

LIVING UNIVERSITY

ANNUAL REPORT FOR 2007-2008

A YEAR OF OPPORTUNITY FOR GROWTH,
EXPANSION AND SERVICE

2301 CROWN CENTRE DRIVE
CHARLOTTE, NC 28227

ANNUAL REPORT FOR 2007-2008

A YEAR OF OPPORTUNITY FOR GROWTH, EXPANSION AND SERVICE

INTRODUCTION

The Living Church of God founded Living University on February 27, 2007, in response to its growing need for university-educated personnel and to further edify its world-wide membership and their families. On August 15, Living University opened its virtual doors enrolling more than 150 students from 18 countries. Through its e-learning program the university served students in Africa, the Americas, Asia, Australia/Oceania and Europe. By doing so it made the entire world its campus.

The University held its first commencement exercises on May 19, 2008, where the Certificate of New Testament Studies was conferred on its first six graduates. It has been a year of exceptional opportunity for growth, expansion and service to the people of God all around the globe. This annual report by the President of the University summarizes the successes and challenges of LU's first year of operation.

ACCREDITATION AND LICENSURE

LICENSURE

To operate in the State of North Carolina a college or university must either be licensed by the state or be granted a formal exemption by the state on the basis of religious education. The agency granting licenses and exemption is the University of North Carolina Administration (UNCA) at Raleigh.

Living University duly filed an application for exemption based on its pervasive religious education curriculum. UNCA denied the religious exemption and informed LU that it had secular courses in its degree programs and its proposed degrees were inappropriate for the exemption as they included the words Bachelor of Arts and Associate of Arts. These UNCA termed secular titles and held that LU would have to use the title Bachelor of Theology and the like with no reference to the arts or sciences.

The matter is under appeal wherein LU instructed counsel to exercise its administrative remedies. In any case, LU will have to undergo the licensure process to fulfill its mission. The exemption would simply grant LU additional time to meet licensure requirements. If UNCA does not grant the religious exemption on appeal then LU will have to seek a temporary operating permit or limit its course offerings to theology courses only. By default the latter will preclude any ability for any accreditation.

UNCA will not act on a licensure application from a new institution until it has been in operation for a minimum of two academic years. The application is in the process of drafting assuming it will be necessary for either a temporary operating permit or a license this academic year. Complying with the standards is not difficult to do; it is simply that doing so requires a significant investment of funds for faculty and library.

ACCREDITATION

LU identifies only two recognized agencies as appropriate for its accreditation plans. These are DETC (Distance Education and Training Council) and SACS (Southern Association of Colleges and Schools). There are other recognized agencies by which institutions such as LU can become accredited but each requires an applicant institution to adhere to a Trinitarian doctrinal position. Hence LU must seek a secular route.

While there are similarities in the standards of DETC and SACS, and to some degree the licensure standards of the State of North Carolina, each has a unique approach. For example, North Carolina requires an absolute minimum of four faculty members and a professional librarian for licensure. DETC requires an institution to have a sufficient number of qualified instructors/faculty to give individualized instructional service to each student. SACS requires the number of full-time faculty members to be adequate to support the mission of the institution. The approach undertaken by Living University is to plan and organize in a way that would meet the requirements of all three agencies.

INSTRUCTIONAL PROGRAM

The University developed and placed online the six courses necessary to fulfill the requirements of the Certificate in New Testament Studies. Six students successfully completed the requirements of the certificate and graduated in May. For each course the University received student feedback and proceeded to make adjustments for their reoffering. For example, the lecture series for THL 135 will be completed, by design, during the fall semester 2008. Some of the video lectures need to be reformatted as the course revisions are made.

Voiceovers were made of the THL 135 lectures in the Spanish language enabling the course to be offered in the Spanish language in the fall 2008 semester. The plan is to make available the Certificate in New Testament Studies Program in the Spanish language.

As set forth in the University Catalog all certificate, diploma, and degree programs are focused in theology and the Bible. Even the degree minor areas of Family Studies and Speech Communication are theology based.

INSTITUTIONAL ADVANCEMENT

The annual fund drive for gifts was set for February 2008. Several factors contributed to postponing annual fund raising efforts in the name of the University until the 2008-2009 fiscal year. The University has its application for 103(c)(3) nonprofit status pending with the IRS and it was deemed prudent to wait until the determination letter was in hand before seeking tax deductible donations, gifts, and grants.

Moreover, there was some concern about having to register in certain states before approaching their residents for gifts to the University. This has been resolved by the filing of the necessary documents in the states where required so that the University is now legally free to seek such gifts.

ENROLLMENT MANAGEMENT

Rarely does an institution come into being and register over 150 new students in its first year of operation. Getting everyone enrolled for the fall semester became quite a challenge. The University took

steps to put the proper procedures in place, design forms designed and placed on the Internet but the volume of interest overwhelmed the fragile infrastructure. The response of the Living Church of God membership to becoming students of LU was remarkable and encouraging. Many people, however, did not realize that taking university courses requires a major time commitment. Some got caught up in the excitement of being a part of a new and exciting venture.

Driving enrollments was the University's unique Open Learning Program. The Open Learning Program was for individuals who sought to enroll in one or more single courses, but did not intend to pursue a certificate, diploma or degree. Students enrolled online through the University website at www.livinguniv.com. They were able to register as non-matriculated students in lower division courses (those numbered 100-299) and in selected upper division online courses offered by the University. At first their registration was limited but now they are permitted to accumulate twenty-four (24) semester hours before having to meet regular admissions requirements. A non-matriculated student can apply a maximum of twenty-four semester hours earned through the Open Learning Program to a baccalaureate degree, eighteen to an associate degree, and fifteen to a diploma or certificate. Grades earned through the Open Learning Program become part of a student's permanent academic record.

The purpose of the Open Learning Program is to make available theology and other coursework in a distance learning format to persons not seeking completion of a credential (a certificate, diploma, or degree). Enrollments are accepted on a non-credit basis or audit for those who are not interested in academic credit but who are studying for personal satisfaction.

STUDENT RETENTION

As stated above many people did not fully consider the cost of time and effort when they enrolled. As a result the attrition was about 50%. Steps were taken to inform students of the requirements of various courses by posting a prospectus for courses offered in the schedule of classes together with a sample lesson. Most courses offered for the fall 2008 semester had this information made available to prospective students. Moreover, to be effective in courses students have to have specific listening, writing, reading and study skills.

As the vast majority of LU students were mature adults many experienced difficulty in mastering the material. The University has retained its goal of achieving a student retention rate of 80% in its courses. Certain students were counseled to enroll in EGNL 111 in the fall 2008 semester to further develop their writing skills. It has not yet been possible to institute placement tests for students in reading, writing and mathematics. Once the placement tests are in place the University will be in a better position to counsel students into courses commensurate with their skill level.

FACULTY

The core faculty members for the first year were former Ambassador College/University faculty members and administrators. This created a common understanding of the nature of the work to be done and facilitated the development of the basic six theology courses offered the first year. Only the University President was employed full-time. The other three faculty members took on the responsibility of one course each for each semester as unpaid volunteers above and beyond their regular duties as executives in the Living Church of God.

Understanding that the University had to develop a pool of faculty talent a call was made for LCG members who were qualified to identify themselves if they had an interest in teaching at LU either on a part-time or full-time basis. About ten individuals came forward. The majority had appropriate experience and degrees. A number were vetted and retained on a part-time basis for the fall 2008 semester or the 2008-2009 academic year. Two were not part of the LCG fellowship but former Ambassador University faculty members who remain members of the greater Church of God.

It became evident that there existed a reasonable pool of people affiliated with the Living Church of God willing and able to serve the University on a part-time basis. It is also clear that there are insufficient people in the LCG membership with the credentials to teach in certain disciplines.

STUDENT FINANCIAL AID

The only financial aid program available to LU students was the Regents Scholarship Program offered by the University. It is a generous program as it grants all church members and their minor children a 50% tuition discount. Once the University is either licensed or granted exemption by the State of North Carolina LU is free to seek state approval for Veteran's and War Orphans benefits. Ambassador College in Pasadena enjoyed this approval for many decades as an unaccredited institution. The state office which grants approval has been contacted and awaits LU's application. LU will have to await accreditation to qualify for participation in federal and state financial aid programs. Many low income LCG families will benefit from the federal Pell Grant Program.

COMPUTING AND INFORMATION TECHNOLOGY

Without the support of the LCG Information Technology Department the University could not function. The IT staff recommended A-Tutor as an instructional delivery system. It replaced the faltering Virtual University Appliance system. The choice of A-Tutor proved to be a wise and prudent one as it has worked exceeding well in delivering LU courses. The IT department added features to this software to address specific internal needs of the university and its faculty. There are some weaknesses in A-Tutor, it is not perfect, but it must always be remembered this is an instructional delivery system not an admissions/registration/reporting system.

The University does not have a management information system in place. IT assisted in this matter by adding some features to A-Tutor and embellishments to the University website to enable online admissions, registration and student accounts. Eventually a management information system for a college and university will have to be set in place. There are other priorities, however, including a library circulation system and the acquisition and installation of the Nuventive TracDat Assessment System.

LIBRARY SERVICES

Perhaps it seems a bit strange that in the world of computers and the information highway that LU would have concerns over a library and a library collection. The reality of the matter is that library services now have to be provided at a distance as well as on site. NC State licensure requires the employment of a full-time librarian. Both DETC and SACS require adequate library resources to support the program but these are subjective issues. An illustration of the importance of the library in a university setting as well as other criteria is attested to in Attachment 1.

The existing library consists of a single room roughly 12.5 by 26.5 feet (332 sq. ft.). Library space requirements for a seating capacity of 18 patrons and 5,000 books would be roughly 3,000 square feet, i.e. ten times the present size. The library has about 2,750 books presently on shelves and about 500 books acquired this year in storage waiting processing. The entire collection has to be reprocessed in the Library of Congress system and placed into electronic format. Journals need binding and there are no electronic databases available for users. Students reported difficulty in finding information they needed to complete papers and assignments.

The University became a member of SOLINET (Southeastern Library Network). Through SOLINET the University sought to obtain EZproxy to help provide users with remote access to Web-based licensed content, subscribe to Nexus-Lexis, participate in Inter-Library Loan, and OCLC (Online Computer Library Center). EZproxy is middleware that authenticates library users against local authentication systems and provides remote access to licensed content based on the user's authorization. Through SOLINET, the University can acquire access to selected databases needed by students and faculty. For example, the annual cost of Nexus-Lexis Academic is dropped from \$11,000 to about \$1,000 through its membership.

In conclusion, the University ended the year with an existing need for a professional librarian, library space, and a budgetary commitment to provide the software and licenses necessary to become a functional reference library for the University as well as the LCG headquarters staff.

LEGAL AND RISK MANAGEMENT

The University's application to the IRS for tax-exempt status remains pending.

The purchase contract with Virtual University Systems for the Virtual University Appliance required compulsory arbitration. The matter is in the hands of counsel and is pending.

The University is in the process of an administrative appeal in the University of North Carolina system in regard to authorization to offer courses and grant degrees.

BUDGET, BUSINESS AND FINANCIAL

The Balance Sheet and Income Statement for fiscal year 2007-2008 is appended hereto as Attachment 2. The business office is to be commended for its efforts at putting together an accounting system for the university and for providing a timely unaudited financial statement. The chart of accounts, however, as reported on the Income Statement are not stated in the form of reporting expenditures by program, e.g., Instruction, Research, Public Service, Academic Support, and the like.

The business office has been requested to recode expenditures into accounts by program and to report in subsequent years by budget units (division, department, etc.), and object codes in conformity with standard college and university accounting practices and with the adopted budget of the university. This would aid in establishing budgetary control and accountability as the institution grows.

Moreover, the business office has been asked to review and make any necessary changes to the Income Statement to conform it to the format required by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) and consistent with the IPEDS Finance - Private not-for-profit institutions and Public institutions using FASB standards. SACS requires (a) an institutional audit and written institutional management letter for the most recent fiscal year prepared by an independent

certified public accountant and (b) a statement of financial position of unrestricted net assets, exclusive of plant assets and plant-related debt, which represents the change in unrestricted net assets attributable to operations for the most recent year.

DETC (Distance Education and Training Council) requires the institution's comparative annual financial statements for the last two fiscal years, including a Balance Sheet, Income Statement, Statement of Cash Flow, and Explanatory Notes. Financial statements must be prepared "in conformity with generally accepted accounting principles." This includes the use of the accrual method of accounting.

An institutional audit and written institutional management letter for the 2007-2008 fiscal year prepared by an independent certified public accountant for filing with the university's application to the State of North Carolina for licensure in the spring of 2008 is needed. In the fall of 2009 audited statements for 07-08 and 08-09 have to be filed with DETC (as part of the application for accreditation) and possibly SACS (part of the application for candidacy).

INSTITUTIONAL RESEARCH AND PLANNING

Normally the individual assigned responsibility for Institutional Research and Planning has responsibility for serving as the licensure and accreditation liaison, for oversight of the long-range plan, and for institutional assessment matters. The University requires a part-time faculty member to fulfill this role.

The 2007-2012 Strategic Plan provided a guide for University operations throughout the first year. An assessment summary is appended hereto as Attachment 3.

UNIVERSITY RELATIONS

As part of a marketing plan the University sought to provide its first catalog to all members of the Living Church of God residing in the United States in February 2008 in the annual fund-raising campaign. Five thousand copies of the 2008-2009 University Catalog were printed. Postponing annual fund raising efforts in the name of the University until the 2008-2009 fiscal year meant that the catalog would have to be circulated in another way.

Discussions with postal authorities made it quite clear that the University could not receive a nonprofit postal permit to mail out its publications until the IRS determination letter arrives. Without the postal permit costs were prohibitive. This also resulted in not printing the 2008 Fall Schedule of Classes but making it available on the Internet in PDF format along with a PDF version of the catalog. The University plans to ask the LCG if the catalog could be distributed during the fall festival at the US sites.

ADMINISTRATION

The administrative focus this first year has been on establishing the necessary infrastructure to provide quality online courses to students, to establish a values-oriented approach to all things done at the University, and to put into place the policies, regulations, and procedures necessary for successful operation including licensure and accreditation. Licensure rules and accreditation standards necessitate an elaborate paper trail to prove up professional practice worthy of the issuance of a license or accreditation. These documents have to be made available for inspection. So even though the University

is small and in its infancy it has had to put licensure- and accreditation-driven policies, procedures and documents in place. That will have to be a continuing process to operate in the 21st century.

FACILITIES AND MASTER PLAN

The University occupies space in the Living Church of God international headquarters building. As an online institution in its first year the physical quarters needed to operate have been minimal. There are identified needs:

1. A library of about 3,000 sq. ft.
2. At a minimum office space for the President, Registrar, Librarian, and four full-time faculty members.
3. A classroom and computer laboratory if the University accepts on-site students.
4. A master plan for a small church-related institution as this provides coordinated direction, gives potential donors with the information they need in addressing whether or not they will make a gift and to what extent, and conforms with the professional practice expected of a licensed and accredited institution.

Respectfully submitted,

September 4, 2008

Michael P. Germano, Ed.D., J.D.
President and Chief Executive Officer

25 students got no-good degrees from New Birth campus

Atlanta Journal-Constitution - Aug 11, 2008

Twenty-five students who attended a satellite program of **North Carolina Central University at Bishop Eddie Long's Lithonia megachurch** earned bachelor's degrees that are not recognized by the school's accrediting agency. A school spokeswoman said 39 other students were in the program earlier this year when it was shut down.

Long and the school, in Durham, started the satellite campus four years ago. They closed it in June after the **Southern Association of Colleges and Schools** learned of it, reviewed the program and **refused to sanction it**. All extension programs have to be approved by SACS for degrees to be recognized.

Tom Benberg, chief of staff at the Commission on Colleges at SACS, said any degrees earned in the program at New Birth Missionary Baptist Church, "would not be a degree from an accredited operation." Long released a statement saying the church has partnered with various education programs to hold classes at the church.

"Regrettably, the university did not seek appropriate approvals at that time prior to launching the program. Last month [SACS] denied approval for NCCU to continue the program offerings at the New Birth site."

Long said the church and the school are continuing to work toward getting the program recognized by SACS so it can continue. Long is a graduate of NCCU, a school trustee and announced a \$1 million gift to university last week.

The University of North Carolina system, of which NCCU is part, learned of the program last week, according to a spokeswoman. The program should have been vetted by the system's board of governors.

Erskine Bowles, president the University of North Carolina system, said in a written statement, "I can think of no justifiable reason why the former NCCU leadership would have completely ignored and failed to abide by the appropriate approval process in creating this program. Such action is contrary to all university policy."

Bowles continued, "This circumstance is one of many problems Chancellor [Charlie] Nelms inherited when he arrived last year, and he has managed each of them professionally and effectively." The university system and the staff at NCCU are investigating the situation and trying to answer the legal and academic questions caused by it, said Joni Worthington, vice president of communications at UNC.

The school and Long's church tried to get the program approved ex post facto, but SACS denied their request in June. A SACS report said the program did not prove that faculty was qualified or that it had adequate library and learning resources. The program was unable to measure whether students were adequately leaning the subject matters and it did not provide an adequate financial statement from the program.

NCCU provided The Atlanta Journal-Constitution a list of 11 NCCU faculty members who taught in the program, all of whom had graduate degrees. However, four were listed as non-compliant

because they had no graduate course work in the classes they were teaching. The university paid the teachers and their travel expenses. The program also had adjunct faculty members from the Atlanta area.

The college offered business, criminal justice and hospitality degrees at New Birth. The program began under then-Chancellor James Ammons of NCCU, who left to become president of Florida A&M University in 2007.

Calls and an e-mail Monday morning to Ammons were not returned. Ammons was engaged in board meetings there, an A&M spokeswoman said. A statement from Chancellor Nelms at NCCU denied responsibility for the program. A university spokeswoman referred questions to Kimberly Phifer-McGhee, director of distance education at NCCU.

Phifer-McGhee said she did not know why or how the program started, did not know how much the university paid to run the program, or why SACS was not notified of it. "I was not part of the leadership," she said. She said that faculty members had degrees, but may not have had course work to teach what they were teaching at the school. The university is trying to work out a program that would allow current students to remain in school in good standing, she said.

Benberg said that SACS would not likely recognize the degrees already awarded. "I am not aware that we have ever done that," he said.

source: http://www.ajc.com/shared/content/metro/dekalb/stories/2008/08/11/long_college_degrees.html

ATTACHMENT 2 FINANCIAL STATEMENT

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Living University
Balance Sheet
June 30, 2008

ASSETS

Current Assets		
BB&T # 0005196130723	\$	15,932.32
Accounts Receivable		75.00
		16,007.32
Total Current Assets		
Property and Equipment		
Furniture and Fixtures		4,737.02
Equipment		16,738.49
Software		1,214.94
Accum. Depreciation - Furnitur		(947.40)
Accum. Depreciation - Equipmen		(4,931.79)
Accumulated Depr - Software		(404.98)
		16,406.28
Total Property and Equipment		
Other Assets		
Organization Costs		11,219.28
Accum. Amortiz - Org. Costs		(734.40)
		10,484.88
Total Other Assets		
Total Assets	\$	42,898.48

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	1,455.85
State Payroll Taxes Payable		17.25
Student Deposits		562.50
		2,035.60
Total Current Liabilities		
Long-Term Liabilities		
Total Long-Term Liabilities		0.00
Total Liabilities		
Capital		
Net Income		40,862.88
Total Capital		40,862.88
Total Liabilities & Capital	\$	42,898.48

Unaudited - For Management Purposes Only

Living University
Income Statement
For the Twelve Months Ending June 30, 2008

	Current Month		Year to Date	
Revenues				
Tuition and Fees	\$ 1,699.00	43.96	\$ 53,046.75	23.55
Private Gifts and Grants	0.00	0.00	606.25	0.27
Subsidy from Parent Corp.	2,165.55	56.04	171,051.15	75.93
Book Sales Commissions	0.00	0.00	537.38	0.24
Fee Refunds	0.00	0.00	25.00	0.01
	<u>3,864.55</u>	<u>100.00</u>	<u>225,266.53</u>	<u>100.00</u>
Total Revenues				
Cost of Sales				
	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Cost of Sales				
	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Gross Profit				
	<u>3,864.55</u>	<u>100.00</u>	<u>225,266.53</u>	<u>100.00</u>
Expenses				
Advertising Expense	0.00	0.00	145.48	0.06
Amortization Expense	734.40	19.00	734.40	0.33
Legal Fees	0.00	0.00	5,412.85	2.40
Bank Fees	45.44	1.18	1,956.65	0.87
Professional Fees	0.00	0.00	415.00	0.18
Contracted Services	116.14	3.01	1,316.69	0.58
Depreciation Expense	5,229.30	135.31	6,284.17	2.79
Supplies Expense	25.43	0.66	6,358.30	2.82
Commencement Ceremony Expense	1,508.49	39.03	2,447.24	1.09
Instructional Supplies Expense	0.00	0.00	108.63	0.05
ISP Expense	273.05	7.07	440.91	0.20
Postage and Shipping Expense	4.56	0.12	288.08	0.13
Insurance Expense	722.02	18.68	30,497.75	13.54
Equipment & Furniture Expense	773.96	20.03	3,227.08	1.43
Facility Allocation Costs	0.00	0.00	6,881.53	3.05
Printing Expense	0.00	0.00	11,042.51	4.90
Publications Expense (Books)	0.00	0.00	1,167.68	0.52
Subscription Expense	0.00	0.00	278.70	0.12
Membership Dues	0.00	0.00	60.00	0.03
Travel Expense	0.00	0.00	3,338.10	1.48
Conferences Expense	0.00	0.00	1,136.85	0.50
Software Expense	381.49	9.87	31,102.41	13.81
Professional Development	0.00	0.00	113.95	0.05
Compensation of Officers	4,166.66	107.82	46,133.32	20.48
Salaries Expense	0.00	0.00	1,783.47	0.79
Salary Allocations Cost	0.00	0.00	21,731.90	9.65
	<u>13,980.94</u>	<u>361.77</u>	<u>184,403.65</u>	<u>81.86</u>
Total Expenses				
Net Income	<u>\$ (10,116.39)</u>	<u>(261.77)</u>	<u>\$ 40,862.88</u>	<u>18.14</u>

For Management Purposes Only

ATTACHMENT III GOAL ASSESSMENT

1. INSTRUCTIONAL PROGRAM GOALS				
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
07/30/07	Develop of all courses to be offered in the Fall 2007 semester completed and placed online.	All courses to be offered in the Fall 2007 semester completed and courses placed online.	Courses completed and placed online. No follow up needed.	Fall 2007 Schedule of Classes (PDF) Archived courses
08/15/07	Begin Fall Semester with at least three courses online.	Three online courses offered Fall Semester 2007.	THL 135, 200 and 332 offered in the Fall Semester 2007. No follow up needed.	Fall 2007 Schedule of Classes (PDF) Archived courses
01/30/08	Acquire and install WIDS instructional systems design software.	WIDS instructional systems design software acquired and installed.	Not completed and this goal was moved forward to 2008 academic year.	
01/15/08	Begin Spring Semester with at least three courses online.	Three online courses offered Spring Semester 2008.	THL 136, 250, and 326 offered in the Spring Semester 2008. No follow up needed.	Spring 2008 Schedule of Classes (PDF) Archived courses

05/19/08	Graduate first graduates in Certificate of New Testament Studies program.	Commencement held with at least one certificate graduate.	Completed with six graduates completing program. No follow up needed.	Commencement program. Transcripts of individual students.
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2. ACCREDITATION AND LICENSURE GOALS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
08/01/07	File exemption application for NC licensure process.	Application for exemption filed.	Exemption application filed.	Application (PDF)
08/01/07	Licensure site visit.	Site visit held.	UNCA declined to make a visit. Follow-up necessary.	
10/01/07	Complete exemption to NC licensure process.	Exemption letter received from state approving authority.	Not completed, exemption denied and placed on administrative appeal. Follow-up necessary.	Letter from UNAC (PDF).
06/30/08	Complete state authorization to offer certificate, diploma, and associate degrees by license.	Receive license authorizing certificate, diploma, and associate degree programs from state approving agency.	Not completed, postponed pending outcome of administrative appeal. Follow-up needed.	

3. INSTITUTIONAL ADVANCEMENT GOALS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
11/01/07	Begin Annual Fundraising Campaign with goal of \$50,000.	Campaign begun.	Not completed, postponed until 2009.	
02/28/08	Annual Fundraising Campaign Ended.	\$50,000 raised.	Not completed, postponed until 2009.	
06/30/08	Achieve Foundation gifts of \$25,000.	\$25,000 raised through foundation giving.	Not completed, goal reduced to \$15K and postponed until fiscal year 2009-2010.	
4. ENROLLMENT MANAGEMENT GOALS				
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
04/15/07	Make available online <i>Application for Admission</i>	Online <i>Application for Admission</i> published in a web-based electronic format	Completed. Follow-up not needed.	Application (PDF)
06/13/07	Begin online registration for Fall Semester.	Online registration begins on schedule.	Completed. Follow-up not needed.	

08/15/07	Generate at least 36 FTE based on enrollment as of the fifteenth day of the Fall Semester.	At least 36 FTE generated based on enrollment on the fifteenth day of the Fall Semester.	Completed. Follow-up not needed.	Fall 2007 Enrollment Report (FTE)
08/24/07	On the Fall 2007 IPEDS 10% census date reach an enrollment of not less than 36 FTE.	Census date enrollment reaches at least 36 FTE.	Completed. Follow-up not needed.	Fall 2007 Enrollment Report (FTE)
01/15/08	Generate at least 72 FTE based on enrollment as of the fifteenth day of the Spring Semester.	At least 72 FTE generated based on enrollment on the fifteenth day of the Spring Semester.	Not achieved. Follow-up not needed.	Fall 2007 Enrollment Report (FTE)
01/15/08	Generate at least 72 FTE based on enrollment as of the fifteenth day of the Spring Semester.	At least 72 FTE generated based on enrollment on the fifteenth day of the Spring Semester.	Not achieved. Follow-up not needed.	Fall 2007 Enrollment Report (FTE)
5. STUDENT RETENTION GOALS				
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
05/18/08	Achieve a student retention rate for the semester of at least 80%.	A student retention rate for the semester of at least 80% achieved.	Not achieved. Follow-up not needed.	Archived course rosters.

6. FACULTY GOALS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
04/01/07	Begin recruitment effort for part-time faculty for 2008-2009.	Faculty recruitment effort begun.	Completed, no follow-up needed.	List on Inquiries (PDF).
07/01/07	Add full-time theology faculty member to faculty (12 mo. position).	Full-time theology faculty member (12 mo. position) appointed.	Not completed. Postponed until July 2009.	
07/01/07	Add PT with benefits Registrar position.	Part-time Registrar employed.	Not completed. Appointee will commence duties in spring of 2009.	Registrar Faculty Contract.

7. STUDENT FINANCIAL AID GOALS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
7/1/07	Provide a comprehensive scholarship program for Living Church of God coworkers, members and employees.	Comprehensive scholarship program for Living Church of God coworkers, members and employees instituted.	Completed, Regents Scholarship Program designed, approved, and implemented.	2007-2008 Catalog (PDF)

8. COMPUTING AND INFORMATION TECHNOLOGY GOALS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
03/15/07	Develop website for Living University.	Website for Living University brought online.	Completed. No follow-up necessary.	
05/01/07	Acquire Virtual University System.	Virtual University System purchased and delivered.	Completed, but it failed and had to be abandoned. No follow-up needed.	
06/01/07	Install Virtual University System.	Virtual University System fully operational.	Completed, but it failed to operate successfully and had to be replaced by A-Tutor. No follow-up needed.	
01/30/08	Acquire and install WIDS instructional systems design software.	WIDS instructional systems design software acquired and installed.	Not completed and this goal was moved forward to October 1, 2008.	
01/30/08	Acquire and install Nuventive TracDat Assessment System.	Nuventive TracDat Assessment System acquired and installed.	Not completed and this goal was moved forward to October 1, 2008.	
9. LIBRARY SERVICES GOALS				
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>

12/31/07	Assess current Living church library holdings.	Assessment complete.	Not completed. Goal moved to 2009-2010.	
06/30/08	Convert library book holdings to LC system.	All library book holdings processed and shelved by LC call number.	Not completed. Goal moved to January 2009.	
06/30/08	Automate card catalog.	Card catalog automated.	Not completed. Postponed until November 2008.	
06/30/08	Add 400 books to library collection during fiscal 2007-2008 year.	400 books added to library holdings.	Completed. No follow up needed.	List of acquisitions
10. BUDGET, BUSINESS AND FINANCIAL GOALS				
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
12/31/07	Institute an online budget planning system using Excel.	Budget planning system installed.	Partially completed. System needs to be placed on line with multiuser access. Follow-up needed.	
03/15/07	Complete final budget for 2007-2008 fiscal year to submit to Board of Regents for approval.	Budget for 2007-2008 completed and submitted.	Completed. No follow-up needed.	2007-2008 Budget (PDF).

07/01/07	Complete NC Franchise Tax Exemption.	Exemption letter received from state approving authority.	Not complete. Follow-up necessary.
09/01/07	Complete IRC §103(C)3 exemption process.	Determination Letter received from IRS.	Not complete. Follow-up necessary.

11. INSTITUTIONAL RESEARCH AND PLANNING GOALS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
04/15/07	Prepare Strategic Long-Range Plan 2007-2012 for Board of Regents approval.	Strategic Long-Range Plan 2007-2012 submitted to Board of Regents for approval.	Completed. No follow-up necessary.	2007-2008 Long-Range Plan (PDF)
01/30/08	Acquire and install Nuventive TracDat Assessment System.	Nuventive TracDat Assessment System acquired and installed.	Not completed and this goal was moved forward to October 1, 2008.	
04/15/08	Prepare Strategic Long-Range Plan 2008-2013 for Board of Regents approval.	Strategic Long-Range Plan 2008-2013 submitted to Board of Regents for approval.	Not completed on time. The L-R Plan rescheduled for submission to the board at its next regular meeting.	
6/30/08	Complete SACS Assessment Report.	SACS Assessment Report completed.	Not completed. The report was postponed for one	

year.

12. UNIVERSITY RELATIONS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
06/01/07	Publish set of four recruitment brochures.	Four recruitment brochures published.	Completed in PDF format and made available of the university website. No follow-up needed.	Certificate Brochure (PDF) Diploma Brochure (PDF) Associate Brochure (PDF) Bachelor's Brochure (PDF)
07/01/07	Publish <i>University Catalog</i> for 2007-2008 in PDF format.	2008-2009 Catalog published in print and PDF formats.	Partially completed. For budgetary and timing reasons a print edition was targeted for 2008-2009 academic year instead but the PDF version for 2007-2008 was published on the university website.	207-2008 Catalog (PDF)
09/01/07	Publish <i>University Catalog</i> for 2008-2009 in print and PDF formats.	2008-2009 Catalog published in print and PDF formats.	Completed in both print and PDF formats. Distribution of the print edition for marketing purposes will be through the FT meetings in the fall. Distribution was postponed as the university	2008-2009 Catalog (Print) 2008-2009 Catalog (PDF) 2008-2009 Catalog [Revised and Updated] (PDF)

could not qualify for a non-profit postal permit until the IRS determination letter is received.

13. ADMINISTRATION GOALS

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>	<i>Action</i>	<i>Supporting Documents</i>
01/15/07	Complete First draft of the Mission Statement.	Mission Statement drafted.	Completed and submitted to the board for input. No follow-up needed.	Mission Statement (PDF)
02/01/07	Complete proposed Board of Regents Bylaws and submit to proposed board members.		Proposed Bylaws drafted and submitted to the board for input. No follow-up needed.	Bylaws (PDF)
02/15/07	Incorporate as Living University.	Certified copies of the LU Articles of Incorporation received from the NC Secretary of State's office.	Completed. Articles received and placed in the corporate minute book. No follow-up needed.	Certified Copy of Articles (PDF) Restated Articles (PDF)
03/08/07	Complete proposed Board of Regents Statutes and submit to proposed board members.	Proposed Statutes drafted and submitted.	Completed. Board approved statutes at organization meeting. No follow-up needed.	Board Minutes (PDF) Approved Statutes (PDF)

03/15/07	Hold organization board meeting.	Completed. Organization meeting held. No follow-up needed.	Board Minutes (PDF)
07/01/07	Officially open LU office at LCG headquarters building at Charlotte.	LU office at LCG headquarters in Charlotte opened.	Copy of Lease Agreement (PDF)

