12	1966
AVG Class Size	18.6

THE ACADEMIC PROGRAM

LCA utilizes a variety of curricula chosen by teacher committees which are led by the Director of Curriculum and Instruction. These committees evaluate and determine the most effective and dynamic academic curricula. The classroom instruction is centered around an essential question (objective) that focuses on differentiation and formative assessments. Each student is provided with an academically challenging program that enhances creativity, encourages critical thinking, and promotes problem solving. Collaboration with other classroom instructors to create symmetry in planning and design are key in providing consistent curriculum. Communication with parents is a primary focus as we partner to support students academically while maintaining a safe instructional environment. A one-to-one deployment of iPads for students in grades 8-12 and carts of iPads for grades PreK – 7th engage and prepare students for 21st century skills. Students at LCA have a full range of academic, extra-curricular, and co-curricular opportunities that promotes life-long learning. LCA utilizes Edline which allows parents to view their child's grades at any time as well as view posted news, assignments, and other important information.

The academic program is organized on a four quarter, two semester, and year schedule. The maximum course load for 9th – 12th grade is seven credits per year. Classes are 50 minutes in duration.

Dual Enrollment college courses (give high school and college credit) are offered to the Liberty Christian Academy community in partnership with Liberty University (a four-year, accredited liberal arts university).

STANDARDIZED TEST SCORES

ACT/SAT SUMMARY 2016 – 2017

ACT Mean	21.8
ACT Middle 50%	18-23
New SAT Mean	EWR: 542 Math: 564

PSAT/NMSQT SUMMARY 2011-2017

National Merit Finalist	2
National Merit Semi-Finalists	2
National Merit Commended Scholars	7

- Baylor University
- Boston University
- Cal State
- California University of Pennsylvania
- Campbell University
- Case Western Reserve University
- Catawba College
- Cedarville University
- Clarion University of Pennsylvania
- Clemson University
- Coastal Carolina University
- College of William and Mary
- Colorado State University
- Cornell University
- Covenant College
- Diablo Valley College
- Emory and Henry College
- Ferrum College
- Florida State University
- Florida Technical College
- Fordham University
- Furman University
- Gardner-Webb University
- Garrett College
- George Mason University
- Georgia Institute of Technology
- Hampden-Sydney College
- Humber College
- Indiana Bible College
- Indiana State University
- Indiana University Bloomington
- James Madison University
- Kennesaw State University
- Liberty University
- Longwood University
- Louisiana State University
- Lynchburg College
- Marymount University
- McKendree University
- Messiah College
- Metro State University of Denver
- Miami University
- Michigan State University
- Mitchell Community College
- NASCAR Technical Institute
- Nashville State Community College
- North Carolina State University
- Northeastern University
- Northern Michigan University

- Oberlin College and Conservatory
- Ohio State University
- Oklahoma State University
- Palm Beach State College
- Parsons The New School for Design
- Pennsylvania State University
- Pensacola State College
- Pepperdine University
- Potomac State College
- Purdue University
- Radford University
- Randolph College
- Randolph Macon College
- Rhode Island School of Design
- Savannah College of Art
- Shenandoah University
- SUNY - Binghamton University
- Sweet Briar College
- Texas A&M University
- Tompkins Cortland Community College
- United States Naval Academy
- University of Alabama
- University of California
- University of Central Florida
- University of Illinois at Urbana
- University of Indiana
- University of Maryland
- University of Miami
- University of Michigan
- University of Minnesota
- University of Mississippi
- University of Notre Dame
- University of Oregon
- University of Richmond
- University of South Carolina Upstate
- University of Tennessee
- University of Texas-Arlington
- University of Texas-San Antonio
- University of Toronto
- University of Virginia
- University of Washington
- University of Wisconsin-Madison
- Virginia Commonwealth University
- Virginia Military Institute
- Virginia Tech
- Virginia Technical Institute
- Washington and Lee University
- West Virginia Wesleyan College
- William & Mary
- Word of Life Bible Institute

ADDITIONAL SUPPORT PROGRAM

General Resource Class (IEP required): \$1230

**Students receive small group instruction, an academic support plan, and collaboration services.

**Educational assessments may incur an additional fee.

CLASS RANKINGS (GPA)

The class ranking is based on the Grade Point Average (GPA) calculation to quantify the overall academic achievement of a student in a single year and a final cumulative rank. This rank value is determined by the grades a student earns and by the level of difficulty of the courses taken. Beginning with grade eight, high school specific subjects are included in the computation. A minimum of 26 credits is required for graduation. Honors classes are weighted by half a point. College Dual Enrollment classes are weighted by one point. The cumulative GPA is calculated in June.

TRANSFERRED CREDITS

Credits from other schools are indicated by "T" on the transcript with "T/C" for college courses and "T/H" for honors and AP courses.

CHRISTIAN/COMMUNITY SERVICE (CSER) requirement of twenty hours per school year, and the service hours are recorded on the transcript.

Class of 2017
 215 graduates in the Class of 2017
 29 earned a 4.0+
 68 earned 3.5–3.99
 73 earned 3.0–3.49
 34 earned 2.50–2.99
 9 earned 2.0–2.49
 2 earned less than a 2.0

Post High School Placement

91% matriculated to 4-year colleges
 (66% of the 2017 graduates attend LU)

9% matriculated to 2-year institutions,
 selected work, military service,
 or technical/ trade training

GRADING SCALE

Grading Scale through 2015-16 School Year					Grading Scale beginning 2016-17 School Year				
Grade	Percentage	Regular	Honors	College Dual Enrollment	Grade	Percentage	Regular	Honors	College Dual Enrollment
A	93–100	4	4.5	5	A	90–100	4	4.5	5
B	85–92	3	3.5	4	B	80–89	3	3.5	4
C	77–84	2	2.5	3	C	70–79	2	2.5	3
D	70–76	1	1.5	2	D	60–69	1	1.5	2
F	69 or below	0	0	0	F	59 or below	0	0	0

HONORS CLASS

Entry into Honors classes requires prerequisite of a 90% overall average in the current regular class or an 85% in the current honors class as a final grade. (Indicated on the transcript with an "H")

Honors English 9, 10, 11

Honors French III

Honors Spanish III

Honors World History II

Honors Algebra I, II

Honors Geometry

Honors Advanced Math

Honors Calculus

Honors Biology

Honors Chemistry

Honors Physics

Honors Human Anatomy & Physiology

ADMISSION TO DUAL ENROLLMENT COURSES

An application and minimum prerequisites are required as follows: a current grade of 85% in regular classes or 80% in honors classes, a teacher recommendation, and minimum score requirements on the PSAT (score of 510/760), the SAT (530/800), or the ACT (23/36), MATH 128 (ACT 25/36).

DUAL ENROLLMENT COLLEGE COURSES ("DE" ON THE TRANSCRIPT):

Survey of American History I (HIUS 221) 3 credits

Principles of Biology (BIOL 101) 3 credits

Elementary Functions and Coordinate Geometry (MATH 128) 4 credits

Composition and Literature (ENGL 102) 3 credits

Information Technology (INFT 110) 3 credits

Survey of American History II (HUIS 222) 3 credits

Principles of Biology Laboratory (BIOL103) 1 credit

Composition and Rhetoric (ENGL 101) 3 credits

Introduction to Teacher Education (EDUC 125) 1 credit

VOCATIONAL TRADE TRAINING

Virginia Technical Institute (VTI) has partnered with Liberty Christian Academy to provide hands-on training in two elective courses: CORE and Carpentry. VTI uses curriculum from the National Center for Construction Education and Research (NCCER), which is a standardized training process affiliated with the University of Florida. VTI is also certified through the State Council of Higher Education for Virginia (SCHEV). These two vocational courses (CORE and Carpentry) are NCCER credentialed.

SPIRITUAL PROGRAM

The spiritual development of every student is of the highest priority at Liberty Christian Academy.

Spiritual education is accomplished through daily Bible instruction, weekly Chapel services, Scripture memorization coupled with application, and the integration of Biblical principles and content with regards to instruction in all academic areas (Christian Worldview). The weekly 6th – 12th grade Chapel is directed and led by the Administration and the Campus Pastor. Most importantly, students see faith lived out by their teachers and administrators who are all born again believers who attempt to be an example of Christ each day.