SOUTHERN UNIVERSITY at Shreveport

STRATEGIC PLAN 2016-2021

"A WAY FORWARD"

UPDATED JUNE 2019
Dear Friends,

Next year, we will be celebrating 50 years since our institution first opened its doors. Southern University at Shreveport (SUSLA), a unit of the Southern University System located in Baton Rouge, Louisiana, was created by Act 42 of the ordinary session of the Louisiana Legislature on May 11, 1964, and designated a two-year commuter college to serve the Shreveport-Bossier City area. The definitive designation of SUSLA as a unit of the Southern University System reflects historical precedence. The Southern University and A&M College System was created by the state legislature in 1974, under the management of the Southern University Board of Supervisors. The University expanded to other cities in the state, establishing Southern University New Orleans (SUNO), Southern University Shreveport (SUSLA), the Southern University Law Center (SULC) and the Southern University Agricultural Research and Extension Center (SUAREC). We are a part of the only HBCU system in the country.

On September 19, 1967, the institution opened for instruction and continues to grow. Currently, the institution occupies 11 buildings on 103 acres of land located on our main campus. SUSLA also occupies the Metro Center in downtown Shreveport and the Aerospace Technology Center located at the Shreveport Downtown Airport. Over the years, we have expanded our academic and career preparation programs, which have given access to many underrepresented students and given them the opportunity to join the workforce, provide for their families and contribute to the community.
Now as we embark upon 50 years of excellence, we look to the future and re-envision the next steps for our organization. How will we proceed into the next decade and beyond? And how do we plan to meet the needs of the community? Our newly developed strategic plan, “A Way Forward,” answers these questions. This five-year plan outlines an ambitious, aggressive and holistic blueprint for our continued success.

“A Way Forward” builds upon the successes of the past and provides a vision for our future. The plan provides a collaborative, data-driven and communicative investment into the academic and career success of our students, but also into our overall infrastructure. The plan calls for us to strengthen the various experiences of students. You will also see that we plan to reengineer our curriculum so that the faculty and student experience reflects the global landscape in which we engage. We intend to enhance our support services to better meet the needs of a diverse and non-traditional population. We are also committing to increase resources, invest in infrastructure, and expand our facilities to provide contemporary instructional sites suitable for innovation and learning. We will also strengthen the relationships among our community partners while forging new connections to expand our reach.

We, the administration, faculty, and staff of SUSLA, are committed to investing the resources needed to reach all of our goals. We will commit ourselves to the new vision and mission of Southern University at Shreveport to serve as a catalyst of empowerment for our students and the community.

To that end, it brings me great pleasure to share with you our five-year strategic plan, “A Way Forward.” I am extremely excited about the opportunities it will bring!
INTRODUCTION

Southern University at Shreveport (SUSLA) has made some major strides within the last few years reaching record enrollment numbers, increasing our pathway programs, and expanding our academic programs that meet the needs of our region.

As a Historically Black College and University (HBCU), we remain committed to the mission of educating African Americans while embracing the ever-changing society in which we exist. The quality of our incoming students, both residential and international, retention, graduation rates, and career opportunities, have all continued to improve.

The Higher Education Act of 1965 defines a HBCU as “any historically black college or university that was established prior to 1964, whose principal mission was, and is, the education of black Americans, and that is accredited by a nationally recognized accrediting agency or association determined by the Secretary [of Education] to be a reliable authority to the quality of training offered or is, according to such an agency or association, making reasonable progress toward accreditation.” Regardless of race, HBCUs offer all students an opportunity to develop their abilities and talents to compete in the local, regional, national, and global marketplace.

To maintain the University’s historic mission of educating those who have historically been underserved will require creative adaptation to changes within and outside our organization. SUSLA’s continued success can be directly tied to its excellent programs in Allied Health which have provided a pathway into careers for African Americans who have not been typically represented. Nursing, Dental Hygiene, Medical Lab Technology, and Radiologic Technology programs have given us the unique ability to shape the workforce. In addition, our traditional academic programs provide students access to four-year institutions. Even though we are successful, there must be continuous improvement and adaptation to meet the needs of our constituents.

“A Way Forward” 2016-2021 is our unified commitment to the mission of SUSLA. This strategic plan will set the short-term and long-term course for our institution. In summer 2015, a broad cadre of individuals began the strategic planning process with guidance from the Hanover Research Group. Because higher education is facing significant social, economic, and global challenges, we asked our internal and external constituents to delve into all facets of the organization. “A Way Forward” reflects the vision of SUSLA’s administration, faculty, staff, students, alumni, and community partners. An entire year of effort has culminated with a plan that will move our organization forward into the next decade.

Through the strategic planning process, we have recommitted ourselves to the core values and vision of our University. We refined our vision and mission statements to address the critical problems of the local, regional, and global communities we serve. SUSLA’s strategic plan reflects its core values of Excellence, Integrity, Accountability, Service, and Diversity. The central theme to this plan is designed to remove the barriers to educational success in order to transform lives and the community. The strategic plan is indeed “A Way Forward!”

VISION
Transforming lives and the community through a commitment to excellence and a spirit of service.

MISSION
SOUTHERN UNIVERSITY AT SHREVEPORT
A unit of the Southern University and A & M College System, a historically black comprehensive community college serving Northwest Louisiana and beyond, is committed to teaching and preparing traditional and non-traditional students for degree attainment, transfer, workforce, continuous learning and self-improvement. This preparation is available through multiple delivery methods and instructional sites for students seeking certificates, technical diplomas and associate degrees.
Southern University at Shreveport is committed to a set of core values: Excellence, Integrity, Accountability, Service, and Diversity that serve as guiding principles for achieving our strategic goals and objectives.

**CORE VALUES**

**EXCELLENCE**
We engage in every endeavor guided by standards of quality and excellence. We ensure, through the various forms of presentation and/or service delivery, that our efforts are of the highest quality.

**INTEGRITY**
We ensure a viable institution by fostering a culture of trust, respect and dignity. We uphold the highest standards of academic and professional ethics and provide opportunities for the campus community to be informed and engaged in the governance of the University.

**ACCOUNTABILITY**
We hold ourselves accountable to fulfilling the mission of the institution. We practice professionalism, assume responsibility for our conduct and embrace accountability as an expectation of servicing students.

**SERVICE**
We engage in actions that demonstrate a total commitment to delivering services to all our constituents. While students are our first priority, we recognize that our customers also include ourselves, parents, other higher education institutions, our community, business and industry.

**DIVERSITY**
We affirm that diversity is crucial to a society, as it enriches that educational experience and celebrates differences among individuals. Southern University at Shreveport embraces and understands the importance of providing an education and an environment that promotes the uniqueness of students, faculty, staff and the communities that we serve.
Southern University at Shreveport
Strategic Planning Process

1. Appoint Strategic Planning Council and Subcommittee Members
2. Survey of Stakeholder Groups
3. Data Gathering and Reporting
4. Drafts of Emerging Themes and Goals
5. Further Engagement of University and External Communities
6. Approval of Strategic Plan
7. Deployment of Strategic Plan
8. Evaluation of Progress Toward Strategic Plan Goals
GOALS: The following are the initiatives included in this strategic plan:

1. Cultivate a Culture of Academic Excellence
2. Strengthen the Academic and Co-Curricular Experience
3. Provide an Outstanding Campus Climate to all Stakeholders
4. Connect and Engage the Community
5. Improve Resources, Infrastructure and Facilities
6. Ensure Short and Long-Term Financial Sustainability
7. Ensure Quality and Accountability
Description:

A culture of academic excellence is signified by the demonstrated ability to perform, achieve, and/or exceed in scholastic activities. It includes the development of intellectual and skills capacities to holistically and successfully navigate the university offerings and transit with job-entry skills and capabilities. SUSLA fosters a thriving intellectual community that facilitates learning experiences, the healthy exchange of ideas, robust student-faculty interaction, and prolific creativity. To accomplish this goal, SUSLA will attract and retain students, promote students’ academic success, prepare students for successful careers, and provide high-quality teaching.

OUTCOME(S):

- Increase fall 14th class day headcount enrollment by 2.5% by fall 2021
- Increase the percentage of first-time, full-time, associate degree-seeking students retained to the second year by 2.5% by fall 2021
- Strengthen academic programs through course evaluations, program reviews, and external evaluations

OBJECTIVE 1.1

Improve the University’s efforts to effectively identify and attract students

Strategy 1.1.1 -
Re-design the campus-wide recruitment plan

Strategy 1.1.2 –
Promote and increase delivery of distance learning courses and program offerings

Strategy 1.1.3 –
Expand scholarship offerings

Strategy 1.1.4 –
Enhance student life activities

OBJECTIVE 1.2

Expand high-demand high-wage academic programs that meet regional needs and student demands

Strategy 1.2.1 –
Assess business, industry and community workforce needs

Strategy 1.2.2 -
Conduct academic program reviews annually

Strategy 1.2.3 -
Establish advisory boards/craft committees

Strategy 1.2.4 –
Develop new and refine existing credit and non-credit programs based on market needs
## Objective 1.3
Increase partnerships with K-12 and post-secondary agencies

<table>
<thead>
<tr>
<th>Strategy 1.3.1</th>
<th>Improve infrastructure to support dual enrollment</th>
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<tbody>
<tr>
<td>Strategy 1.3.2</td>
<td>Expand memorandums of understanding (MOU) with K-12 and post-secondary institutions</td>
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<tr>
<td>Strategy 1.3.3</td>
<td>Develop and promote JumpStart Pathways</td>
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<thead>
<tr>
<th>Strategy 1.3.4</th>
<th>Develop Bridge Programs</th>
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<tr>
<td>Strategy 1.3.5</td>
<td>Expand SU connect programs to four-year institutions beyond the SU System</td>
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<tr>
<td>Strategy 1.3.6</td>
<td>Develop and increase seamless transfers to Southern University System campuses and other four-year institutions</td>
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## Objective 1.4
Improve quality of instruction

<table>
<thead>
<tr>
<th>Strategy 1.4.1</th>
<th>Promote faculty professional development opportunities through the Academy of Excellence to include best practices in pedagogy and educational methodologies</th>
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<tbody>
<tr>
<td>Strategy 1.4.2</td>
<td>Expand the availability of instructional technology</td>
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<td>Strategy 1.4.3</td>
<td>Align assessment of courses and programs with performance evaluations</td>
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<tr>
<td>Strategy 1.4.4</td>
<td>Provide incentives to promote excellence in teaching, scholarship, and continued professional growth</td>
</tr>
</tbody>
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## Objective 1.5
Improve student success

<table>
<thead>
<tr>
<th>Strategy 1.5.1</th>
<th>Re-engineer the First-Year Experience to foster a climate of intellectual expectation and achievement</th>
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<tr>
<td>Strategy 1.5.2</td>
<td>Re-design the enrollment management process</td>
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<tr>
<td>Strategy 1.5.3</td>
<td>Develop a consistent and integrative process where holistic student development is addressed</td>
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<tr>
<td>Strategy 1.5.4</td>
<td>Build foundational skills of students</td>
</tr>
<tr>
<td>Strategy 1.5.5</td>
<td>Develop systems to address challenges that affect student success</td>
</tr>
</tbody>
</table>

## Performance Indicators

- Student enrollment in all programs (i.e. Dual Enrollment, Connect, Online, etc.)
- The number and student life activities
- The number and academic programs
- Participation of students enrolled in high-demand, high-wage academic programs both credit and non-credit
- The number of MOUs and collaborative agreements
- The number of eligible students transferring to post-secondary institutions
- Transfer student performance at four-year institutions (i.e. GPA, graduation rate)
- Faculty participation in and delivery of professional development
- Time from application to enrollment
- Student engagement and satisfaction
- The amount of time in developmental courses
GOAL 2: Strengthen the Academic and Co-Curricular Experience

Description:
Southern University at Shreveport reinforces the academic experience of students by bridging the gap between academic and co-curricular activities. Classroom activities are intended to reinforce success in learning, promote understanding of course objectives and content matter, and connect to student learning outcomes. Students’ participation in extra-curricular activities (outside the classroom) related to learning in the classroom can help to reinforce the achievement of learning objectives by allowing students to apply their knowledge.

OUTCOME(S):

- Increase/Maintain the percentage of first-time, full-time, associate degree-seeking students retained to the second year by 2.5% by fall 2021
- Increase the institutional and statewide graduation rate (defined as a student completing an award within 150% of “normal time”) by 2.5% by 2021
- Decrease the time-to-degree from 6 years to 4 years

OBJECTIVE 2.1
Increase Service Learning Participation

Strategy 2.1.1 –
Promote a service learning marketing campaign in conjunction with the communication department

Strategy 2.1.2 –
Introduce community-engaged learning in the College Success Course for all first-year students

Strategy 2.1.3 –
Provide service learning training for the faculty at large

Strategy 2.1.4 –
Re-develop existing academic courses to incorporate a service learning component

OBJECTIVE 2.2
Improve the Living Learning Program

Strategy 2.2.1 –
Develop a Living Learning Program marketing campaign in conjunction with the Communication Department

Strategy 2.2.2 –
Introduce the concept of living learning communities in the orientation of all first-year students

Strategy 2.2.3 –
Develop living learning activities that will engage all academic disciplines

Strategy 2.2.4 –
Provide living learning training for the faculty at large
Strategy 2.3.1 –
Re-structure applicable academic courses and learning outcomes to incorporate co-curricular activities unique to and in support of the academic disciplines

Strategy 2.3.2 –
Re-structure student life to enhance co-curricular and extra-curricular activities

Strategy 2.3.3 –
Provide opportunities for students to engage with the college through various activities

PERFORMANCE INDICATORS

- Student engagement
- Student satisfaction
- Student learning outcomes assessments
- The number and types of co-curricular activities
- The number and types of extra-curricular activities
Description:
Fostering a healthy campus climate allows an environment conducive to student learning, as well as constructive participation and effective productivity of faculty and staff. Important aspects of an “outstanding campus climate” embrace a sense of pride and belonging. SUSLA engages in supporting initiatives that foster a living, learning and working environment.

OUTCOME(S)

- Narrow the performance gap (1.28) between satisfaction (5.06) and importance/expectations (6.34) of faculty, staff, and students as shown on Noel Levitz’s Student Satisfaction Inventory and Institutional Priorities Inventory
- Increase employee satisfaction
- Increase employee morale and retention

OBJECTIVE 3.1
Strengthen the capacity to fulfill the University’s commitment to quality service and responsiveness

<table>
<thead>
<tr>
<th>Strategy 3.1.1 –</th>
<th>Construct a Welcome and Information Center</th>
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<tbody>
<tr>
<td>Strategy 3.1.2 –</td>
<td>Showcase SUSLA students in campus life and academics</td>
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<tr>
<td>Strategy 3.1.3 –</td>
<td>Improve campus signage</td>
</tr>
<tr>
<td>Strategy 3.1.4 –</td>
<td>Improve front-line capabilities to fulfill the institution’s commitment to quality, service and responsiveness</td>
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<tr>
<td>Strategy 3.1.5 –</td>
<td>Enact processes that create an environment that is accessible and welcoming to all stakeholders</td>
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<tr>
<td>Strategy 3.1.6 –</td>
<td>Equitably reward excellence and success of faculty, staff and administrators</td>
</tr>
<tr>
<td>Strategy 3.1.7 –</td>
<td>Design tools to improve the quality of work and life</td>
</tr>
</tbody>
</table>
OBJECTIVE 3.2
Establish transparent, reliable and timely internal communication systems

- **Strategy 3.2.1** – Establish an intranet service for the dissemination of internal information
- **Strategy 3.2.2** – Improve and organize the lines of communication at all levels of operation (multi-directional)

OBJECTIVE 3.3
Provide opportunities for professional development that align with the University's strategic goals

- **Strategy 3.3.1** – Implement a comprehensive orientation program for employees
- **Strategy 3.3.2** – Revise the performance appraisal process with greater emphasis on job expectations, employee development, coaching, counseling and accountability
- **Strategy 3.3.3** – Improve / increase professional development for all employees

OBJECTIVE 3.4
Create an atmosphere that embraces the diversity of the institution

- **Strategy 3.4.1** – Establish a multicultural center that serves the needs of faculty, staff, students and the community

PERFORMANCE INDICATORS

- Student/Customer satisfaction survey results
- Number of employees participating in professional development
**Description:**
The mission of Southern University at Shreveport requires partnering and collaborating with the community to improve outcomes. Deliberate and intentional engagement among principal players will support the academy, fuel the workforce (labor market), promote the engagement in community-based programs and support the expansion of educational opportunities.

**OUTCOME(S)**
- Improve community awareness of SUSLA
- Improve external stakeholders’ satisfaction of the institution
- Improve stakeholders’ perception and image of the institution

**OBJECTIVE 4.1**
Strengthen external campus communications

- **Strategy 4.1.1** – Develop and launch a comprehensive marketing plan
- **Strategy 4.1.2** – Expand collaborations between SUSLA and secondary schools
- **Strategy 4.1.3** – Create a Branding Committee
- **Strategy 4.1.4** – Expand social media presence and content
- **Strategy 4.1.5** – Improve and educate the campus community on internal communications
- **Strategy 4.1.6** – Invest in multicultural marketing
- **Strategy 4.1.7** – Develop Speaker's Bureau

**OBJECTIVE 4.2**
Increase corporate partnerships to establish programs that meet employer needs

- **Strategy 4.2.1** – Develop an institutional advisory council
- **Strategy 4.2.2** – Expand participation on business boards (i.e. Chambers, economic development)
- **Strategy 4.2.3** – Promote "Back to Industry" training opportunities
- **Strategy 4.2.4** – Participate in and host community events
- **Strategy 4.2.5** – Recruit and develop a stakeholders list
GOAL

OBJECTIVE 4.3
Increase partnerships with regional and community agencies for graduate job placement

Strategy 4.3.1 –
Strengthen Career Services

Strategy 4.3.2 –
Develop student internships where applicable

OBJECTIVE 4.4
Integrate alumni, parents, and friends into the life of the University

Strategy 4.4.1 –
Initiate a Jaguar booster club for athletics

Strategy 4.4.2 –
Establish a mentor program for student leaders

Strategy 4.4.3 –
Build a SUSLA Alumni Association

Strategy 4.4.4 –
Establish an Alumni Affairs Office

Strategy 4.4.5 –
Establish University Ambassador Program

OBJECTIVE 4.5
Expand the involvement of SUSLA in the community

Strategy 4.5.1 –
Assess community needs, determine relevancy and implement community projects

Strategy 4.5.2 –
Develop a plan to support and/or promote economic development initiatives and growth in the MLK area in partnership with SUSLA CDC

Strategy 4.5.3 –
Expand Adult Education and English as a Second Language Programs

Strategy 4.5.4 –
Implement programming to support target groups (i.e. veterans, re-entry population, single parents, basic skills deficient individuals)

Strategy 4.5.5 –
Develop a corps of internal volunteers for involvement in community activities

Strategy 4.5.6 –
Host or organize periodic activities aimed to serve the community

PERFORMANCE INDICATORS

- Enrollment
- Non-traditional enrollment
- Business, industry and community awareness
- Employer partnerships
- Stakeholders’ satisfaction
- Number and types of community-based programs
- Number of Memorandums of Understanding (MOU)
- Number of University faculty / staff volunteer hours
- Number of alumnae enrolled in Alumni Association
Description:
It is critical to Southern University at Shreveport that it provides a suitable, productive and safe working, learning and living environment. Facilities are mission critical and support an environment conducive to productivity and student learning. Consideration is given to the value that personnel, buildings, grounds and associated assets have in supporting the institution’s overall objectives.

OUTCOME(S)
- Decrease the number of work-order requests
- Decrease the number and cost of repairs

OBJECTIVE 5.1
Increase operational effectiveness and efficiency of campus buildings and infrastructure

Strategy 5.1.1 –
Develop and implement a comprehensive deferred and preventative maintenance plan

Strategy 5.1.2 –
Prepare an annual deferred and preventative maintenance report

Strategy 5.1.3 –
Assess operational needs and personnel to ensure effective and efficient operations and services

OBJECTIVE 5.2
Provide facilities suitable for 21st century learning

Strategy 5.2.1 –
Create a standing advisory committee for guidance and assistance with contemporary instructional facilities

Strategy 5.2.2 –
Develop and implement a comprehensive instructional facilities plan to provide a quality educational environment

Strategy 5.2.3 –
Review/Redesign and implement a comprehensive information technology infrastructure plan

Strategy 5.2.4 –
Annually review and update the institution's Master Plan

OBJECTIVE 5.3
Increase awareness of the campus safety plan

Strategy 5.3.1 –
Review, update and implement a comprehensive campus safety plan

Strategy 5.3.2 –
Annually assess and report campus safety
GOAL 5

OBJECTIVE 5.4
Increase availability of parking

Strategy 5.4.1 –
Develop and implement a comprehensive parking plan

OBJECTIVE 5.5
Increase commitment to environmental stewardship and sustainability

Strategy 5.5.1 –
Create an Environmental Committee

Strategy 5.5.2 –
Develop and implement a comprehensive environmental plan

Strategy 5.5.3 –
Work with students and their organizations to beautify the campus through a campus wide pride environmental initiative

Strategy 5.5.4 –
Initiate a campus beautification program involving employees and students

PERFORMANCE INDICATORS

- The number of new and/or renovated buildings
- Stakeholders’ satisfaction (i.e. buildings, IT services, safety, parking)
Description:
In the evolution of change in higher education and the impact on the fiscal climate, financial sustainability and accountability is critical. Southern University at Shreveport engages innovative strategies to operate cost efficiently - decreasing expenses with generated (increased) revenues and cash reserves.

OUTCOME(S)
- Increase non-state revenues by 2.5% each year
- Decrease expenses by 2.5% annually by maximizing human resources
- 75% of employees surveyed annually will understand the financial impact of their daily actions and decisions

OBJECTIVE 6.1
Increase the University’s capacity to grow and diversify

Strategy 6.1.1 –
Grow and diversify income from a wide range of financially sustainable academic and commercial activities which generate funding for re-investment and establishment of endowments

Strategy 6.1.2 –
Secure and manage funding to support infrastructure and development of new sustainable activities

Strategy 6.1.3 –
Engage and leverage skills, knowledge, and service of faculty and staff to increase new revenue received from grants

Strategy 6.1.4 –
Coordinate with the Foundation to deliver new fundraising campaigns and encourage increased philanthropic income

Strategy 6.1.5 –
Maximize state funding opportunities through improved performance based outcomes
OBJECTIVE 6.2
Identify opportunities for increased efficiencies and fiscal prudence

**Strategy 6.2.1** –
Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs.

**Strategy 6.2.2** –
Prioritize and align resources to strategic priorities by actively monitoring the economic and funding environment and objectively appraising the short and long-term financial implications of all major decisions

**Strategy 6.2.3** –
Periodically review and update financial strategy and undertake an annual assessment of financial sustainability

**Strategy 6.2.4** –
Regularly update short and long-term financial forecasts and use them to guide decision-making

**Strategy 6.2.5** –
Manage costs and drive efficiencies in the delivery of all activities, including procurement and course offerings

**PERFORMANCE INDICATORS**

- Creation of decentralized budgets that can be monitored quarterly
- Development of a quarterly report card
- Funding from grants
- Formula funding performance outcomes
- Endowment balance
- Tuition and fee revenue
- Program course costs
- Cash flow balance
- Capital Campaign revenue
- Labor utilization
Description:
Quality and accountability remain a central issue for Southern University at Shreveport. We posture ourselves to “do good to be good.” Ensuring the efficiency and effectiveness of operations, services and academy through greater accountability is central to student success and to the community in which we serve.

Outcome(s)
- Provide effective and efficient operations and processes

Objective 7.1
Improve the overall quality of operational services and processes

Strategy 7.1.1 – Analyze the organizational structure and maximize institutional efficiency, integration and effectiveness

Strategy 7.1.2 – Modify/develop and implement policies and procedures to be transparent and that consistently enhance the quality of operational services and processes

Strategy 7.1.3 – Seek new program accreditation

Strategy 7.1.4 – Establish best practices that lead to quality and excellence in service

Objective 7.2
Increase the capacity of personnel to make strategic, data-informed decisions

Strategy 7.2.1 – Centralize data for greater accessibility

Strategy 7.2.2 – Provide professional development in the strategic utilization of data for all personnel
GOAL

OBJECTIVE 7.3
Develop a performance management system that identifies the competencies and skills necessary to achieve campus goals and priorities, as well as promotes individual accountability for excellent performance

Strategy 7.3.1 –
Review and revise job descriptions to align performance with operational goals and institutional expectations

Strategy 7.3.2 –
Revise evaluation instruments to align with job responsibilities

Strategy 7.3.3 –
Establish annual performance goals that align with the institutional goals

Strategy 7.3.4 –
Incorporate a 360° evaluation process

PERFORMANCE INDICATORS

- Accreditation compliance
- Strategic plan assessment results
- Annual campus community awards (i.e., faculty, staff and students)
STRATEGIC PLANNING STEERING COMMITTEE

*Dr. Regina Robinson & Janice Sneed, Co-Chairs*

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Levi Brown
Chief Marshal Nelson

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For more information, log on to:
http://www.susla.edu/strategic-planning
### SOUTHERN UNIVERSITY AT SHREVEPORT

**Rodney A. Ellis, Ed.D.**  
Chancellor, Southern University at Shreveport

#### EXECUTIVE TEAM MEMBERS

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- Brandy Jacobsen  
- Dr. Rosetta Jones  
- Dr. Regina Robinson  
- Janice Sneed  
- Frank Williams, Jr.  
- Dr. Melva K. Williams

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LaDarius Morgan (SCB)  
Jeremy Smothers (SGA)  
Dr. Terence Vinson  
Dr. Regina Webb

Linzola Winzer, Recording Secretary

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- Ann A. Smith – Kentwood  
- Samuel C. Tolbert, Jr. – Lake Charles  
- Rani G. Whitfield – Baton Rouge
APPENDIX

Link to the Southern University System Strategic Plan and Performance Indicators
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<tr>
<th>Southern University System Strategic Goals</th>
<th>#1 To Increase Student Access and Affordability</th>
<th>#2 To Promote the Brand through Academic Excellence, Student Success, and Completion</th>
<th>#3 To Demonstrate Accountability, Quality Service &amp; IE</th>
<th>#4 To Expand Scholarly Research, Discovery, and Entrepreneurship</th>
<th>#5 To Increase Fundraising and Philanthropic Support</th>
<th>#6 To Improve Campus Life through Infrastructure Development</th>
<th>#7 To Foster Outreach and Global Engagement</th>
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<tbody>
<tr>
<td>SUSLA Strategic Goals</td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Goal #1 Cultivate a Culture of Academic Excellence</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Goal #2 Strengthen the Academic &amp; Co-Curricular Experience</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Goal #3 Provide an Outstanding Campus Climate to all Stakeholders</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Goal #4 Connect and Engage the Community</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Goal #5 Improve Resources, Infrastructure and Facilities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Goal #6 Ensure Short- and Long-Term Financial Sustainability</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Goal #7 Ensure Quality and Accountability</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
To Increase Student Access and Affordability
• Goal 1 – O1.1 - S1.1.2,1.1.3; O1.2 – S1.2.4; O1.3 – S1.3.1-1.3.6; O1.5 – S1.5.2; O3.1 – S3.1.1-3.1.7; O4.1 – S4.1.1-4.1.7; O4.5 – S4.5.3, 4.5.4

To Promote the Brand through Academic Excellence, Student Success, and Completion
• Goal 1 – O1.4 – S1.4.1-1.4.4; O1.5 – S1.5.1-1.5.5
• Goal 2 – O2.2 – S2.2.1-2.2.4; O2.5 – S2.5.2

To Demonstrate Accountability, Quality Service and I.E.
• Goal 1 – O1.2 – S1.2.1-1.2.4; O1.3 – S1.3.1-1.3.6; O1.4 – S1.4.1-1.4.4; O1.5 – S1.5.1-1.5.5
• Goal 2 – O2.1 – S2.1.3; O2.2 – S2.2.4; O2.3 – S2.3.2
• Goal 3 – O3.1 – S3.1.1-3.1.7; O3.2 – S3.2.2; O3.3 – S3.3.1-3.3.3
• Goal 4 – O4.1 – S4.1.2, 4.1.4, 4.1.5; O4.2 – S4.2.1-4.2.5; O4.3 – S4.3.1, 4.3.2; O4.4 – S4.4.1-4.4.5; O4.5 – S4.5.1-4.5.6
• Goal 5 – O5.1 – S5.1.1-5.1.3; O5.2 – S5.2.1-5.2.4
• Goal 6 – O6.2 – S6.2.1-6.2.5
• Goal 7 – O7.1 – S7.1.1-7.1.4; O7.2 – S7.2.1, 7.2.2; O7.3 – S7.3.1-7.3.4
To Expand Scholarly Research, Discovery, and Entrepreneurship
- Goal 1 – O1.1 – S1.1.2; O1.2 – S1.2.1, 1.2.3; O1.3 – S1.3.2; O1.4 – S1.4.1, 1.4.4
- Goal 2 – O2.1 – S2.1.3
- Goal 3 – O3.1 – S3.1.6; O3.3 – S3.3.3
- Goal 4 – O4.1 – S4.1.2; O4.2 – S4.2.2, 4.2.3
- Goal 6 – O6.1 – S6.1.1-6.1.3
- Goal 7 – O7.2 – S7.2.2

To Increase Fundraising and Philanthropic Support
- Goal 4 – O4.4 – S4.4.3, S4.4.4
- Goal 5 – O5.5 – S5.5.1-5.5.4
- Goal 6 – O6.1 – S6.1.1-6.1.5

To Improve Campus Life through Infrastructure Development
- Goal 3 – O3.1 – S3.1.1, 3.1.3
- Goal 5 – O5.1 – O5.4

To Foster Outreach and Global Engagement
- Goal 2 – O2.3 – S2.3.1-2.3.3
- Goal 3 – O3.1; O3.4 – S3.4.1
- Goal 4 – O4.1-4.5
GOAL 1: Cultivate a Culture of Academic Excellence

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>STUDENT HEADCOUNT</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>3,013</td>
<td>Baseline</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>2,619</td>
<td>-13.1%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>2,734</td>
<td>4.4%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>2,885</td>
<td>5.5%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>3,057</td>
<td>6.0%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>3,274</td>
<td>7.1%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>3,533</td>
<td>7.9%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>3,860</td>
<td>9.3%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td><strong>4,300</strong></td>
<td>11.4%</td>
</tr>
</tbody>
</table>
GOAL 1: Cultivate a Culture of Academic Excellence

**TABLE 2**
SUSLA Online Enrollment Projection
*Note: these numbers represent students in 100% online programs*

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>ONLINE STUDENTS</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>20</td>
<td><strong>Baseline</strong></td>
</tr>
<tr>
<td>Fall 2018</td>
<td>13</td>
<td>-35.0%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>40</td>
<td>207.7%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>65</td>
<td>62.5%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>130</td>
<td>100.0%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>200</td>
<td>53.8%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>247</td>
<td>23.5%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>289</td>
<td>17.0%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>350</td>
<td>21.1%</td>
</tr>
</tbody>
</table>
**GOAL 1: Cultivate a Culture of Academic Excellence**

**TABLE 3**

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>DUAL ENROLLMENT STUDENTS</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>898</td>
<td><em>Baseline</em></td>
</tr>
<tr>
<td>Fall 2018</td>
<td>558</td>
<td>-37.9%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>614</td>
<td>10.0%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>700</td>
<td>14.0%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>801</td>
<td>14.4%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>919</td>
<td>14.7%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>1070</td>
<td>16.4%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>1256</td>
<td>17.4%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>1470</td>
<td>17.0%</td>
</tr>
</tbody>
</table>
**GOAL 1: Cultivate a Culture of Academic Excellence**

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>FIRST TIME FRESHMAN STUDENTS</th>
<th>PERCENTAGE CHANGE</th>
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</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>625</td>
<td><em>Baseline</em></td>
</tr>
<tr>
<td>Fall 2018</td>
<td>648</td>
<td>3.68%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>698</td>
<td>7.72%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>760</td>
<td>8.88%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>835</td>
<td>9.87%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>919</td>
<td>10.06%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>1,029</td>
<td>11.97%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>1,163</td>
<td>13.02%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>1,313</td>
<td>12.90%</td>
</tr>
</tbody>
</table>
GOAL 1: Cultivate a Culture of Academic Excellence

ACHIEVEMENT STRATEGIES:

1. Enlisting Services of Noel Levitz to assist with Strategic Enrollment Management
2. Aggressively recruiting SUNO and SUBR Connect Students
3. Significantly expanded the Number of 100% Online Programs we offer
4. Will specifically market online programs
5. Realigned Dual Enrollment with Student Affairs
GOAL 2: Strengthen the Academic and Co-Curricular Experience

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>RETENTION RATE</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>37%</td>
<td><strong>Baseline</strong></td>
</tr>
<tr>
<td>Fall 2018</td>
<td>35%</td>
<td>-5.4%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>36%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>37%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>38%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>39%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>40%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>41%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td><strong>42%</strong></td>
<td>2.4%</td>
</tr>
</tbody>
</table>
**GOAL 2: Strengthen the Academic and Co-Curricular Experience**

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>GRADUATION RATE</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>1.3%</td>
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<tr>
<td>Fall 2018</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>7.0%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td><strong>8.0%</strong></td>
<td><strong>8.0%</strong></td>
</tr>
</tbody>
</table>
**GOAL 2: Strengthen the Academic and Co-Curricular Experience**

**TABLE 3**

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>NCLEX PASSAGE RATE</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>73%</td>
<td>Baseline</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>75%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>80%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>80%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>81%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>83%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>85%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>87%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>89%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
GOAL 2: Strengthen the Academic and Co-Curricular Experience

ACHIEVEMENT STRATEGIES:

1. Enlisting Services of Noel Levitz or Complete College America to assist with Strategic Retention Management
2. Provide more “wrap around” services for Connect Students
3. Expand our accelerated remedial courses
4. Implement Guided Pathways
5. Embed ATI standardized into curriculum
GOAL 3: Provide an Outstanding Campus Climate to all Stakeholders

<table>
<thead>
<tr>
<th>TABLE 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Outcome Measures</td>
</tr>
<tr>
<td>• Student Satisfaction</td>
</tr>
<tr>
<td>• Employee Satisfaction</td>
</tr>
</tbody>
</table>
GOAL 3: Provide an Outstanding Campus Climate to all Stakeholders

ACQUIRANCE STRATEGIES:

1. Forming a Human Relations Committee
2. Revised Jaguar of the Month process in conjunction with Staff Senate
3. Instituted Campus Weekly Mail
4. Expanded Townhall meetings (smaller cohorts)
5. Standardized the Hiring and Employee Orientation Process
GOAL 4: Connect and Engage the Community

<table>
<thead>
<tr>
<th>TABLE 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Outcome Measures</td>
</tr>
<tr>
<td>• Employer Satisfaction</td>
</tr>
<tr>
<td>• Graduate Placement Rate</td>
</tr>
</tbody>
</table>
GOAL 4: Connect and Engage the Community

ACHIEVEMENT STRATEGIES:

1. Establish Chancellor’s Institutional Advisory Board
2. Expand Student Internship Opportunities
3. Continue to Build the SUSLA Alumni Association
4. Launch the Milam Street Kitchen Incubator
5. Create a Community Volunteer Team
**GOAL 5:** Improve Resources, Infrastructure and Facilities

<table>
<thead>
<tr>
<th>TABLE 1</th>
<th>Internal Outcome Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Number of Completed Deferred Maintenance Projects</strong></td>
<td></td>
</tr>
<tr>
<td>• <strong>Cost of Deferred Maintenance Projects</strong></td>
<td></td>
</tr>
</tbody>
</table>
GOAL 5: Improve Resources, Infrastructure and Facilities

ACHIEVEMENT STRATEGIES:

1. Implement a consistent Preventive Maintenance Plan
2. Review and Redesign the Information Technology (IT) Plan
3. Review and Update the Campus Master Plan
4. Secure Funding from the PSC for Energy Efficiency Upgrades
5. Organize an Employee and Student led Campus Beautification Program
**GOAL 6: Ensure Short- and Long-Term Financial Sustainability**

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>CURRENT RATIO</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>1.08</td>
<td>Baseline</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>1.10</td>
<td>1.85%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>1.20</td>
<td>9.09%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>1.30</td>
<td>8.33%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>1.40</td>
<td>7.69%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>1.50</td>
<td>7.14%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>1.70</td>
<td>13.33%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>1.90</td>
<td>11.76%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>2.00</td>
<td>5.26%</td>
</tr>
</tbody>
</table>
## GOAL 6: Ensure Short- and Long-Term Financial Sustainability

### TABLE 2
SUSLA Working Capital Projection

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>WORKING CAPITAL</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>$ 654,920.00</td>
<td>Baseline</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>$ 660,000.00</td>
<td>0.8%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>$ 670,000.00</td>
<td>1.5%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>$ 680,000.00</td>
<td>1.5%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>$ 690,000.00</td>
<td>1.5%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>$ 700,000.00</td>
<td>1.4%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>$ 710,000.00</td>
<td>1.4%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>$ 730,000.00</td>
<td>2.8%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>$ 750,000.00</td>
<td>2.7%</td>
</tr>
</tbody>
</table>
## GOAL 6: Ensure Short- and Long-Term Financial Sustainability

### TABLE 3

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>GRANT AWARDS</th>
<th>PERCENTAGE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>$ 4,050,409.00</td>
<td>Baseline</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>$ 1,362,440.00</td>
<td>-66.4%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>$ 635,000.00</td>
<td>-53.4%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>$ 679,450.00</td>
<td>7.0%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>$ 727,012.00</td>
<td>7.0%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>$ 777,902.00</td>
<td>7.0%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>$ 832,355.00</td>
<td>7.0%</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>$ 890,620.00</td>
<td>7.0%</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>$ 952,964.00</td>
<td>7.0%</td>
</tr>
</tbody>
</table>
GOAL 6: Ensure Short- and Long-Term Financial Sustainability

ACHIEVEMENT STRATEGIES:

1. Leverage and Develop Skills of Faculty and Staff to Seek and Acquire Grant Funding
2. Expand Fundraising Efforts within the Private Sector
3. Maximize Funding through Performance Based Outcomes
4. Regularly Review and Update Financial Forecasts and Strategies
5. Consistently Manage Costs and Drive Efficiencies
### GOAL 7: Ensure Quality and Accountability

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>100% Compliance with 73 SACS-COC Regional Accreditation Standards &amp; Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2024</td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2025</td>
<td>100 %</td>
</tr>
</tbody>
</table>
### Goal 7: Ensure Quality and Accountability

<table>
<thead>
<tr>
<th>TABLE 1</th>
<th>SUSLA Compliance with Regional Accreditation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEMESTER</td>
<td>100% Compliance with Programmatic Accreditation Standards &amp; Requirements</td>
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“Southern University at Shreveport does not discriminate on the basis of race, color, national origin, gender or disability”.

Title IX Coordinator: Tilisha Bryant, Fine Arts Building, Room C01, (318) 670-9210
Section 504 Coordinator: Jerushka Johnson, Fine Arts Building, Room C5, Suite B, (318) 670-9473

For more information, log on to:
http://www.susla.edu/strategic-planning

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