

# Centenary College of Louisiana

## Strategic Plan

### YEAR 2 Report Card

Centenary College has adopted this strategic plan as its guide to action in the period 2017-18 to 2022-23. As part of a commitment to accountability and transparency, annual report cards will be distributed to the College community documenting progress toward our goals.

This document is not self-contained. It should be considered part of the larger strategic planning documentation, especially the full statement of the plan and its philosophical foundations, and the implementation plan that contains the operational details on how the plan is being carried out. Strategic plan documents are available to members of the Centenary community at [centenary.edu/strategicplan](http://centenary.edu/strategicplan).

#### **Methodology**

These “grades” represent the consensus judgement of the Cabinet based on the Key Performance Indicators (KPIs) for each tactic. KPIs are available in the Implementation Plan referenced above.

#### **KEY:**

**Red Text indicates NEW ITEMS that have been added as Next Steps as previous tactics have been completed.**

#### **SCORE:**

✓	Complete; on to next step
++	Ongoing and ahead
+	Ongoing
—	Progress but behind
— —	Behind
●	Change in tactic or timing

## **Forward – A Strategic Plan for Centenary College of Louisiana**

This plan provides a strategic roadmap for strengthening and expanding Centenary's mission to build a community focused on ethical and intellectual development, respect and concern for human and spiritual values, and the joy of creativity and discovery.

- 1. Grow Enrollment:** *To plan for Centenary's future as it approaches its 200<sup>th</sup> year, the College must develop a multi-faceted **strategic enrollment management plan** that focuses on growing and maintaining a healthy enrollment through strategies that promote effective **recruitment, retention, and persistence to graduation in four years**. The plan will offer targeted, Centenary-specific outcomes and strategies for several areas that impact enrollment, including (but not limited to) **academics, athletics, and student support**.*
- 2. Provide an Engaging Student Experience:** *Centenary College must provide students with the opportunity to engage in purposeful activities that promote meaningful relationships among students, faculty, staff, and members of the wider community; build strong bonds between students and the College; and help students acquire skills and experiences that will benefit them after graduation. The College must provide students with a safe, comfortable physical environment as well as efficient administrative systems to ensure an engaging student experience.*
- 3. Be a Great Place to Work:** *Centenary must invest in improving and sustaining its **facilities**, its instructional and administrative **technology**, and its professional **culture**. Initiatives supporting this imperative are focused on creating a workplace where faculty and staff have the resources they need to work efficiently as well as fostering a culture where they are empowered to grow professionally and inspired to innovate collaboratively.*
- 4. Engage and Serve the Community:** *Centenary College will serve as a locus for educational and cultural engagement and exchange for Shreveport-Bossier City-Barksdale AFB and surrounding communities, offering a wide variety of educational and cultural opportunities that enrich and serve its diverse public.*
- 5. Be Excellent Academically:** *Centenary College offers a liberal education that engages and connects the mind, body, and spirit, and the College must set and maintain high academic standards to remain competitive in the higher education marketplace. Initiatives supporting this imperative are focused on ensuring that Centenary's academic mission is clearly defined, that its curriculum prepares students to contribute meaningfully to a 21<sup>st</sup> century world, and that students, faculty, and staff have adequate resources and support as they pursue the College's mission of academic excellence.*

**FOUNDATIONAL STRATEGY: Centenary College will clearly articulate its liberal arts mission while celebrating its rich history and strengthening its community.**

*Addressing the Pillars: 1, 2, 3, 4, and 5.*

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>INITIATIVE A:</b> Review and update the current College mission statement.	President					
<b>TACTIC A.1:</b> Charrette on Mission Statement at October Faculty Meeting.	President, Provost, and Faculty	2107-2018	October 2017		✓	
<b>TACTIC A.2:</b> Discussion of Mission Statement at Board Retreat.	President and Board	2107-2018	✓		✓	
<b>TACTIC A.3:</b> Student, Alumni, and Staff questionnaire on Mission Statement.	President and Stakeholders	<del>2107-2018</del> 2019-2020		Develop questionnaire and distribute.	—	●
<b>TACTIC A.4:</b> Revise and update Mission Statement.	President	<del>2107-2018</del> 2019-2020		Evaluate input and draft mission statement.	—	●
<b>INITIATIVE B:</b> Strengthen engagement with the United Methodist community and highlight ways that Methodist values and practices support Centenary as an inclusive, diverse liberal arts college.						
<b>TACTIC B.1:</b> Develop Beliefs and Values project, building on relationship to and strength of the Christian Leadership Center.	Chaplain/CLC Director				++	+
<b>TACTIC B.1.1:</b> Develop interfaith worship space.	Chaplain/CLC Director	<del>2017-2018</del> 2017-2020			—	+
<b>TACTIC B.2:</b> Promote “Dollars for Scholars” program.	President, Chaplain, and VPE	<del>2107-2018</del> 2020-2021		Continue providing information to prospective students and admitted students; have President send out more information to Methodist clergy.	---	● +
<b>INITIATIVE C:</b> Connect alumni to the College and to each other, encouraging them to participate in and actively advance Centenary’s mission.	VPD					

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>TACTIC C.1:</b> Conduct comprehensive alumni survey.	VPD	2107-2018	✓	Analyze data.	+	
<b>TACTIC C.1.1:</b> Implement new programs or changes based on data of analysis.	VPD	2017-2018, 2018-2019  ongoing		Initiate “Share News” campaign, move to more email/social media for communication purposes, integrate new email platform-communication tool- alumni community site (Almabase), refocus use of Call Center to include calls for thank you’s, event reminders, reinstitute Alumni Travel Program (April 2020).	+	✓+
<b>TACTIC C.1.2:</b> Conduct annual Alumni Surveys.	VPD	2017-2018	✓			
<b>TACTIC C.2:</b> Develop or strengthen five-year alumni reengagement and recapture plan, partnering with Capital Admission.	VPD and VPE	<del>2017-2018</del> 2019-2020		Implement Alumni Legacy program.	++	+
<b>TACTIC C.2.1:</b> Continue successful program and expand markets.	VPD and VPE	2018-2022		Continue to expand dev/adm partnership— NOLA, BR, Lafayette, Little Rock—look for other opportunities in DFW and Lake Charles; counselor luncheons underwritten by alumni donors; hold alumni gatherings in those locations that evening.	+	✓+

**STRATEGY 1: Centenary will operate from a sufficient and sustainable resource base.**

*Addressing the Pillars: 1, 2, 4, and 5.*

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>INITIATIVE 1.1:</b> Grow total enrollment to 800 by AY 2021-22 through the development of a comprehensive enrollment model addressing price and financial aid strategies and designed to ensure a vibrant campus community supporting a wide variety of student activities.	VPE					
<b>TACTIC 1.1.1:</b> The College will develop a research-informed enrollment management plan in coordination with Centenary administration, faculty, and staff.	VPE	2017-2020		Continue with 3 <sup>rd</sup> year of consultant (RNL). Continue making revisions through informed data of merit aid (reduction of discount by nearly 5 percentage points in year 2); continue revisions to need aid begun in 2017-18. Also continue contract with NRCCVA/ACT – allowing the purchase of smartnames.	++	+
<b>TACTIC 1.1.2:</b> Continue to act on analysis and identify next steps.	VPE	2019-2022		Implement a mini retreat with RNL to review data and receive additional input regarding ways to increase application/admit pool through all 4 admit categories— creating greater diversification of student body and lowering discount rate.	+	+
<b>TACTIC 1.1.3:</b> Assessment of current operations, including tools such as RaiseMe and Visit Days.	VPE	2017-2018, 2019-2022		Discontinued RaiseMe and ZeeMe for cost/imaging reasons in 2018/2019; will be able to discontinue Visit Days with the addition of Slate in 2020 as our CRM system.	++	+

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
				(Reviewing other recruitment tools that can be discontinued with the purchase of Slate).		
<b>INITIATIVE 1.1:</b> Grow total enrollment to 800 by AY 2021-22 through the development of a comprehensive enrollment model addressing price and financial aid strategies and designed to ensure a vibrant campus community supporting a wide variety of student activities.	VPE					
<b>TACTIC 1.2.1:</b> Complete initial planning for capital campaign, driving toward 2025 bicentennial.	VPD	<del>2017-2018,</del> 2018-2019, 2019-2020		Gonser Gerber chosen as professional dev counsel, case statement development for distribution to top donors/prospects for interviews with counsel to validate campaign goals, signal their level of support.	+	✓+
<b>TACTIC 1.2.1.1:</b> Feasibility study; Prospect rating.	VPD	<del>2018-2019</del> 2019-2020		Gonser Gerber will report campaign readiness findings (feasibility study) to the BOT at the February meeting.	+	+
<b>INITIATIVE 1.3:</b> Grow enterprise revenue year over year. Broaden non-student/auxiliary revenue base, year over year.						
<b>TACTIC: 1.3.1:</b> Implement online payment system for auxiliary programs.	VPFA	2017-2018		Need awareness campaign.	✓	
<b>TACTIC 1.3.1.1:</b> Instructions will be communicated campus wide.	VPFA	2019-2020				✓
<b>TACTIC: 1.3.2:</b> Explore options for maximizing rental property revenue.	VPFA and Cabinet	<del>2017-2019,</del> 2018-2019		Discuss purchase of contiguous houses.	✓	
<b>TACTIC 1.3.2.1:</b> Fold analysis into Campus Master Plan process.	VPFA				✓	
<b>TACTIC 1.3.2.2:</b> Formalize guidelines for strategic property acquisition that generates new revenue.	VPFA	2019-2020				+

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>TACTIC 1.3.3: Explore revenue from camps, workshops, academies, and continuing education.</b>	VPFA					
<b>TACTIC 1.3.3.1: Process for new ideas to be developed and vetted.</b>	VPFA	2019-2022				
<b>INITIATIVE 1.4:</b> Create strategic plan and professional development plan for Development division.	VPD					
<b>TACTIC: 1.4.1:</b> Conduct a Development Audit.	VPD	<del>2017-2018</del> 2018-2019		Audit completed, division reorganized for FY20; ongoing opportunities for staff development through AGN webinars, GG, CASE conferences, etc. throughout FY20.	++	✓

**STRATEGY 2: Centenary College will provide a compelling, comprehensive, accessible, and effective educational experience inside and outside the classroom.**

*Addressing the Pillars: 1, 2, and 5.*

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>INITIATIVE 2.1:</b> Add new degree and non-degree programs to respond to the needs of the marketplace, the community, and the world.	Provost					
<b>TACTIC 2.1.1:</b> Add undergraduate education degree.	Provost	2017-2018	October 2018	Assess.	✓	
<b>TACTIC 2.1.2:</b> Add accounting major and minor.	Provost	2017-2018	✓	Assess.	✓	
<b>TACTIC 2.1.3:</b> Add new interdisciplinary minors (Legal Studies and Engineering Sciences).	Provost	2017-2020	✓	Assess.	✓	
<b>TACTIC 2.1.4:</b> Develop articulation agreements with feeder colleges and post-graduate institutions. MOU process completed with LSU Law; Articulation Agreements completed with NSU nursing and ULM pharmacy.	Provost	2017-2020		<b>ACS virtual campus, (MOU underway, Centenary not participating in first year AY18-19); BPC; LSUHS School of Medicine; Louisiana Tech University (MBA and Ed.D.).</b>	++	++
<b>TACTIC 2.1.5:</b> Assess current and explore additional graduate programs.	Frost and Hurley Deans	<del>2018-2019</del> (2019-2020)				—
<b>INITIATIVE 2.2:</b> Develop a strategic plan for athletics that will maximize enrollment impact, adding new sports as determined by market research.	President and Athletic Director					
<b>TACTIC 2.2.1:</b> Conduct a feasibility study for new sports.	President and Athletic Director		✓	Men's lacrosse coach hired; recruiting underway.	✓	✓
<b>TACTIC 2.2.1.1:</b> Women's Lacrosse planned for 2019-20.	President and Athletic Director	On hold				●
<b>TACTIC 2.2.1.2:</b> Men's and Women's Cross Country and Track and Field <b>and Competitive Cheer and Dance planned for 2020-21;</b> Other sports as determined by plan.	President and Athletic Director	2019-2020		M's & W's Cross Country & Track & Field Coach hired; Competitive Cheer & Dance Coach hired.		+



INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>INITIATIVE 2.3:</b> Revise first-year program and Core.	Provost					
<b>TACTIC 2.3.1:</b> Build on existing Trek curricular components to revise the first year program.	Provost	2017-2018	May 2017	Assess.	✓	
<b>TACTIC 2.3.2:</b> Revise core (general education).	Provost	2017-2019	2019-2020	New core adopted by faculty in April 2019; <b>APC develop implementation plan.</b>	+	✓
<b>TACTIC 2.3.3:</b> Assess data on efficacy of Centenary in Paris and determine future revisions with faculty input.	Provost	2019-2020		Collect and analyze data (including comprehensive 5 year snapshot); <b>develop direct measure of student learning.</b>	+	—
<b>INITIATIVE 2.4:</b> Integrate residential and co-curricular programming and policies with academics to ensure student engagement, success, and retention.	Provost					
<b>TACTIC 2.4.1:</b> Review World House Program.	Provost	2017-2018	Winter 2017-18	Decision to eliminate; <b>replace with Residential Education Model (R.E.M).</b>	✓	
<b>TACTIC 2.4.1.1:</b> Clean up website.	Provost	2018-2019		Discuss with Dean of Students and VPE.		✓
<b>TACTIC 2.4.2:</b> Develop Centenary-specific integrated advising program.	Provost	2017-2018	2018-2019	Appoint director of initiative.	+	✓
<b>TACTIC 2.4.2.1:</b> Share data from pilot.	Provost				+	
<b>TACTIC 2.4.2.2: Implement.</b>	Provost	2019-2022				
<b>TACTIC 2.4.3:</b> Review data on existing residence policy.	Extended Cabinet	2018-2019 (2019-2020)				●+
<b>TACTIC 2.4.4:</b> Conduct external review of Retention program.	Provost	2017-2018	Fall 2017	Identified consultant. Charles Schroeder visited campus Fall 2017.	✓	
<b>INITIATIVE 2.5:</b> Develop a Center for Teaching and Learning, focused both on student support and faculty development.	Provost, President, and VPD					
<b>TACTIC 2.5.1:</b> Develop Case Statement.	Provost, President, and VPD	2017-2019			✓	

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>TACTIC 2.5.2:</b> Develop implementation plans (with and without external funding).	Provost, President, and VPD	(2018-2019) 2019-2020		Follow up on identified donor in FY20 for \$1,500,000 in endowment and \$500,000 for startup costs.	+	-
<b>INITIATIVE 2.6:</b> Create a plan to increase faculty diversity.	Provost					
<b>TACTIC 2.6.1:</b> Review best practices in hiring for diversity.	Provost	Ongoing		Develop strategy (ACS diversity director on campus twice in 2017-18; new faculty cohort most diverse ever).		
<b>TACTIC 2.6.1.1: Implement strategies to apply to hiring searches.</b>	Provost					
<b>TACTIC 2.6.1.1:</b> Identify retention strategies for new faculty.	Provost and FPC	(2018-2019) 2019-2020		HR assist in collecting data on why they leave.	+	+
<b>TACTIC 2.6.2:</b> Host ACS Director of Diversity and Inclusion for Faculty Workshop.	Provost	2017-2018	January 2018		✓	
<b>INITIATIVE 2.7:</b> Conduct external review of library program.	Provost	2017-2018	Summer 2017		✓	✓
<b>TACTIC 2.7.1:</b> Enlist external reviewer and bring for site visit.	Provost	2017-2108	Summer 2017	Diane Graves, Trinity University, report received.		✓
<b>TACTIC 2.7.2:</b> Strategic Plan for Library.	Provost	2019-2020				

**STRATEGY 3: Centenary College will have an attractive and well-maintained campus that is integrated with the surrounding neighborhood.**

*Addressing the Pillars: 1, 2, 3, and 5.*

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>INITIATIVE 3.1:</b> Develop a comprehensive facilities master plan and space utilization plan for the campus that takes into account its location in the Highland neighborhood.	Cabinet					
<b>TACTIC 3.1.1:</b> Host planning firm presentations for campus.	VPFA	2017-2018	✓		✓	
<b>TACTIC 3.1.2:</b> Present Master Plan to campus.	VPFA	2018-2019	January 2019		+	
<b>INITIATIVE 3.2:</b> Systematically address deferred maintenance.	VPFA					
<b>TACTIC 3.2.1:</b> Prioritize deferred maintenance list by level of urgency; post list on facilities website to ensure all campus stakeholders are aware of priorities. Update at minimum semi-annually.	VPFA, Facilities Director	2017-2018	2017-2018	Create deferred maintenance list.	✓	
<b>TACTIC 3.2.2:</b> Conduct comprehensive inventory of campus spaces, facilities, and major equipment.	VPFA, Facilities Director	(2018-2019) 2019-2020		Create inventory.	+	—
<b>INITIATIVE 3.3:</b> Through renovation and/or construction, create signature spaces on campus for academics, athletics and recreation, and student activities.	Cabinet					
<b>TACTIC 3.3.1:</b> Targeted renovations 1: in Meadows Museum, SUB, James Lobby, Magale Library; Completed (Summer 2017); 2: Outdoor deck in Bynum Commons, hammock study stations.		2017-2018	2017-2018	Pending completion of Campus Master Plan.	✓	
<b>TACTIC 3.3.2: Athletics and Recreation.</b>	Extended Cabinet					

**STRATEGY 4: Centenary College will provide adequate resources and support to its faculty and staff.**

*This strategy addresses all of the pillars.*

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>INITIATIVE 4.1:</b> Develop a technology master plan.	Cabinet					
<b>TACTIC 4.1.1:</b> Conduct technology audit.	President, VPFA, Provost, and IT Director	(2017-2019) 2019-2020		Hire consultant, receive progress report, and audit areas.	—	—
<b>TACTIC 4.1.2:</b> Address administrative computing <b>hardware needs</b> .	President, VPFA, and IT Director	(2018-2019) 2019-2020		Dependent on consultant report, fund in next appropriate FY budget.	+	+
<b>TACTIC 4.1.3:</b> Hire instructional technologist to address academic computing.	President, VPFA, Provost, IT Director	2018-2019	December 2018		+	✓
<b>INITIATIVE 4.2:</b> Develop and implement a college-wide system of compensation and benefits.	Cabinet and Economic Policy Committee					
<b>TACTIC 4.2.1:</b> Determine academic, geographic, financial (salary) peer institutions.	Cabinet and Economic Policy Committee	(2018-2019) 2019-2020			—	+
<b>TACTIC 4.2.2:</b> Create annual pay/benefit summary.	Cabinet and Economic Policy Committee	2019-2020				
<b>TACTIC 4.2.3:</b> Review salary benchmarks in CUPA.	Cabinet and Economic Policy Committee.	(2018-2019) 2019-2020			—	+
<b>TACTIC 4.2.4:</b> Explore alternative models (step system, merit system, etc.).	Cabinet and Economic Policy Committee	(2018-2019) 2019-2020			—	+
<b>INITIATIVE 4.3:</b> Identify adequate resources for professional development for administration, faculty, and staff.	Cabinet					
<b>TACTIC 4.3.1:</b> Identify professional organization(s) whose best practices should inform professional development in the different divisions.	Cabinet	2017-2018	2017-2018	Provost: CIC, ACE, ACS, <b>CAS</b> VPD: CASE VPFA: NACUBO, SACUBO, CUPA—HR, EDUCAUSE, SHRM VPE: NACAC, SACAC, TACAC	✓	

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>TACTIC 4.3.2:</b> Create professional development plans with budget implications attached.	Cabinet	2017-2018		Incorporate into performance appraisal process.	+/- (varies by division)	
<b>INITIATIVE 4.4:</b> Explore opportunities for staff participation in shared governance (reworded from create Staff Institute).	Cabinet					
<b>TACTIC 4.4.1:</b> Create Staff Council.	Cabinet	2019-2020			-	●
<b>INITIATIVE 4.5:</b> With the new “Grants and Faculty Endowments” office, develop an intentional plan to publicize and seek grants, as well as encourage a culture of grant seeking.	Provost and Coordinator for Grants & Faculty Endowments					
<b>TACTIC 4.5.1:</b> Develop Grants Manual.	Coordinator for Grants & Faculty Endowments	2017-2018	2017-2018	Completed, posted online	✓	
<b>TACTIC 4.5.2:</b> Develop annual grants calendar.	Coordinator for Grants & Faculty Endowments	2017-2018	2017-2018	Completed, posted online	✓	
<b>TACTIC 4.5.3:</b> Pursue Academic and co-curricular program grant opportunities (BoRSF, NetVUE, Mellon, etc.).	Provost and Coordinator for Grants & Faculty Endowments	2017-2020		see Implementation Plan: Grants Initiatives – Current and Future; Update Appendix.	+	+
<b>TACTIC 4.5.4:</b> Submit BoRSF Grants.	Provost and Coordinator for Grants & Faculty Endowments	(2017-2018) 2019-2020		see Implementation Plan: Grants Initiatives – Current and Future.	✓	+
<b>TACTIC 4.5.5:</b> Research new NetVUE and Mellon Grants.	Provost and Coordinator for Grants & Faculty Endowments	2017-2018		Spring 2018: narrow down and identify specific initiatives (reorient to Keck).	✓	
<b>INITIATIVE 4.6:</b> Review Chairs and Professorships program in light of Board of Regents guidelines and with an eye toward increasing reliable faculty development support.	Provost and VPFA					
<b>TACTIC 4.6.1:</b> Equalize Tiers 2 and 3 and adjust budget for equalization.	Provost	2017-2018	2017-2018		✓	
<b>TACTIC 4.6.1.1:</b> Raise amounts.	Provost and VPFA	(2019-2020) 2020-2022				●
<b>TACTIC 4.6.2:</b> Coordinator for Faculty Grants & Business Office Manager will present data and analysis to VPFA & Provost.	Coordinator for Grants & Faculty Endowments	2017-2018	2017-2018			

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>TACTIC 4.6.3:</b> Chairs/Professorships, Act on Report.	Provost; Coordinator for Grants & Faculty Endowments	2019-2020	2017-2018			
<b>INITIATIVE 4.7:</b> Refine budget process to ensure budget managers are providing early input and that they have actionable budgets by the beginning of each fiscal year.	VPFA					
<b>TACTIC 4.7.1:</b> Identify Budget Managers.	VPFA	2017-2018	2017-2018		✓	
<b>TACTIC 4.7.2:</b> Develop Budget timeline that includes actionable items by Budget Managers.	VPFA	2017-2018	2017-2018		✓	
<b>TACTIC 4.7.3:</b> Provide semi-annual Budget Manager training. Provide quarterly forum to discuss budget execution status.	VPFA	(2017-2018) 2019-2020			+	-
<b>INITIATIVE 4.8:</b> Review and potentially revise the College's organizational chart, reporting lines, and shared governance structures.	President					
<b>TACTIC 4.8.1:</b> Engage faculty and staff groups for input.	President	(2017-2018) 2019-2020			--	
<b>TACTIC 4.8.2:</b> Ensure policies, procedures, and practices are proposed with input from end users and vetted with appropriate committees.	Cabinet	ongoing			+	+

**STRATEGY 5: Centenary College will be a leader and resource for Shreveport-Bossier City and the ArkLaTex region.**

*Addressing the Pillars: 2, 3, 4, and 5.*

INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019
<b>INITIATIVE 5.1:</b> Determine and implement an effective means for gathering input on needs and wants of the community and acting on them as appropriate.						
<b>TACTIC 5.1.1:</b> Convene regular town hall/town-gown meetings, especially in Highland.	President	(2017-2018) 2019-2020			+	+
<b>TACTIC 5.1.2:</b> Develop a speaker's bureau/resource list to ensure a regular presence in local, civic, social and religious organizations.	VPE	(2017-2018) 2019-2020		Develop with input from Director of Career Services, Provost's Office; promote through Marketing & Communication.	---	---
<b>TACTIC 5.1.3:</b> Engage with Community Foundation.	VPD and President	2017-2018	2017-2018	Expand to other local foundations.	✓	
<b>INITIATIVE 5.2:</b> Strengthen and enlarge internship programs.	Provost					
<b>TACTIC 5.2.1:</b> Ensure that Career Services office is working well with academic departments and advertising its availability as a connector both internally and externally.	Provost	(2017-2018) 2019-2020		Include CS presence at Centenary Days, SOAR/Orientation; include faculty/staff on CS email newsletter; expand outreach to recent alumni.	+	+
<b>TACTIC 5.2.2:</b> Develop interface plan for Director of Career Explorations and Integrated Advising with Director of Career Services (restructuring makes this tactic obsolete).	Provost	<del>2017-2018</del> 2019-2020		Director of Career Explorations eliminated; renamed Director of Integrated Advising. Director of Career Services moved to Provost Division, effective 7.1.18.	✓	
<b>TACTIC 5.2.3:</b> Create an intentional interface between Career Services and the Alumni Office; enhance opportunities for mentorships and Internships.	VPD and Provost	2019-2020		Have Alumni Director meet with the new Career Services Director once hired to plan.		
<b>INITIATIVE 5.3:</b> Become a center for programming and scholarship based on the unique cultural crossroads in the area.	Cabinet					
<b>TACTIC 5.3.1:</b> Develop an interdisciplinary center of inquiry or focus for the study of the Ark-La-Tex region.	Provost	(2018-2019) 2019-2020		Create proposal.	+	-

<b>INITIATIVE 5.4:</b> Leverage the historic strengths of Centenary cultural and academic institutions like the Meadows Museum of Art, Hurley School of Music, Marjorie Lyons Playhouse, and the Frost School of Business (including the Center for Family-Owned Business) to expand programs, services, and events for the wider community.	Provost and Faculty					
<b>TACTIC 5.4.1:</b> Hire permanent director for the Meadows Museum.	Provost	<del>2017-2018</del> 2019-2020	August 2019		✓	
<b>TACTIC 5.4.2:</b> Ensure that presenting organizations such as the Meadows and MLP offer programming that is relevant to both community and campus, in coordination with Convocations and Admission.	Provost	2017-2018 ongoing			++	+
<b>TACTIC 5.4.3:</b> Consider ways to brand/market Centenary within public-facing spaces (i.e. MLP, Anderson Auditorium, Gold Dome, including lighting).	VPE and Provost	(2018-2019) 2019-2020			—	—
<b>TACTIC 5.4.4:</b> Hire dean for Frost School of Business with assignment to bolster CFOB and other community activities; and assess eMBA program.	Provost	(2017-2018) 2019-2020			✓	+
<b>TACTIC 5.4.5:</b> Explore community need for continuing education/certifications.	Provost	(2018-2019) 2019-2020		Market analysis.	—	—
<b>TACTIC 5.4.6:</b> Review calendaring system for optimum outreach.	Cabinet	2017-2018	✓	VPFA and VPE to discuss further.	+	
<b>TACTIC 5.4.6.1:</b> IT and Marketing/Communication directed to implement.	VPF, VP EM	2018-2019	✓		+	
<b>TACTIC 5.4.7:</b> Consider establishing a “Center for the Story” to connect existing curricular foci as well as underutilized resources (Jack London collection, Archives, etc.).	Provost	(2018-2019) 2019-2020		Convene focus group Fall 2018.	+	—
<b>INITIATIVE 5.5:</b> Work with Natural Sciences faculty to assess current “outreach” footprint.	Provost, NatSci Faculty					
<b>TACTIC 5.5.1:</b> Name a CELLULAR (LSUHSC) liaison.	Provost, NatSci Faculty	2017-2018	✓	Faculty member appointed.	✓	
<b>TACTIC 5.5.2:</b> Explore relationship with Willis Knighton; Change in Market condition implies change in tuition.	Provost	(2017-2018) 2019-2020		First conversation occurred; further discussions needed.	—	●