



BOLD AT THE *Bicentennial*

KEY INITIATIVES AND SUCCESS MEASURES

CENTENARY COLLEGE: BOLD AT THE BICENTENNIAL

Building on almost 200 years as a premier liberal arts institution, Centenary presents a bold vision and plan to lead the college into its third century. The first elements of this transformational process have already been put in place with the commitment to a complete renovation and expansion of Mickle Hall to enable further growth in Centenary's signature science programs and to the reintroduction of intercollegiate football. Bold at the Bicentennial builds on this foundation to envision new academic programs, improved physical spaces, and a college experience that challenges, supports, and nurtures our students. In bringing this plan to life, Centenary will join with our community to create a dynamic hub for a growing region. *Bold at the Bicentennial* furthers the College's mission and vision and embraces its core values.

OUR MISSION

Centenary College prepares global citizens to live productive lives of vitality and purpose.

OUR VISION

Building on a firm foundation in the liberal arts, Centenary is committed to education that happens inside and outside the classroom, in the community, and in the world. Centenary students will be challenged to read, listen, and think critically; to write and speak clearly; to analyze, interpret, and synthesize ideas and information qualitatively and quantitatively; to celebrate the diversity of human cultures; and to appreciate the value of artistic expression. This will take place on a campus enriched by individuals from many faiths and cultures and that emphasizes ethical and intellectual growth and the joy of creativity and discovery.

OUR VALUES

Consistent with its founding as a Methodist institution and its continued affiliation with the United Methodist Church, Centenary College promotes the values of compassion, integrity, intellectual and moral courage, and personal and collective responsibility. Centenary is committed to the value of civic debate, the integrity of science, and the inherent usefulness of the liberal arts to help students lead lives of meaning. As a community, the college cultivates the knowledge, truth, and integrity that are crucial to our common future as we seek to transform the world.

OUR COMMITMENT TO DIVERSITY

Centenary College of Louisiana values human diversity in all its richly complex and multi-faceted forms, whether expressed through race and ethnicity, culture, political and social views, religious and spiritual beliefs, language and geographic characteristics, gender, gender identities and sexual orientations, learning and physical abilities, age, and social or economic classes.

STRATEGIC PLAN GOALS

Inspired by the success of the 2018-2022 strategic plan “Forward,” Centenary College, with broad input from campus constituencies, developed four goals that serve as the framing structure of *Bold to the Bicentennial*.



PROVIDE A TRANSFORMATIVE STUDENT EXPERIENCE

Centenary College will provide each student with a firm foundation in the liberal arts and sciences, opportunities to put learning into action, and the skills and experiences for success beyond graduation. Centenary is committed to ensuring living and learning spaces that are attractive, high-functioning, healthy, and sustainable.

GROW ENROLLMENT

As Centenary approaches our 200th year, we will implement a multi-faceted approach that grows and maintains a healthy enrollment through strategies that promote effective recruitment, retention, and persistence to graduation in four years.

BE SHREVEPORT-BOSSIER'S COLLEGE

Centenary College will serve as a hub for civic, cultural, and athletic engagement that enriches and serves the alumni constituency, the diverse population of Shreveport-Bossier, and the surrounding communities.

BE A GREAT PLACE TO WORK

Centenary employees will feel valued and will have the resources they need to work effectively and to grow professionally.

STRATEGIC PLAN GOALS

Core Commitments

The Strategic Plan is guided by Core Commitments of the College. These commitments emerged during the planning process and reflect a recognition that while responding to the needs and vision of Centenary, the plan will not succeed if it does not address these fundamental elements. These elements, and related initiatives, are woven into the goals of the strategic plan.

Our Campus: The 117-acre Centenary campus is an urban oasis in the Historic Highland District that is long recognized for its beautiful grounds and classic Georgian architecture. Centenary will prioritize and implement facilities projects that align with College values, enhance the student experience, and welcome the surrounding community and region.

Diversity, Equity, Inclusion, and Belonging: Leveraging new and established diversity constituents, Centenary will increase institutional accountability and embed DEIB initiatives throughout the College's vision, mission, planning, curriculum, and outreach.

Financial Stability: To ensure that Centenary College continues to provide exceptional education for college students for generations to come, Centenary will operate from a sufficient and sustainable resource base.

This implementation plan provides a strategic roadmap by identifying initiative and tactics for each of the Strategic Plan goals. While specific initiatives are assigned to support each goal, many initiatives and tactics impact two or more of the goals. To achieve the plan's goals with efficiency and a thoughtful stewardship of resources, the strategic planning process and implementation will continue to identify initiatives and approaches that intentionally intertwine the goals. As the plan continues to develop, all strategic initiatives will be supported by a sustainable and sound strategy for securing and maintaining appropriate resources, and with the recognition that long term fiscal stability is the foundation upon which the College must rest.

GOAL: PROVIDE A TRANSFORMATIVE STUDENT EXPERIENCE

Centenary College will provide each student with a firm foundation in the liberal arts and sciences, opportunities to put learning into action, and the skills and experiences for success beyond graduation. Centenary is committed to ensuring living and learning spaces that are attractive, high-functioning, healthy, and sustainable.

To develop and support the whole student toward graduation and beyond, Centenary will offer exceptional and innovative programs, provide integrated support, and ensure access to the resources necessary for success.

To promote engagement and satisfaction, Centenary will improve the student learning and living experience.

To drive recruitment, retention, and satisfaction, Centenary will create and initiate a plan to update and improve campus facilities.

To support our growing student athlete population, Centenary will develop and implement a strategic plan for athletics that equips staff and fosters connection between academics and athletics, promotes equity, and supports recruitment and retention.

To ensure that students feel a sense of belonging and value, Centenary will implement initiatives that support inclusive excellence.

Student Success Initiative

Year One: Utilize the new Learning Commons to provide integrated academic, co-curricular, advising, and career support. Ensure state of the art learning spaces. Update the library to meet campus needs for learning and gathering spaces.

Year Two: Provide timely and affordable access to textbooks and class materials through inclusive textbook program. Implement an electronic, automated degree audit system.

Success (3-5 years): Student retention and persistence will increase to 80% or higher. The graduation rate will increase to 61% or higher.

Cabinet: Provost

Division: Academic Affairs

*Departments: Center for Teaching and Learning, Magale Library, Registrar's Office, Trek Offices
Committee(s) and/or Working Groups: Enrollment Policy Committee, Student Success Team*

GOAL: PROVIDE A TRANSFORMATIVE STUDENT EXPERIENCE

High Impact Experiences Initiative

Year One: To ensure that every student is engaged in research-based High Impact Practices, map current practices and provide recommendations for improvement. Review and improve the Passport Points program to ensure it is efficiently supporting strategic goals and objectives.

Year Two: Integrate international and intercultural perspectives across curricular and co-curricular activities to develop the skills and knowledge needed to be successful global citizens.

Success (3-5 years): Every Centenary student will participate in three or more High Impact Practices.

Cabinet: Provost, Dean of Students

Division(s): Academic Affairs, Student Development

Departments: Academic Departments, Residence Life, Trek Offices

Committee(s) and/or Working Groups: Academic Policy Council, Convocations Committee, Trek Committee

Student Wellness Initiative

Year One: Provide and promote health and wellness resources and programs based on identified student needs and resources. Increase participation in intramural tournaments/jamboree events.

Year Two: Improve health and wellness programs based on assessments. Introduce three or more intramural sports.

Success (3-5 years): Student engagement in health and wellness activities will increase 10% from Year One baseline; 20% of the campus student population of non-student athletes will participate in intramural sports. Student leaves of absence/withdrawals related to wellness/mental health will decrease 10% from Year One baseline.

Cabinet: Dean of Students, Director of Athletics and Wellness

Division(s): Student Development, Athletics and Recreation

Departments: Counseling and Health Services, Athletics and Recreation

Committee(s) and/or Working Groups: Intercollegiate Athletics Committee

GOAL: PROVIDE A TRANSFORMATIVE STUDENT EXPERIENCE

Career Initiative

Year One: Increase internship opportunities. Provide related professional development for advisors.

Year Two: Improve the campus student work program to incorporate professional skills and knowledge. Implement programming in Career Services for alumni.

Success (3-5 years): Centenary will offer at least one internship opportunity for every academic program. Centenary graduates will successfully pursue their chosen graduate school, career, and/or personal development path.

Cabinet: Provost

Division(s): Academic Affairs

Departments: Academic Departments, Center for Teaching and Learning, Office of Career Development and Internships, Alumni and Family Relations

Committee(s) and/or Working Groups: Faculty Development Committee, Trek Committee

Campus Athletic Initiative

Year One: To support the growing student athlete population, Centenary will develop and implement a strategic plan for athletics that equips staff and fosters connection between academics, student life, and athletics, promotes equity, and supports recruitment and retention. Implement a revised Student-Athlete Handbook.

Year Two: Implement a revised Staff Handbook. Restart the Centenary “C” Club.

Success (3-5 years): Improved communications between academics, student life, and athletics. Student athlete grade point averages will be on par with the overall campus student grade point averages.

Cabinet: Director of Athletics and Recreation

Division(s): Athletics and Recreation

Department(s): Athletics and Recreation

Committee(s) and/or Working Groups: Intercollegiate Athletics Committee

GOAL: PROVIDE A TRANSFORMATIVE STUDENT EXPERIENCE

Campus Life Initiative

Year One: Improve student comfort in living spaces. Revise the residence policy for seniors that addresses satisfaction and revenue targets. Foster a fun and safe campus. Ensure accessibility and ADA compliance.

Year Two: Enhance and expand dining options for students. Explore contracting with local restaurants to allow students to use their meal dollars. Revitalize the Student Union Building and Fitness Center.

Success (3-5 years): Student satisfaction with campus living will be on par with or better than peer institutions from the Ruffalo Noel Levitz Student Satisfaction Survey.

Cabinet Sponsors:

Cabinet: Vice President for Finance and Administration, Dean of Students

Division(s): Finance and Administration, Student Development, Athletics and Recreation

Department(s): Facilities, Residence Life, Student Involvement, Athletics and Recreation

Committee(s) and/or Working Groups: Student Government Association

Campus Services Initiative

Year One: To ensure that Centenary provides excellent service to students and families in all offices, the College will collect feedback through surveys and other instruments. Each department will prepare a department manual.

Year Two: Implement office training and changes for improvements based on surveys.

Success (3-5 years): 90% of students and families will report good to excellent satisfaction with campus services.

Cabinet: Vice President for Finance and Administration

Division(s): Finance and Administration

Department(s): Human Resources, all staffed offices

Committee(s) and/or Working Groups: Institutional Effectiveness Committee

GOAL: PROVIDE A TRANSFORMATIVE STUDENT EXPERIENCE

Inclusive Excellence Initiative

Year One: Connect with existing student groups, faculty, and staff in developing understanding around diversity, equity, inclusion, and belonging. Connect with and support new student groups, faculty, and staff in raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community. Work with the entire campus community on creating spaces for intentional engagement, dialogue, and learning around diversity, equity, inclusion, and belonging.

Year Two: Increase student and faculty engagement with topics and experiences relative to diversity, equity, inclusion, and belonging in academic and co-curricular programs inclusive of a curriculum review of utilization of diverse scholar voices, diverse experiences, and inclusive pedagogy, as well as strategies for implementation. Conduct a review of institutional policies for equitable procedures and practices.

Success (3-5 years): The campus community will report increased knowledge of and satisfaction with DEIB topics, programs, and awareness. Retention and persistence of minority students will be on par with overall student retention and persistence. Retention and persistence rates contingent on campus wide support and initiatives that support minority identities and demographics.

Cabinet: Dean for Diversity, Equity, and Inclusion, Provost

Division(s): Academic Affairs

Department(s): Academic Departments

Committee(s) and/or Working Groups: Academic Policy Council, Diversity Committee, Planning and Policy Advisory Council, Student Government Association

GOAL: GROW ENROLLMENT

As Centenary approaches our 200th year, we will implement a multi-faceted approach that grows and maintains a healthy enrollment through strategies that promote effective recruitment, retention, and persistence to graduation in four years.

To effectively equip graduates to serve and lead in the marketplace, the community, and the world, Centenary will add new degree and non-degree programs, aligned with mission.

To ensure a vibrant, diverse, and sustainable student body, Centenary will implement data-informed decisions and actions to increase enrollment, retention, persistence, and graduation.

To ensure that Centenary College continues to provide exceptional education for college students for generations to come, Centenary will operate from a sufficient and sustainable resource base.

Innovative Programs Initiative

Year One: Conduct a feasibility study to identify and implement alternative delivery models such as low residency and online programs for undergraduate, graduate, and adult learners. Regularly review academic programs to add or sunset programs.

Year Two: Expand summer school and summer program options.

Success (3-5 years): Increased student pipelines in areas outside of athletics such as performing arts, pre-law, and religious affiliation. Increased majors and graduates across academic programs. Implement one or more new undergraduate, graduate, and/or alternative delivery program.

Cabinet: Provost

Division(s): Academic Affairs

Department(s): Academic Departments

Committee(s) and/or Working Groups: Faculty Coordinating Council, Academic Policy Council, Graduate Education Committee, Institutional Effectiveness Committee

GOAL: GROW ENROLLMENT

Student Diversity Initiative

Year One: Assess outreach to and recruitment of traditionally under-served populations, including first-generation, rural, and minority students. Continue to recruit and retain Hispanic and Latin/a/x students. Increase diversity of recruitment staff, collaborate with the Learning Commons and Office of DEI in First-Generation specific programming/resources, continue using the CAP program to recruit under-served populations in Louisiana, review and access student body diversity after fall 2023 census and set reasonable goals for increases.

Year Two: Increase recruitment efforts across the U.S. and internationally. Explore of adding an international recruiter and using international recruitment services. Discuss resources with other ACS schools.

Success (3-5 years): Increase in the diversity of the student body.

Cabinet: Vice President for Enrollment and Marketing

Division(s): Enrollment and Marketing

Department(s): Admission

Committee(s) and/or Working Groups: Enrollment Policy Committee

Tuition Initiative

Year One: Explore pricing models that incentivize persistence and completion in four years (such as “Last Dollar Programs” and “tuition guarantees”). Work with RNL/Encoura to better understand the pros and cons of different tuition guarantees models/programs.

Year Two: Implement recommended model, if it is found there is a model that can be successful at Centenary.

Success (3-5 years): Student enrollment of 800, 80% retention rate, 61% graduation rate, and 2-3% increase in net tuition revenue per student.

Cabinet: Vice President for Enrollment and Marketing, Vice President for Finance and Administration

Division(s): Enrollment and Marketing, Finance and Administration

Department(s): Admission, Business Office

Committee(s) and/or Working Groups: Enrollment Policy Committee

GOAL: GROW ENROLLMENT

Transfer Initiative

Year One: Identify strategies to become more transfer friendly. Continue to work with department chairs and faculty to identify best practices for determining transferrable courses in their departments.

Year Two: Implement strategies to become more transfer friendly. Complete mapping of all courses for surrounding community colleges.

Success (3-5 years): Enroll 25-35 transfer students annually.

Cabinet: Provost, Vice President for Enrollment and Marketing

Division(s): Academic Affairs, Enrollment and Marketing

Department(s): Academic Departments, Registrar's Office, Admission

Committee(s) and/or Working Groups: Academic Policy Council, Enrollment Policy Committee

Financial Stability Initiative

Year One: Initiate a public comprehensive campaign.

Year Two: Complete a comprehensive campaign for facilities, the annual fund, scholarships, and new programs.

Success (3-5 years): \$2,000,000 goal for year one; \$10,000,000 comprehensive campaign goal. Grow the College endowment by 7%.

Cabinet: Vice President for Finance and Administration, Vice President for Development

Division(s): Finance and Administration, Development

Department(s): Business Office, Development Office, Donor Relations and Planned Giving

Committee(s) and/or Working Groups: Economic Policy Committee

GOAL: BE SHREVEPORT-BOSSIER'S COLLEGE

Centenary College will serve as a hub for civic, cultural, and athletic engagement that enriches and serves the alumni constituency, the diverse population of Shreveport-Bossier, and the surrounding communities.

To define the College as a center for inclusive and engaging events, Centenary will leverage our strengths in the arts and sciences, and athletics.

To expand existing and initiate new relationships with organizations and businesses in the community and region, Centenary will prioritize and implement facilities projects that welcome the surrounding community and region and will promote our campus.

Community Athletic Initiative

Year One: Become a community destination for athletic events.

Year Two: Complete football stadium renovations, including tailgate/fan zone. Offer season tickets with launch varsity football. Secure sponsors for tailgate zones.

Success (3-5 years): Increase in community attendance and sponsorship of athletic events.

Cabinet: Director of Athletics and Recreation

Division(s): Athletics and Recreation

Department(s): Athletics and Recreation, Facilities

Committee(s) and/or Working Groups: Intercollegiate Athletics Committee

Alumni Initiative

Year One: Identify and implement new engagement activities for alumni. Provide more visibility of events through website and materials.

Year Two: Assess and improve engagement activities for alumni.

Success (3-5 years): 7.70% in alumni engagement and giving.

Cabinet: Vice President for Development

Division(s): Development

Department(s): Alumni and Family Relations

Committee(s) and/or Working Groups: Convocations Committee

GOAL: BE SHREVEPORT-BOSSIER'S COLLEGE

School and Community Organization Initiative

Year One: Build relationships with K-12 schools and increase offerings through Community and Civic Engagement programs. Audit connections with community organizations and identify ways to strengthen relationships and build new relationships through existing offices and programs.

Year Two: Provide more visibility of all of these through website and materials. Raise awareness of campus space availability with key community leaders.

Success (3-5 years): Increase in K-12 and community organization engagement.

Cabinet: Provost, President

Division(s): Academic Affairs

Department(s): Office of Civic and Community Engagement, Facilities, Marketing and Communications

Committee(s) and/or Working Groups: Trek Committee

Campus Programming Initiative

Year One: Enhance the vibrancy of the community through programming at the Meadows Museum of Art, Hurley School of Music, Marjorie Lyons Playhouse, the Frost School of Business (including the Center for Family-Owned Business), and Attaway Scholars. Explore and identify a new community facing office, program, or initiative. Initiate institutional projects, collaborations, and partnerships on a state, regional, and national platform relative to diversity, equity, and inclusion.

Year Two: Provide more visibility of events through website and materials. Implement a new community facing office, program, or initiative.

Success (3-5 years): Increase in community attendance at appropriate campus events.

Cabinet: Provost, Vice President for Development

Division(s): Academic Affairs, Development

Department(s): Meadows Museum, Hurley School of Music, Centenary Theatre Program, Frost School of Business

Committee(s) and/or Working Groups: Convocations Committee

GOAL: BE SHREVEPORT-BOSSIER'S COLLEGE

Campus Use Initiative

Year One: Improve efforts to promote environmental sustainability. Investigate ways to place Centenary banners along Kings Highway. Improve campus parking availability.

Year Two: Strengthen presence along King's Highway and throughout the Shreveport-Bossier area.

Success (3-5 years): Increase in community awareness of the College as evidenced through attendance, media coverage, and increase in local student enrollment.

Cabinet: Vice President for Enrollment and Marketing, Vice President for Finance and Administration

Division(s): Enrollment and Marketing, Finance and Administration

Department(s): Marketing and Communication, Facilities

Committee(s) and/or Working Groups:

GOAL: BE A GREAT PLACE TO WORK

Centenary employees will feel valued and will have the resources they need to work effectively and to grow professionally.

To attract and retain talented employees, Centenary will identify and provide the facilities, materials, and resources that administration, faculty, and staff need to effectively and efficiently complete their job responsibilities.

Because Centenary employees are expected to be lifelong learners, Centenary will provide adequate resources for professional development for administration, faculty, and staff.

To encourage and support a healthy work environment, Centenary will provide and promote health and wellness resources and programs.

To increase staff community, input, and satisfaction, the college will develop a Staff Council.

Employee Support Initiative

Year One: Establish and publish a rotation schedule to ensure that faculty and staff offices and spaces are up-to-date, attractive, comfortable, and efficient. Continue to ensure salaries and benefits are competitive.

Year Two: Develop and implement a technology master plan to guide necessary improvements. Develop efficient and effective use of the events calendar. Implement improved Health and Wellness offerings within our healthcare program.

Success (3-5 years): 90% of employees report satisfaction with professional spaces, resources, salaries, and benefits.

Cabinet: Vice President for Finance and Administration

Division(s): Finance and Administration

Department(s): Facilities, Information Technology, Human Resources

Committee(s) and/or Working Groups:

GOAL: BE A GREAT PLACE TO WORK

Professional Development Initiative

Year One: Explore a badges, or similar, program to support staff in documenting professional development activities. Create a centralized onboarding and training programs to educate new employees on campus processes, procedures, history/culture/mission, and technologies/systems. Offer ongoing foundational and advanced professional development and education to faculty, staff, and administration related to diversity, equity, and inclusion.

Year Two: Implement a badges, or similar, program to support employees in documenting professional development activities.

Success (3-5 years): 90% of employees report satisfaction with professional development opportunities and support.

Cabinet: Vice President for Finance and Administration, Dean for Diversity, Equity, and Inclusion

Division(s): Finance and Administration, Academic Affairs

Department(s): Human Resources

Committee(s) and/or Working Groups: Faculty Development Committee, Economic Policy Committee, Diversity Committee

Staff Governance Initiative

Year One: Explore models of staff governance and hold information session for staff.

Year Two: Implement a staff council or other governance body.

Success (3-5 years): Increase in staff engagement and satisfaction with College governance.

Cabinet: President

Division(s): All divisions

Department(s): Human Resources

Committee(s) and/or Working Groups: Faculty Coordinating Committee

GOAL: BE A GREAT PLACE TO WORK

Employee Recruitment Initiative

Year One: Analyze academic and administrative program goals, initiatives, and needs on a consistent basis to identify where and what type of additional staffing should occur (ie. new full-time faculty/staff, new administrative assistants, new lab or support staff).

Year Two: Increase faculty and staff diversity to reflect the growing demographic shift in our cultural landscape.

Success (3-5 years): Increase in faculty and staff diversity.

Cabinet: Vice President for Finance and Administration, Provost, Dean for Diversity, Equity, and Inclusion

Division(s): Finance and Administration

Department(s): Academic Departments, Human Resources

Committee(s) and/or Working Groups: Faculty Personnel Council



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