IMPACT 360

Strategic Plan

LIPSCOMB UNIVERSITY

IMPACT36Q

Goal One: Provide a premier, learner-focused Christian education

Goal Lead: Provost

Strategies:

Implement a rigorous Christian liberal arts education.
- Inaugurate a new "Lipscomb Core," a rigorous Christian liberal arts curriculum (to supersede the current general education curriculum) that provides Lipscomb undergraduates with a well-rounded basis for living well and for pursuing further study in their chosen majors.
- Establish a top honors college.

Create a faith-centered educational environment with programming that enables learners to be curious, analytical, innovative and resilient supported by advances in scholarship.
- Prioritize faith and learning.
- Create an administrative infrastructure and academic environment that promotes research, scholarly activity and creativity.
- Augment library resources.
- Provide a comprehensive strategy for instructional delivery that provides greater access and flexibility for all of our learners while supporting student success.

Attract, recruit and retain mission-aligned faculty who excel in teaching and scholarship.
- Recruit faculty purposefully to target expertise which aligns with our strengths as a University.
- Improve faculty compensation and professional development opportunities.
- Maintain an environment which encourages intentionality of faith in diverse educational settings.

Enhance student success through improved retention, advising, mentoring and vocational preparation.
- Improve academic advising through the implementation of a professional advising system.
- Strengthen mentoring programs.
- Following best practices, add professional advisors to work with students throughout their college careers to ensure the successful onboarding of, and retention of, students.
- Record and utilize data from student scheduling plans to predict and analyze efficiency of course offering demand by semester.
- Develop a culture of mentoring and coaching among faculty campuswide.
- Provide professional development in coaching for faculty so they can help students on their path to success.
- Provide opportunities for students to connect the life of the mind to their faith.

Promote meritorious research and scholarly productivity enabling the transition from a Doctoral/Professional University to a High Research University.

- Promote research administration and compliance best practices which support excellence and quality for the research environment.
- Create a Research Advisory Committee across disciplines and inclusive of key stakeholders which highlight research focus areas and areas of strength.
- ~~Consolidate research into Centers of Research Excellence which shape our intellectual communities.~~
- Advance graduate professional education which will attract and engage key thought leaders who reflect our mission.

Implement a continuous data-informed program review process of current programs alongside an annual new program development process.

- Establish a program review process to evaluate the status, effectiveness and progress of academic programs and identify the future direction, needs and priorities of those programs.
- Create academic dashboards with both institutional and identified performance indicators for each academic unit and determine the key indicators of program performance that point to further support, additional refinement or elimination.
- Ensure broad awareness and shared understanding of key metrics through professional learning and data conversations.
- Conduct market research and determine which new programs to develop annually.
- Ensure each new program aligns with the university mission, is attentive to market and has financial margin in delivery.

IMPACT360

Goal One: Metrics

Strategy	Primary Owner
Implement a rigorous Christian liberal arts education.	
a. Inaugurate a new "Lipscomb Core," a rigorous Christian liberal arts curriculum (to supersede the current general education curriculum) that provides Lipscomb. undergraduates with a well-rounded basis for living well and for pursuing further study in their chosen majors.	a. Provost
b. Establish a top honors college.	b. Provost

Measure	FY23 Baseline	FY24 Target
Refresh general education curriculum	1. Completed 2 follow up focus group discussions to discuss student learning outcomes for creative arts and social sciences. 2. Conducted follow up meetings to create plan for Rhetoric, Christian Intellectual Tradition, and Diverse Perspectives. 3. Task Force members worked with the English and Modern Language and History Politics and Philosophy faculty to develop a proposal similar to the one put forth by Natural Sciences. 4. First Year Seminar small working group began developing student learning outcomes for a first year seminar. 5. Created three options	1. Get feedback on curricula plans from faculty focus groups and refine to one plan. 2. Create rubrics for assessment of identified student learning outcomes and receive feedback from focus groups of faculty and students. Revise rubrics as needed. Rubrics are approved by the appropriate university committees and councils as required by university process and procedures. 3. Create menu criteria teams of 4-6 faculty for each area for requirements with menu options. These teams are charged with

4

	for first drafts for the LU Core curriculum plan.	developing an application process and assessment criteria for the menu of their area. Bring menu criteria to appropriate university general education committee and academic council for feedback. Department chairs receive menu applications and call goes out for courses to be considered for menus.
Identify key premier Honors College rankings to utilize as benchmarks	Efforts continue to define best practices that define a top honors college; changes in administrative structure occurred; a Program Director position was created and the current Program Coordinator was promoted to this position. Other structure changes will provide the support staff needed to serve the honors college students in the context of continued changes that align the honors college with practices and policies affiliated with top honors experiences.	Explore the possibility of an Honors living/learning community. Move forward with program support structure through appointment of Program Coordinator and elevating the title of the Director of the Honors College to a Dean level will be considered for FY25; Continued development and refining assessment practices for the recently restructured honors curriculum; Launch initiative to encourage honors college students to

		apply for the Marshall scholarship.

Strategy	Primary Owner
Create a faith-centered educational environment with programming that enables learners to be curious, analytical, innovative and resilient supported by advances in scholarship.	
c. Prioritize faith and learning.	c. Provost
d. Create an administrative infrastructure and academic environment that promotes research, scholarly activity and creativity.	d. Provost
e. Augment library resources.	e. Provost
f. Provide a comprehensive strategy for instructional delivery that provides greater access and flexibility for all of our learners while supporting student success.	f. Provost

Measure	FY23 Baseline	FY24 Target
Create measurable definition of faith and learning	No definition of faith and learning	Create a measurable definition of faith and learning
Growth in infrastructure and research	Office of Research established, policy reviews have begun and RCR training has commenced.	Hire grant accountant; increase in grant applications; approved and published policy and procedure manual; increase percentage of faculty applying for sabbaticals and summer grants. Increase funding designated toward research expenditures.
Monitor program accreditations	Current program accreditations in place	Maintain accreditations; investigate new program

6

		accreditation possibilities
Develop KPIs for library performance	The library received a Bookeye V Scanner through donor funding. This scanner will enhance the digitization capabilities for the Carolyn Wilson Digital Collections (the institutional repository) as well as for ArchivesSpace, the software used in the Robert E. Hooper Archives. The scanning of all Backlogs and Babblers for the repository has been completed.	Continued digitization efforts to populate the institutional repository. Projects include faculty research; Continue collection of oral histories; provide free workshops to local churches on how to create a church archive which can be accessed through the congregational library.
Develop Instructional Delivery plan for high demand courses	Highest demand online courses for traditional students identified and communicated to colleges.	Continued instructional design training bootcamps/ workshops and evaluation of the effectiveness of these trainings and student satisfaction with the courses
Formalize contract with non-credit bearing platform and supporting policies/procedures to support professional development revenue growth	Potential platform identified and quote generated	Contract finalized and policies and procedures developed and implemented

Strategy	Primary Owner
Attract, recruit and retain mission-aligned faculty who excel in teaching and scholarship.	
	g. Provost

g. Recruit faculty purposefully to target expertise which aligns with our strengths as a university.	h. Provost
h. Improve faculty compensation and professional development opportunities.	i. Provost
i. Maintain an environment which encourages intentionality of faith in diverse educational settings.	

Measure	FY23 Baseline	FY24 Target
Attract, recruit and retain faculty who excel in teaching and scholarship	Identified percentage of faculty who have identified scholarship as a component of their assigned time.	1. Provost will review each pilot program evaluation with deans effected to discuss targeted expertise needed from findings. 2. Provost will work with deans to use program evaluation data gathered this year to continue to identify targeted expertise needed and develop a strategy for recruitment. 3. Launch of faculty performance review framework will allow for frequent discussion, goal setting, and evaluation of teaching and scholarship achievements.
Appropriate faculty compensation and development opportunities	Identified number of sabbaticals awarded; investment in travel to professional conferences; investment in CTL; investment in summer research opportunities; current salary levels	Determine 50th percentile of CUPA salaries by discipline; develop a plan to add to increase travel budgets, sabbaticals and summer research opportunities
Faculty focus on spiritual development	Relaunch of faculty staff chapel. Planning of new faculty orientation programming focused on faith and learning integration.	4 faculty/staff chapels held. Inclusion of devotional components in every faculty meeting. Implementation of required new faculty

		orientation focused on faith and learning integration.

Strategy	Primary Owner
Enhance student success through improved retention, advising, mentoring and vocational preparation. j. Improve academic advising through the implementation of a professional advising system. k. Strengthen mentoring programs. l. Following best practices, add professional advisors to work with students throughout their college careers to ensure the successful onboarding of, and retention of, students. m. Record and utilize data from student scheduling plans to predict and analyze efficiency of course offering demand by semester. n. Develop a culture of mentoring and coaching among faculty campuswide. o. Provide professional development in coaching for faculty so they can help students on their path to success. p. Provide opportunities for students to connect the life of the mind to their faith.	j. Provost k. Provost l. Provost m. Provost n. Provost o. Provost p. Provost

Measure	FY23 Baseline	FY24 Target
Accomplish benchmarks for student satisfaction with advising and mentoring	Assess effectiveness of athletic professional advisor; investigate models for professional advising; determine a model most effective for Lipscomb; create proforma to reflect a professional advising environment; establish benchmarks for student satisfaction with advising and mentoring	Model for professional advising identified. New hires for academic success coaching. Training for academic success coaching. Purchase of student success software and training across ASC and student life.
Improve the course scheduling and advising experience by offering enough seats in high demand offerings.	Conclusive was used to predict and analyze course offerings demand for the Fall 2023. Semester.	Continue the use of Conclusive to predict high demand offerings for the Spring 2024, Summer 2024, and Fall 2024 semesters. Assess after Fall 2023 start if predictive information

IMPACT360

		generated in Conclusive was accurate.
Improve mentoring, coaching, and professional development opportunities for faculty.	New Faculty Academy (formerly New Faculty Orientation) developed and launched in Fall 2024. New three "director" model formed in the CTL to target key growth areas (professional development, strategy, instructional design)	Survey new faculty and returning faculty to assess both the culture of mentoring and coaching among faculty campuswide and professional development opportunities.

Strategy	Primary Owner
Promote meritorious research and scholarly productivity enabling the transition from a Doctoral/Professional University to a High Research University.	
q. Promote research administration and compliance best practices which support excellence and quality for the research environment.	q. Provost
r. Create a Research Advisory Committee across disciplines and inclusive of key stakeholders which highlight research focus areas and areas of strength.	r. Provost
o. Consolidate research into Centers of Research Excellence which shape our intellectual communities.	o. Provost
s. Advance graduate professional education which will attract and engage key thought leaders who reflect our mission.	s. Provost

Measure	FY23 Baseline	FY24 Target
Achieve R2 designation	Identify key stakeholders and develop a plan with identified benchmarks	Continue to identify funding that can be designated for research from both grants and expenditures. Move toward the $5 million target.
Achieve fully operational and staffed Office of Research	Director and support in place. Grant accountant position posted. Policies continue to be created and move through the approval process.	Hire grant accountant position; Continue to review and develop policies as needed.

10

Date of publication: August 11, 2022
Year two update: August 10, 2023

Number of graduate professional education programs which attract nationally recognized thought leaders	Launch of PhD program.	Continue to identify viable possible graduate professional programs for Lipscomb; prioritize viable programs based on market research

Strategy	Primary Owner
Implement a continuous data-informed *program review process of current programs alongside an annual new program development process.*	
t. Establish a program review process to evaluate the status, effectiveness and progress of academic programs and identify the future direction, needs and priorities of those programs.	t. Provost
u. Create academic dashboards with both institutional and identified performance indicators for each academic unit and determine the key indicators of program performance that point to further support, additional refinement or elimination.	u. Provost
v. Ensure broad awareness and shared understanding of key metrics through professional learning and data conversations.	v. Provost
w. Conduct market research and determine which new programs to develop annually.	w. Provost
x. Ensure each new program aligns with the university mission, is attentive to market and has financial margin in delivery.	x. Provost

Measure	FY23 Baseline	FY24 Target
Develop and implement program review process	Annual review process created and piloted which evaluates demand, alignment, financial margin, and delivery	Continue review process with 3 cycles in FY24 - fall, spring, and summer
Create institutional and academic unit dashboards	Functioning dashboards created and shared with key stakeholders	Continue expansion of data dashboards for program review process
Identify key performance indicators for each academic unit	Only ad hoc KPIs are in place (mainly those colleges with accreditation); KPIs may or may not be aligned with CIP goals	Define KPIs /CIPs for each academic unit
Increase professional learning opportunities focused on data	Data training started for ALT.	Training created and implemented for program

11

		directors, chairs, and deans going through the program review cycle
Develop and implement a program proposal process to determine which programs to develop	New Program Proposal process created and piloted which evaluates demand, alignment, financial margin, and delivery.	Continue Program Proposal Process and assess effectiveness in Summer 2024.

IMPACT360

Goal Two: Promote and develop spiritual growth and transformation across our community

Goal Lead: Executive Vice President

Strategies:

Sustain and strengthen our Christ-centered mission.
- Integrate consistent use of Centering Core Part I: Confession of Faith.
- Identify and affirm the Centering Core Part II: Heritage to honor Lipscomb's contemporary relationship to Churches of Christ.
- Provide guidelines for implementing the Centering Core Part III: Practices in our community's missional, educational and operational activities:
  - Inform and influence hiring processes.
  - Integrate into the onboarding process.
  - Promote and engage when appropriate in performance reviews.
  - Intentionally engage faculty in promotion and tenure process.
  - Provide opportunities for our community to engage in Lipscomb's Christian mission.

Strengthen and coordinate spiritual formation efforts for our community members.
- Establish a spiritual life advisory council to advise and coordinate spiritual formation and faith integration opportunities on campus.
  - Conduct an environmental scan around current spiritual formation and faith integration strategies and opportunities to determine efficacy, consistency and impact.
  - Create a shared institutional vision and curricular and co-curricular operational framework for spiritual formation and faith integration.
- Increase access to and number of transformational experiences centered on mission and service.
  - Bring back the SALT program in some capacity.
  - Develop a volunteer center.
- Revise and develop questions focused on spiritual formation and faith integration to be included in student surveys in order to inform practice.
  - Utilize Baylor University's longitudinal inventory to measure spiritual formation.
  - Review Graduating Student Survey [GSS] questions.
  - Review Student Satisfaction Inventory [SSI] questions.

IMPACT360

- Expand opportunities for formative spiritual formation and faith integration experiences for our community through:
  - Seminars
  - Worship experiences (including The Gathering)
  - Small groups
  - Workshops
  - Mentoring
  - Missions
  - Global Learning
  - Office of Vocation & Spiritual Formation
  - Launch an annual student conference or retreat in January focused on spiritual habits and growth
  - Nurture the spiritual development in breakouts, student organizations and social clubs
  - Create an employee formation council tasked with employee spiritual formation
  - Create a regular on-campus worship experience for Nashville area students
- Utilize assessment tools or instruments to help our community understand their God-given strengths and put them into practice.
- Integrate spiritual formation and faith integration in employee performance evaluation process.
- Create a leadership development program for faculty and staff. (See ERM)

Advance the discovery and actualization of faith and vocation.
- Establish the Center for Vocational Discovery & Life Purpose.
- Revise the 18-hour Bible curriculum to stimulate vocational discovery.
- Emphasize integration of vocational discovery in general education refresh (first-year experience and engagements).
- Develop discipline-specific resources connecting faith to vocation.
- Create opportunities to engage, encourage and serve our community to be empowered to live out their vocational calling:
  - Onboarding of new faculty and staff
  - Intentional reflection and application spaces, experiences, and opportunities for faculty, staff, and alumni
  - Thoughtful and accessible opportunities for graduate programs to integrate meaning and purpose with curriculum
  - Trainings
  - Publications
  - Conferences
  - Experiential education opportunities for all Lipscomb community members

14

IMPACT360

Goal Two: Metrics

Strategy	Primary Owner
Sustain and strengthen our Christ-centered mission.	
a. Integrate consistent use of Centering Core Part I: Confession of Faith.	a. Executive VP; VP Spiritual Development and Church Services
b. Identify and affirm the Centering Core Part II: Heritage to honor Lipscomb's contemporary relationship to Churches of Christ.	b. Executive VP; VP Spiritual Development and Church Services
c. Provide guidelines for implementing the Centering Core Part III: Practices in our community's missional, educational and operational activities.	c. Executive VP

Measure	FY23 Baseline	FY24 Target
Develop and execute opportunities for our community to engage in Lipscomb's Christian mission	Read at all faculty meetings, at baccalaureate, at Board of Trustees meetings and occasionally in other settings	Develop and begin to execute a plan for hiring managers to use the Centering Core in all hiring processes and for it to be read/posted throughout campus.
Develop key resources highlighting Lipscomb's contemporary relationship to Churches of Christ	The heritage section of Centering Core is on the website	Continue developing and executing a communication plan with local churches of Christ
Develop plan for implementing Centering Core for hiring, onboarding, performance reviews and promotion/tenure processes	Identified need for creation of Centering Core Part III guidelines	Part III guidelines drafted and ready to submit to the board for approval; draft ready for approval

15

IMPACT360

Strategy	Primary Owner
Strengthen and coordinate spiritual formation efforts for our community members.	
d. Establish a spiritual life advisory council to advise and coordinate spiritual formation and faith integration opportunities on campus.	d. Executive VP
e. Increase access to and number of transformational experiences centered on mission and service.	e. Executive VP; VP Spiritual Development and Church Services
f. Revise and develop questions focused on spiritual formation and faith integration to be included in student surveys in order to inform practice.	f. SC Strategy; VP Spiritual Development and Church Services
g. Expand opportunities for formative spiritual formation and faith integration experiences for our community.	g. VP Spiritual Development and Church Services
h. Utilize assessment tools or instruments to help our community understand their God-given strengths and put them into practice.	h. SC Strategy
i. Integrate spiritual formation and faith integration in employee performance evaluation process.	i. Executive VP
j. Create a leadership development program for faculty and staff. (See ERM)	j. Executive VP

Measure	FY23 Baseline	FY24 Target
Create spiritual life advisory council to coordinate spiritual formation activities	Spiritual formation activities conducted across campus	Spiritual life advisory meets bi-weekly and has as a part of its agenda items related to hiring, onboarding, growth, and retention of employees, along with transformative experiences for faculty, staff, and students.
Increase in number of service and mission opportunities	Service and mission opportunities conducted across campus	A clear understanding of current mission and service opportunities for students from across campus and

		also a plan to centralize and communicate these opportunities within the campus community.
Spiritual campus climate survey pre and post results	Current SSI results data	Identify appropriate tool for surveying spiritual campus climate; create dashboard from current SSI results data
Develop plan of spiritual development opportunities for faculty and staff	Faculty and staff chapel and other spiritual development opportunities have happened sporadically prior to the 2022-2023 year	Faculty and staff chapel will be held at least 4 times this academic year and other spiritual growth opportunities for employees will be established or enhanced
Creation and execution of plan to become a strengths-based campus	Integrate Gallup strengths with freshmen and transfer students	Continue integrating strengths with freshmen and transfer students through first-semester chapel experiences and workshops
Addition of spiritual formation and faith integration reflection in employee performance evaluation process	Core values reflection and assessment embedded in performance evaluation process for senior leadership	Implement core values reflection and assessment within the performance evaluation process for all employees
Creation of a leadership development program (See ERM)	No leadership development program since 2017	A leadership development program for key and emerging leaders from across campus will be established.

17

IMPACT36Ɵ

Strategy	Primary Owner
Advance the discovery and actualization of faith and vocation.	
k. Establish the Center for Vocational Discovery.	k. SC Strategy
l. Revise the 18-hour Bible curriculum to stimulate vocational discovery.	l. Provost
m. Emphasize integration of vocational discovery in general education refresh (first-year experience and engagements).	m. Provost
n. Develop discipline-specific resources connecting faith to vocation.	n. Provost
o. Create opportunities to engage, encourage and serve our community to be empowered to live out their vocational calling.	o. SC Strategy

Measure	FY23 Baseline	FY24 Target
Creation and execution of Center for Vocational Discovery	The CVD launched its first year of implementation	Continue an intentional plan of student engagement through chapel, workshops, and other experiences
Refresh of Bible curriculum	Updated assignments have been added to the Story of Israel, Story of Church, and Story of Jesus courses	Continue refining assignments and assessments through training of instructors
Refresh of general education courses	General education committee has explored a revision to the general education program	Establish committee and complete renewal and evaluation of current curriculum
Discipline-specific resources developed to connect faith to vocation	Discipline-specific resources framework developed and piloted with two colleges	Have discipline-specific resources created for every college and continue collaboration with CTL to develop discipline-specific training for faith and vocation
Develop and execute opportunities for the Lipscomb community to connect faith to vocation	Opportunities currently developed in pockets across campus	Continue creating opportunities developed and supported by CVD for students, faculty, and staff

IMPACT36○

Goal Three: Recruit, support, retain and graduate students with the tools for a purposeful life

Goal Lead: Executive Vice President

Strategies:

Recruit, enroll and retain students, who contribute to the intellectual, social and spiritual life of the University.

- Continue to build a campus-wide culture of intentional recruitment and enrollment efforts.
- Create an endowed scholarship fund of $100 million in order to attract high-achieving undergraduate and graduate and professional students who will enhance the ecology of student access and success. (See Goal 5)
- Develop strategic relationships with religious, educational and community organizations that provide college access for students who are underrepresented at Lipscomb.
- Leverage the influence of alumni, parents and friends to promote Lipscomb to prospective students in the United States and beyond.
- Develop brand recognition by increasing marketing and relationship-building with high school counselors, ministry leaders and higher education colleagues to strengthen the local and national reputation of Lipscomb.
- Enhance recruitment, scholarship support and retention initiatives designed to increase the intentional shaping of the student body.
- Grow the number of submitted undergraduate applications and improve the yield rate.
- Increase the 4-year and 6-year graduation rates for undergraduate students to 68% and 75%, respectively, by 2030. As of 2021, the 4-year is 63.3% and 6-year graduation rate is 71.0%.
- Increase the quality and quantity of applications for graduate programs and continue to enhance the effectiveness of centralized graduate enrollment operations.

Develop a holistic student success model.

- Improve and enhance student policies and procedures to be more student-focused:
  - Improve alignment of various support service offices (specifically registrar, business office financial aid, and IT) through the development of the Bison One-Stop.
  - Bring the focus of student success to these policies and processes.
- Following best practices, add professional advisors to work with students throughout their college careers to ensure the successful onboarding of, and retention of, students.

IMPACT36Ⓞ

- ~~Record and utilize data from student scheduling plans to predict and analyze efficiency of course offering demand by semester.~~
- ~~Develop a culture of mentoring and coaching among faculty campuswide.~~
- Enhance the Lipscomb Mentoring Network mentoring program that identifies and serves all students, and especially at-risk students.
- ~~Provide professional development in coaching for faculty so they can help students on their path to success~~
- Utilize student survey data in developing all aspects of the ecology of student success model.
- Collaboration of the Health Center, University Counseling Center and the Office of Student Wellbeing, create and implement a comprehensive plan to promote the mental, physical and emotional health of students, addressing self-image; coping mechanisms; the development of intellectual curiosity toward lifelong learning; and the early promotion of wellbeing to incoming students.
- In collaboration with academics, provide programming and services that contribute to the persistence, retention and graduation goals of the university.
- Increase the retention rate from first to second year for undergraduate students to 90% by 2030. As of 2022, the retention rate is 85%.
- Increase the investment in the Career Development Center's staffing and programming focused on career exploration; professional skills training; financial literacy education; and the promotion of internships and student employment.
    - Increase the internship and career opportunities for undergraduate and graduate students.
    - Improve tracking of career placement of undergraduate and graduate students.
- Ensure graduate students experience the same superior support and student services from the university as the undergraduates receive.

Develop an integrated approach to student life and engagement to re-energize the student experience for students.
- Develop specific "experience" programs for students at each stage of the college journey.
    - Assess current policies across the university, and develop and implement a strategy that helps new students find meaningful connections and community during the first eight weeks of the fall semester (freshman and transfer experience).
    - Assess current policies across the university. Develop and implement a strategy that helps new students find meaningful connections and community during the sophomore year.
    - Create and implement a plan for student engagement throughout the college experience.
- Develop a thoughtful approach to community life that includes a wide range of enrichment activities and engaging programs that strengthen and deepen foundational student life activities (i.e.: social clubs, intramurals, student government) and align with the changing student demographics and are designed for student leadership and life-skill development.

20

- Create and implement a comprehensive residential life plan that fosters healthy relationships and community in the residential halls.
- Design a spiritual formation and vocation program that works in tandem with the student success model.
    - Reimagine the chapel program and spiritual formation programming in the residence halls.
    - In collaboration with faculty, create and implement a comprehensive program for vocational discernment in both the undergraduate curriculum and student life co-curriculum.
    - Create an integrated Spiritual Formation plan to bring elements of spiritual formation into every course in each discipline. This can be aligned with Goal 2, and the proposed "Spiritual Life Advisory Council."
- Recruit, hire, develop and retain a diverse student life staff that is characterized by its shared mission, culture of innovation and love for students.

Goal Three: Metrics

Strategy	Primary Owner
Recruit, enroll and retain students, who contribute to the intellectual, social and spiritual life of the University.	
a. Continue to build a campus-wide culture of intentional recruitment and enrollment efforts.	a. VP Enrollment
b. Create an endowed scholarship fund of $100 million in order to attract high-achieving undergraduate and graduate and professional students who will enhance the ecology of student access and success. (See Goal 5)	b. SVP Advancement
c. Develop strategic relationships with religious, educational and community organizations that provide college access for students who are underrepresented at Lipscomb.	c. VP Enrollment
d. Leverage the influence of alumni, parents and friends to promote Lipscomb to prospective students in the United States and beyond.	d. SVP Advancement
e. Develop brand recognition by increasing marketing and relationship-building with high school counselors, ministry leaders and higher education colleagues to strengthen the local and national reputation of Lipscomb.	e. VP PR, Communications and Marketing
f. Enhance recruitment, scholarship support and retention initiatives designed to increase the intentional shaping of the student body.	f. VP Enrollment
g. Grow the number of submitted undergraduate applications to and improve the yield rate.	g. VP Enrollment
h. Increase the 4-year and 6-year graduation rates for undergraduate students to 68% and 78%, respectively, by 2027. As of 2021, the 4-year is 60.3% and 6-year graduation rate is 71.3%.	h. Provost
i. Increase the quality and quantity of applications for graduate programs and continue to enhance the effectiveness of centralized graduate enrollment operations.	i. Assistant Provost for Graduate Recruitment

Measure	FY23 Baseline	FY24 Target
Ensure faculty and staff partners by college with the admission and enrollment teams	There are point people in some areas currently	To have one point person in each college and other key areas designated as a partner and have

IMPACT36O

		formal training for these individuals
Increase the number of prospective student interactions with faculty each year	No complete data	Develop a regular schedule for college and department meetings to take place at a consistent time during each daily schedule tour and visit days and continue to create awareness and synergy with faculty during Lipscomb Friday and other recruitment events.
Make yearly progress toward this endowed scholarship goal (See Goal 5)	Average trend data of 8% annual increase over the last eight years	A strategic funding narrative will be completed in FY24 which will allow for more meaningful quantitative goals re: endowed scholarships in FY25. In the meantime, additional attention will be directed towards scholarship in FY24. Deans will need to be onboard.
Addition of new partnerships and relationships developed each year	Continuing to work with Equal Chance for Education (ECE) and other existing partners; signed MOU with Ambassador Education Group in Thailand in FY23	Identify new partnerships that fit with enrollment objectives; evaluate and deepen connectivity with existing partners
Increase alumni, parents and friends engaged in recruitment activities beyond admissions staff	Limited but not officially tracked currently	Develop a way for alumni and parents to make known they want to be involved

		in recruiting activities
Number of engagement opportunities pursued with key influencers; updated and expanded school counselor database	No data	By end of FY24 have implemented the first year of a counselor advisory board; continue tracking campus visits and touchpoints
Increased applications for first year and transfer students over time	4169 freshman apps submitted and 668 transfer apps submitted as of 7/19/23	4,200 freshman apps submitted and 700 transfer apps submitted.
% students from diverse backgrounds in each entering first-year and transfer class	32.5% diversity for the Fall 2023 class as of 7/19/23	To maintain a diversity percentage between 27%-30%
Increase in 4- and 6-year graduation rates for Pell recipients	54% six year grad rate for fall 2014 cohort	Discover the peer and aspirant % and set a midpoint as a target
Increase in number of applicants	5632 freshman app starters; 4169 freshman app submitters for Fall 2023	Goal of 4300 freshman app submitters for Fall 2024.
Increased yield rate year over year	26.1% for Fall 2023 freshman class	Increase yield 0.5-1.0% point
% increase in 4- and 6-year graduation rates per time span	4-year is 60.3% and 6-year graduation rate is 71.3% in 2021.	Discover the peer and aspirant average and develop targets
Top of the funnel inquiry increases by graduate programs	Varies by graduate program area	Continue to grow number of inquiries at the top of each of the program funnels
Application increases by program	Varies by graduate program area	Continue to grow number of applicants for each program
Program director feedback on quality of applications	No data	Continue to increase the quality of applicants

Date of publication: August 11, 2022
Year two update: August 10, 2023

IMPACT36⊘

Strategy	Primary Owner
Develop a holistic student success model.	
j. Improve and enhance student policies and procedures to be more student-focused.	j. Executive VP; Provost
~~Following best practices, add professional schedulers to work with students throughout their college careers to ensure the successful onboarding of, and retention of, students.~~	~~Provost~~
~~Record and utilize data from student scheduling plans to predict and analyze efficiency of course offering demand by semester.~~	~~Provost~~
~~Develop a culture of mentoring and coaching among faculty campuswide.~~	~~Provost~~
k. Enhance the Lipscomb Mentoring Network mentoring program that identifies and serves all students, and especially at-risk students.	k. Executive VP
~~Provide professional development in coaching for faculty so they can help students on their path to success.~~	~~Provost~~
l. Utilize student survey data in developing all aspects of the ecology of student success model.	l. Executive VP
m. Collaboration of the Health Center, University Counseling Center and the Office of Student Wellbeing, create and implement a comprehensive plan to promote the mental, physical and emotional health of students, addressing self-image; coping mechanisms; the development of intellectual curiosity toward lifelong learning; and the early promotion of wellbeing to incoming students.	m. Executive VP
n. In collaboration with academics, provide programming and services that contribute to the persistence, retention and graduation goals of the university.	n. Executive VP
o. Increase the retention rate from first to second year for undergraduate students to 90% by 2030. As of 2022, the retention rate is 85%.	o. Provost
p. Increase the investment in the Career Development Center's staffing and programming focused on career exploration; professional skills training; financial literacy education; and the promotion of internships and student employment.	p. Executive VP
q. Ensure graduate students experience the same superior support and student services from the university as the undergraduates receive.	q. Provost

IMPACT36O

Measure	FY23 Baseline	FY24 Target
Enrollment: Refine enrollment processes to decrease barriers to ensure students enroll with limited frustrations (business office, financial aid, registrar, IT)	No data	Define enrollment process and identify consistent barriers to timely enrollment
Ongoing students: Decrease number of average issues that require touchpoints per student by 50% (business office, financial aid, registrar, IT)	No data	Identify tools and processes to help mitigate barriers
Implement a new framework for the Lipscomb Mentoring Network that utilizes both faculty/staff mentors along with student peer mentors	Developed new framework 5:1	Implement new framework for LMN with identified objectives 4:1
Faculty mentoring enhanced to embrace academic and career mentoring	Nothing formal exists	Create formal plan
Number of participants in the mentoring program disaggregated by diversity statistical categories	No disaggregation	Develop disaggregated data and assess current results
Engagement, persistence, retention and graduation rates of students that participate in the program	Nothing tracked currently	Develop data set so tracking can occur
A comprehensive survey that measures student satisfaction of each element of the student success model	No survey exists	Develop survey
Annual review of student survey data disaggregated by diversity statistical categories	Not available	Develop disaggregated data
Number and type of wellbeing presentations throughout the academic year along with participation numbers	To be determined	Track activity related to wellbeing programs and presentations
Number and type of programs associated with student life along with participation numbers and percentages disaggregated by diversity statistical categories	To be determined	Track participation numbers throughout the year in the Presence app
Persistence and retention rates of students using programs and services disaggregated by diversity statistical categories	To be determined	Define terms and develop goals
Increase the internship and career opportunities for undergraduate and graduate students	62.4% internship; job placement rate 94%	Develop plans for intentional academic unit education regarding internships
Improve tracking of career placement of undergraduate and graduate students	Current tracking system in place	Increase defined activities to improve participation rate

IMPACT360

Strategy	Primary Owner
Develop an integrated approach to student life and engagement to re-energize the student experience for students.	
r. Develop specific "experience" programs for students at each stage of the college journey.	r. Executive VP
s. Develop a thoughtful approach to community life that includes a wide range of enrichment activities and engaging programs that strengthen and deepen foundational student life activities (i.e.: social clubs, intramurals, student government) and align with the changing student demographics and are designed for student leadership and life-skill development.	s. Executive VP
t. Create and implement a comprehensive residential life plan that fosters healthy relationships and community in the residential halls.	t. Executive VP
u. Design a spiritual formation and vocation program that works in tandem with the student success model.	u. Executive VP
v. Recruit, hire, develop and retain a diverse student life staff that is characterized by its shared mission, culture of innovation and love for students.	v. Executive VP

Measure	FY23 Baseline	FY24 Target
Assess current activities across the university, and develop and implement a strategy that helps new students find meaningful connections and community during the first eight weeks of the fall semester (freshman and transfer experiences)	NSO, Move In, Quest, Welcome Back Week and other programmatic and departmental opportunities	Hire a FYE Director and develop a first year experience program that connects new students to the Lipscomb community
Reimagine the chapel program and spiritual formation programming on campus	The Gathering, breakout chapels, and other on-campus experiences	Assess and pilot additional ways to approach spiritual formation programming on campus
In collaboration with faculty, create and implement a comprehensive program for vocational discernment in both the undergraduate curriculum and student life co-curriculum	Kickoff of CVD and faculty training	Faculty engaged in yearlong training opportunities

27

Goal Four: Build a culture of diversity, equity and belonging where people thrive as image-bearers of God

Goal Lead: Special Counsel for Diversity & Belonging

Strategies:

Center policy development and actions on a theology of diversity, reconciliation and justice based on the life and ministry of Jesus and Scripture.
- Create a task force on diversity with year one and two objectives.
  - Appoint a task force.
  - Ensure the task force develops specific and doable objectives that will be accomplished in year one and two.
  - Clarify and make more explicit the role and responsibilities of the special counsel for diversity, equity, and belonging to the university community.
- Define and broaden the work of the Respect Leads Council in matters concerning diversity, equity and belonging.
  - Expand the work of the council to include DEB-related policy review.
  - Review the campus climate survey results and make specific recommendations based on the results.
  - Explore and provide specific recommendations for improving the campus climate with respect to DEB matters.

Increase hiring and retention of faculty, staff, and administration of historically underrepresented groups; increase the diversity of the University's leadership in all areas.
- Conduct a policy audit to assess institutional policies and practices that decrease the probability of cultivating a diverse community.
  - Adopt some simple, standardized protocols and guidelines to assure searches are fair and meaningfully consider candidates of underrepresented races, ethnicities and genders.
  - Identify methods to retain faculty and staff from underrepresented groups when they are considering leaving the university.
  - Conduct exit interviews with faculty and staff from underrepresented groups when they decide to leave the university to ascertain how we might better serve that population in the future.
- Develop a "grow our own" strategy for developing a more robust representation of faculty and administration from underrepresented groups.
  - Budget for "target of opportunity" faculty hires for candidates from underrepresented groups within the next five years.
  - Work with advancement to raise funds specifically targeted toward this effort.

○ Mentor future faculty who will be part of the Next Generation Faculty Program.

Provide ongoing support to students, faculty, staff and administration of underrepresented groups.

- Develop a more welcoming and nurturing mentoring, social and spiritual environment for faculty and staff from underrepresented groups.
- Establish annual listening groups for different subsections of faculty and staff from historically underrepresented groups.
- Provide robust and varied university communications on matters related to diversity, equity and belonging at Lipscomb.
- Implement practices to assure that all students have an opportunity to feel a sense of belonging and community.
- Support and promote the work of the Office of Intercultural Development.
- Develop a more welcoming and nurturing social and spiritual environment for students from underrepresented groups.
  - Engage underrepresented alumni groups to mentor and support current students.
  - Promote and support the ENGAGE program offered by the College of Bible and Ministry.
  - Continue to support multicultural and multiracial groups.
  - Examine diversity education in general education requirements.
- Engage representatives from both faculty and student life on the Bias Incident Team.
  - Audit and reexamine the Bias Incident Policy.
  - Audit current policies and processes of discipline with respect to incidences of racism and discrimination.
- Create a resource center that houses all disability services including assessment for students; resources for students, families and faculty; training for students, faculty and staff; and support services for students, including ensuring all applicable laws are followed.
- Work to reduce the stigma of having a disability on campus through training and education.
  - Training from a disability perspective
  - Training from an accessibility perspective
  - Training from a student perspective

Enhance the University's engagement with alumni, churches and communities of historically underrepresented groups.

- Create a task force, composed in part by advancement, alumni affairs, Lipscomb Black Alumni Council, student life, and office of the president to focus on this strategy.
- Implement engagement practices to increase the percentage of active alumni of historically underrepresented groups.

IMPACT360

Goal Four: Metrics

Strategy	Primary Owner
Center policy development and actions on a theology of diversity, reconciliation and justice based on the life and ministry of Jesus and Scripture. a. Create a task force on diversity with year one and two objectives. b. Define and broaden the work of the Respect Leads Council in addressing matters concerning diversity, equity and belonging.	a. SC Diversity and Belonging b. SC Diversity and Belonging

Measure	FY23 Baseline	FY24 Target
Task force created and year one and two objectives defined by task force	Task force named and meeting regularly.	Year two objectives defined and shared; objectives in progress and moving
Redefine the work of Respect Leads Council	Respect Leads Council in place from prior year	Respect Leads Council working in partnership with task force on year two objectives

Strategy	Primary Owner
Increase hiring and retention of faculty, staff and administration of historically underrepresented groups; increase the diversity of the University's leadership in all areas. c. Conduct a policy audit to assess institutional policies and practices that decrease the probability of cultivating a diverse community. d. Develop a "grow our own" strategy for developing a more robust representation of faculty and administration from underrepresented groups.	c. Provost; General Counsel d. SC Diversity and Belonging

Measure	FY22 Baseline	FY23 Target
Policy audit to determine if any structural barriers to increasing racially and ethnically diverse community	No audit had been done	Audit complete and any recommendations are in place

Develop "Grow Your Own" strategy for developing more robust representation of faculty and administrators from underrepresented groups	Next Generation Faculty Program in place with first recipient identified and funded	Identify next steps for continual growth and mentorship for the Next Generation Faculty Program

Strategy	Primary Owner
Provide ongoing support to students, faculty, staff and administration of underrepresented groups.	
e. Develop a more welcoming and nurturing mentoring, social and spiritual environment for faculty and staff from underrepresented groups.	e. SC Diversity and Belonging
f. Establish annual listening groups for different subsections of faculty and staff from historically underrepresented groups.	f. SC Diversity & Belonging
g. Provide robust and varied university communications on matters related to diversity, equity and belonging at Lipscomb.	g. VP PR and Communications
h. Implement practices to assure that all students have an opportunity to feel a sense of belonging and community.	h. Executive VP
i. Support and promote the work of the Office of Intercultural Development.	i. Executive VP
j. Develop a more welcoming and nurturing social and spiritual environment for students from underrepresented groups.	j. Executive VP
k. Engage representatives from both faculty and student life on the Bias Incident Team.	k. Provost; Executive VP
l. Create a resource center that houses all disability services including assessment for students; resources for students, families, and faculty; training for students, faculty, and staff; and support services for students, including ensuring all applicable laws are followed.	l. Provost
m. Work to reduce the stigma of having a disability on campus through training and education.	m. Provost

Measure	FY23 Baseline	FY24 Target
Develop mentoring for faculty and staff from underrepresented groups	Mentoring opportunities for faculty and staff offered and in place	Identified next steps for continued growth and support established
Annual listening groups for faculty and staff from underrepresented groups	Initial listening sessions and follow-up provided	Continue offering Intentional listening sessions and follow-up in year two

Communications of DEB are robust and varied	Annual publication started in 2021 and periodic e-newsletters highlighting DEB efforts and progress	Annual diversity report published each September; electronic diversity reports published in the winter, spring and summer
Practices implemented to ensure all students have an opportunity to feel a sense of belonging and community	SSI Baseline	Utilize assessment data in decision-making and planning for future student engagement
Support and promote work of Office of Intercultural Development	Student life promotes efforts in Have you Herd; promoted on Instagram	Student related diversity events will be promoted on social media and other identified communication channels
Develop welcoming social and spiritual environment for students from underrepresented groups	Breakout chapel options for all types of student groups	Breakout chapels and other programs will be promoted as part of the breakout and Gathering offerings.
Engage representatives from faculty and student life team on the Bias Incident Team	Reestablished the bias incident team and explained the process for handling student complaints to faculty at August orientation	The dean of community life will present current guidelines to faculty during fall orientation; goal 4 Task Force will help develop new guidelines for this team
Create a resource center that houses all disability services	Disability services are not housed under one umbrella center or with one overall leader	The new Office of Accessibility and Learning Supports will be created
Work to reduce stigma of having a disability on campus through training and education	No task force in place	A task force will be appointed and operational

Strategy	Primary Owner
Enhance the University's engagement with alumni, churches and communities of historically underrepresented groups.	
n. Create a task force, composed in part by advancement, alumni affairs, Lipscomb Black Alumni Council, student life, and the office of the president to focus on this strategy.	n. SVP Advancement
o. Implement engagement practices to increase the percentage of active alumni of historically underrepresented groups.	o. SVP Advancement

Measure	FY23 Baseline	FY24 Target
Create a task force focused on this strategy (development, alumni affairs, LBAC, student life, office of the president) and implement engagement practices identified	No task force in place	Reset LBAC leadership to culminate with the Bison Weekend meeting. Establish a task force to inform engagement strategies.

Goal Five: Expand our engagement, influence and impact by forging deep connections with communities, organizations and alumni

Team Lead: Senior Vice President for Advancement

Strategies:

Prioritize and enhance alumni and parent programming and services.
- Adopt best practices and coordinate across the University to measure alumni and parent engagement and satisfaction.
    - Encourage consistent use of a unified CRM system across campus to coordinate outreach and follow up activities and ensure maximum connection with alumni.
    - Comprehensive inventory and assessment of current systems, processes and activities related to alumni engagement.
    - Encourage the use of alumni branding throughout the University.
    - Establish a consistent brand for the alumni office and how we refer to our alumni as a whole.
- Utilize technology solutions to develop, make known and leverage the Lipscomb Alumni Network within various geographic, professional and personal circles.
    - Implement an online alumni engagement system across campus to allow for greater networking, learning, and growth opportunities.
- Expand and promote career services offerings to more fully engage and equip students and alumni throughout their careers.
- ~~Implement an online alumni engagement system across campus to allow for greater networking, learning and growth opportunities.~~
    - ~~Create ways for students to engage with the system before graduation.~~
    - ~~Allow students and alums to both choose the levels of interaction and support they'd like to have as a part of the Lipscomb tree.~~
- Engage alumni in true dialogue while being the primary source of information.
- Create an intentional approach around meeting our alumni in their communities/time of life.
    - Implement a Tier One and Tier Two approach to regional alumni events.
    - Host signature local events to connect with alumni.
    - Increase the number of Lipscomb based affinity groups based on geography, industry, within large companies, interests or other categories.
- ~~Create and nurture affinity groups for alumni based on various commonalities.~~
    - ~~Increase the number of Lipscomb based affinity groups based on geography, industry, within large companies, interests or other categories.~~

34

- Improve use of existing opportunities for alumni and friends of Lipscomb to meet and connect with current students and programs at Lipscomb.
- Rebrand and expand Lifelong Learning to serve alumni and friends of Lipscomb through different stages of their lives.
  - Rebrand, refocus and increase offerings to meet identified needs.
  - Facilitate more promotion of and participation in non-credit offerings and short courses.
  - Leverage alumni and friends of the university to teach these courses.
  - ~~Offer an on-demand user interface using a subscription-based model for non-credit content.~~
- Treat students as alumni.

Create a wide range of philanthropic support to help sustain the financial stability of the institution.
- Develop and launch an eight-year plan to double the endowment with a focus on funding student scholarships.
  - Double scholarship endowment to over $100 million.
  - Double overall endowment to over $200 million.
- Create a focused approach in growing Lipscomb's base of donors.
  - Increase the base support of donors by 5% every year.
  - Increase number and size of leadership annual gifts ($1,000 - $25,000).
  - Create a culture of giving during the student experience.
  - Increase overall parent giving to the University.
- Solidify donors and dollars to the Lipscomb Fund.

Create opportunities to impact the community outside the walls of campus.
- Identify a designated leader on campus through whom we coordinate engagements with government, corporate and community relations.
  - Create a central clearinghouse for situational awareness on corporate and government engagement.
  - Conduct a regional economic impact study regarding Lipscomb University's contribution to Middle Tennessee.
- Position the university as an engaged institution and thought leader in and across Middle Tennessee.
  - Build strong relationships with community leaders and organizations.
    - Communicate Lipscomb's story to leaders in the region and across the state of Tennessee to strengthen relationships and advance the institution's priorities.
    - Foster relationships with Mayors, Vice Mayors, City Councils or County Commissions, School Directors and other key officials.
  - Identify nonprofits and community organizations that have an existing relationship with Lipscomb University or need to engage at a deeper level with the institution.
    - Survey the institution's current engagement with nonprofit and community organizations.
    - Identify gaps in which the institution does not have current representation or involvement.

- Cultivate relationships with leaders and stakeholders involved in these organizations and issues.
- Host key events and forums that help build and strengthen the relationships.
  - Build a database of faculty, staff and leadership that serve on nonprofit boards or are members of community organizations.
  - Highlight and encourage opportunities for volunteer and service opportunities such as United Way "Stuff the Bus", MLK Service Day and other activities that are community focused.
  - Introduce organizations to the University Volunteer Center to highlight volunteer and philanthropic engagement opportunities.
  - Strategically partner with organizations to host events on campus.
    - Identify a core group of regional challenges to engage, causes to support and issues in which to be the regions' recognized experts.
      - Partner with individuals and organizations working on identified challenges or issues.
      - Creation of a cross-referenced list of Lipscomb subject matter experts and top regional issues to be addressed.
        - Create comprehensive database inventory of subject matter experts across campus and regularly share that resource with strategically appropriate outlets.
        - Expand to state and national level within those areas
  - Highlight existing signature events to engage and rally the community around.
    - Invite surrounding neighbors and businesses to attend and engage with the university.
- Develop an intentional structure for interacting with the federal and state government.
  - Federal Government
    - Communicate the Lipscomb University narrative to federal officials to advance and protect the university's priorities.
      - Cultivate relationships with elected officials and staff in the executive and legislative branches.
      - Introduce both faculty and staff to officials via travel or visits to campus.
    - Monitor executive orders, legislation and agency actions for potential impact to the university.
    - Expand partnerships in Washington, D.C. with higher education associations.
    - Introduces the "Beltway Bisons" group for alumni and friends of Lipscomb working in and around the federal government.
    - Explore and increase the university's grant activity.
      - Prioritize the federal departments or agencies the university wants to target its grant applications.
      - Increase the number of grant opportunities applied for and received.
  - State Government

- Communicate the Lipscomb University narrative to state officials to advance and protect the university's priorities.
    - Cultivate relationships with elected officials and staff in the executive and legislative branches.
    - Introduce both faculty and staff to officials via visits to campus or attending events on or around the Tennessee State Capitol.
- Monitor executive orders, legislation and department actions for potential impact to the university.
- Strengthen and expand partnerships with groups such as TICUA, Tennessee Chamber of Commerce and other professional associations.
- Introduce the "Tri-Star Bisons" group for alumni and friends of Lipscomb working in and around state government.
- Explore and increase the university's grant activity.
    - Prioritize the state departments or agencies the university wants to target its grant applications
    - Increase the number of grant opportunities applied for and received
- Create a holistic approach to engage with corporations and foundations.
    - Coordinate the corporate relation activity among the university and academy stakeholder.
        - Convene a regular meeting of individuals focused on corporate relations and best practices.
        - Build a structure that identifies the top corporations engaged with the university.
        - Create proposals that encompass a larger engagement as opposed to individual requests.
    - Create a program that welcomes new corporations and executives to Middle Tennessee.
        - Cultivate relationships with economic development efforts to serve prospective employers and workforce needs.
        - Send correspondence to new corporations and executive teams and invite them to campus or an event.
    - Survey the university's engagement with private foundations.
        - Build a database of existing relationships with foundation and executives.
        - Determine university priorities that align with local, regional and national foundation interests.
        - Engage and build relationships with local and regional organizations that serve foundations.
        - Increase the number of grant requests to private foundations.

Cultivate a campus environment designed to create passionate fans of Lipscomb.
- Support and promote Center for Vocational Discovery. (See Goal 2)
- ~~Launch a campus-wide volunteer service center.~~
    - ~~Promote and coordinate service opportunities for students, faculty, staff, alums and friends of Lipscomb.~~

- ~~Identify an intentional use of these opportunities as a way to connect current students, alums, fans and friends of Lipscomb.~~
- Create a culture that regularly promotes, encourages and recognizes service to others within the campus environment and throughout our Lipscomb community.
- Create, re-establish or identify and elevate key events and traditions throughout the year.
  - Increase efforts to start developing school pride early.
    - Share traditions; give students opportunities and encouragement to create and promote new traditions; heavily promote opportunities to be involved with student life activities early on.
    - Incentivize varied engagement on campus in during the first year of attendance in order to create greater collective enthusiasm for the Lipscomb experience
  - Start, identify and elevate key events and traditions throughout the year.
    - Increase social media presence before, during and after events with heavy emphasis on student anticipation, reaction and reflection.
  - Recognize and use the "firsts" and "lasts" in a college lifecycle to make a memorable impact.
- Collaborate with Goal 4 to ensure that underrepresented groups are valued and engaged with campus life.
  - Work with Goal 4 leadership to identify underrepresented groups among campus community and alumni and develop potential leadership within groups with whom to start working.
  - Work with student life and the Office of Public Relations and Communications to develop strategy for support and promotion.
- Intentionally and regularly celebrate and share with the campus community and appropriate external constituencies the departmental and staff "wins" across campus.
  - Develop and disseminate concise, coordinated and regular communication throughout the university.
  - Look for opportunities to lead in cross-promotion with a goal of greater collective enthusiasm about all aspects of Lipscomb life.
- Share stories with current students of how they've benefited from the philanthropic spirit and service of alums and friends of Lipscomb.
  - Use a variety of media to tell those stories and find times to bring them face-to-face with those who've helped them.

Engage communities with Lipscomb's story and mission more broadly, boldly and consistently.
- Create a dashboard of social media accounts related to success in this area and then work to improve content and distribution strategy so as to grow accounts.
- Create intentional communications cadences with a greater sensitivity to using the most effective methods and channels based on the targeted audience to more effectively touch base and engage alumni, organizations and communities throughout the year.
- Increase the number and frequency of student success stories with alumni and the community to reinforce the value of their degree and support.

IMPACT36⟳

Goal Five: Metrics

Strategy	Primary Owner
Prioritize and enhance alumni and parent programming and services.	
a. Adopt best practices and coordinate across the University to measure alumni/parent engagement and satisfaction.	a. SVP Advancement
b. Utilize technology solutions to develop, make known and leverage the Lipscomb Alumni Network within various geographic, professional and personal circles.	b. SVP Advancement
c. Expand and promote career services offerings to more fully engage and equip students and alumni throughout their careers.	c. SVP Advancement
d. Engage alumni and parents in true dialogue while being the primary source of information.	d. SVP Advancement
e. Create an intentional approach around meeting our alumni in their communities/time of life.	e. SVP Advancement
f. Improve use of existing opportunities for alumni and friends of Lipscomb to meet with and connect with current students and programs at Lipscomb.	f. SVP Advancement
g. Rebrand and expand Lifelong Learning/Travel to promote continuing education and learning for alumni and friends.	g. SVP Advancement
h. Treat students as future alumni.	h. SVP Advancement

Measure	FY23 Baseline	FY24 Target
Report submitted to the new SVP of Advancement before his start date in order to determine what should be increased, decreased or eliminated	Get feedback for SVP into report for alumni relations; report needs to be developed	Done and completed in FY23.
100% of University's external events and alumni/parent/donor activity reflected in Advancement's Blackbaud system	5%; there is very limited usage of the system as it has not been shared widely across campus; advancement is the only department currently using Blackbaud	Develop a plan with appropriate benchmarks; roll out system to campus units with endorsement by university leadership
Acquire new members each year in first three years of Graduway system	System not yet activated	Prioritize Graduway into resources to complete this project; develop a plan with appropriate

		benchmarks; set a target of 300 members a year for the next three years
Increase number of alumni and parents who engaged with Lipscomb through attending an event or volunteering	No plan currently in place	Develop a plan with appropriate benchmarks in order to have one straight year of reduction
Develop and scale communication to current parents	System not yet activated	Establish a process before graduation for alumni to register for Graduway; develop a plan with appropriate benchmarks
Host a number of events to engage with alumni and parents regionally	System not yet activated	Develop a plan with appropriate benchmarks
First run list and potential affinity-group leaders developed by end of 2022	1 group currently active (LBAC)	Establish top three affinity groups and their leaders based upon alumni goals
Number of community events in a fiscal year in which Lipscomb is able to directly connect current students and alums/friends	5 currently hosted by Alumni Office exclusively	Create metrics around events for best practices; develop a plan with appropriate benchmarks
Relaunch new version of Lifelong Learning by fall 2023	Current lifelong learning program in place	Develop a task force to create a new vision; develop a plan and vision to explore new options
Three consecutive year-over-year increases in online and in person education for Lifelong Learning	Enrollment: 85 people per semester (target age- 50+)	Explore options to increase program offerings and enrollment, and determine appropriate goals

IMPACT36O

Strategy	Primary Owner
Create a wide range of philanthropic support to help sustain the financial stability of the institution.	
i. Develop and launch an eight-year plan to double the endowment with a focus on funding student scholarships.	i. SVP Advancement
j. Create a focused approach in growing Lipscomb's base of donors.	j. SVP Advancement
k. Solidify donors and dollars to the Lipscomb Fund.	k. SVP Advancement

Measure	FY23 Baseline	FY24 Target
Examine current endowment total with specific interest in identifying donors who may have interest in giving for this purpose.	Average increase from previous eight year is 8%	Develop a six year plan and gift pyramid to double endowed scholarship
Increase recurring gifts and emphasize donor count.	No intended focus around recurring giving. Donor count is emphasized occasionally and not consistently.	Establish a monthly giving program and provide reporting to campus areas around donor count to keep donor retention at top of mind.
Build on momentum of Giving Day success to increase new and recurring donors.	4100 Donors and 2.1 million raised	Increase in donors by 5% and a larger giving window will be created to capture more donors
Expand Annual Giving's digital efforts to decrease reliance on traditional giving channels.	Direct Mail and calling program gifts are in decline. Online gifts are on the rise.	Identify additional crowdfunding projects and transition smaller direct mail appeals to digital.
Increase prospect visits with those who have leadership annual giving capacity.	Due to staffing and leadership changes, no staffing to focus on these visits.	Hire up to three leadership annual gift officers who will carry a portfolio of

41

		250-300 individuals
Restart Lipscomb Associates program to increase leadership annual giving donors.	Plan is outdated from previous leadership.	New plan approved by President and implemented in FY24
Develop a giving plan for each class and create a developed senior class gift plan.	Students were solicited during annual Giving Day. Senior Class gift occurred but not in the traditional way.	Senior Class Gift will solicit students for gifts. A plan for FY25 will be in place for each class of students.
Establish a parent council to find parent leadership who will invest financially to Lipscomb.	Director of Parent Engagement hired.	20-25 couples have been secured with a $5,000 giving minimum with one couple serving as chairs of the council.

Strategy	Primary Owner
Create opportunities to impact the community outside the walls of campus. l. Identify a designated leader on campus through whom we coordinate engagements with government, corporate and community relations. m. Position the university as an engaged institution and thought leader in and across Middle Tennessee. n. Develop an intentional structure for interacting with federal and state government. o. Create a holistic approach to engage with corporations and foundations.	l. VP Government and Community Relations m. VP Government and Community Relations n. VP Government and Community Relations o. VP Government and Community Relations

Measure	FY23 Baseline	FY24 Target
Identify or hire an individual or office to manage the process; create a process for notifying individual or office about existing and new engagements with government, corporate and community officials; create a venue or communication channel to share with leadership.	An individual has been identified and effort is underway to create regular touchpoints regarding the	There will be a regular update and check in with university leadership regarding key

	university's engagement with government, corporate and community officals.	engagement touchpoints in the areas of government, corporate, and community relations
Identify non-profit and community organizations that are currently engaged in a substantive manner with the institution; create a database of organizations in which the institution currently partners; evaluate current nonprofit and community sponsorships and look for strategic opportunities to partner with new organizations.	Nonprofits and community organizations that partner with the university and individual colleges have been identified.	Narrow down and identify key nonprofit and community organizations the university needs to engage with in an ongoing, substantive manner.
Create a process for interacting with elected officials and staff through one official channel; convene a meeting with leadership and other interested parties during legislative session to review and discuss policy implications of proposed legislation; create a regular policy update to share with campus leaders and community; create an affinity group of alumni and friends working in and around state government and brand it "Tri-Star Bisons"; create an affinity group of alumni and friends working in and around Washington, D.C. and brand it "Beltway Bisons"; plan and make preparations for a "Day on the Hill" at the State Capitol	An ad hoc process for engaging elected officials and staff exists along with semi-regular policy and touchpoint updates.	Create a robust and regular update of policy updates and touchpoints with elected officials/staff. Host a Lipscomb Day on the Hill at the State Capitol with an official list of "Tri-Star Bisons"
Identify corporations and foundations that have engaged with the university via donations, sponsorship, or in a formal manner that engages students, faculty, and staff; create a database of corporate and foundation relationships and interested targets; identify individuals with corporate or foundation relations as part of their work responsibilities or portfolio; establish a Corporate and Foundation Relations Council that convenes colleges, departments, and individuals regularly to share best practices, wins and setbacks, and relationship mapping	A working list of key corporations and foundations has been created to engage. In addition to the list, regular check-ins occur with Deans and other leaders across campus around current and potential corporate and foundation engagement.	Create an internal working group of individuals who engage or communicate with corporations and foundations. Continue to create and refine policies around corporate relations engagement.

43

IMPACT360

Strategy	Primary Owner
Cultivate a campus environment designed to create passionate fans of Lipscomb. p. Support and promote Center for Vocational Discovery. (See Goal 2) ~~Launch a campus-wide volunteer service center.~~ q. Create a culture that regularly promotes, encourages and recognizes service to others within the campus environment and throughout our Lipscomb community. r. Create, re-establish or identify and elevate key events and traditions throughout the year. s. Collaborate with Goal 4 to ensure that underrepresented groups are valued and engaged with campus life. t. Intentionally and regularly celebrate and share with the campus community and appropriate external constituencies the departmental and staff "wins" across campus. u. Share stories with current students of how they've benefited from the philanthropic spirit and service of alums and friends of Lipscomb.	p. SC Strategy ~~Executive VP~~ q. VP of Human Resources r. Executive VP s. SC Diversity and Belonging t. VP PR, Communications and Marketing u. VP PR, Communications and Marketing

Measure	FY23 Baseline	FY24 Target
Service recognition completed and released to campus and community	Initial plan created	Implement and develop communication for plan
Identify opportunities for student engagement	Identify from student life the opportunities for students to connect and engage	Partner with key areas across campus to look for opportunities to better connect all students to the university
Share 20 stories about current students at before the end of 2022-23 school year	From 6/1/21-6/1/22 - 41 stories about current students were published on the university's news hub (www.lipscomb.edu/news)	Develop a plan and create appropriate benchmarks

Strategy	Primary Owner
Engage communities with Lipscomb's story and mission more broadly, boldly and consistently. v. Create a dashboard of social media accounts related to success in this area and then work to improve content and distribution strategy so as to grow accounts.	v. VP PR, Communications and Marketing

44

IMPACT360

w. Create intentional communications cadences with a greater sensitivity to using the most effective methods and channels based on the targeted audience to more effectively touch base and engage alumni, organizations and communities throughout the year.	w. VP PR, Communications and Marketing
x. Increase the number and frequency of student success stories with alumni and the community to reinforce the value of their degree and support.	x. VP PR, Communications and Marketing

Measure	FY23 Baseline	FY24 Target
Using Labor Day as baseline, three straight years of 3% or more increase in each account's followers along with increases in all other relevant metrics identified	Will update the baseline #s on Labor Day as this will change over the next three months. But, currently the # of followers for each platform as of 6/13/22 is: LinkedIn (30,028 followers); X (formerly Twitter) (11,799 followers); Facebook (18,811 followers); Instagram (11,401 followers)	Use baseline data to develop a plan
Three straight year increase in total percentage of alumni reached at least once every six months and total number of non-alumni community members reached at least once per year	Monthly e-newsletter to all alumni; print version of Lipscomb Now; diversity e-newsletter once a semester and the annual diversity report;annual research e-newsletter	Develop an intentional communications cadence after completing a communications audit; define non-alumni community members; develop a communications plan with identified benchmarks
Three straight year reduction in % of opt outs from Lipscomb communications	The opt-out rate for the last electronic Lipscomb Now e-newsletter was 0.3% or 63 individuals who opted out out of 22,427 emails that were successfully delivered; the opt-out rate of the May 23 McQueen's Memo was: team version: out of 1,069 successfully delivered there were 0 opt-outs; student version: out of 2,196 successfully delivered there	Consider new or enhanced communication channels

45

	was 1 opt-out for a 0.1% rate; latest Alumni eNews was successfully delivered to 18,801 individuals and out of that number 24 opted out for a 0.1% opt-out rate; diversity e-newsletter: out of 27,702 successfully delivered to alumni, faculty and staff, 279 opted out for an opt-out rate of 1%	
New regularly-released "Bison Wins" communications initiative	Lipscomb Now e-newsletter to faculty, staff and alumni with stories included about new accreditations, success stories and other PR highlights and sent once a semester.	To continue production of these publications and launch a new e-newsletter, Bison Wins, that is a top-ten accomplishments sent at the end of the fall and spring semesters

46

Goal Six: Empower and sustain a culture of effectiveness, efficiency, collaboration and financial strength across our community

Goal Lead: Senior Vice President of Finance & Technology

Strategies:

Develop and use a common framework to manage performance, engagement and well-being for all employees.
- Define an evaluation framework that promotes continual improvement, cross training, succession planning and leadership pipeline development.
- Define a common evaluation process timeline for all personnel.
  - Self-assessment & goals (May)
  - Manager Annual Assessment (Jun-Aug)
  - Performance Increases (Dec 1)
- Launch training and develop initial team and employee goals for FY23.
- Define and implement a common employee engagement framework to measure employee satisfaction and engagement on an ongoing basis.
- Increase opportunities for employee development.
  - HR - employee engagement
  - HR - staff evaluation
  - Provost - faculty evaluation
  - CTL (retool or reset focus) - training and development for faculty and staff
- Increase opportunities for leadership development. (See ERM)

Develop a "one-stop" approach for the entire lifecycle of student services.
- Define target scope of service functions for inclusion in Bison One-Stop
- Develop a phased plan for implementation of target functions.
- In conjunction with academics, develop a journey map for the student to help students have a successful experience.
- Execute implementation plan by phase, tuning plan based on experience.
- Evaluate and implement self-service alternatives where appropriate.

Enhance our financial key performance indicators through endowment growth, debt reduction and operating margin improvement.
- Endowment (See Goal 5)
  - Develop and launch an eight-year plan to double the endowment with a focus on funding student scholarships. (See Goal 5)
  - Double scholarship endowment to over $100 million. (See Goal 5)

- ○ Double overall endowment to over $200 million. (See Goal 5)
- Financial optimization
  - ○ Define an overall annual budget process that is consistent, predictable and links budget adjustments to strategic funding priorities, net tuition revenue growth and adjustment of program funding balanced by accreditation requirements.
  - ○ Develop specific strategies for increased net tuition revenue in partnership with Enrollment.
  - ○ Create a reliable, repeatable financial model for the sunrise, shore-up and sunset of all programs.
  - ○ Develop processes that increase the use of shared services and create synergies and efficiencies across business units.
- Operating margin improvement
  - ○ Identify and pursue opportunities to strategically pay down debt, prioritizing the opportunities based upon interest cost and operating savings generated.

IMPACT36Ⓞ

Goal Six: Metrics

Strategy	Primary Owner
Develop and use a common framework to manage performance, engagement and well-being for all employees.	
a. Define an evaluation framework that promotes continual improvement, cross training, succession planning and leadership pipeline development.	a. SC Strategy
b. Define a common evaluation process timeline for all personnel.	b. SC Strategy
c. Launch training and develop initial team and employee goals ~~for FY23~~.	c. SC Strategy
d. Define and implement a common employee engagement framework to measure employee satisfaction and engagement on an ongoing basis.	d. SC Strategy
e. Increase opportunities for employee development.	e. SC Strategy; Executive VP
f. Increase opportunities for leadership development. (See ERM)	f. SC Strategy; Executive VP

Measure	FY23 Baseline	FY24 Target
Adoption - % of employees with defined performance goals	Piloted with senior leadership and their direct reports during 2022-2023	100% adoption for all employees during 2023-2024
Rigor - % of employees with on-time completion of evaluation cycle	Piloted with senior leadership and their direct reports during 2022-2023	100% on-time completion for all employees during 2023-2024
Results - Employee Engagement Survey Results	Utilize Great Colleges survey data as baseline	Identify opportunities for growth based on initial survey results
Results - Employee Turnover %	11%: March-Nov 2021	Develop planned and unplanned attrition targets
No recommendations from SACSCOC on faculty and staff evaluation standards	No recommendations	No recommendations

IMPACT36Q

Strategy	Primary Owner
Develop a "one-stop" approach for the entire lifecycle of student services.	
g. Define target scope of service functions for inclusion in Bison One-Stop.	g. Special Assistant to the President
h. Develop a phased plan for implementation of target functions.	h. Special Assistant to the President
i. In conjunction with academics, develop a journey map for the student to help students have a successful experience.	i. Special Assistant to the President
j. Execute implementation plan by phase, tuning plan based on experience.	j. Special Assistant to the President
k. Evaluate and implement self-service alternatives where appropriate.	k. Special Assistant to the President

Measure	FY23 Baseline	FY24 Target
% of targeted functions incorporated in Bison One-Stop	Kickoff of Bison One-Stop with FAQ website developed across all functions to resolve level 1 issues	45%- Cross-trained team of staff from financial aid, registrar's office, business office, and IT fully functioning to resolve level 2 and 3 issues Remain at 100% staffing from Business Office, Financial Aid, Registrar's Office, and IT while resolving level 1-3 issues
Number of logged visits to One Stop	0	2,500 logged visits
% of issues resolved within initial Bison One-Stop contact	Not currently tracked	Implement a tracking system and achieve an 80% resolution rate at first contact. Same day resolution rate: 83% fall/85% spring per end of the semester student survey

Parent satisfaction survey results	No baseline	Define and rollout survey; 600 responses and a 45 NPS
Improvement in SSI Results for student service areas	Responses in SSI, but not centrally tracked	Determine the areas of improvement and begin tracking progress 5.20 (+0.5) score to question 57 of the SSI - "I seldom get the 'runaround' when seeking information on this campus".

Strategy	Primary Owner
Enhance our financial key performance indicators through endowment growth, debt reduction and operating margin improvement.	

l. Develop and launch an eight-year plan to double the endowment with a focus on funding student scholarships. (See Goal 5) — l. SVP Advancement

m. Define an overall annual budget process that is consistent, predictable and links budget adjustments to strategic funding priorities, net tuition revenue growth and adjustment of program funding balanced by accreditation requirements. — m. CFO

n. Develop specific strategies for increased net tuition revenue in partnership with Enrollment. — n. CFO

o. Create a reliable, repeatable financial model for the sunrise, shore-up and sunset of all programs. — o. CFO; Provost

p. Develop processes that increase the use of shared services and create synergies and efficiencies across business units. — p. CFO

q. Identify and pursue opportunities to strategically pay down debt, prioritizing the opportunities based upon interest cost and operating savings generated. — q. CFO

r. ~~Create a framework for the campus wide deployment and evaluation of innovation.~~ — ~~r. SC Strategy~~

s. ~~Add intellectual property, patent and applied research to the newly formed Office of Research.~~ — ~~s. Provost~~

t. ~~Define a framework and incentives to optimize the reuse of curriculum across existing programs and generate new external sources of revenue from non-degree programs (SPARK, professional development, continuing education, etc.).~~ — ~~t. Provost; CFO~~

51

Measure	FY23 Baseline	FY24 Target
Examine current endowment total with specific interest in identifying donors who may have interest in giving for this purpose. (See Goal 5)	Average increase from previous eight years is 8%	Increase annual endowment growth by 12%
Debt as % of Total Assets	41%	Reduce to 40% in FY23 with a five-year target of 33%
Discount %	45.5%	A five year target of 40.7%
Endowment Value as % of Total Expenses	67%	With a five year target of 97%
Endowment Value as % of Total Liabilities	37%	With a five year target of 64%
Average Program/School/College Contribution Margin	Undergrad - 48.5% Grad (with LU Online - 45.5% Grad (w/o LU Online) - 49.3%	Undergrad - 53.5% in five years Grad (with LU Online -50.5% in five years Grad (w/o LU Online) -54.3% in five years
Net operating surplus %	1.4%	5% in five years
Non-degree revenue growth	$0	To be determined this year
No recommendations on SACSCOC financial standards	No prior recommendations	No continuing recommendations
Number of shared functions launched	Need to define the basis for calculation	Calculation defined
% of available shared functions utilized	Need to define the basis for calculation	Calculation defined
% of shared staff	Need to define the basis for calculation	Calculation defined
% Shared vs dedicated space	Need to define the basis for calculation	Calculation defined
Number and % of shared programming and courses	Need to define the basis for calculation	Calculation defined
Increase in financial and other resources connected to the Office of Research	To be calculated	Identification of categories to be tracked and initial calculations

Goal Seven: Advance innovation across our community

Goal Lead: Special Counsel to the President for Strategy

Strategies:

Create a common framework that defines and elevates innovation across the university.
- Develop common operating principles for how ideas are shared and elevated.
- Develop processes for vetting ideas and determining fit with mission.
- Develop communication avenues for sharing ideas and outcomes of innovative practices.
- Incentivize innovative practices, programs and products

Develop new and unique ways to maximize Lipscomb's educational offerings and brand.
- Audit what non-degree offerings and partnerships exist.
- Review existing offerings for refinement and expansion opportunities.
- Define a framework and incentives to optimize the reuse of content across existing programs.
- Generate new external sources of revenue from non-degree programming (SPARK, professional development, continuing education, etc.).

Review policies and processes to ensure support for innovative practices, efficient use of resources, and effective outcomes.
- Audit all current policies related to intellectual property.
- Add intellectual property, patent and applied research to the newly formed Office of Research.
- Develop policies that support innovative practices, efficient use of resources and effective outcomes.

IMPACT360

Goal Seven: Metrics

Strategy	Primary Owner
Create a common framework that defines and elevates innovation across the university. a. Develop common operating principles for how ideas are shared and elevated. b. Develop processes for vetting ideas and determining fit with mission. c. Develop communication avenues for sharing ideas and outcomes of innovative practices. d. Incentivize innovative practices, programs and products.	a. SC Strategy b. SC Strategy c. VP PR, Communications and Marketing d. SC Strategy

Measure	FY23 Baseline	FY24 Target
Principles developed and in use	Ad hoc principles	Defined and in use by spring 2024
Processes developed and in use	Ad hoc processes	Defined and in use by spring 2024
Communication avenues established and in use	No comms avenues established	Defined and in use by spring 2024
Initial incentives developed and in use	No incentives	In use by spring 2024

Strategy	Primary Owner
Develop new and unique ways to maximize Lipscomb's educational offerings and brand. e. Audit what non-degree offerings and partnerships exist. f. Review existing offerings for refinement and expansion opportunities. g. Define a framework and develop offerings to optimize the reuse of content across existing programs. h. Generate new external sources of revenue from non-degree programming (SPARK, professional development, continuing education, etc.).	e. SC Strategy f. SC Strategy g. Provost h. Provost

Measure	FY23 Baseline	FY24 Target
Audit of offerings that are considered non-degree	No audit	Audit complete
Review of existing offerings	No review	Review complete
Non-degree framework and offerings	No framework, but some offerings in place	Framework in place

Non-degree revenue sources	Some revenue	Set offerings with some predictable contracts

Strategy	Primary Owner

Review policies and processes to ensure support for innovative practices, efficient use of resources, and effective outcomes.
    i.   Audit all current policies related to intellectual property.
    j.   Add intellectual property, patent and applied research to the newly formed Office of Research.
    k.   Develop policies that support innovative practices, efficient use of resources and effective outcomes.
	i. Provost; General Counsel
	
	j. Provost
	
	k. Provost; CFO; General Counsel

Measure	FY23 Baseline	FY24 Target
Audit of IP policies	None	Audit complete
Addition of IP, patents and applied research to Office of Research	None	Moved to and being "owned" by Office of Research
New policy development	None	Identify plan for policy development

Continuing Considerations for Lipscomb Impact 360:

There are various addendums to the strategic plan that are currently in development, including:

- Enterprise risk management plan

- Athletics strategic plan

- Technology strategic plan

- College-specific strategic plans

Addendums will be shared in various ways upon completion.

Lipscomb Academy is launching a separate strategic plan under the umbrella of Lipscomb Impact 360 called Next Level.

Other:

- Data used for purposes of the strategic plan will continue to be reviewed, vetted and altered based on continued improvements to our data systems, data quality and environmental changes.

- Accountability toward reaching the goals, strategies and tactics of the strategic plan will primarily be led by owners and teams that are assigned to each area. However, each of you are partners in the outcomes of this plan and we hope you will continue to invest in these efforts.

- Monitoring of the strategic plan will take place quarterly with an annual report on progress against goals. Goals, strategies, and tactics may be revised based on this review.

- Many people have been involved in the creation of Lipscomb Impact 360. We apologize in advance for any grammatical or wording errors in the document. While we worked to correct them throughout the process, we ask for grace for any that were missed.

IMPACT360

Special Thank You to the Following:

Steering Committee

Hudson Akin	Susan Galbreath	Byron Lewis	Janel Shoun-Smith
Leonard Allen	Chris Gonzalez	Shane Lumpkins	Cicely Simpson
Prentice Ashford	Garner Goode	Kimberly McCall	Emily Smith
Jeff Baughn	Elanie Griffin	Liz McKell	David Solomon
Craig Bledsoe	Melanie Grogran	Candice McQueen	Michelle Steele
Alan Bradshaw	Julie Harston	Lindsey Miller	April Terry
Dave Bruno	Brett Hinson	Andrea Mills	Catherine Terry
Quincy Byrdsong	Grant Hitchcock	Hope Nordstrom	William Turner
Stephanie Carroll	Rick Holaway	Matt Paden	Deborah Watts
Nanci Carter	David Holmes	Landon Parrish	Stephanie Weeden-Wright
Lynn Chappin	Philip Hutcheson	Misty Parsley	Dannie Woods
Caleb Clanton	Joe Ivey	Kristi ReynoldsJohn York	
Darrell Duncan	Beth Jent	Brent Roe-Hall	
Ray Eldridge	Nora Johnson	Matthew Ruiz	
Mike Fernandez	Marcus Jordan	Brad Schultz	

Ad Hoc Committee

Johnathan Akin	Kirsten Dodson	Katie Link	Cecelia Ramsey
Ron Anderson	David Elrod	Sam Lynn	Julio Rivas
Jon Bailey	Carson Freund	Grace Ann Miller	Scott Sager
Beki Baker	Dodd Galbreath	Emily Mofield	Hannah Stolze
Norma Burgess	Chelsia Harris	Hope Nordstrom	Paul Stovall
Randy Bouldin	Trace Hebert	Steve Nordstrom	Kathy Thurman
Lee Camp	Ellie Holohan	Stephen Opoku-Duah	Candace Williams
Tom Campbell	Joe Ivey	Frank Osteen	DeAndrea Witherspoon Nash
Kyle Dickerson	Steve Joiner	Charlotte Poling	Rebecca Zanolini