Living University

Report on the Strategic Long-Range Plan 2013-2018

(Fiscal Cycle 1)

President's Office

August 1, 2014

Charlotte, NC

CONTENTS

EXECUTIVE SUMMARY

Throughout this planning cycle our core values and focus on 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" continues 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 for 2014-2019. In previous plans our strategic planning focused on large operational goals such as those addressed below.

Salient results for this planning cycle are listed below in three parts — operational goals, library space requirements, and campus master plan.

Operational Goals

For information regarding specific operational goals please refer to the section Report on Operational Goals. *Suggestions for improvement as included in the reflections for operational goals have been incorporated into the plan for 2014-2019.*

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.

2. During this planning cycle we revised our A.Th. and B.Th. degree programs to improve their appeal and effectiveness and planned an A.A. degree program with i8mplementation scheduled for the fall 2015 semester. 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 down for this planning cycle and we did not meet our planned enrollment goals. There appear to be two

reasons accounting for this: the fall holydays falling in early September and offering fewer courses last academic year.

   a. Our total head count enrollment decreased from 212 in fall 2012 to 166 in fall 2013 for a 21.7% decrease.
   b. Our spring headcount enrollment decreased from 210 registered in the spring of 2013 to 191 in the spring of 2014 for a 9.0% decrease.
   c. An increase of 4.5% in enrollment is projected for the 2014-2015 academic year.

5. For fall 2013 seven on-campus students enrolled. We project 8-12 students for fall 2014.

6. The faculty now has an additional fulltime member (Mr. Peter Nathan) for a total of four. We have an adequate pool of adjunct faculty for other fields of study.

7. The growth of the library has been surprising. The donations of several private collectors have been helpful. About 1,400 volumes were added to the library to support the general collection most of which have been through donation by Peter Nathan. We added the *Jewish Encyclopedia* to the reference collection. Our first binding project consisted of about a 40-year run of *The Plain Truth*. These have been assembled and await return from the bindery. With no immediate need for additional electronic databases, none were added this year.

8. The economy of the nation was such that we set a tuition rate of $110 per semester credit hour for the 2013-2014 fiscal year with an increase to $115 for the 2014-2015 fiscal year. As the economy improves we should be able to meet the $125 goal by 2015.

9. Our annual campaign goal for giving was $75,000 for fiscal 13-14. The University realized $62,435. While we attribute this shortfall to the condition of the American economy we believe the shortage would have been less through quarterly contribution letters to our donor base.

10. The federal student financial aid program and corporate grant-matching require national accreditation (DETC). There was no specific activity toward this goal this year. While possible, it is unlikely that national accreditation will be realized until 2016.

11. For the 2013-2014 fiscal year tuition and fee revenues amounted to 26.7% of the cost of instruction. There was a $90,870 offset for tuition reductions (scholarships).

12. Our goal is to achieve a cash reserve of $175,000 within five years. We achieved that goal in this planning cycle. The cash reserve on June 30, 2014, was $182,218.00. We believe that this three month cash reserve is both prudent and adequate for operation of the institution.

13. We currently have only one student housing unit (for men). With only one or two female students in the past, we were able to place them in private housing. Until we have three or four female on-campus students, a University-run housing unit for women is unnecessary.

14. 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 2015.

15. We utilized Christianbook.com for textbooks this planning cycle but found the service cumbersome and inadequate for our purposes. We decided to use Christianbook.com for the fall semester 2014 and then give 90 days' notice of withdrawing from our contract with them. This will enable us to transition to another vendor for spring semester 2015. We believe we need an outside vendor for textbooks and our own bookstore operation for other items particularly memorabilia.

16. 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 2014-2015.

Library Space Requirements

The library has experienced significant continued growth during this planning cycle. The collection stands at about 8,000 volumes and we anticipate growth to about 8,900 volumes next year. To utilize existing space more efficiently and effectively we anticipate acquisition of remote storage and processing space through lease of an office condominium from SJE Properties LLC at 2124 Crown Centre Drive, Charlotte. This property is across the street from the existing LCG media building.

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 three building facility are adequate for envisioned office and classroom growth of the University. This does not address student housing and gymnasium needs.

REPORT ON OPERATIONAL GOALS

1. INSTRUCTION OPERATIONAL GOALS (100-01 THROUGH 190-01)

PLAN GOAL 1 SYLLABI

Budget: $0

1. Primary/Support Program Objective

The University shall provide instruction in undergraduate curricula within the capacity of the institution's resources.

2. Operational Objective

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

3. Operational Goal

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

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Syllabi for each course offered in the schedule of classes for current term reviewed.

7. Result

Syllabi for each course offered were reviewed and updated if needed (in the case of the more general prospecti). Reviews and updates occurred prior to the commencement of early registration.

8. Reflection

The current system of Asst. Registrar and Dean of Faculty review of prospecti and syllabi prior to early registration is effective.

PLAN GOAL 2 STUDENT RETENTION

Budget: $0

1. Primary/Support Program Objective

The University shall extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners.

2. Operational Objective

Be committed to providing an on-line instructional delivery system in a manner consistent with sound educational practices.

3. Operational Goal

Each semester achieve an online student retention rate for the semester of at least 85%.

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Each semester an online student retention rate for the semester of at least 85% achieved.

7. Result

The course completion rate for the most recent 2013-2014 academic year was 95%, with an annual student withdrawal rate of 5% (figures from fall and spring semesters combined). The course completion rate for 2012-2013 was 89.9% and for the 2011-2012 academic year was 91.7%.

8. Reflection

Semester course completion rates currently exceed the minimal 85% standard.

PLAN GOAL 3 LCG LEADERSHIP COURSE

Budget: $0

1. Primary/Support Program Objective

The University shall provide instruction in undergraduate curricula within the capacity of the institution's resources.

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. Operational Goal

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

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

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

7. Result

An academic version of the LCG Leadership Course (LLC) has been discussed, but has not been developed to date.

8. Reflection

With changing priorities and the addition of an Associate of Arts program, development of the LLC into an academic version has been put on hold for the time being.

PLAN GOAL 4 FACULTY

Budget: $0

1. Primary/Support Program Objective

The University shall provide instruction in undergraduate curricula within the capacity of the institution's resources

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. Operational Goal

Based on enrollment need at the time plan to add a full-time faculty member in fall 2015 (12 mo. position) and in fall 2017 (12 month position).

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Full-time theology faculty member (12 mo. position) appointed.

7. Result

The appointment of a full-time faculty member (Mr. Peter Nathan) was made in the spring of 2014.

8. Reflection

This additional position will allow the University to seek authorization from the state to offer a licensed AA degree. It also allows the University to expand it theology program to keep up with student demand for courses. We suggest dropping the position request for fall 2015 as that need has been met.

PLAN GOAL 5 PROSPECTI

Budget: $0

1. Primary/Support Program Objective

The University shall provide instruction in undergraduate curricula within the capacity of the institution's resources.

2. Operational Objective

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

3. Operational Goal

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

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

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

7. Result

Prospecti for each course offered were reviewed and updated if needed (Due to the more general nature of prospecti, not all need to be updated annually). Reviews and updates occurred prior to the commencement of early registration.

8. Reflection

The current system of Asst. Registrar and Dean of Faculty review of prospecti prior to early registration is effective.

PLAN GOAL 6 COURSE LEVEL GOALS

Budget: $0

1. Primary/Support Program Objective

The University shall provide instruction in undergraduate curricula within the capacity of the institution's resources.

2. Operational Objective

Be committed to the pursuit of excellence in instruction and other leaning 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. Operational Goal

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

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

At least four course level goals stated in Gagne terms for each course in the theology curriculum.

7. Result

All currently offered courses were reviewed during the spring semester 2014 and a minimum of four course-level goals based on Gagné terms were identified in all but two courses. Course-level goals were subsequently developed for these two courses. All courses now meet this standard.

8. Reflection

Going forward, all new courses will be reviewed for these objectives prior to being loaded into the Learning Management System.

PLAN GOAL 7 CURRICULUM REVIEW

Budget: $0

1. Primary/Support Program Objective

The University shall provide instruction in undergraduate curricula within the capacity of the institution's resources.

2. Operational Objective

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

3. Operational Goal

Maintain B.Th. and A.Th. degree programs purposed to prepare students for volunteer, bi-vocational, or career service in Living Church of God congregations with each built on a structured core of biblical foundations and general education core requirements.

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Curriculum review of the general education component of diploma and degree programs completed.

7. Result

This is an ongoing process and generally occurs annually, at the end of each academic year. It did occur at the end of the 2013-2014 academic year and B.Th. general education requirements were improved upon.

8. Reflection

With the development of a proposal to the state of North Carolina for an Associate of Arts program, the entire general education curriculum was reviewed.

2. RESEARCH OPERATIONAL GOALS (200-02)

PLANNING GOAL 1 CENACLE RESEARCH PROJECT

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. Operational Goal

Identify and locate published materials shedding light on the 2000 year history of the Church of God.

4. Accountability

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Published materials shedding light on the 2000 year history of the Church of God identified and located.

7. Result

A number of rare 18th century documents have been acquired in electronic form including three copies of The Messenger of Truth from 1854 believed to have been lost. The Messenger copies were placed in the Archive and made public.

8. Reflection

An effort needs to be made to acquire electronic copies of *The Hope of Israel* from the 1860s.

PLANNING GOAL 2 CODEX W RESEARCH PROJECT

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. Operational Goal

Investigate the archaeological and probative circumstances surrounding the discovery of Codex W in Egypt.

4. Accountability

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Investigation of the archaeological and probative circumstances surrounding the find of Codex W in Egypt completed.

7. Result

This effort was postponed until the next planning cycle.

8. Reflection

Inviting Dr. Lee Woodard, author of *First Century Gospels Found!* to campus to speak at an assembly and discuss the Codex could be helpful and informative for our students and faculty.

PLANNING GOAL 3 CHURCH OF GOD HISTORY PROJECT

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. Operational Goal

Research and develop an exhaustive bibliography of Church of God (Seventh Day) 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 (Seventh Day) publications and where electronic copies of these documents may be acquired completed.

7. Result

This project is in process.

8. Reflection

This project should continue in the next planning cycle.

3. PUBLIC SERVICE OPERATIONAL GOALS (300-03)

PLANNING GOAL 1 ON-LINE 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 §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. Operational Goal

By July 2015 begin publishing an annual online 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 online theology journal for faculty, student and guest papers to inform the public of topics of interest published.

7. Result

None.

8. Reflection

This project should be postponed for a couple of years when the University is larger.

PLANNING GOAL 2 SERVICE LEARNING

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 §2.2.1.3).

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. Operational Goal

Each on-campus student participates in at least one Outreach Program service activity every semester.

4. Accountability

Acting Dean of Students

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Every on-campus student completes an Outreach Program service activity each semester.

7. Result

For the fall 2013 semester, all students (100%) served as hosts and hostesses for the semi-annual formal dinner for the Living Church of God council of Elders meeting (November 13). Students assisted with minor food preparation, meal service, and facilities take-down. For spring 2014 semester, all students (100%) served in various capacities during the Living Church of God International Ministerial Conference in Charlotte North Carolina (May 5-7). Student service included ground transportation for visiting ministers and wives, conference set-up and take-down, conference registration, and other duties. Most students also participated in other "informal"/non-University-sponsored public service that was not recorded.

8. Reflection

Although various students participated in other service projects independently (assisting individuals who were moving, presenting entertainment at a community-based Senior Citizen center, taking care of elderly, assisting with "teen" outreach, the organized Outreach Program activities this year focused on serving with the Living Church of God ministerial conferences. In

future years, we plan to capture and recognize individually initiated public service. We also plan to amend the criterion for this standard to reflect a more attainable goal. For example, we may change the criterion from "all students" (100%) to nearly all students (85% or more). Due to the small on campus student body, if one student is unable to participate for health or other reasons, this goal is currently unattainable.

4. ACADEMIC AFFAIRS OPERATIONAL GOALS (400-04)

PLANNING GOAL 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

To date, 75% of full-time faculty maintain professional association in their teaching and/or primary areas of university service.

8. Reflection

This goal will continue to remain a priority.

PLANNING GOAL 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

Fifty percent of full-time faculty attended the Distance Education and Training Council annual meeting in Hammock Beach, FL in April 2014. This is an accreditation-related meeting for the organization we intend to seek accreditation through.

8. Reflection

Plans are in place to have remaining faculty attend professional meetings in the next two years.

PLANNING GOAL 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. Operational Goal

Plan develop and implement a comprehensive Quality Enhancement Plan providing for continuous assessment and improvement of the University and its programs thorough 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

This effort remains in process.

8. Reflection

We suggest reviewing the quality enhancement plans of other small DETC accredited institutions for ideas and comparative purposes.

PLANNING GOAL 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

Implement 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 occur at the end of each academic year for all faculty.

8. Reflection

This process has been successful so far.

PLANNING GOAL 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

This goal is still in process. Faculty have access to tutorials for course development through the Learning Management System host, Populi. A *Course Development Guide* was developed and distributed during the 2013-2014 academic year.

8. Reflection

Even though this topic is included in the A *Course Development Guide* some in-service activities in the area of writing behavioral objectives within the Gagne system would be helpful.

PLANNING GOAL 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. Operational Goal

Complete and publish a Faulty Handbook.

4. **Accountability**

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Faculty Handbook published.

7. Result

A draft of a proposed faculty handbook is now in an electronic form but it needs editing and some rewriting.

8. Reflection

We suggest creation and distribution of a faculty handbook to all faculty members in the 2014-2015 academic year.

5. ACCREDITATION AND LICENSURE OPERATIONAL GOALS (410-04)

PLANNING GOAL 1 LICENSURE

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. Operational Goal

Maintain licensure exemption with the State of North Carolina.

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Licensure exemption with the State of North Carolina maintained.

7. Result

Our licensure exemption has been maintained. Reports are submitted to the state each August/September.

8. Reflection

To place the University in the best light we suggest the exemption be maintained but that effort be continued to conform to licensure requirements and standards with respect to theology offerings.

PLANNING GOAL 2 DETC ACCREDITATION

Budget: $30,000

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. Operational Goal

File Application for Accreditation with DETC

4. Accountability

Dean of Faculty and President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Application for Accreditation with DETC filed.

7. Result

The application is in preparation.

8. Reflection

As the University seeks licensure for an AA degree program the application for accreditation deadline should be reset for spring 2016.

PLANNING GOAL 3 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. Operational Goal

Host DETC Visiting Committee in 2014.

4. Accountability

Dean of Faculty and President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

DETC Visiting Committee hosted in 2014.

7. Result

Postponed.

8. Reflection

Visit expected in fall 2016.

6. INSTRUCTIONAL MEDIA SERVICES OPERATIONAL GOALS (420-04)

PLANNING GOAL 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

To date, existing levels of service for lecture recording and editing have been successfully maintained.

8. Reflection

Currently, staffing for recording and editing is sufficient for our needs. Thought needs to be put into increasing needs in this area as the curricula and faculty grow – especially with adjunct faculty no present in Charlotte, NC.

PLANNING GOAL 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 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

Equip a classroom for HD recording of lectures.

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Classroom equipped for HD recording of lectures.

7. Result

Portable HD recording occurs in the classroom as needed.

8. Reflection

Permanent recording equipment is currently not in place. This goal is in process and may be in flux until we find more permanent classroom space.

7. INFORMATION TECHNOLOGY SUPPORT OPERATIONAL GOALS (450-04)

PLANNING GOAL 1 LIBRARY CIRCULATION SYSTEM

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 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 library circulation software system

4. Accountability

Systems Analyst

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

System maintained.

7. Result

The system has been maintained without incident. The system has been a little slow to respond from time to time due to server overload but this has been resolved.

8. Reflection

No upgrade to software is necessary and the system is able to accommodate standard automated circulation tasks.

PLANNING GOAL 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. Operational Goal

Maintain Populi college information management system.

4. Accountability

Systems Analyst

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

System maintained.

7. Result

The system has been maintained successfully without incident.

8. Reflection

The vendor has continued to make upgrades consistent with our institutional needs. We do not anticipate and need for change at this time.

PLANNING GOAL 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 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 eTapestry fundraising system.

4. Accountability

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

System maintained.

7. Result

The system is currently well maintained and accuracy of the addressing has been updated (August 2014).

8. Reflection

The system is working well so far and updating of the addressing accuracy will reduce the number of return mailings.

PLANNING GOAL 4 ARCHON ARCHIVAL INFORMATION SYSTEM

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. Operational Goal

Maintain Archon Archival Information System for library special collections archived materials.

4. Accountability

Systems Analyst

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

System maintained.

7. Result

The system has been successfully maintained.

8. Reflection

The University of Illinois has kept the software up-to-date. This system is made available to us without cost and it exceeds our needs for archival purposes.

PLANNING GOAL 5 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. Operational 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

The University social media site is routinely reviewed and updated (generally weekly).

8. Reflection

The internet team provides one staff member to oversee the site.

PLANNING GOAL 6 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 §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 Incident Response Plan

4. Accountability

Systems Analyst

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Incident Response Plan maintained.

7. Result

Plan maintained successfully.

8. Reflection

No incidences to report.

PLANNING GOAL 7 UNIVERSITY URL

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. Operational Goal

Obtain livinguniv.edu address.

4. Accountability

Webmaster and Internet Team

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Address acquired.

7. Result

This address is not available until the University is awarded accreditation.

8. Reflection

Remove this objective until achievement of accreditation.

8. LIBRARY SERVICES OPERATIONAL GOALS (500-05)

PLANNING GOAL 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. Operational Goal

Acquire tops for stack shelving units and a self-service book scanning kiosk.

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Tops for stack shelving units and self-service book scanning kiosk acquired and installed.

7. Result

Shelving tops were installed in June 2014. A kiosk and a high-end large document scanner identified for purchase and a potential donor identified. A proposal to the foundation donor for the kiosk and scanner acquisition should be submitted in July/August 2014.

8. Reflection

The kiosk and scanner should be requested together with a Smart Board for the library conference room for the plan cycle for 2014/2015 and the request to the foundation donor completed.

PLANNING GOAL 1 EXECUTIVE FINANCIAL REPORTS

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

Control and allocate institutional financial resources in the most effective manner by maintaining written guidelines for management of investments and classification of revenues and expenses, and by developing detailed annual budgets that are approved by the Board of Regents and reported monthly to departments or other organizational units.

3. Operational Goal

Provide the Board with periodic 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

Financial report made to Board at each regular meeting.

7. Result

A financial report has been available quarterly.

8. Reflection

For ease in communication to the Board of Regents the quarterly report should include: a Schedule A reporting direct expenses, a Schedule B reporting allocated expenses from the Church, and Schedule C reporting cash flow. Notes should be made in the report on large variances.

PLANNING GOAL 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. Operational Goal

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

4. Accountability

President

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 Archon database.

7. Result

Only a limited number have been added to the Archon database. About 3,000 related electronic documents have been identified and a book scanner is now available. A 20 hour of week student is need for data entry and input scanning.

8. Reflection

A 20 hour a week student assigned to entering data into Archon and scanning materials for inclusion should be a priority this next year.

PLANNING GOAL 3 SUPPORT FOR LCG HEADQUARTERS STAFF

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

Address the library support needs of the Living Church of God international headquarters staff.

3. Operational Goal

Complete a needs analysis of LCG headquarters staff for library resources.

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

A needs analysis of LCG headquarters staff for library resources completed.

7. Result

Needs analysis completed spring 2014.

8. Reflection

We plan to repeat this process every two years.

PLANNING GOAL 4 PROFESSIONAL AND PARAPROFESSIONAL STAFF

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

Maintain a professional and/or para-professional staff sufficient to render point-of use assistance, bibliographic instruction, and para-professional reference services.

3. Operational Goal

Annually employ two nine-month student library workers (20 hours per week each) and in fall 2014 a part-time librarian.

4. Accountability

Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Two nine-month student library workers (20 hours per week each) employed annually and in fall 2014 a part-time librarian employed.

7. Result

Two nine-month student library workers (20 hours per week each) were employed for the 2013/2014 academic year. As of May 2014 a part-time librarian was employed beginning July 1, 2014.

8. Reflection

The need for student help at the current level of support will be necessary for the foreseeable future. The part-time librarian will serve 8 hours a week and this next year an assessment and determination made as to whether this should be expanded to half-time.

PLANNING GOAL 5 SUFFICIENCY OF LIBRARY MATERIALS TO SUPPORT THEOLOGY MAJOR

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. Operational Goal

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

4. Accountability

President and Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

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

7. Result

As of May, 2014 the library collection had well over 75 books per student. There were 3,601 volumes in the humanities (mainly theology or theology related items). The goal for 2013-14 academic year was to reach a total of 6,300 volumes for the library. By June 16, 2014, the collection was at 6,372 in the cataloged collection and available to all patrons so the goal has been met. And additional 1500 volumes were added via donation summer 2014.

8. Reflection

While the goal was met it would be helpful to distinguish between new and donated items for new acquisitions and to develop budgetary projections for acquisitions based on future enrollment assumptions and plans.

PLANNING GOAL 6 THEOLOGY REFERENCE COLLECTION AND SERVICES

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. Operational 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

President and Dean of Faculty

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 project remains in progress as it requires a professional librarian to complete.

8. Reflection

As a professional librarian will be in place in the 2014-2015 year we suggest this analysis be completed at that time.

PLANNING GOAL 7 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. Operational Goal

Expand external databases over three years to include the ATLA Religion Database, Nexus-Lexus, and JESTOR.

4. Accountability

President and Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

External databases expanded over three years to include the ATLA Religion Database, Nexus-Lexus, and JESTOR.

7. Result

There appears to be no demand for Nexus-Lexus as the nature of the product has shifted toward swerving the legal community. We did not have the funding to add the ATLA Religion Database and JESTOR.

8. Reflection

We suggest the librarian work with faculty and the Learning Resources Committee to determine which additional databases are necessary for curricular and research purposes and on what timeframe.

PLANNING GOAL 8 BINDING 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 its patrons with a contemporary theology reference collection and services.

3. Operational Goal

Place priority on the binding of existing serials and soft-covered books.

4. Accountability

President and Dean of Faculty

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Priority placed on the binding of existing serials and soft-covered books.

7. Result

A set of The Plain Truth magazines have been prepared for binding and sent to the bindery.

8. Reflection

Additional serials and soft-covered books need to be selected and scheduled for binding over the next five years.

9. STUDENT AFFAIRS OPERATIONAL GOALS (600-06)

This section reserved for future use.

10. STUDENT LIFE ACTIVITIES OPERATIONAL GOALS (610-06)

This section reserved for future use.

11. ENROLLMENT MANAGEMENT OPERATIONAL GOALS (650-06)

PLANNING GOAL 1 ON-CAMPUS STUDENT BODY

Budget: $0

1. **Primary/Support Program Objective**

The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community (Statutes §2.2.2).

2. **Operational Objective**

Identify, recruit and enroll a student body representing the best fit for LU programs and core values.

3. **Operational 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

There appears to be increasing need and opportunity for on-campus student employment.

8. Reflection

All considered there appears to be sufficient potential for student employment to support an on-campus enrollment of 25 or so undergraduate students. The general growth of the LCG provides a continuing need for additional support personnel at its headquarters in functions which students can perform well.

PLANNING GOAL 2 MARKETING PLAN

Budget: $0

1. Primary/Support Program Objective

The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community (Statutes §2.2.2).

2. Operational Objective

Identify, recruit and enroll a student body representing the best fit for LU programs and core values.

3. Operational Goal

Develop and implement a 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

The Director of Admissions could not be in place until he finished his master's degree and relocated from Virginia to Charlotte. Therefore the development of a formal plan had to be postponed until the next planning cycle.

8. Reflection

This goal should be included in the next planning cycle.

PLANNING GOAL 3 ENROLLMENT GROWTH

Budget: $0

1. Primary/Support Program Objective

The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community (Statutes §2.2.2).

2. Operational Objective

Identify, recruit and enroll a student body representing the best fit for LU programs and core values.

3. Operational 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 enrollment was down in the fall semester 2013. The fall holydays and festivals began in early September leading to many local church leaders determining they could not carry out pre-festival planning and preparation activities and also undertake classes. Moreover, the variety of theology classes in the fall schedule was held at a minimum to achieve more balance in teaching loads. Less class offerings seems to have led somewhat in less overall enrollment. Enrollment for fall semester 2014 was up about 30%.

8. Reflection

The enrollment decline in 2013 appears to have been an anomaly as seen by the jump in fall 2014. Additionally 11 on-campus students were in residence in the fall of 2014.

12. FINANCIAL AID OPERATIONAL GOALS (660-06)

PLANNING GOAL 1 STUDENT WORK PROGRAM

Budget: $0

1. Primary/Support Program Objective

The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community (Statutes §2.2.2).

2. Operational Objective

Provide a student financial aid program administered through a department equipped to maintain operational procedures for application, selection without discrimination, disbursement consistent with the institution's mission and goals and in compliance with all federal, state, and local laws, as applicable and not therefrom exempted, and donor restrictions. Furthermore, the University will be committed to insure the selection of those candidates who most closely meet the requirements of need, scholastic excellence, and achievement by the use of need analysis and achievement documentation. Funds provided and disbursed for financial aid will be audited during the annual audit by an independent certified public accounting firm...

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

We have successfully maintained a student work program overseen by the Executive Vice-President for all of our on-campus students this year.

8. Reflection

The student work program has been successful for both students and various departments at the LCG headquarters. Students are experiencing different kinds of work experience thus broadening them and increasing their understanding and skill sets and departments have additional temporary employees to carry out their tasks.

13. COMMENCEMENT EXERCISES OPERATIONAL GOALS (725-06)

PLANNING GOAL 1 ENGRAVED INVITATIONS

Budget: $500

1. Primary/Support Program Objective

The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community (Statutes §2.2.2).

2. Operational Objective

Provide activities such as assemblies, forums, field trips, commencement exercises, and other special events fostering a sense of community among LU students, faculty, staff, alumni and constituency...

3. Operational Goal

Send engraved commencement 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 sent.

7. Result

Printed invitations were created and sent but they *were not* engraved. The reason is that the decision to have commencement exercises during the LCG ministerial conference did not met the printer deadlines for the more formal invitations.

8. Reflection

The advantages of rescheduling of commencement exercises significantly outweighed engraved invitations.

PLANNING GOAL 2 HWA EXCELLENCE AWARD

Budget: $5,000

1. Primary/Support Program Objective

The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community (Statutes §2.2.2).

2. Operational Objective

Provide curricular and co-curricular activities promoting the development of a well-rounded and balanced personality committed to leadership development and awarding student achievement...

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

The University did not graduate any B.Th. degree candidates in the 2013-2014 academic year so the need for the cost of creating medal was postponed until the next fiscal year.

8. Reflection

The medal should be ordered this coming fall to be available for commencement exercises in May 2015. We suggest past recipients be given their medals in special ceremonies.

14. INSTITUTIONAL MEMBERSHIPS OPERATIONAL GOALS (750-07)

PLANNING GOAL 1 INSTITUTIONAL MEMBERSHIPS

Budget: $1,000

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

Maintain effective relations with other institutions of higher learning, professional associations, the community, prospective students, alumni, and constituency through university relations and institutional advancement programs and institutional participation in state and national academic organizations.

3. Operational Goal

Maintain memberships with ALA, ACRL, ATLA, and 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

The University is either an Institutional member or affiliate member of the American Library Association (ALA), the Association of College and Research Libraries (ACRL), LYRASIS (a regional library network), the National Association of College and University Business Officers (NACUBO), the Near East Archeological Society (NEAS), the Southern Association of College and University Business Officers (SACUBO), and the American Theological Library Association (ATLA). An application for membership is pending with the Online Computer Library Center (OCLC).

8. Reflection

All current University institutional memberships provide professional support to the development of Living University administrative systems, services and support.

15. BOARD OF REGENTS OPERATIONAL GOALS (810-07)

PLANNING GOAL 1 BOARD MEMBER ATTENDANCE

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 structured and operated such that institutional governance and administrative organization reflects the philosophy and purpose of the institution. To this end, the broad principles and policies for institutional operations in the form of formal Statutes shall be developed by the Board of Regents according to the Articles and Bylaws. Administration and implementation of the Statutes shall be carried out by officers, faculty, and staff members in accordance with published statements and organizational charts.

3. Operational Goal

Achieve a least a 90% 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

More than 90% of board members have been in attendance either physically or by electronic hookup.

8. Reflection

Board members are to be commended for their faithful participation and concern for the success of the University.

PLANNING GOAL 2 EXECUTIVE COMMITTEE

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 structured and operated such that institutional governance and administrative organization reflects the philosophy and purpose of the institution. To this end, the broad principles and policies for institutional operations in the form of formal Statutes shall be developed by the Board of Regents according to the Articles and Bylaws. Administration and implementation of the Statutes shall be carried out by officers, faculty, and staff members in accordance with published statements and organizational charts.

3. Operational 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

The Executive Committee met within 30 days of the spring board meeting and reviewed the agenda and the matters at issue for the board meeting. This appears to have improved board communication.

8. Reflection

The practice of having an executive committee meeting prior to a regular meeting of the board appears to produce a better agenda and a more informed board leadership.

16. EXECUTIVE MANAGEMENT OPERATIONAL GOALS (815-07)

PLANNING GOAL 1 EXECUTIVE FINANCIAL REPORTS

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

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3. Operational Goal

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

4. Accountability

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Periodic reports made.

7. Result

Periodic reports were made but not in an ideal manner. The accounting department made a good effort to generate management reports on a quarterly basis but the process took time. Moreover, the noncash allocation subsidies from the Church tended to confuse the reports by including them with the direct expenditures of the University. It took several months to work out an acceptable format.

8. Reflection

The proposed addition of a part-time (student employee) with a master's degree in accounting beginning the fall semester tasked to draft the report for the president and board should be helpful in more timely reporting.

PLANNING GOAL 2 ANNUAL REPORT

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

Maintain effective relations with other institutions of higher learning, professional associations, the community, prospective students, alumni, and constituency through university relations and institutional advancement programs and institutional participation in state and national academic organizations.

3. Operational Goal

Publish an annual report on the University to all constituencies.

4. Accountability

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Annual report published.

7. Result

An Annual Report was developed, printed and distributed last fiscal year. Developing that document was an expensive time-consuming activity. The report did not appear to generate any comments, significant interest or impact giving by donors. While the President made an oral annual report to the Board on the state of the University a public written report was not developed as the burden appeared to significantly outweigh the benefit.

8. Reflection

The University is quite small and involved in building infrastructure, developing an application to the State of North Carolina for licensure, and creating an application to DETC for national accreditation. These are time demanding, difficult, and sometimes exhausting professional processes. Further as the University has its independent auditor's issue a comparative financial statement it seems reasonable to suggest that a printed Bi-Annual Report would be sufficient to meet donor needs and to inform the public on the state of the University while economizing expenses and administrative time. Moreover, the evermore encompassing IRS Form 990 and the

audited financial statements are already made public and the annual report simply repeats the data.

PLANNING GOAL 3 CLASSIFICATION OF REVENUES AND EXPENDITURES GUIDE

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

Control and allocate institutional financial resources in the most effective manner by maintaining written guidelines for management of investments and classification of revenues and expenses, and by developing detailed annual budgets that are approved by the Board of Regents and reported monthly to departments or other organizational units.

3. Operational Goal

Publish Revised Guide for Classification of Revenue and Expenditure Accounts.

4. Accountability

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Revised Guide published.

7. Result

The guide has been kept up-to-date and published in a third edition. A fourth edition is in preparation.

8. Reflection

For ease of use the fourth edition should publish the expenditure accounts in two parts — the object code (five digits) and the cost center (5 digits). This would simplify coding for non-accountants.

PLANNING GOAL 4 CASH RESERVE

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

Maintain effective relations with other institutions of higher learning, professional associations, the community, prospective students, alumni, and constituency through university relations and institutional advancement programs and institutional participation in state and national academic organizations.

3. Operational Goal

Publish an annual report on the University to all constituencies.

4. Accountability

President

5. Preliminary Budget Request Submitted?

Yes

6. Criterion

Achieve a cash reserve of $175,000 within five years.

7. Result

Goal achieved. The cash reserve on June 30, 2014, was $182,218.00.

8. Reflection

We believe that a three month cash reserve is both prudent and adequate for operation of the institution. The next budget cycle should be predicated on this assumption.

17. PLANNING OPERATIONAL GOALS (820-07)

PLANNING GOAL 1 STRATEGIC LONG-RANGE PLAN

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 strategic planning which incorporates institutional effectiveness into departmental and administrative planning processes by developing five-year integrated educational, facilities, and financial long-range plans and their assimilation into the strategic long-range plan for the institution.

3. Operational Goal

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

7. Result

This task was completed successfully.

8. Reflection

The proposed report should go to the board well in advance of the Annual Meeting so they have time to review it and formulate questions.

18. LEGAL AFFAIRS AND RISK MANAGEMENT OPERATIONAL GOALS (825-07)

This section reserved for future use.

19. INSTITUTIONAL ADVANCEMENT OPERATIONAL GOALS (830-07)

PLANNING GOAL 1 LICENSURE REGISTRY

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

Maintain exemption or licensure in all states as required by statute and/or regulation and national and regional accreditation as the institution matures and registrations for charitable donations as required by state and federal law.

3. Operational 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

Licensure registry maintained.

8. Reflection

Current process is working.

PLANNING GOAL 2 ANNUAL FUNDRAISING CAMPAIGN

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

Build a fundraising program capable of generating increased giving in support of University priorities.

3. Operational Goal

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

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.

7. Result

Our annual campaign goal for giving was $75,000 for fiscal 13-14. The University realized $62,435, so this goal was not met.

8. Reflection

While we attribute this shortfall to the condition of the American economy we believe the shortage would have been less through quarterly contribution letters to our donor base.