

Living University

# Report on the Strategic Long-Range Plan Cycle 2 (2014-2018)

For Living University

President's Office

August 14, 2015

Charlotte, NC

Published by the President's Office on 15 August 2015. Living University; 2301 Crown Centre Drive;  
Charlotte, North Carolina 28227-7705.

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## EXECUTIVE SUMMARY

Throughout this planning cycle our core values and focus on mission continued to guide our path. Abstracted below are the salient points reported from the Executive Summary for the last planning cycle in *The Report on the Strategic Long-Range Plan: Fiscal Cycle 2 (2014-2015)*.

Throughout this planning cycle our core values and focus upon mission continued to guide our path in becoming an institution which will “enable Christ to bless it and act and feel perfectly at home in it.” Our mission statement and the premise that “The Word of God is the Foundation of Knowledge” continue to set the tone and direction of the University.

Our acquisition and implementation of the Xitracs Planning Module in this planning cycle facilitated more inclusive long-range planning. Salient results for this planning cycle are listed below in three parts — operational goals, library space requirements, and campus master plan.

### **Operational Goals**

1. By implementing the Xitracs Planning Module we have now realized a more comprehensive strategic plan and have more measurable goals and results. We see our task for next year as developing more comprehensive and detailed reporting. A plan will have five cycles.
2. During this planning cycle we revised our A.Th. and B.Th. degree programs to improve their appeal and effectiveness and finished planning an A.A. degree program with implementation scheduled for the fall 2016 semester. An application for a license to offer the AA Degree and the minors has been submitted to the state approving agency. We would like to see continued expansion of the course offerings under the General Education Core in the arts and sciences. We developed proposals for baccalaureate degree minors in communications and business.
3. As to other academic matters and student success, formal exit exams were administered for each certificate, diploma and degree program. As exit exam data accumulates it should help us improve by highlighting program and curricular strengths and weaknesses.
4. Our total enrollment was up for this planning cycle and we exceeded our planned enrollment goals.
  - a. Our total head count enrollment increased from 166 in fall 2013 to 229 in fall 2014 for a 38.0% increase.

- b. Our spring headcount enrollment increased from 191 registered in the spring of 2013 to 197 in the spring of 2014 for a 3.1% increase.
  - c. An increase of 4.5% in enrollment is projected for the 2014-2015 academic year.
- 5. For fall 2014 ten on-campus students enrolled. We project 8-12 students for fall 2015.
- 6. The faculty consists of four fulltime members (Frank, Germano, Nathan and Winnail). We have an adequate pool of adjunct faculty for other fields of study.
- 7. A research proposal for an experimental excavation along the exposed wall (the wall facing the small cemetery) is in development with a professor from the University of North Carolina Charlotte. The project requires a license from the Israel Antiquities Authority and permission of the cemetery landowner. These tasks are underway. The project would take two or three weeks and present opportunity to test several hypotheses about the age and function of the Cenacle. With respect to the Church of God history project a significant number of sources were identified and electronic copies acquired primarily through Seventh-Day Adventist archives.
- 8. The growth of the library has been surprising. We ended the year with about 5,000 books needing processing. Our librarian works for us on a half time basis which is adequate for our size and scope. Before this can be completed an upgrade to our circulation system needed to be completed. This should be in place in the fall 2015. An automated self-check system should facilitate library services for all. With no immediate need for additional electronic databases, none were added this year.
- 9. For the 2015-2016 fiscal year, LU tuition increased to \$120. As the economy improves we should be able to meet the \$125 goal for the 2016-2017 fiscal year.
- 10. Our annual campaign goal for giving was \$65,000 for fiscal 2014-2015. The University realized \$149,900 as we received a special gift from a single donor of \$70,000.
- 11. The federal student financial aid program and corporate grant-matching require national accreditation (DEAC). There was no specific activity toward this goal this year. While possible, it is unlikely that national accreditation will be realized until 2017.
- 12. For the 2014-2015 fiscal year tuition and fee revenues amounted to 26.9% of the cost of instruction. For 2013-2014 it was 26.7%. There was a \$121,500 offset for tuition reductions (scholarships).
- 13. Our goal is to maintain a cash reserve of \$175,000. The cash reserve on June 30, 2015, was \$164,618.00. We believe that this three month cash reserve is both prudent and adequate for operation of the institution.
- 14. We now have student housing units for men and women.

15. We did not acquire a van this year. On-campus enrollment does not warrant a van at this time. The goal should probably be recast for fall 2016.
16. We dropped Christianbook.com as a vendor for textbooks and have entered into an arrangement with amazon.com. We believe we need an outside vendor for textbooks and our own bookstore operation for other items particularly memorabilia.
17. The University occupies a suite of five offices on the first floor of the LCG Headquarters building. We do not anticipate additional faculty office needs for fiscal year 2015-2016.
18. The library occupies space on the second floor of the Headquarters building including a small classroom and librarian workroom/office. The space has been adequate for academic year 2014-2015. To utilize existing space more efficiently and effectively we have to acquire remote storage and processing space through lease of an appropriate off-campus facility.

## **Library Space Requirements**

The library has experienced significant continued growth during this planning cycle. The collection stands at about 13,000 volumes and we anticipate some growth to about 15,000 volumes in 2015-2016 fiscal year. For the next cycle of the Strategic Long-Range Plan management needs to reassess additional library space needs as the collection grows.

## **Campus Master Plan**

The existing campus master plan focuses on (1) infrastructure development and (2) locating the University across Crown Centre Drive from the LCG World Headquarters building (in an area of about 12 acres bounded by Crown Centre Drive, Tower Point Drive and Sardis Road North). The administration believes the office condominiums at 2124 Crown Centre Drive, Charlotte (or other properties in the set of condominiums in that facility are adequate for envisioned office and classroom growth of the University. Student housing is now provided to both unmarried men and women on-campus students. We anticipate adding an additional townhouse to student housing and give up the leased home for men in Mint Hill.



# REPORT ON PLAN GOALS

## 1. INSTRUCTION PLAN GOALS (10001 THROUGH 19001)

### 1.1 ARTS AND SCIENCES (10001)

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#### PLANNING GOAL 1.1.1 COURSE SYLLABUS REVIEW

**Budget:** \$0

##### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

##### **2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

##### **3. Plan Goal**

Each semester prior to registration a review of the syllabi for all division courses offered in the schedule of classes for that semester shall be made.

##### **4. Accountability**

Dean of Faculty and Lead Instructors.

##### **5. Preliminary Budget Request Submitted?**

Yes

##### **6. Criterion**

Syllabi for each course offered by the division in the schedule of classes for current semester reviewed.

##### **7. Result**

Course prospecti and syllabi are reviewed prior to the start of each semester. The assistant registrar reviews and updates these documents and informs the Dean of Faculty when completed.

##### **8. Reflection**

The current system appears to be effective in keeping syllabi and prospecti current.

---

## PLANNING GOAL 1.1.2 COURSE PROSPECTI REVIEW

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

### **3. Plan Goal**

Biannually (in even numbered years) review each course prospectus and bring it up-to-date.

### **4. Accountability**

Dean of Faculty and Lead Instructors.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Each course prospectus reviewed and brought up-to-date.

### **7. Result**

Prospecti and syllabi for all courses are reviewed and updated in even-numbered years. This task was last completed in the fall of 2014 and is scheduled to be completed again in the fall of 2016.

### **8. Reflection**

This evaluation cycle appears to be appropriate at this time.

---

## PLANNING GOAL 1.1.3 COURSE LEVEL GOALS

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be committed to the pursuit of excellence in instruction and other learning opportunities in an environment of scholarship, innovation, culture, and academic freedom (a) by maintaining high standards for faculty and assessing their effectiveness and student learning through departmental evaluation and student inventory reports and (b) through student assessment.

### **3. Plan Goal**

Develop at least four course level goals stated in Gagné terms for each course in the curriculum.

### **4. Accountability**

Dean of Faculty and Lead Instructors.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Develop at least four course level goals stated in Gagné terms for each course in the theology curriculum.

### **7. Result**

A retrospective review of course level goals has been completed over the last academic year (2014/2015) and existing course syllabi now include at least four course level goals.

### **8. Reflection**

Going forward, during development of all new courses, the creation of at least four course level goals based on the use of Gagné verbs will be required.

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## PLANNING GOAL 1.1.4 A.A. DEGREE PROGRAM IMPLEMENTATION

**Budget:** \$12,000

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Offer instructional programs in disciplines structured to promote intellectual development and lay a foundation for further learning, as will be accomplished through maintaining adequate faculty and majors in, but not limited to, theology, with each structured on a core of biblical foundations and general education requirements.

### **3. Plan Goal**

Implement the Associate of Arts degree program upon state authorization.

### **4. Accountability**

Dean of Faculty and Lead Instructor.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

The Associate of Arts degree program was implemented upon state authorization.

### **7. Result**

State authorization was not achieved by the start of the 2015/2016 academic year and thus the Associate of Arts program implementation was put on hold.

### **8. Reflection**

The state licensure visit by the University of North Carolina Board of Governors is tentatively set for November 2015. If the outcome of that meeting is successful, the plan is to implement the Associate of Arts degree program in the fall of 2016.

## 1.2 BUSINESS AND INFORMATION TECHNOLOGY (12501)

### PLANNING GOAL 1.2.1 FACULTY

**Budget:** \$60,000

#### 1. Primary/Support Program Objective

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

#### 2. Operational Objective

Be committed to instructional programs in disciplines structured to promote intellectual development and lay a foundation for further learning, as will be accomplished through maintaining adequate faculty and majors in, but not limited to, theology, with each structured on a core of biblical foundations and general education requirements.

#### 3. Plan Goal

Based on enrollment need at the time plan to add a full-time faculty member in fall 2016 (12 mo. position).

#### 4. Accountability

Dean of Faculty and Lead Instructor.

#### 5. Preliminary Budget Request Submitted?

Yes

#### 6. Criterion

Full-time business and information systems faculty member (12 mo. position) appointed in the fall of 2016.

#### 7. Result

Plans are currently underway to fulfill this goal, enrollment and budget permitting.

#### 8. Reflection

Examination of the budget and budgeting steps are being taken to plan for this future hire.

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## PLANNING GOAL 1.2.2 COURSE SYLLABI REVIEW

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

### **3. Plan Goal**

Each semester review the syllabus for each course offered by the division in the schedule of classes.

### **4. Accountability**

Dean of Faculty and Lead Instructors.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Syllabi for each course offered by the division in the schedule of classes for current semester reviewed.

### **7. Result**

Completed for the fall 2015 semester. The assistant registrar does the primary review and updating and notifies the Dean of Faculty when complete. The Dean of Faculty then approves the syllabi.

### **8. Reflection**

The current system of review is working.

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## PLANNING GOAL 1.2.3 COURSE PROSPECTI REVIEW

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

### **3. Plan Goal**

Biannually (in even numbered years) review each course prospectus and bring it up-to-date.

### **4. Accountability**

Dean of Faculty and Lead Instructor.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Each course prospectus reviewed and brought up-to-date.

### **7. Result**

Course prospecti were reviewed and updated prior to the start of fall early enrollment (July 1). The assistant registrar performs the initial review and informs the Dean of Faculty.

### **8. Reflection**

The current system is working.

---

## PLANNING GOAL 1.2.4 COURSE LEVEL GOALS

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be committed to the pursuit of excellence in instruction and other learning opportunities in an environment of scholarship, innovation, culture, and academic freedom (a) by maintaining high standards for faculty and assessing their effectiveness and student learning through departmental evaluation and student inventory reports and (b) through student assessment.

### **3. Plan Goal**

Develop at least four course level goals stated in Gagné terms for each course in the curriculum.

### **4. Accountability**

Dean of Faculty and Lead Instructors.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

At least four course level goals stated in Gagné terms for each course in the curriculum developed.

### **7. Result**

A retrospective review of course level goals has been completed over the last academic year (2014/2015) and existing course syllabi now include at least four course level goals.

### **8. Reflection**

Going forward all newly developed course will be required to have at least course level goals stated in Gagné terms.

## 1.3 HEALTH AND HUMAN ECOLOGY (15001)

### PLANNING GOAL 1.3.1 COURSE SYLLABI REVIEW

**Budget: \$0**

#### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

#### **2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

#### **3. Plan Goal**

Each semester prior to registration a review of the syllabi for all division courses offered in the schedule of classes for that semester shall be made.

#### **4. Accountability**

Dean of Faculty and Lead Instructors.

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Syllabi for each course offered by the division in the schedule of classes for current academic year reviewed.

#### **7. Result**

Most syllabi for classes offered for fall 2015 were reviewed and updated prior to the start of registration (July 1). A few were completed during the registration process but prior to the start of the semester.

#### **8. Reflection**

This process needs to be started earlier. Initial email reminders need to be sent out just following May Commencement, for the fall semester.

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## PLANNING GOAL 1.3.2 COURSE PROSPECTI REVIEW

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

### **3. Plan Goal**

Biannually (in even numbered years) review each course prospectus and bring it up-to-date.

### **4. Accountability**

Dean of Faculty and Led Instructor.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Each course prospectus reviewed and brought up-to-date.

### **7. Result**

This task was completed during the 2014/2015 academic year and is scheduled to be completed again during the 2016-2017 academic year.

### **8. Reflection**

The current process is working.

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PLANNING GOAL 1.4.1 COURSE SYLLABI REVIEW

**Budget: \$0**

**1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

**2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

**3. Plan Goal**

Each semester prior to registration a review of the syllabi for all division courses offered in the schedule of classes for that semester shall be made.

**4. Accountability**

Dean of Faculty and Lead Instructors.

**5. Preliminary Budget Request Submitted?**

Yes

**6. Criterion**

Syllabi for each course offered by the division in the schedule of classes for the semester reviewed.

**7. Result**

This task was completed for most classes prior to the start of registration (July 1). A few syllabi were completed during the registration process.

**8. Reflection**

Faculty need to be notified earlier and given an earlier deadline for finalization of syllabi.

---

## PLANNING GOAL 1.4.2 COURSE PROSPECTI REVIEW

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be timely in providing students with current, accurate and complete course prospecti and syllabi.

### **3. Plan Goal**

Biannually (in even numbered years) review each course prospectus and bring it up-to-date.

### **4. Accountability**

Dean of Faculty and Led Instructors.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Each course prospectus reviewed and brought up-to-date.

### **7. Result**

This task was completed during the 2014/2015 academic year and is scheduled to be completed again during the 2016-2017 academic year.

### **8. Reflection**

This process is currently working.

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## PLANNING GOAL 1.4.3 LCG LEADERSHIP COURSE

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be committed to instructional programs in disciplines structured to promote intellectual development and lay a foundation for further learning, as will be accomplished through maintaining majors in, but not limited to, theology, with each structured on a core of general education requirements.

### **3. Plan Goal**

Within three years offer an academic version of the LCG Leadership Course.

### **4. Accountability**

Dean of Faculty and Lead Instructors.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

An academic version of the LCG Leadership Course offered within five years.

### **7. Result**

This goal is still in process.

### **8. Reflection**

The course is "on the books", however the course itself is yet to be created and offered.

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## PLANNING GOAL 1.4.4 FACULTY POSITION

**Budget:** \$50,000

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be committed to instructional programs in disciplines structured to promote intellectual development and lay a foundation for further learning, as will be accomplished through maintaining adequate faculty and majors in, but not limited to, theology, with each structured on a core of biblical foundations and general education requirements.

### **3. Plan Goal**

Based on enrollment need at the time plan to add a full-time faculty member in fall 2018 (12 month position).

### **4. Accountability**

President.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Full-time theology faculty member (12 mo. position) appointed in the fall of 2018.

### **7. Result**

No action taken this year.

### **8. Reflection**

Continue goal.

---

## PLANNING GOAL 1.4.5 COURSE LEVEL GOALS

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be committed to the pursuit of excellence in instruction and other learning opportunities in an environment of scholarship, innovation, culture, and academic freedom (a) by maintaining high standards for faculty and assessing their effectiveness and student learning through departmental evaluation and student inventory reports and (b) through student assessment.

### **3. Plan Goal**

Develop at least four course level goals stated in Gagne terms for each course in the curriculum.

### **4. Accountability**

Dean of Faculty and Lead Instructors.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Develop at least four course level goals stated in Gagné terms for each course in the theology curriculum.

### **7. Result**

At least four course level goals stated in Gagné terms have been developed for all courses that have been and will be offered during the current semester. It has not been met for courses yet to be developed.

### **8. Reflection**

The system is currently working and should be successful as new courses are completed and ready to be offered.

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## PLANNING GOAL 1.4.6 PROGRAM REVIEW

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall provide instruction at the associate and baccalaureate level in general education as well as in the arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources; and extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners (Statutes Sect. 2.2.1).

### **2. Operational Objective**

Be committed to providing curricula specifically related to volunteer, bi-vocational, or career service in Living Church of God congregations.

### **3. Plan Goal**

Every three years review the B.Th. and A.Th. Degree programs focusing on their purpose to prepare students for volunteer, bi-vocational, or career service in Living Church of God congregations.

### **4. Accountability**

Dean of Faculty and Lead Instructor.

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Three-year curriculum review of the B.Th. and A.Th. Degree programs focusing on their purpose to prepare students for volunteer, bi-vocational, or career service in Living Church of God congregations completed and filed with the President's Office.

### **7. Result**

This review was completed during the 2014/2015 academic year and is scheduled to be completed again during the 2017/2018 academic year.

### **8. Reflection**

As a result the need for a course in Biblical Languages was identified in the Bachelor of Theology curriculum. This course will be developed and tentatively offered during the spring 2016 semester.

## 2. RESEARCH PLAN GOALS (20002)

### PLANNING GOAL 2.1 CENACLE RESEARCH PROJECT (20102)

**Budget:** \$500

#### 1. Primary/Support Program Objective

The University shall encourage those forms of research which promote the University's commitment to excellence in instruction and which support the current needs of the students and faculty (Statutes § 2.2.1.2).

#### 2. Operational Objective

Committed to faculty research activities and related publication through appropriate financial and material support of individual and project research consistent with the mission and purpose of the institution and supportive of the growth and development of faculty members.

#### 3. Plan Goal

Develop the evidence, both historical and archaeological, to determine the authenticity of the present day Cenacle and Tomb of David on Jerusalem's western hill, and to explain its significance.

#### 4. Accountability

Researcher

#### 5. Preliminary Budget Request Submitted?

Yes

#### 6. Criterion

Research complete, summarized and published.

#### 7. Result

A proposal for an experimental excavation along the exposed wall (the wall facing the small cemetery) is in development with a professor from the University of North Carolina Charlotte. The project requires a license from the Israel Antiquities Authority and permission of the cemetery landowner. These tasks are underway. The project would take two or three weeks and present opportunity to test several hypotheses about the age and function of the Cenacle.

#### 8. Reflection

This would bring to a close a number of issues remaining in Cenacle research and provide a hands-on experience for three or four of our students.

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## PLANNING GOAL 2.2 CHURCH OF GOD HISTORY PROJECT (20102)

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall encourage those forms of research which promote the University's commitment to excellence in instruction and which support the current needs of the students and faculty (Statutes § 2.2.1.2).

### **2. Operational Objective**

Committed to faculty research activities and related publication through appropriate financial and material support of individual and project research consistent with the mission and purpose of the institution and supportive of the growth and development of faculty members.

### **3. Plan Goal**

Identify and develop an exhaustive bibliography of Church of God (Adventist) publications and determine where electronic copies of these documents may be acquired.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

An exhaustive bibliography of Church of God (Adventist) publications and where electronic copies of these documents may be acquired completed.

### **7. Result**

A significant number of sources were identified and electronic copies acquired primarily through Seventh-Day Adventist archives.

### **8. Reflection**

Continue this plan goal and add a new plan goal as follows: "Investigate and develop the history of Sabbatarian churches of colonial America." There appears to be considerable dispute among historians as to the formation of the Sabbatarian congregations in early America and it is relevant to our teaching of church history to collect and review extant historical materials that would bear on our own church history.

### 3. PUBLIC SERVICE PLAN GOALS (30003)

#### PLANNING GOAL 3.1 SERVICE LEARNING

**Budget: \$0**

##### **1. Primary/Support Program Objective**

*Not applicable*

##### **2. Operational Objective**

Be committed to providing sufficient opportunities of service so that students may learn to serve through participation in public service during their university careers.

##### **3. Plan Goal**

Each on-campus student participates in at least one service activity per semester.

##### **4. Accountability**

Acting Dean of Students

##### **5. Preliminary Budget Request Submitted?**

Yes

##### **6. Criterion**

Every on-campus student completes a service activity each semester.

##### **7. Result**

Services activities were completed one per semester during the 2014/2015 academic year. Students participated in a Habitat for Humanity home demolition project in the fall and a 2<sup>nd</sup> Harvest Food Bank project during the spring.

##### **8. Reflection**

The plan is to continue at least one service activity each semester during the 2015/2016 academic year. The next activity is scheduled for December 2015.

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## PLANNING GOAL 3.2 ONLINE THEOLOGICAL JOURNAL

**Budget: \$0**

### **1. Primary/Support Program Objective**

The University shall engage in public service activities that makes accessible its resources and capabilities for the specific purpose of meeting the needs of the Church as well as responding to a local need or assisting in resolving a local challenge in a manner consistent with the mission and purpose of the institution and furthering the growth and development of its students (Statutes Sect. 2.2.1.3).

### **2. Operational Objective**

Prepared to aid the Church where the unique resources, services, and expertise of University personnel may be of effective service such as through the development of scholarly resources, musical scores and lyrics, articles and items for publication in church publications, continuing education programs, seminars, and youth camps.

### **3. Plan Goal**

By July 2015 begin publishing an annual online *Living Theology Journal* for faculty, student and guest papers to inform the public of topics of interest.

### **4. Accountability**

Dean of Faculty

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

By 2015 an annual edition of the online *Living Journal of Theology* journal for faculty, student and guest papers to inform the public of topics of interest published.

### **7. Result**

This goal was not met by July 2015.

### **8. Reflection**

We have moved this goal back to July 2016.

## 4. ACADEMIC AFFAIRS OPERATIONAL GOALS (40004)

### PLANNING GOAL 4.1 PROFESSIONAL MEMBERSHIPS

**Budget:** \$1,000

#### 1. Primary/Support Program Objective

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

#### 2. Operational Objective

Support activities related to the professional development of academic personnel including those that provide the faculty with opportunities for personal and professional growth and development, as well as those activities intended to evaluate and reward the professional performance of the faculty by provision of a faculty development program and a faculty-recognition program.

#### 3. Operational Goal

Support full-time faculty in belonging to at least one professional association.

#### 4. Accountability

Dean of Faculty

#### 5. Preliminary Budget Request Submitted?

Yes

#### 6. Criterion

At least 80% of the faculty members belong to a professional association in their teaching discipline.

#### 7. Result

This goal was not met. Currently 50% of full-time faculty belong to a professional association related to their teaching discipline.

#### 8. Reflection

Faculty will continue to be encouraged to join a professional organization related to their teaching disciplines.

## PLANNING GOAL 4.2 PROFESSIONAL MEETINGS AND CONFERENCES

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

### **2. Operational Objective**

Support activities related to the professional development of academic personnel including those that provide the faculty with opportunities for personal and professional growth and development, as well as those activities intended to evaluate and reward the professional performance of the faculty by provision of a faculty development program and a faculty-recognition program.

### **3. Operational Goal**

Support full-time faculty in attending at least one relevant professional meeting once every two years.

### **4. Accountability**

Dean of Faculty

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

At least 80% of the faculty members have attended at least one professional meeting every two years.

### **7. Result**

Goal was not met. 50% of full-time faculty attended professional meetings during the 2014/2015 academic year. 25% more are scheduled to attend an academic meeting during the 2015/2016 academic year (totaling 75% in two years).

### **8. Reflection**

Given that we have four full-time faculty three of four will meet this goal within the time frame. The fourth faculty member will likely attend a professional meeting the following year. This goal may be more realistic if it reads "every three years."

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## PLANNING GOAL 4.3 QUALITY ENHANCEMENT PLAN

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

### **2. Operational Objective**

Support activities related to the professional development of academic personnel including those that provide the faculty with opportunities for personal and professional growth and development, as well as those activities intended to evaluate and reward the professional performance of the faculty by provision of a faculty development program and a faculty-recognition program.

### **3. Plan Goal**

Plan develop and implement a comprehensive Quality Enhancement Plan providing for continuous assessment and improvement of the University and its programs through analysis of the effectiveness of its learning environment for supporting student learning and accomplishing the mission of the University.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Quality Enhancement Plan developed and implemented.

### **7. Result**

We postponed this goal for an additional year as it relates to SACS accreditation consideration.

### **8. Reflection**

Include goal in next cycle.

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## PLANNING GOAL 4.4 FACULTY EVALUATION PROCESS

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

### **2. Operational Objective**

Support activities related to the professional development of academic personnel including those that provide the faculty with opportunities for personal and professional growth and development, as well as those activities intended to evaluate and reward the professional performance of the faculty by provision of a faculty development program and a faculty-recognition program.

### **3. Operational Goal**

Maintain a faculty evaluation process including a development plan for each FT faculty member.

### **4. Accountability**

Dean of Faculty

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Faculty evaluation process implemented.

### **7. Result**

Faculty evaluations completed at the end of the spring semester as scheduled, complete with suggestions for future growth.

### **8. Reflection**

This process has been in place for 4+ years and seems to be working.

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## PLANNING GOAL 4.5 IN-SERVICE TRAINING

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

### **2. Operational Objective**

Support activities related to the professional development of academic personnel including those that provide the faculty with opportunities for personal and professional growth and development, as well as those activities intended to evaluate and reward the professional performance of the faculty by provision of a faculty development program and a faculty-recognition program.

### **3. Operational Goal**

Develop in-service training program for faculty teaching distance education courses.

### **4. Accountability**

Dean of Faculty

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Online in-service training program for faculty teaching distance education courses implemented.

### **7. Result**

Not yet completed.

### **8. Reflection**

We have online training videos available through the learning management system but have yet to develop in-service training. This is a future goal.

## 5. ACCREDITATION AND LICENSURE PLAN GOALS (41004)

### PLANNING GOAL 5.1 LICENSURE EXEMPTION (ATH & BTH DEGREES)

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional support through executive management, fiscal operations, institutional effectiveness, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission (Statutes 2.2.2).

#### **2. Operational Objective**

Be committed to maintaining exemption or licensure in all states as required by statute and/or regulation and national and regional accreditation as the institution matures.

#### **3. Plan Goal**

Maintain a religious licensure exemption with the State of North Carolina for theology degrees and offerings.

#### **4. Accountability**

Dean of Faculty

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Licensure exemption with the State of North Carolina maintained.

#### **7. Result**

Exemption maintained.

#### **8. Reflection**

Include goal in next plan cycle.

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## PLANNING GOAL 5.2 LICENSURE (AA DEGREE)

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional support through executive management, fiscal operations, institutional effectiveness, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission (Statutes 2.2.2).

### **2. Operational Objective**

Be committed to maintaining exemption or licensure in all states as required by statute and/or regulation and national and regional accreditation as the institution matures.

### **3. Plan Goal**

Acquire licensure for an associate of arts degree from the State of North Carolina.

### **4. Accountability**

Dean of Faculty and President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

License to offer the associate of arts degree granted by the State of North Carolina.

### **7. Result**

UNCGA has scheduled a campus visit for November 16, 2015 and we anticipate licensure in the spring of 2017.

### **8. Reflection**

No change in Plan Goal.

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## PLANNING GOAL 5.3 DEAC ACCREDITATION

**Budget:** \$25,000

### **1. Primary/Support Program Objective**

The University shall provide institutional support through executive management, fiscal operations, institutional effectiveness, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission (Statutes 2.2.2).

### **2. Operational Objective**

Be committed to maintaining exemption or licensure in all states as required by statute and/or regulation and national and regional accreditation as the institution matures.

### **3. Plan Goal**

File Application for Accreditation with DEAC in August 2016.

### **4. Accountability**

Dean of Faculty and President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Application for Accreditation with DEAC filed.

### **7. Result**

State licensure will not occur until the spring of 2016 at the earliest as the UNCGA visiting committee will come to campus in November 2015. This will push a DEAC visit to spring of 2017. This pushes related expenses into the 2016-2017 fiscal year.

### **8. Reflection**

Modify Plan Goal for filing application in the fall of 2016 and include budgetary request in 2016-2017 fiscal year.

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## PLANNING GOAL 5.4 HOST DETC VISITING COMMITTEE

**Budget:** \$5,000

### **1. Primary/Support Program Objective**

The University shall provide institutional support through executive management, fiscal operations, institutional effectiveness, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission (Statutes 2.2.2).

### **2. Operational Objective**

Be committed to maintaining exemption or licensure in all states as required by statute and/or regulation and national and regional accreditation as the institution matures.

### **3. Plan Goal**

Host DEAC Visiting Committee in fall 2016.

### **4. Accountability**

Dean of Faculty and President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

DETC Visiting Committee hosted in fall 2016.

### **7. Result**

State licensure will not occur until the spring of 2016 at the earliest as the UNCGA visiting committee will come to campus in November 2015. This will push a DEAC visit to spring of 2017.

### **8. Reflection**

Recommend revising Plan Goal for this visit in spring of 2017.

## 6. INSTRUCTIONAL MEDIA SERVICES PLAN GOALS (42004)

### PLANNING GOAL 6.1 RECORDING AND EDITING OF COURSE LECTURES

**Budget:** \$15,000

#### 1. Primary/Support Program Objective

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes Â§2.2.2).

#### 2. Operational Objective

Support instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.

#### 3. Operational Goal

Maintain existing level of services for recording and editing of course lectures from LCG Media Services.

#### 4. Accountability

Dean of Faculty

#### 5. Preliminary Budget Request Submitted?

Yes

#### 6. Criterion

Existing level of services for recording and editing of course lectures maintained.

#### 7. Result

Goal met.

#### 8. Reflection

TV recording equipment and studio are constantly updated by the Living Church of God. More updates to cameras and sound equipment occurred during the 2014/2015 academic year.

## PLANNING GOAL 6.2 CLASSROOM RECORDING CAPACITY

**Budget:** \$1,000

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

### **2. Operational Objective**

Support instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.

### **3. Operational Goal**

Equip the library classroom for HD recording of lectures including blackout drapes.

### **4. Accountability**

Dean of Faculty

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Classroom equipped for HD recording of lectures.

### **7. Result**

Goal not met.

### **8. Reflection**

This goal will likely be met during the 2015/2016 academic year.

## 7. INFORMATION TECHNOLOGY SUPPORT PLAN GOALS (45004)

### PLANNING GOAL 7.1 LIBRARY CIRCULATION AND ARCON SYSTEMS

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes Â§2.2.2).

#### **2. Operational Objective**

Support instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.

#### **3. Plan Goal**

Maintain library circulation software and ARCON systems.

#### **4. Accountability**

Systems Analyst

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Systems maintained.

#### **7. Result**

System maintained.

#### **8. Reflection**

Continue goal.

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## PLANNING GOAL 7.2 POPULI COLLEGE INFORMATION MANAGEMENT SYSTEM

**Budget:** \$15,000

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes Â§2.2.2).

### **2. Operational Objective**

Support instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.

### **3. Plan Goal**

Maintain Populi information management system.

### **4. Accountability**

Systems Analyst

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

System maintained.

### **7. Result**

System maintained.

### **8. Reflection**

Continue goal.

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## PLANNING GOAL 7.3 E-TAPESTRY FUNDRAISING SYSTEM

**Budget:** \$1,000

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

### **2. Operational Objective**

Support instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.

### **3. Plan Goal**

Maintain E-Tapestry fundraising system.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

System maintained.

### **7. Result**

The system is being maintained.

### **8. Reflection**

This system has provided with a means of receipting donations and has been updated to synchronize with the address system of the Living Church of God to be current.

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## PLANNING GOAL 7.4 SOCIAL MEDIA

**Budget:** \$2,000

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes Â§2.2.2).

### **2. Operational Objective**

Support instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.

### **3. Plan Goal**

Oversee and maintain University social media activities.

### **4. Accountability**

Webmaster and Internet Team

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

University social media provided routine oversight and maintenance.

### **7. Result**

Social media activities maintained.

### **8. Reflection**

Continue goal.

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## PLANNING GOAL 7.5 INCIDENT RESPONSE PLAN

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes Â§2.2.2).

### **2. Operational Objective**

Support instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.

### **3. Plan Goal**

Maintain Incident Response Plan

### **4. Accountability**

Systems Analyst

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Incident Response Plan maintained.

### **7. Result**

Plan maintained.

### **8. Reflection**

Continue goal.

## 8. LIBRARY SERVICES PLAN GOALS (50005)

### PLANNING GOAL 8.1 FACILITIES, SERVICES AND SUPPORT

**Budget:** \$8,000

#### 1. Primary/Support Program Objective

The University shall provide library services to help meet the information needs of its students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum (Statutes §2.2.2).

#### 2. Operational Objective

Provide the facilities, services, and support enabling student, faculty, and student access to adequate library collections as well as to other learning/information resources consistent with its educational, research, and public service endeavors.

#### 3. Plan Goal

Acquire a self-service book scanning kiosk and a Smartboard.

#### 4. Accountability

President

#### 5. Preliminary Budget Request Submitted?

Yes

#### 6. Criterion

A self-service book scanning kiosk and a Smartboard acquired and installed.

#### 7. Result

The kiosk was acquired and will be installed in the library this summer following a software upgrade to the library circulation system.

#### 8. Reflection

The Smartboard or the equivalent is needed and should be acquired next year.

---

## PLANNING GOAL 8.2 ARCHIVE AND SPECIAL COLLECTIONS INITIATIVE

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide library services to help meet the information needs of its students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum (Statutes §2.2.2).

### **2. Operational Objective**

Serve the Living Church of God by preserving its textual tradition both in print and in electronic forms, for the current educational needs of faculty and students, and for the future.

### **3. Plan Goal**

Organize and catalog existing publications of Ambassador College/University, the Living Church of God and the Worldwide Church of God into the ARCON database.

### **4. Accountability**

President and University Librarian

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Existing publications of Ambassador College/University, the Living Church of God and the Worldwide Church of God organized and cataloged in the ARCON database.

### **7. Result**

Many of these documents were cataloged into the ARCHON database. More remain.

### **8. Reflection**

Once the processing of library books is brought up-to-date in the new circulation system and software then a review needs to be made of what is to be done to finish up this project.

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## PLANNING GOAL 8.3 SUFFICIENCY OF LIBRARY MATERIALS

**Budget:** \$5,000

### **1. Primary/Support Program Objective**

The University shall provide library services to help meet the information needs of its students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum (Statutes §2.2.2).

### **2. Operational Objective**

Provide patrons with a contemporary theology reference collection and services.

### **3. Plan Goal**

Maintain at least an annual minimum ratio of 75 book volumes per student in annualized FTE.

### **4. Accountability**

University Librarian

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

A 75 book volumes per student in annualized FTE realized annually.

### **7. Result**

This fiscal year the library has had more than 75 book volumes per student in annualized FTE.

### **8. Reflection**

Continue goal.

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## PLANNING GOAL 8.4 ANALYSIS OF REFERENCE COLLECTION

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide library services to help meet the information needs of its students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum (Statutes §2.2.2).

### **2. Operational Objective**

Provide patrons with a contemporary theology reference collection and services.

### **3. Plan Goal**

Analyze the reference collection with priority on strengthening the collection to meet general education core, biblical foundations core and theology major needs and produce a list of recommended titles for acquisition.

### **4. Accountability**

University Librarian

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

An analysis of the reference collection and a list of titles recommended for acquisition complete.

### **7. Result**

This analysis will take place once the processing backlog of 5,000 items is complete.

### **8. Reflection**

Maintain goal.

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## PLANNING GOAL 8.5 ELECTRONIC DATA BASES

**Budget:** \$3,500

### **1. Primary/Support Program Objective**

The University shall provide library services to help meet the information needs of its students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum (Statutes §2.2.2).

### **2. Operational Objective**

Provide its patrons with a contemporary theology reference collection and services.

### **3. Plan Goal**

Expand external databases over three years to include the ATLA Religion Database and JESTOR.

### **4. Accountability**

University Librarian

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

External databases expanded over three years to include the ATLA Religion Database and JESTOR.

### **7. Result**

No change this year.

### **8. Reflection**

Keep goal.

## 9. STUDENT AFFAIRS PLAN GOALS (60006)

This section reserved for future use.

## 10. STUDENT LIFE ACTIVITIES PLAN GOALS (61006)

This section reserved for future use.

## 11. ENROLLMENT MANAGEMENT PLAN GOALS (65006)

### PLANNING GOAL 11.1 ON-CAMPUS STUDENT BODY

**Budget:** \$0

#### 1. Primary/Support Program Objective

The University shall provide student services emphasizing the individual development of true values in character, personality and leadership within the moral, social, ethical, cultural and spiritual standards of our academic community, including, but not limited to, student activities, cultural events, student publications, athletics, student organizations, counseling and career guidance, student financial aid administration, student housing and food services, student health services, enrollment services and commencement exercises.

#### 2. Operational Objective

Develop and implement recruitment goals and strategies to increase enrollment of new online and on-campus students.

#### 3. Plan Goal

For the next five years, maintain a small on-campus student body at Charlotte of sufficient size to effectively serve demonstrated student employment needs at the University and the LCG.

#### 4. Accountability

Dean of Faculty and Director of Admissions

#### 5. Preliminary Budget Request Submitted?

Yes

#### 6. Criterion

A small student body at Charlotte of sufficient size to effectively serve demonstrated student employment needs at the University and the LCG has been achieved.

#### 7. Result

A small student body at Charlotte, with all of the students being employed part-time by the LCG, was achieved. We had eleven students on-site and provided employment for every student in Church Administration, Media, Television, Maintenance, LU Finance, LU Library, Executive, or MPD. New housing for females has been acquired.

#### 8. Reflection

It is the goal of LU to increase the on-site student body in future years and provide them some employment when available (as funds and housing permit).

---

## PLANNING GOAL 11.2 MARKETING PLAN

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide student services emphasizing the individual development of true values in character, personality and leadership within the moral, social, ethical, cultural and spiritual standards of our academic community, including, but not limited to, student activities, cultural events, student publications, athletics, student organizations, counseling and career guidance, student financial aid administration, student housing and food services, student health services, enrollment services and commencement exercises.

### **2. Operational Objective**

Develop and implement recruitment goals and strategies to increase enrollment of new online and on-campus students.

### **3. Plan Goal**

Develop and implement a written comprehensive enrollment enhancement and marketing plan.

### **4. Accountability**

Director of Admissions

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Compressive enrollment enhancement and marketing plan completed and implemented.

### **7. Result**

This has not yet been accomplished. However, articles in the LCN have been written and a brochure was produced to encourage enrollment from local church congregations. In the fall of 2014, several LCG festival sites offered question and answer sessions with LU faculty. An information table and display for LU was available for the Myrtle Beach festival site.

### **8. Reflection**

The Director of Admissions needs access to the completed compressive enrollment and marketing plan if such a plan already exists.

---

## PLANNING GOAL 11.3 RECRUITMENT GOALS AND STRATEGIES

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide student services emphasizing the individual development of true values in character, personality and leadership within the moral, social, ethical, cultural and spiritual standards of our academic community, including, but not limited to, student activities, cultural events, student publications, athletics, student organizations, counseling and career guidance, student financial aid administration, student housing and food services, student health services, enrollment services and commencement exercises.

### **2. Operational Objective**

Develop and implement recruitment goals and strategies to increase enrollment of new online and on-campus students.

### **3. Plan Goal**

Generate at least a 5% annualized growth in undergraduate FTE for the next five years.

### **4. Accountability**

Director of Admissions

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

At least a 5% annualized growth in undergraduate FTE achieved over the next five years.

### **7. Result**

The on-site student body in 2014-2015 was the largest to date, counting those who had returned for another year and first-time students.

### **8. Reflection**

Ideally, 5% annualized growth in undergraduate FTE will be achieved over the next five years through increased marketing and enrollment enhancement (finances and housing permitting).

---

## PLANNING GOAL 11.4 DATA COLLECTION AND REPORTING

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide student services emphasizing the individual development of true values in character, personality and leadership within the moral, social, ethical, cultural and spiritual standards of our academic community, including, but not limited to, student activities, cultural events, student publications, athletics, student organizations, counseling and career guidance, student financial aid administration, student housing and food services, student health services, enrollment services and commencement exercises.

### **2. Operational Objective**

Strengthen the process of collecting, analyzing, and disseminating information to cultivate data-driven Enrollment Management decisions.

### **3. Plan Goal**

Identify data needs for the enrollment management program and establish a standard model of data collection and reporting.

### **4. Accountability**

Director of Admissions

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Data needs for the enrollment management program identified and a standard model of data collection and reporting established.

### **7. Result**

Director of Admissions has thus far not been involved in this process except to offer suggestions for changes to our data system.

### **8. Reflection**

Director of Admissions needs access to this enrollment management program (if it already exists) in order to explore what types of data would encourage enrollment enhancement. Enrollment strategies may then be discussed with other university administrators and implemented.

## 12. FINANCIAL AID PLAN GOALS (66006)

### PLANNING GOAL 12.1 STUDENT WORK PROGRAM

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide student services emphasizing the individual development of true values in character, personality and leadership within the moral, social, ethical, cultural and spiritual standards of our academic community, including, but not limited to, student activities, cultural events, student publications, athletics, student organizations, counseling and career guidance, student financial aid administration, student housing and food services, student health services, enrollment services and commencement exercises.

#### **2. Operational Objective**

Provide quality financial aid services in a fiscally astute manner adhering to all federal, state, and University regulations.

#### **3. Operational Goal**

Maintain a student work program for all full-time on-campus undergraduate students.

#### **4. Accountability**

Dean of Faculty

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

A student work program for all full-time on-campus undergraduate students maintained.

#### **7. Result**

This program is currently maintained. During the 2015/2016 academic year seven students participated in the work-study program.

#### **8. Reflection**

The current program is working.

## 13. COMMENCEMENT EXERCISES OPERATIONAL GOALS (72506)

### PLANNING GOAL 13.1 ENGRAVED INVITATIONS

**Budget:** \$500

#### 1. Primary/Support Program Objective

The University shall provide student services emphasizing the individual development of true values in character, personality and leadership within the moral, social, ethical, cultural and spiritual standards of our academic community, including, but not limited to, student activities, cultural events, student publications, athletics, student organizations, counseling and career guidance, student financial aid administration, student housing and food services, student health services, enrollment services and commencement exercises.

#### 2. Operational Objective

Make the commencement ceremony an enjoyable one for graduates and their guests in keeping with the values of a Christ-centered institution of higher learning.

#### 3. Operational Goal

Make engraved invitations available to graduating students and send engraved invitations to all current fiscal year donors, elders, headquarters staff and alumni.

#### 4. Accountability

Dean of Faculty

#### 5. Preliminary Budget Request Submitted?

Yes

#### 6. Criterion

Invitations designed, printed, made available and sent in a timely fashion.

#### 7. Result

Partially met. Engraved invitations were sent to graduating students, and elders. They were not sent to all headquarters staff and not sent to all donors.

#### 8. Reflection

The decision to limit the mailing was a fiscally motivated one.

## PLANNING GOAL 13.2 HWA EXCELLENCE AWARD

**Budget:** \$5,000

### **1. Primary/Support Program Objective**

The University shall provide student services emphasizing the individual development of true values in character, personality and leadership within the moral, social, ethical, cultural and spiritual standards of our academic community, including, but not limited to, student activities, cultural events, student publications, athletics, student organizations, counseling and career guidance, student financial aid administration, student housing and food services, student health services, enrollment services and commencement exercises.

### **2. Operational Objective**

Provide appropriate regalia, awards, medals and the like which support a dignified commencement ceremony appropriately honoring graduates, acknowledging their families and friends and advancing the University.

### **3. Operational Goal**

Design and acquire HWA medals for HWA Excellence Award Program.

### **4. Accountability**

Dean of Faculty

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

HWA medals for HWA Excellence Award Program acquired.

### **7. Result**

Goal not met.

### **8. Reflection**

This is an expensive goal and fiscal resources prohibited the meeting of this goal during the 2014/2015 academic year. The intent is to fulfill this goal in 2016 if sufficient funding is available.

## 14. INSTITUTIONAL MEMBERSHIPS PLAN GOALS (75007)

### PLANNING GOAL 14.1 INSTITUTIONAL MEMBERSHIPS

**Budget:** \$1,000

#### **1. Primary/Support Program Objective**

The University shall provide institutional support through executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission

#### **2. Operational Objective**

The University participates through memberships in various local, regional, and national distance education and educational communities enhancing the University's mission.

#### **3. Plan Goal**

Maintain memberships with ALA, ACRL, ATLA, LYRASIS and add additional memberships with additional organizations as warranted.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Memberships with ALA, ACRL, ATLA, LYRASIS maintained and additional memberships with additional organizations added as warranted.

#### **7. Result**

Memberships renewed with the addition of AACRAO (American Association of College Registrars and Admissions Officers), AFP (Association of Fundraising Professionals), and NEAS (Near East Archeological Society).

#### **8. Reflection**

The memberships have relevancy to our mission and should be continued and expanded where there is meaningful benefit.

## 15. BOARD OF REGENTS PLAN GOALS (81007)

### PLANNING GOAL 15.1 BOARD MEMBER ATTENDANCE

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

#### **2. Operational Objective**

The Board of Regents shall actively function as the policy-making body of the University ultimately responsible for ensuring that the financial resources of the institution are adequate to provide a sound educational program.

#### **3. Plan Goal**

Achieve a least a 90% board member attendance at all board meetings.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

At each board meeting at least a 90% attendance of board members achieved.

#### **7. Result**

We realized at least a 90% attendance.

#### **8. Reflection**

Continue goal.

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## PLANNING GOAL 15.2 EXECUTIVE COMMITTEE

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

### **2. Operational Objective**

The Board of Regents shall actively function as the policy-making body of the University ultimately responsible for ensuring that the financial resources of the institution are adequate to provide a sound educational program.

### **3. Plan Goal**

The Executive Committee meets at least 30 days before any regularly scheduled meeting of the board.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

The Executive Committee met at least 30 days before any regularly scheduled meeting of the board.

### **7. Result**

This was realized this year.

### **8. Reflection**

Continue goal.

## 16. EXECUTIVE MANAGEMENT PLAN GOALS (81507)

### PLANNING GOAL 16.1 EXECUTIVE FINANCIAL REPORTS

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

#### **2. Operational Objective**

Timely financial reports shall be submitted to the Board of Regents. .

#### **3. Plan Goal**

Provide the Board with quarterly financial reports in sufficient detail so as to keep the Board apprised of the financial condition of the University.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Quarterly financial reports made to Board.

#### **7. Result**

During the year the accounting department has progressed to where it prepares monthly and quarterly reports for management. This year we have provided two reports to the Board. The first for the first six months ending in December 2014 and at the end of the fiscal year.

#### **8. Reflection**

The President should prepare a quarterly report to the Board including with a financial report.

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## PLANNING GOAL 16.2 BIENNIAL REPORT

**Budget:** \$1,500

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

### **2. Operational Objective**

Publish a biennial report on the University for public information purposes.

### **3. Plan Goal**

Publish a biennial report on the University to all constituencies in the fall of 2014.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Biennial report published.

### **7. Result**

Report published and circulated to the US membership of the Living Church of God.

### **8. Reflection**

This item seemed to be well-received and was apparently a strong factor in our fund raising efforts.

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## PLANNING GOAL 16.3 CLASSIFICATION OF REVENUES AND EXPENDITURES GUIDE

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

### **2. Operational Objective**

Publish a revised Guide for Classification of Revenue and Expenditure Accounts.

### **3. Plan Goal**

Revise and publish a fifth edition of the *Guide for Classification of Revenue and Expenditure Accounts*.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Revised *Guide for Classification of Revenue and Expenditure Accounts* published.

### **7. Result**

There were several updates and the Seventh Edition was published (May 15, 2015).

### **8. Reflection**

This is an important publication for accurate financial accounting and needs to be kept timely.

---

## PLANNING GOAL 16.4 FACULTY HANDBOOK

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).

### **2. Operational Objective**

Publish a comprehensive Faculty Handbook and a Course Development Guide to promote effective teaching and learning through quality instruction, programs, and services.

### **3. Plan Goal**

Complete and publish a Faculty Handbook.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Faculty Handbook published.

### **7. Result**

A partial rough draft has been prepared.

### **8. Reflection**

This should be a high priority project for the fall of 2015.

## 17. INSTITUTIONAL EFFECTIVENESS AND PLANNING PLAN GOALS (82007)

### PLANNING GOAL 17.1 STRATEGIC LONG-RANGE PLAN

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

#### **2. Operational Objective**

Develop and submit in June of each year to the Board of Regents for approval the updated Strategic Long-Range Plan.

#### **3. Plan Goal**

Strategic Long-Range Plan for the following five fiscal years presented to the Board of Regents at the June meeting for approval.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Strategic Long-Range Plan submitted to Board of Regents for approval at the June meeting.

#### **7. Result**

We did not meet this goal.

#### **8. Reflection**

We are in process of changing planning systems which has slowed the process a bit.

## 18. LEGAL AFFAIRS AND RISK MANAGEMENT PLAN GOALS (82507)

This section reserved for future use.

## 19. INSTITUTIONAL ADVANCEMENT PLAN GOALS (83007)

### PLANNING GOAL 19.1 LICENSURE REGISTRY

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

#### **2. Operational Objective**

Conform to charitable solicitation laws in each state.

#### **3. Plan Goal**

Maintain a Licensure Registry to track charitable solicitation licensure or exemption in all states where required.

#### **4. Accountability**

Assistant Registrar

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Licensure Registry maintained for charitable solicitation licensure or exemption in all states where required.

#### **7. Result**

LU has not retained the services of a Licensure Registry, but has obtained a quote from Labyrinth, Inc. At this time it was deemed to be more cost effective to handle this in-house. There are 38 states requiring registration; LU currently has 22 of these states covered. This leaves 16 which need initial registration.

#### **8. Reflection**

Time must be invested in pursuing registration in 16 additional states. It might be worth it to hire Labyrinth to take care of the set up for these, and then maintain them in-house.

---

## PLANNING GOAL 19.2 DONOR REPORT

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

### **2. Operational Objective**

Annually determine giving patterns and the extent of giving by U.S. state and territory to identify jurisdictions where the University may be subject to charitable solicitation laws.

### **3. Plan Goal**

Develop a report on the giving patterns and the extent of giving by donor according to U.S. state and territory with jurisdictions identified where the University are subject to charitable solicitation laws.

### **4. Accountability**

Assistant Registrar

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Report on the extent of giving by U.S. state and completed and state laws checked to identify states where registration is necessary.

### **7. Result**

Initial review was conducted on donations made during the 2014-2015 fiscal year.

### **8. Reflection**

Include goal in revised plan.

---

## PLANNING GOAL 19.2 ANNUAL FUNDRAISING CAMPAIGN

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission.

### **2. Operational Objective**

Support.

### **3. Plan Goal**

The Annual Fundraising Campaign achieves an annual 5% increase in monetary gifts to the University for operating expenses.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

At least a 5% increase in monetary gifts to the University achieved in the annual Fundraising Campaign for operating expenses.

### **7. Result**

We exceed the goal.

### **8. Reflection**

Plan for at least an additional 5% increase for the next fiscal year.

## 20. UNIVERSITY RELATIONS PLAN GOALS (85007)

### PLANNING GOAL 20.1 RECRUITMENT AND INFORMATION DISSEMINATION

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

#### **2. Operational Objective**

Maintain effective relations among the community, prospective students and alumni.

#### **3. Plan Goal**

Maintain a formal recruitment and information dissemination presence in selected USA LCG fall festival sites.

#### **4. Accountability**

Executive Vice President

#### **5. Preliminary Budget Request Submitted?**

Yes

**6.** A formal recruitment and information dissemination presence maintained in selected USA LCG fall festival sites.

#### **7. Result**

This goal was met in 2014 as informational sessions and information tables were present at three US (Myrtle Beach, SC; Palm Harbor, FL; Park City, UT), and one international (Ottawa, Canada) festival site. Four more informational sessions are planned for 2015 (Boerne, TX; Palm Harbor, FL; Navarre, FL, and Gatlinburg, TN).

#### **8. Reflection**

This process is currently working.

---

## PLANNING GOAL 20.2 ELECTRONIC NEWSLETTER

**Budget:** \$0

### **1. / Primary Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

### **2. Operational Objective**

Maintain effective relations among the community, prospective students and alumni.

### **3. Operational Goal**

Publish an electronic newsletter and continue quarterly thereafter.

### **4. Accountability**

Executive Vice President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Electronic newsletter published and continued quarterly thereafter.

### **7. Result**

This goal has not been met.

### **8. Reflection**

The student publication, "Illumination" began as a quarterly newsletter in 2014 and is planned to continue. It is distributed on the web and in print. This publication is deemed to suffice for this goal at this time.

---

## PLANNING GOAL 20.3 VIEWBOOK

**Budget:** \$750

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

### **2. Operational Objective**

Maintain effective relations among the community, prospective students and alumni.

### **3. Plan Goal**

Create a biennial view book for student recruitment.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

View book published biennially.

### **7. Result**

We have made no progress on this goal this year.

### **8. Reflection**

Plan the first edition for 2018-2019 assuming this will be our first year as an accredited institution.

---

## PLANNING GOAL 20.4 RECRUITMENT BROCHURES

**Budget:** \$300

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

### **2. Operational Objective**

Maintain effective relations among the community, prospective students and alumni.

### **3. Plan Goal**

Publish a set of four recruitment brochures in hard copy.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Four recruitment brochures published in hard copy.

### **7. Result**

We have at least four in inventory.

### **8. Reflection**

Expand to include brochures or flyers for various programs.

---

## PLANNING GOAL 20.5 LITERATURE RACK

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

### **2. Operational Objective**

Maintain effective relations among the community, prospective students and alumni.

### **3. Plan Goal**

Maintain a literature rack for display and distribution of various LU brochures.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Literature rack for display and distribution of various LU brochures maintained.

### **7. Result**

We still need an appropriate rack for the office area.

### **8. Reflection**

Continue goal.

## 21. FACILITIES MANAGEMENT PLAN GOALS (89008)

### PLANNING GOAL 21.1 STUDENT HOUSING

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide a physical plant operations program related to maintaining existing grounds and facilities, providing for utility services, and planning and designing future plant expansion and modification (Statutes 2.2.2).

#### **2. Operational Objective**

Provide the facilities, planning and design for facilities development within budgetary parameters by developing an annual, written long-range facilities master plan that is coordinated with the University's Strategic Long-Range Plan.

#### **3. Plan Goal**

By fall 2015 maintain two housing units for unmarried student housing (4-6 students in each unit), one for women and one for men.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Two student housing units acquired and made available for student housing purposes.

#### **7. Result**

We have two units in inventory for student housing purposes.

#### **8. Reflection**

Plan to expand to four units.

---

## PLANNING GOAL 21.2 ACADEMIC AND SUPPORT FACILITIES

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide a physical plant operations program related to maintaining existing grounds and facilities, providing for utility services, and planning and designing future plant expansion and modification (Statutes 2.2.2).

### **2. Operational Objective**

Provide the facilities, planning and design for facilities development within budgetary parameters by developing an annual, written long-range facilities master plan that is coordinated with the University's Strategic Long-Range Plan.

### **3. Plan Goal**

Attain one standard sized classroom, offices, and bookstore in or near the Living Church of God headquarters buildings sufficient to support an FTE enrollment of 25 on-campus students.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Facilities for LU includes one standard sized classroom, offices and bookstore in or near the Living Church of God headquarters buildings sufficient to support an FTE enrollment of 25 on-campus students acquired.

### **7. Result**

Our on-campus enrollment remains about 10 so this goal is in process.

### **8. Reflection**

Continue goal.

---

## PLANNING GOAL 21.3 CAMPUS MASTER PLAN

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide a physical plant operations program related to maintaining existing grounds and facilities, providing for utility services, and planning and designing future plant expansion and modification (Statutes 2.2.2).

### **2. Operational Objective**

Provide the facilities, planning and design for facilities development within budgetary parameters by developing an annual, written long-range facilities master plan that is coordinated with the University's Strategic Long-Range Plan.

### **3. Plan Goal**

Maintain an annually updated campus master plan for future plant expansion based on conservative enrollment projections.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Updated campus master plan maintained.

### **7. Result**

Plan has not changed.

### **8. Reflection**

Maintain goal.

## 22. BUSINESS AFFAIRS PLAN GOALS (91007)

### PLANNING GOAL 22.1 CHIEF FINANCIAL OFFICER

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

#### **2. Operational Objective**

Hire, develop, and evaluate administrative faculty and staff for mission effectiveness.

#### **3. Plan Goal**

By fall 2016 appoint a part-time Director of Business Affairs.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

By the fall of 2016 part-time Director of Business Affairs appointed.

#### **7. Result**

This remains our plan. In July 2016 we would like to appoint Dr. Howard Woodard for this position and as a faculty member in business and information systems following his retirement from Georgia College and University.

#### **8. Reflection**

Continue goal in plan.

---

## PLANNING GOAL 22.2 TUITION RATES

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

### **2. Operational Objective**

Obtain the resources with a prudent approach to tuition pricing as needed to support the University's strategic goals while maintaining prudent, clear financial management strategies clearly articulated to all constituencies of the University.

### **3. Plan Goal**

By the fall of 2016 have a tuition rate commensurate with the educational and fiscal realities of the institution, from the present \$115 per semester credit hour to \$125 per semester credit hour.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

By the fall of 2016 tuition rate set at to \$125 per semester credit hour.

### **7. Result**

This item will go to the Board in September.

### **8. Reflection**

This should be the last tuition increase before we achieve accreditation.

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## PLANNING GOAL 22.3 RESERVES

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

### **2. Operational Objective**

Obtain the resources needed to support the University's strategic goals while maintaining prudent, clear financial management strategies clearly articulated to all constituencies of the University.

### **3. Plan Goal**

In five years, have a reserve for unforeseen contingencies for at least three months of institutional operating expenses.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

Audited final report shows that LU has a cash reserve equal to or greater than at least three months of institutional operating expenses.

### **7. Result**

We probably achieved this in this fiscal year but will have to await the final audit to verify that as a fact.

### **8. Reflection**

Continue goal.

## 23. FINANCIAL CONTROLLER PLAN GOALS (91007)

### PLANNING GOAL 23.1 COMPARATIVE FINANCIAL STATEMENTS

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

#### **2. Operational Objective**

Provide timely and accurate information through an accounting system that follows generally accepted accounting principles according to the National Association of College and University Business Officers (NACUBO) and that is audited annually by an independent certified public accounting firm.

#### **3. Plan Goal**

Have an audited comparative financial statement available consistent with applicable legal, licensure and accreditation standards.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

Audited comparative financial statement consistent with applicable legal, licensure and accreditation standards available.

#### **7. Result**

Our independent auditors issue audited comparative financial statement consistent with applicable legal, licensure and accreditation standards. These are made public.

#### **8. Reflection**

Continue goal.

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## PLANNING GOAL 23.2 IRS FORM 990

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide institutional governance and support through the Board of Regents, executive management, fiscal operations, institutional effectiveness and planning, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission. (Statutes 2.2.2).

### **2. Operational Objective**

Provide timely and accurate information through an accounting system that follows generally accepted accounting principles according to the National Association of College and University Business Officers (NACUBO) and that is audited annually by an independent certified public accounting firm.

### **3. Plan Goal**

IRS Form 990 duly filed and published on LU website.

### **4. Accountability**

President and Financial Controller

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

IRS Form 990 duly filed and published on LU website.

### **7. Result**

The IRS Form 990 for fiscal year ending June 30, 2014, was duly filed and published on LU website.

### **8. Reflection**

Continue goal.

## 24. HUMAN RESOURCES PLAN GOALS (92008)

This section reserved for future use.

## 25. PURCHASING SERVICES PLAN GOALS (93008)

This section reserved for future use.

## 26. UNIVERSITY BOOKSTORE PLAN GOALS (95010)

### PLANNING GOAL 26.1 LU MEMORABILIA

**Budget:** \$0

#### **1. Primary/Support Program Objective**

The University shall provide auxiliary enterprises as needed (Statutes 2.2.2).

#### **2. Operational Objective**

Provide an on-line bookstore that makes available all required textbooks, supplies, and other items for the student body and others in the campus community.

#### **3. Plan Goal**

Begin sale of LU memorabilia and promotional materials.

#### **4. Accountability**

President

#### **5. Preliminary Budget Request Submitted?**

Yes

#### **6. Criterion**

LU memorabilia is on sale.

#### **7. Result**

We developed some memorabilia through monogrammed clothing.

#### **8. Reflection**

We need to resolve multistate sales tax issues before we venture further into such sales.

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## PLANNING GOAL 26.2 ONLINE BOOKSTORE

**Budget:** \$0

### **1. Primary/Support Program Objective**

The University shall provide auxiliary enterprises as needed (Statutes 2.2.2).

### **2. Operational Objective**

Provide an on-campus bookstore that makes available all required textbooks, supplies, and other items for the student body and others in the campus community.

### **3. Plan Goal**

Replace Christian Books as the LU Bookstore vendor and open an online LU operated bookstore for textbooks, memorabilia and the like.

### **4. Accountability**

President

### **5. Preliminary Budget Request Submitted?**

Yes

### **6. Criterion**

LU online bookstore opened.

### **7. Result**

We have mixed results. We have a presence but refer customers to amazon.com.

### **8. Reflection**

The multistate sales tax obligations and issues has to be resolved.