

Current as of August 10, 2023

ERM Goal: Develop and implement an enterprise risk management (ERM) program to improve the institution's response to change and risk uncertainty, organization resilience, and mission fulfillment.

Goal Lead: AVP Risk Management and Compliance

Strategies:

Continually monitor current and emerging risks which may impact the organization by utilizing an Enterprise Risk Management (ERM) process to conduct annual risk assessments with senior management as well as departmental managers.

- Identify and assimilate an inaugural ERM Committee to review and monitor the assessments, prioritize and rank the risks which were identified.
- Review and track mitigation efforts to determine the effectiveness in reducing previously identified risks on an annual basis.
- Present results of the annual assessment along with mitigation strategies to the President, senior leadership and appropriate board committees.

Using the ERM process, identify the top risks, including compliance risks, to the institution and develop a plan on how to address or mitigate these risks.

- Identify the external factors that may be contributors to ongoing compliance concerns.
- Identify implications of federal and state regulatory and policy issues which may affect higher education institutions.
 - Implications of regulatory and policy changes for faith-based institutions.
 - Other State and Federal laws/regulations
- Work with internal partners to develop the most effective mitigation strategies for the institution in regards to new and existing federal and state regulations.

Create a climate in which sexual misconduct is not tolerated and in which students feel safe and supported in bringing forth any allegations of sexual misconduct.

- Continue to expand and improve the Title IX Office to provide support and resources for students, faculty and staff surrounding Title IX-related matters.
- Ensure Title IX staffing is adequate to support the changing needs of the institution.
 - Secure personnel and appropriate resources to support the Title IX Office with investigations, prevention efforts and the institution's overall compliance efforts.
 - Regularly report on Title IX matters and trends to the relevant board committees and at least annually to the full board of trustees.
- Design and implement training and prevention efforts to educate students on the Title IX process in alignment with Lipscomb's Christ-centered mission.
 - Develop and implement an annual training program for all students.
 - Integrate opportunities for collaboration with other offices and student groups for training and prevention efforts.
 - i. Develop regular meeting cadence and training with athletics, academics, SGA, social clubs, RA's, and student life organizations.
 - ii. Coordinate with counseling, health center, student life and athletics for dedicated programming opportunities.
 - iii. Collaborate with other faith-based institutions and outside organizations to offer support for the student body.
 - Incorporate purposeful engagement opportunities with students as part of their overall educational experience and in preparation for future work.
- Develop and implement an annual employee training program on sexual harassment, setting appropriate boundaries in regards to student interactions, social media and inclusive practices for all students. Raise visibility and awareness of the resources available to students.
 - Develop a website presence outlining the institution's process, support services and resources.
 - Integrate a social media presence for disseminating information to the student body.
 - Survey the campus through an annual Climate Survey. The data from the survey will be shared with leadership and will help guide future planning and programming efforts.

Develop a robust institutional training program to meet mandatory regulatory/compliance requirements, and to inform on safety procedures, emergency protocols, and industry best practices.

- Review all annual training currently in place for the institution including the university and the academy.
- Identify gaps that exist from a compliance, safety and risk perspective and prioritize accordingly.
- Determine the resources needed for staffing, content and delivery of the training initiatives.
- Develop a plan for delivering training to relevant parties along with a timeline of implementation.

Develop robust security operations on campus in order to provide a safe and secure environment for students, employees and guests.

- Ensure security staffing is adequate to support the institution.
- Assess the department to determine if adequate resources are available and identify any gaps which may exist.
 - Evaluate challenges related to retaining security personnel.
 - Explore engaging an outside consultant to assist with the assessment.
 - Develop a cross-departmental committee to review and make recommendations on technology, cameras, and current infrastructure.
 - Develop a multi-year implementation plan for addressing gaps and needs.
 - Increase overall training initiatives for officers.

Nurture and sustain a campus-wide culture of care, concern, and compassion for the emotional health and well-being of students.

- Ensure that emotional well-being is a campus-wide responsibility.
- Develop a task force of stakeholders across campus to determine needs based on ongoing surveys and data.
 - Evaluate data from recent program assessment surveys.
 - Develop and implement an assessment plan to evaluate the effectiveness of mental health intervention and services.

Teach students the skills necessary to cope with the stresses of college life, make wise lifestyle choices, and be academically successful.

- Implement sustainable programs that offer students the opportunity to build connections with others in their community.
 - Develop proactive action steps to help identify disconnected/isolated students.
 - Develop or enhance programs and activities to promote inclusion of disconnected/isolated students on campus.
 - Offer or enhance programs, activities, and campaigns that promote connections to community-based religious groups (churches).
 - Offer or enhance programs, activities, and campaigns to promote inclusiveness on campus.
- Ensure incoming students with known mental health histories are supported in their transition to college.
 - Educate families of incoming students regarding mental health and substance use resources and services on campus.
 - Offer or enhance programming and/or groups on communication skills, identifying and regulating emotions, promoting resilience, conflict resolution, and other applicable mental health topics.
- Identify a set of seminars for students on mental health topics as part of first year experience.
 - social media usage
 - time management
 - healthy lifestyle
 - handling anxiety
 - resilience

Provide prevention education and robust screening opportunities at numerous touch points throughout the student experience.

- Enhance wellness days focused on common mental health issues.
- Implement standardized screenings by health service clinicians in the university health clinic for common mental health problems.
- Provide and publicize screening tools for depression, anxiety, and substance use disorders on the counseling and/or health education websites.

Promote help-seeking behavior through de-stigmatization efforts and increased access to resource information.

- Continue to train campus community members to identify, reach out to and refer students who may be struggling.
 - Train faculty/staff to identify, reach out to, and refer students who may be struggling to connect students to the appropriate campus resources (e.g., counseling center and CARE team).
 - Train students to identify, reach out to, and refer their friends/peers who may be struggling with mental health or substance issues to appropriate campus resources (e.g., counseling center, CARE team, student care coordinators).
- Strengthen suicide prevention program for campus faculty and staff and ensure access to all necessary clinical care services.
 - Continually evaluate adequate staffing in mental health services or other related student services.
 - Maintain a relationship with telemental health support for students.
 - Maintain relationships with community partners.

Establish systems, protocols, and processes in order to coordinate necessary care for students experiencing mental health issues.

- Conduct annual review of institutional response to student suicide.
 - Refine postvention protocol to be consistent with the HEMHA guide.
 - Ensure postvention protocol is easily accessible to relevant campus constituents.
 - Ensure that protocols are established for the reporting of, and follow-up for, mental health emergency situations.
 - Promote information about how to report/get help for a mental health emergency for both daytime and after-hours.
 - Promote 24/7 crisis resources or local/national services (phone/text/chat line).
 - Review and strengthen leave policies and protocols that best support students in distress.
- Conduct a risk assessment to identify and mitigate campus environmental risks around suicide.

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- Conduct an annual campus environmental scan to identify and mitigate access to the environmental risks for suicide.
- Evaluate access to rooftops and limit entry points.
- Implement drug collection/drug return programs for prescription medications on campus through the university health clinic.

Assess all outside groups who use or contract with the institution for events and activities.

- Conduct a risk assessment on all groups currently in place.
- Outline the risks (upside and downside) for each group.
- Develop a framework for decision-making for use with approving events with outside groups:
 - Does it support the strategic plan?
 - Does it serve as a recruiting initiative and is it successful?
 - Does it generate revenue for the institution?
 - Review other metrics needed for determining a decision.
- Develop an efficiency process required of outside groups including contract approval, insurance requirements, background checks and required training.

Develop a plan to develop and maintain facilities/infrastructure that will attract and retain students, staff and faculty, support research initiatives and support community engagement.

- Review the current list of deferred maintenance and prioritize by high risk, high impact to low risk, low impact.
- Review maintenance and facilities issues in regard to student needs.
- Review the institutional master plan and institutional overlay to align with future capital projects and strategic goals in Impact 360.
- Coordinate these plans with the strategies of Goal 6.

Develop a comprehensive Business Continuity Plan (BCP) which compliments and supports the current Emergency Management Plans.

- Formalize a cross-departmental team to oversee the BCP process.
- Explore the use of outside consultants for guidance on developing the BCP plan.
- Work with individual departments to draft the operational portion of the BCP plan.

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- Coordinate with the IT addendum to include a disaster recovery plan as part of the BCP plan.
- Conduct table-top exercises of the BCP plan to identify gaps.

Review and update Emergency Management Plans to encompass an all-hazards preparedness response.

- Conduct a comprehensive review of each plan in regards to detailed responses for any threats or hazards that might require evacuation of campus facilities or the entire campus. Communicate the plans through multiple avenues including:
 - Building Coordinator training
 - RA and RHD training
 - The Lipscomb Ready app
 - Provide opportunities for faculty/staff engagement
- Conduct table-top exercises for the Crisis Management Team on an annual basis.
- Coordinate plans with outside agencies and first responders.
- Conduct an annual review of the physical campus premises to identify and address new or existing safety concerns.

Create an organizational development plan to support the institution and its employees around recruitment, professional development, retention, succession planning, and overall welfare.

- Increase employee recruitment and improve employee retention.
 - Regularly review employees who have left the organization over the preceding 12-18 months.
 - Create a report on the top risks and consistent themes relevant to retention of employees.
 - Research other higher education institutions for new models relevant to work conditions post-COVID.
 - Explore options for adopting more flexible work models for relevant departments within the institution.
- Increase professional development opportunities for employees.
 - Develop programs for emerging leaders, mid-level managers and high potential employees.
 - Develop and enhance programs for professional development for all employees.

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- Develop a robust on-boarding program for new employees.
- Develop a strategic succession planning process for the institution.
 - Align succession planning to strategic goals.
 - Conduct an assessment to identify key operational areas, skills gaps, and training needs.
 - Create a mentoring framework for employees.
- Nurture and sustain faculty and staff welfare.
 - Utilize Great Colleges survey to identify key areas of strengths and areas for improvement.
 - Work collaboratively across the institution to develop meaningful employee engagement and development.
 - Create more programs and opportunities for spiritual development of faculty and staff.
- **Create a leadership development program for faculty and staff. (Moved from Goal 2)**

Assess and monitor risks associated with international travel for academic programs, study abroad and mission trips and improve efficiencies regarding safety and security.

- Conduct a risk assessment for each study abroad site and international program to determine any deficiencies or improvements which need to be addressed.
- Develop a robust training program for students who plan to travel abroad incorporating best practices in safety and security.
- Develop a comprehensive training program for faculty and staff leading academic programs and mission trips.
- Strengthen partnerships with external organizations and governmental agencies who offer global travel support for higher education institutions.
- Update the international crisis management team and provide training for team members.

ERM Metrics

Strategy	Primary Owner
<p><i>Continually monitor current and emerging risks which may impact the organization by utilizing an Enterprise Risk Management (ERM) process to conduct annual risk assessments with senior management as well as departmental managers.</i></p>	
<p>a. Identify and assimilate an inaugural ERM Committee to review and monitor the assessments, prioritize and rank the risks which were identified.</p>	<p>a. AVP Risk Management & Compliance</p>
<p>b. Review and track mitigation efforts to determine the effectiveness in reducing previously identified risks on an annual basis.</p>	<p>b. AVP Risk Management & Compliance</p>
<p>c. Present results of the annual assessment along with mitigation strategies to the President, senior leadership and appropriate board committees.</p>	<p>c. AVP Risk Management & Compliance</p>

Measure	FY23 Baseline	FY24 Target
Create a task force and define objectives.	Currently, no task force, initial risks defined by ELT.	Task force identified, meeting regularly reviewing and ranking top risks.
Review top risks along with current mitigation efforts for effectiveness.	Currently, top risks are monitored by AVP Risk Management & Compliance.	Share quarterly updates with the president and senior leadership.
Report ERM findings to the President and appropriate board committees.	Currently, no reporting to board committees.	Annual report to president and board committees.

Strategy	Primary Owner
<p><i>Using the ERM process, identify the top risks, including compliance risks, to the institution and develop a plan on how to address or mitigate these risks.</i></p>	
<p>d. Identify the external factors that may be contributors to ongoing compliance concerns.</p>	<p>d. AVP Risk Management & Compliance</p>
<p>e. Identify implications of federal and state regulatory and policy issues which may affect higher education institutions.</p>	<p>e. AVP Risk Management & Compliance</p>
<p>f. Work with internal partners to develop the most effective mitigation strategies for the institution in regards to new and existing federal and state regulations.</p>	<p>f. AVP Risk Management & Compliance</p>

Measure	FY23 Baseline	FY24 Target
Monitor new and emerging risks impacting higher education.	Currently monitoring.	Incorporate new and emerging risks into risk registry.
Identify possible implications of federal and state regulatory and policy changes for faith-based institutions.	Currently, regulatory factors are not tied to risk registry.	Tie in external factors and regulatory changes to institutional risk registry.
Develop mitigation strategies to lower the risks associated with the implications for faith-based institutions.	Not started yet.	Collaborate with internal and external partners to develop mitigation strategies to minimize external risks.

Strategy	Primary Owner
<p><i>Create a climate in which sexual misconduct is not tolerated and in which students feel safe and supported in bringing forth any allegations of sexual misconduct.</i></p>	

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g. Continue to expand and improve the Title IX Office to provide support and resources for students, faculty and staff surrounding Title IX-related matters.	g. Title IX Coordinator
h. Ensure Title IX staffing is adequate to support the changing needs of the institution.	h. Title IX Coordinator
i. Design and implement training and prevention efforts to educate students on the Title IX process in alignment with Lipscomb’s Christ-centered mission.	i. Title IX Coordinator
j. Develop and implement an annual employee training program on sexual harassment, setting appropriate boundaries in regards to student interactions, social media and inclusive practices for all students. Raise visibility and awareness of the resources available to students.	j. Title IX Coordinator

Measure	FY23 Baseline	FY24 Target
Secure personnel and appropriate resources to support the Title IX Office with investigations, prevention efforts and the institution’s overall compliance efforts.	Currently, the position is approved and interviewing candidates.	Add full-time investigator and prevention specialist position along with resources for training.
Regularly report on Title IX matters and trends to the relevant board committees and at least annually to the full board of trustees.	Currently, no reporting on Title IX to board committees or board of trustees.	Develop schedule for reporting Title IX matters to board committees and full board of trustees.
Develop and implement an annual training program for all students.	Currently, only incoming freshmen and transfers receive training.	Develop training opportunities to include all students on an annual basis.
Integrate opportunities for collaboration with other offices and student groups for training and prevention efforts. <ul style="list-style-type: none"> Develop regular meeting cadence and training with athletics, academics, SGA, social clubs, RA’s, and student life organizations. 	Training provided for RA’s and athletics annually. Training for all other areas is on a request only basis.	Title IX Prevention Specialist will conduct quarterly meetings including health center, counseling, student life and athletics to collaborate on joint training and

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<ul style="list-style-type: none">• Coordinate with counseling, health center, student life and athletics for dedicated programming opportunities.• Collaborate with other faith-based institutions and outside organizations to offer support for the student body.		programming opportunities. Develop an annual training and prevention calendar for the institution.
Incorporate purposeful engagement opportunities with students as part of their overall educational experience and in preparation for future work.	Currently, this is done on an ad hoc basis with no overarching strategic plan.	Develop engagement opportunities through the Lipscomb Experience and other programs.
Develop a website presence outlining the institution's process, support services and resources.	Current website is outdated and does not fully incorporate the support services, resources and training of the Title IX Office.	Redesign the website page to highlight the services offered; available resources; and FAQ section for students and employees.
Integrate a social media presence for disseminating information to the student body.	Title IX Office has a social media account but is not used on a consistent basis.	Use social media as a means of disseminating information to students on a regular basis.
Survey the campus through an annual Climate Survey.	Last annual Climate Survey disseminated in 2019.	Develop and disseminate 2023 annual Climate Survey. Findings to be shared with the president and appropriate board committees.

Strategy	Primary Owner
<p><i>Develop a robust institutional training program to meet mandatory regulatory/compliance requirements, and to inform on safety procedures, emergency protocols, and industry best practices.</i></p>	
<p>k. Review all annual training currently in place for the institution including the university and the academy.</p>	<p>k. General Counsel</p>
<p>l. Identify gaps that exist from a compliance, safety and risk perspective and prioritize accordingly.</p>	<p>l. General Counsel</p>
<p>m. Determine the resources needed for staffing, content and delivery of the training initiatives.</p>	<p>m. General Counsel</p>
<p>n. Develop a plan for delivering training to relevant parties along with a timeline of implementation.</p>	<p>n. General Counsel</p>

Measure	FY23 Baseline	FY24 Target
Conduct an audit across campus of training presently provided.	Audit has been completed.	Continue refining audit.
Identify training that needs to be provided, and the frequency of each training.	Initial trainings have been identified and created based on highest priority.	Additional trainings will be identified and rolled out.
Initiate commencement of all identified training for all applicable employees.	Initial trainings have been identified and created based on highest priority.	Additional trainings will be identified and rolled out.

Strategy	Primary Owner
<p><i>Develop robust security operations on campus in order to provide a safe and secure environment for students, employees and guests.</i></p>	
<p>o. Ensure security staffing is adequate to support the institution.</p>	<p>o. Chief of Security</p>
<p>p. Assess the department to determine if adequate resources are available and identify any gaps which may exist.</p>	<p>p. Chief of Security</p>

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Measure	FY23 Baseline	FY24 Target
Increase the number of full-time patrol positions and dispatch coverage within the department.	11 patrol positions and 4 full-time dispatch positions, both spread over 21 shifts.	Increase staffing by adding 4 patrol positions; 1 supervisor; 1 full-time dispatch and 1 part-time dispatch position.
Assess the department to determine if adequate resources are available and identify any gaps which may exist.	Retention issues have been expressed as being due to low wages, lack of support and trust, lack of dedicated department home, and lack of advancement opportunities.	Identify realistic wage increases, office space options, and identify succession plan opportunities.
Develop a cross-departmental committee to review and make recommendations on technology, cameras, and current infrastructure.	Currently, no committee exists.	Identify committee members consisting of personnel from Security, Information Technology, and Risk Management.
Increase overall training initiatives for officers.	Currently, officers receive required state training, along with first aid and CPR, Narcan, active threat, and incident management. These trainings cover basic requirements, and need ongoing refresher training and practical exercises, resulting in need for funding and service coverage to accomplish.	Increase state required training components, as well as specialized training opportunities. Conduct practical exercises once per quarter, with refreshers a minimum of twice per quarter.
Enhance camera surveillance system to aid in monitoring of campus, expediting investigations, and deterring bad actors.	Currently, the overall camera system is large and cumbersome, taxing on IT	In partnership with IT, risk management, and outside vendors, conduct a full system

	<p>infrastructure, and low in quality.</p>	<p>analysis to maximize system capabilities, which may include decrease or re-deployment of current hardware, addition of new hardware, and/or system software changes. Add facial recognition capabilities and LPR hardware to strategic locations on campus.</p>
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Strategy	Primary Owner
<p><i>Nurture and sustain a campus-wide culture of care, concern, and compassion for the emotional health and well-being of students.</i></p> <p>q. Ensure that emotional well-being is a campus-wide responsibility.</p> <p>r. Develop a task force of stakeholders across campus to determine needs based on ongoing surveys and data.</p>	<p>q. Director, Counseling Center</p> <p>r. Director, Counseling Center</p>

Measure	FY23 Baseline	FY24 Target
<p>Establish a task force.</p>	<p>Currently, no task force is in place.</p>	<p>Begin task force meetings.</p>
<p>Define baseline data.</p>	<p>Currently, data is spotty and scattered.</p>	<p>Baseline measure established.</p>

Strategy	Primary Owner
<p><i>Teach students the skills necessary to cope with the stresses of college life, make wise lifestyle choices, and be academically successful.</i></p> <p>s. Implement sustainable programs that offer students the opportunity to build connections with others in their community.</p>	<p>s. Director, Counseling Center</p>

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t. Ensure incoming students with known mental health histories are supported in their transition to college.	t. Director, Health Center
u. Identify a set of seminars for students on mental health topics as part of first year experience.	u. Director, Counseling Center

Measure	FY23 Baseline	FY24 Target
Develop proactive action steps to help identify incoming students with mental health needs.	Collaboration between student support services offices.	Lay out action steps.
Develop or enhance programs and activities to promote inclusion of disconnected/isolated students on campus.	Current community life programming.	Develop a plan to enhance these programs.
Offer or enhance programs, activities, and campaigns that promote connections to community-based religious groups (churches).	Not started yet.	Lay out action steps.
Offer or enhance programs, activities, and campaigns to promote inclusiveness on campus.	Not started yet.	Lay out action steps.
Educate families of incoming students regarding mental health and substance use resources and services on campus.	Not started yet.	Lay out action steps.
Enhance programming and/or groups on communication skills, identifying and regulating emotions, promoting resilience, conflict resolution, and other applicable mental health topics.	Not started yet.	Lay out action steps.
As part of the first year experience, include seminars on social media usage, time management, healthy lifestyle, handling anxiety and resilience.	Talks in NSO and Quest week about overall mental health.	Develop a plan for implementing enhanced mental health communication.

Strategy	Primary Owner
<p><i>Provide prevention education and robust screening opportunities at numerous touch points throughout the student experience.</i></p>	
v. Enhance wellness days focused on common mental health issues.	v. Director, Counseling Center
w. Implement standardized screenings by health service clinicians in the university health clinic for common mental health problems.	w. Director, Health Center
x. Provide and publicize screening tools for depression, anxiety, and substance use disorders on the counseling and/or health education websites.	x. Director, Health Center

Measure	FY23 Baseline	FY24 Target
Add screening tools to the website.	No screening tools are currently publicized.	Links to screening tools added to UCC and Health Center web pages.
Increase the number of wellness days per semester.	Currently, 1 or 2 wellness days per semester.	Review feasibility of one wellness day per month, each semester.

Strategy	Primary Owner
<p><i>Promote help-seeking behavior through de-stigmatization efforts and increased access to resource information.</i></p>	
y. Continue to train campus community members to identify, reach out to and refer students who may be struggling.	y. Director, Counseling Center
z. Strengthen suicide prevention program for campus faculty and staff.	z. Director, Counseling Center

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Measure	FY23 Baseline	FY24 Target
Train faculty/staff to identify, reach out to, and refer students who may be struggling to connect students to the appropriate campus resources (e.g.,counseling center and CARE team).	Currently optional.	Make mandatory through online training.
Train students to identify, reach out to, and refer their friends/peers who may be struggling with mental health or substance issues to appropriate campus resources (e.g.,counseling center, CARE team, student care coordinators).	Currently optional.	Make mandatory through online training.
Continually evaluate adequate staffing in mental health services or other related student services.	Currently, psychiatric services are provided one day per week.	Increase mental health psychiatric services in health center.
Maintain and improve relationships with current telemental health support.	Crisis line and UCC utilization.	Improve training for resident life.
Add mandatory online suicide prevention training.	Optional QPR training.	Implement mandatory online training for faculty.

Strategy	Primary Owner
<p><i>Establish systems, protocols, and processes in order to coordinate necessary care for students experiencing mental health issues.</i></p> <p>aa. Conduct annual review of institutional response to student suicide.</p> <p>bb. Conduct a risk assessment to identify and mitigate campus environmental risks around suicide.</p>	<p>aa. Director, Counseling Center</p> <p>bb. AVP Risk Management & Compliance</p>

Measure	FY23 Baseline	FY24 Target
Refine postvention protocol to be consistent with the HEMHA guide.	Not started.	Review current postvention protocol.
Ensure postvention protocol is easily accessible to relevant campus constituents.	Not started.	Not started.

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Ensure that protocols are established for the reporting of, and follow-up for, mental health emergency situations.	Not started.	Not started.
Promote information about how to report/get help for a mental health emergency for both daytime and after-hours.	Not started.	Identify the best means for promoting this information.
Review and strengthen leave policies and protocols that best support students in distress.	Not started.	Not started.
Promote 24/7 crisis resources or local/national services (phone/text/chat line).	Not included on the website.	Include information on the UCC website.
Conduct an initial campus environmental scan to identify and mitigate access to the environmental risks for suicide including access to rooftops and limit entry points.	Not started.	Begin the campus environmental scan in collaboration with AVP, Risk Management & Compliance.
Conduct a review of student suicide response protocol.	Protocol is written but has not been formally reviewed.	Protocol reviewed and edited.
Implement drug collection/drug return programs for prescription medications on campus through the university health clinic.	Currently, a program does not exist.	University health clinic to develop a drug collection program for students.

Strategy	Primary Owner
<i>Assess all outside groups who use or contract with the institution for events and activities.</i>	
cc. Conduct a risk assessment on all groups currently in place.	cc. AVP Risk Management & Compliance
dd. Outline the risks (upside and downside) for each group.	dd. AVP Risk Management & Compliance
ee. Develop a framework for decision-making for use with approving events with outside groups.	ee. AVP Risk Management & Compliance

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<p>ff. Develop an efficiency process required of outside groups including contract approval, insurance requirements, background checks and required training.</p>	<p>ff. AVP Risk Management & Compliance</p>
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Measure	FY23 Baseline	FY24 Target
<p>Conduct a risk assessment of all outside groups.</p>	<p>Currently, partial assessment has been conducted.</p>	<p>Complete an assessment and outline the risks for each group.</p>
<p>Develop decision-making framework for approving outside events per the following: Does it support the strategic plan? Does it serve as a recruiting initiative and is it successful? Does it generate revenue for the institution? Review other metrics needed for determining a decision.</p>	<p>Decisions are currently made on a case-by-case basis but no formal framework in place.</p>	<p>Tie the decision-making framework to the strategic plan. Use framework in all decisions related to outside groups.</p>
<p>Develop an efficiency process for approved outside groups.</p>	<p>Currently, some efficiency processes are used for outside groups but not consistently or thoroughly.</p>	<p>For outside groups which are approved, develop an efficiency process including contract approval, insurance requirements, background checks and required training.</p>
<p>Identify all outside groups, camps and events which host minors.</p>	<p>Some documentation is currently being tracked but not in a comprehensive and consistent manner.</p>	<p>Draft a Minors on Campus Policy. Identify the appropriate training for groups hosting minors.</p>

Strategy	Primary Owner
<p><i>Develop a plan to maintain facilities/infrastructure that will attract and retain students, staff and faculty, support research initiatives and support community engagement.</i></p>	
gg. Review the current list of deferred maintenance and prioritize by high risk, high impact to low risk, low impact.	gg. CFO
hh. Review maintenance and facilities issues in regard to student needs.	hh. CFO
ii. Review the institutional master plan and institutional overlay to assess alignment with future capital projects and strategic goals in Impact 360.	ii. CFO
jj. Coordinate these plans with the strategies of Goal 6.	jj.CFO

Measure	FY23 Baseline	FY24 Target
Conduct an assessment of current deferred maintenance prioritizing by high risk and high impact.	Deferred maintenance list has been developed but needs review and update.	Finalize the current inventory of deferred maintenance and prioritize most critical areas, projected timeline, as well as estimated cost.
Assess current maintenance issues in regards to student needs and prioritize those with the highest risk and impact factors.	Not a prioritized list of maintenance items in regards to student needs	In collaboration with residence life and construction, develop a comprehensive maintenance list prioritizing student needs per highest risk factor.
Establish a formula for determining the percentage of dollars per square foot needed to fund deferred maintenance annually and prioritize by high risk and high impact. Use formula for future budgeting.	Currently not determined.	In process.
Review master plan and institutional overlay with a focus on the goals outlined in the Impact 360 plan. Tie to strategies in Goal 6.	Not started.	Begin review.

Strategy	Primary Owner
<i>Develop a comprehensive Business Continuity Plan (BCP) which compliments and supports the current Emergency Management Plans.</i>	
kk. Formalize a cross-departmental team to oversee the BCP process.	kk. CFO
ll. Explore the use of outside consultants for guidance on developing the BCP plan.	ll. CFO
mm. Work with individual departments to draft the operational portion of the BCP plan.	mm. CFO
nn. Coordinate with the IT addendum to include a disaster recovery plan as part of the BCP plan.	nn. CFO
oo. Conduct table-top exercises of the BCP plan to identify gaps.	oo. CFO

Measure	FY23 Baseline	FY24 Target
Identify a cross-departmental team to develop the BCP Plan.	Cross-departmental team has been identified but not meeting regularly.	Develop a timeline for BCP Plan implementation and conduct meetings of the cross-departmental team.
Identify outside consultant to assist in the oversight of the BCP Plan.	Not started.	Develop an RFP.
Develop Disaster Recovery Plan to be included in the BCP Plan.	IT is currently working on a Disaster Recovery Plan.	Continue progress on Disaster Recovery Plan.
Conduct a tabletop exercise to test BCP Plan.	Not started.	Table top exercise to be conducted when the plan is finalized.

Strategy	Primary Owner
<p><i>Review and update Emergency Management Plans to encompass an all-hazards preparedness response.</i></p>	
<p>pp. Conduct a comprehensive review of each plan in regards to detailed responses for any threats or hazards that might require evacuation of campus facilities or the entire campus. Communicate the plans through multiple avenues.</p>	<p>pp.AVP Risk Management & Compliance</p>
<p>qq. Conduct table-top exercises for the Crisis Management Team on an annual basis.</p>	<p>qq.AVP Risk Management & Compliance</p>
<p>rr. Coordinate plans with outside agencies and first responders.</p>	<p>rr.AVP Risk Management & Compliance</p>
<p>ss. Conduct an annual review of the physical campus premises to identify and address new or existing safety concerns.</p>	<p>ss. AVP Risk Management & Compliance</p>

Measure	FY23 Baseline	FY24 Target
<p>Review and update emergency management plans for the institution.</p>	<p>Emergency management plans are established but need to be reviewed and updated.</p>	<p>Emergency management plans to be reviewed and updated annually. Secure outside expertise to review emergency management plans and offer recommendations.</p>
<p>Conduct training for the crisis management team including a tabletop exercise.</p>	<p>Last tabletop exercise was conducted in 2020 on COVID and campus unrest around controversial speakers.</p>	<p>Crisis management team to receive comprehensive training including expertise from outside resources. Training to include at least one tabletop exercise annually.</p>
<p>Effectively communicate emergency management plans to the Lipscomb community.</p>	<p>Currently, emergency management plans are communicated to RA's</p>	<p>Conduct annual training for building coordinators, RA's</p>

	at the beginning of each school term.	and RHD's. Utilize the Lipscomb Ready app to communicate emergency plans. Provide training opportunities for faculty/staff.
Meet with local emergency responders to review plans and incorporate response from outside agencies into Lipscomb's emergency plans.	Local emergency responders are familiar with Lipscomb's campus but have not reviewed emergency management plans since pre-COVID.	Once plans have been reviewed and updated, set up meeting with outside emergency response departments to review emergency plans.
Conduct an assessment of current lighting throughout campus to aid in increasing safety.	Some areas are not adequately lit after dark.	Identify areas on campus that need additional lighting and develop a phased plan for enhancing current lighting features.
Conduct a review of the physical campus premises to identify and address new or existing safety concerns along with recommended mitigation plans for addressing the risks.	Currently, safety issues are addressed on a case-by-case basis only.	Begin an annual safety risk assessment of the physical campus. Any significant findings to be reported to the CFO and President.

Strategy	Primary Owner
<p><i>Create an organizational development plan to support the institution and its employees around recruitment, professional development, retention, succession planning, and overall welfare.</i></p> <p>tt. Increase employee recruitment and improve employee retention.</p>	tt. Executive VP

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uu. Increase professional development opportunities for employees.	uu. Executive VP
vv. Develop a strategic succession planning process for the institution.	vv. Executive VP
ww. Nurture and sustain faculty and staff welfare.	ww. Executive VP
xx. Create a leadership development program for faculty and staff. (Moved from Goal 2)	xx. Executive VP

Measure	FY23 Baseline	FY24 Target
Evaluate meaningful data to assess employee retention. Include data from employees who have left the organization over the preceding 12-18 months through exit interviews	Unsure as to consistency of exit interviews and other data points.	Collect, evaluate and present data regarding employee retention by fall, 2023.
Conduct an assessment to identify key operational areas, skills gaps, and training needs.	Not started.	Begin process.
Research other higher education institutions for new models relevant to flexible work opportunities and explore options for adopting these models for relevant departments within the institution.	Not started.	Begin process
Develop programs for emerging leaders, mid-level managers and exceptional employees.	Not started.	Begin process.
Develop and enhance programs for professional development for all employees.	Strategic plan for professional development not currently in place.	Develop key goals for a professional development program.
Develop a robust on-boarding program for new employees.	Discussed but not implemented.	Develop key elements of a robust on-boarding program for implementation in fall, 2023.
Align succession planning to strategic goals.	Not started.	Begin process.
Conduct an assessment to identify key operation areas, skills gaps, and training needs.	Not started.	Begin process.
Create a mentoring framework for employees.	Not formally started.	Begin process.
Utilize Great Colleges survey to identify key areas of strengths and areas for improvement.	Not started.	Begin process.

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Work collaboratively across the institution to develop meaningful employee engagement and development.	In process.	Develop specific measures for success around employee engagement and development.
Create more programs and opportunities for spiritual development of faculty and staff.	Discussed but not implemented.	Develop and implement a plan for faculty and staff spiritual development by fall, 2023.

Strategy	Primary Owner
<p><i>Assess and monitor risks associated with international travel for academic programs, study abroad and mission trips and improve efficiencies regarding global risks, safety and security.</i></p>	
yy. Conduct a risk assessment for each study abroad site and international program to determine any deficiencies or improvements which need to be addressed.	yy.AVP Risk Management & Compliance
zz. Develop a robust training program for students who plan to travel abroad incorporating best practices in health, safety, and security.	zz. AVP Risk Management & Compliance
aaa. Develop a comprehensive training program for faculty and staff leading academic programs and mission trips.	aaa. AVP Risk Management & Compliance
bbb. Strengthen partnerships with external organizations and governmental agencies who offer global travel support for higher education institutions.	bbb. AVP Risk Management & Compliance
ccc. Update the international crisis management team and provide training for team members.	ccc.AVP Risk Management & Compliance

Measure	FY23 Baseline	FY24 Target
Conduct an assessment of each study abroad site in conjunction with the site director, taking into	Some portions of site assessments have been conducted.	Continue assessment for each international site.

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account the physical location, specific safety and security concerns and country specific regulatory requirements.		
Review current travel risk management protocols to ISO 31030 guidelines that were released in 2021. Use this assessment to guide prevention measures and recommended steps on improving travel risk management policies and programs.	Currently, no assessment per ISO 31010 standards has been conducted.	Review ISO 31010 and compare with our risk management protocols.
Identify specific training needed for students studying abroad, participating in mission trips, or traveling internationally and develop a training curriculum to fit these specific needs.	Some training occurring but not on a consistent or comprehensive basis.	Develop a list of training needed for each sector and develop curriculum.
Develop a comprehensive training curriculum for all faculty and staff leading international trips.	Some training occurring but not on a consistent or comprehensive basis.	Develop a list of training needed and develop curriculum.
Incorporate best practices for international travel and safety from professional associations such as NAFSA, The Forum, and URMIA.	Begin assessment.	Continue assessment.
Develop relationships with Overseas Security Advisory Council (OSAC), the U.S. Department of State, and other key governmental agencies.	Some outreach has occurred.	Build relationships with each organization.
Convene the international crisis management team to discuss responsibilities, emergency plans, communication protocols and provide training for the group. Incorporate tabletop exercises in the training.	Crisis management team has not formally met under the new administration.	Convene the crisis management team, conduct training and tabletop exercises.