

SOUTHERN UNIVERSITY at Shreveport

EXCELLENCE

INTEGRITY

ACCOUNTABILITY

SERVICE

DIVERSITY

STRATEGIC PLAN 2016-2021

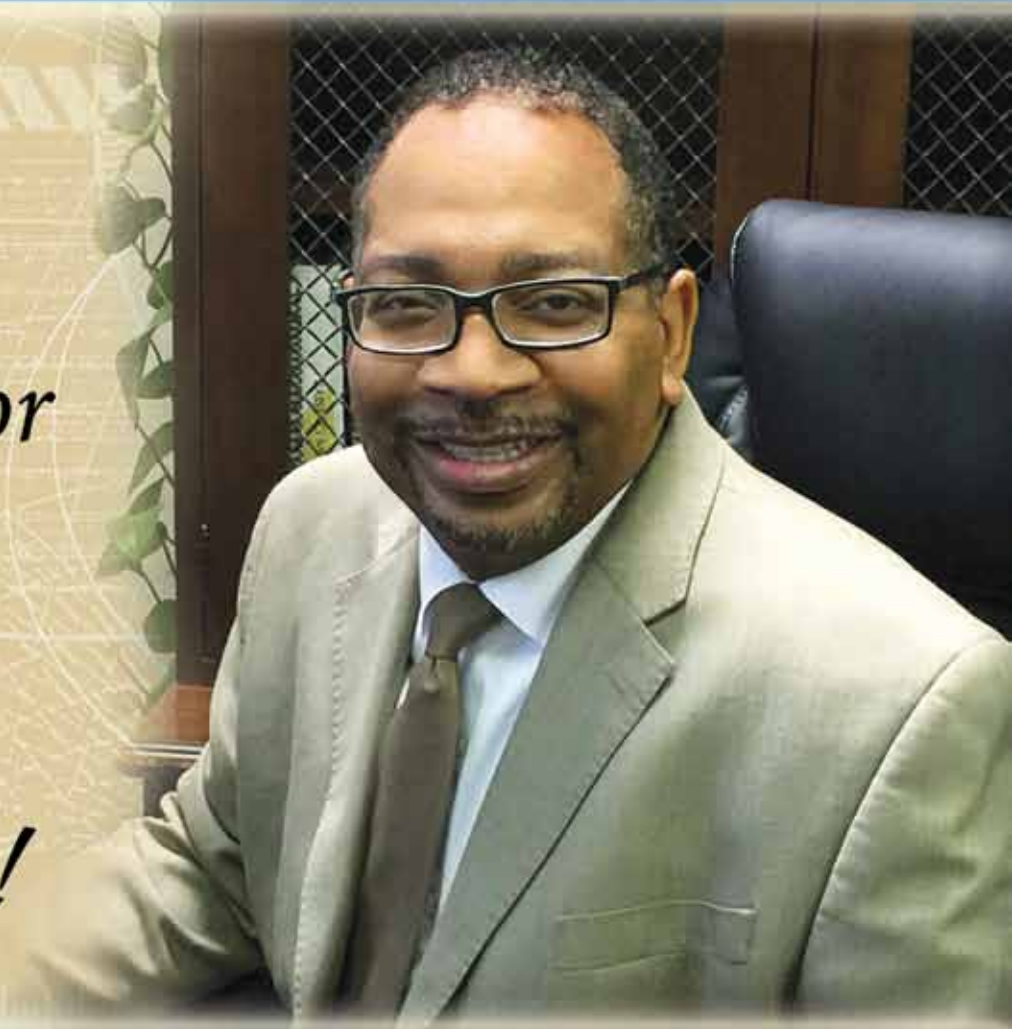
“A WAY FORWARD”

2016
2017
2018
2019
2020
2021

Message from the Chancellor


Rodney A. Ellis, Ed.D.

Greetings!



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.

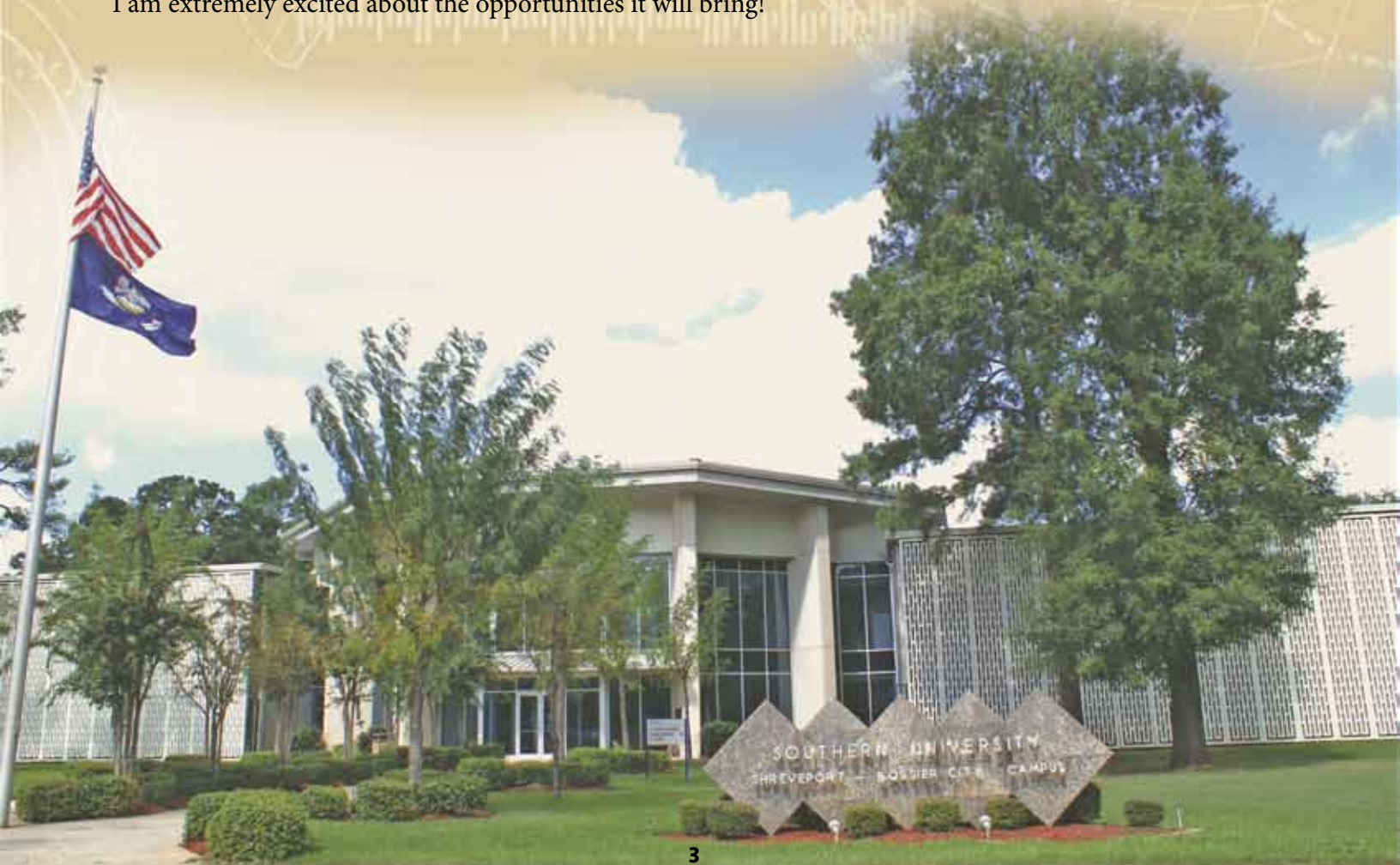
On September 19, 1967, the institution opened for instruction and continues to grow. Currently, the institution occupies 11 buildings on 103 acres of land located on our main campus. SUSLA also occupies the Metro Center in downtown Shreveport and the Aerospace Technology Center located at the Shreveport 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 is a comprehensive community college that affords opportunities for teaching, service, workforce development and life-long learning, while embracing a culture of self-discovery, collaboration, civic engagement, and excellence.



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



**Appoint Strategic Planning Council
and Subcommittee Members**



Survey of Stakeholder Groups



**Data Gathering
and Reporting**



**Further Engagement of University and
External Communities**



**Drafts of Emerging Themes and
Goals**



**Approval of
Strategic Plan**



**HR HANOVER
RESEARCH**



Deployment of Strategic Plan



**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

GOAL

1

Objective 1.3

Increase partnerships with K-12 and post-secondary agencies

Strategy 1.3.1 –

Improve infrastructure to support dual enrollment

Strategy 1.3.2 –

Expand memorandums of understanding (MOU) with K-12 and post-secondary institutions

Strategy 1.3.3 –

Develop and promote JumpStart Pathways

Strategy 1.3.4 –

Develop Bridge Programs

Strategy 1.3.5 –

Expand SU connect programs to four-year institutions beyond the SU System

Strategy 1.3.6 –

Develop and increase seamless transfers to Southern University System campuses and other four-year institutions

OBJECTIVE 1.4

Improve quality of instruction

Strategy 1.4.1 –

Promote faculty professional development opportunities through the Academy of Excellence to include best practices in pedagogy and educational methodologies

Strategy 1.4.2 –

Expand the availability of instructional technology

Strategy 1.4.3 –

Align assessment of courses and programs with performance evaluations

Strategy 1.4.4 –

Provide incentives to promote excellence in teaching, scholarship, and continued professional growth

OBJECTIVE 1.5

Improve student success

Strategy 1.5.1 –

Re-engineer the First-Year Experience to foster a climate of intellectual expectation and achievement

Strategy 1.5.2 –

Re-design the enrollment management process

Strategy 1.5.3 –

Develop a consistent and integrative process where holistic student development is addressed

Strategy 1.5.4 –

Build foundational skills of students

Strategy 1.5.5 –

Develop systems to address challenges that affect student success

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*

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

GOAL



2



OBJECTIVE 2.3

Enhance student experiences

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

Strategy 3.1.1 –

Construct a Welcome and Information Center

Strategy 3.1.2 –

Showcase SUSLA students in campus life and academics

Strategy 3.1.3 –

Improve campus signage

Strategy 3.1.4 –

Improve front-line capabilities to fulfill the institution’s commitment to quality, service and responsiveness

Strategy 3.1.5 –

Enact processes that create an environment that is accessible and welcoming to all stakeholders

Strategy 3.1.6 –

Equitably reward excellence and success of faculty, staff and administrators

Strategy 3.1.7 –

Design tools to improve the quality of work and life

GOAL



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

4

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

Strategic 5.3.1 –

Review, update and implement a comprehensive campus safety plan

Strategy 5.3.2 –

Annually assess and report campus safety



GOAL



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

GOAL



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 –

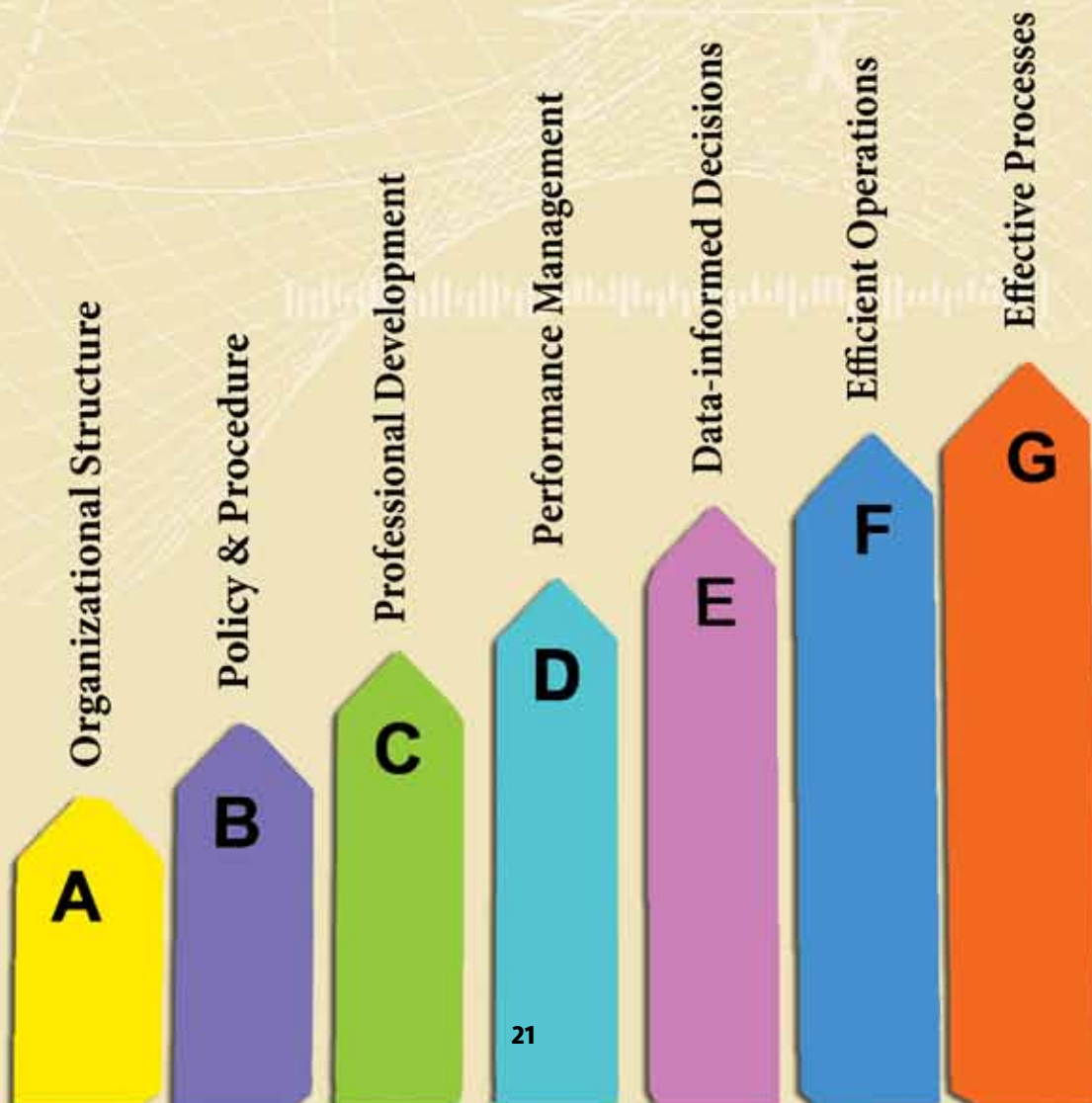
Establish annual performance goals that align with the institutional goals

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)*



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SOUTHERN UNIVERSITY AT SHREVEPORT

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

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STRATEGIC PLAN 2016-2021

For more information, log on to:

<http://www.susla.edu/strategic-planning>

"Southern University at Shreveport does not discriminate on the basis of race, color, national origin, gender or disability".

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