

Forward – A Strategic Plan for Centenary College of Louisiana

YEAR 1 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 towards 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. Both those documents are available to members of the Centenary community at [website]

Methodology

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

Key

Timeline/Priority: 1 is AY2017-18, 2 is AY2018-19, 3 is AY2019-2020. Items for the second half of the plan will be prioritized in 2019-20.

Bold Face 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

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 200th 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 21st 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	TIMELINE/ PRIORITY	NEXT STEPS	SCORE
INITIATIVE A: Review and update the current College mission statement	President	1		
TACTIC A.1: Charrette on Mission Statement at October Faculty Meeting	President, Provost and Faculty	1		✓
TACTIC A.2: Discussion of Mission Statement at Board Retreat	President and Board	1		✓
TACTIC A.3: Student, Alumni, and Staff questionnaire on Mission Statement	President and Stakeholders	1	Develop questionnaire and distribute	—
TACTIC A.4: Revise and update Mission Statement	President	1	Evaluate input and draft mission statement	—
INITIATIVE 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.				
TACTIC B.1: Develop Beliefs and Values project, building on relationship to and strength of the Christian Leadership Center	Chaplain and CLC Director			++
TACTIC B.1.1: Develop interfaith worship space	Chaplain and CLC Director	2		—
TACTIC B.2: Promote “Dollars for Scholars” program	President, Chaplain, and VPE	1		--
INITIATIVE C: Connect alumni to the College and to each other, encouraging them to participate in and actively advance Centenary’s mission.	VPD	1		
TACTIC C.1: Conduct comprehensive alumni survey	VPD	1	Analyze data	+
TACTIC C.1.1: Implement new programs or changes based on data of analysis	VPD		TBD	+
TACTIC C.2: Develop or strengthen five-year alumni reengagement and recapture plan, partnering with Capital Admission	VPD and VPE	±	Implement Alumni Legacy program	++

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INITIATIVES / TACTICS	PERSON RESPONSIBLE	TIMELINE/ PRIORITY	NEXT STEPS	SCORE
TACTIC C.2.1: Continue successful program and expand markets	VPD and VPE	2	Continue to expand dev/adm partnership; add new counselor luncheons in LR and Austin; continue NO/BR/Plano/FTW 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	TIMELINE/ PRIORITY	NEXT STEPS	SCORE
INITIATIVE 1.1: 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	1-3 –		
TACTIC 1.1.1: The College will develop a research-informed enrollment management plan in coordination with Centenary administration, faculty, and staff	VPE	1-3	Continue with 2 nd year of consultant. Begin revision of merit aid; continue revisions to need aid begun in 2017-18. Continue contract with NRCCVA – purchase of smartnames	++
TACTIC 1.1.2: Continue to act on analysis and identify next steps	VPE			+
TACTIC 1.1.3: Assessment of current operations, including tools such as RaiseMe and Visit Days	VPE	1	Discontinued RaiseMe for cost/imaging reasons; continuing other contracts	++
INITIATIVE 1.2: Plan and conduct a major capital campaign. Known priorities: science and athletics facilities; technology; endowment	VPD		Develop case statement by 12.31.17	
TACTIC 1.2.1: Complete initial planning for capital campaign, driving toward 2025 bicentennial	VPD	1 2	Complete case statement, feasibility study, RFPs for professional counsel, themes, prospect rating, campaign structure/leadership, calendar Dev professional counsel chosen for dev audit (FY19), Feasibility Study (FY20)	+
TACTIC 1.2.1.1: Feasibility study; Prospect rating	VPD	2	To follow dev audit in FY20	+
INITIATIVE 1.3: Grow enterprise revenue year over year. Broaden non-student/auxiliary revenue base, year over year		ongoing		

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

TACTIC: 1.3.1: Implement online payment system for auxiliary programs	VPFA	1	Need awareness campaign	✓
TACTIC 1.3.1.1: Instructions will be communicated campus wide	VPFA			
TACTIC: 1.3.2: Explore options for maximizing rental property revenue.	VPFA and Cabinet	1 2	Discuss purchase of contiguous houses	✓
TACTIC 1.3.2.1: Fold analysis into Campus Master Plan process	VPFA			✓
INITIATIVE 1.4: Create strategic plan and professional development plan for Development division.	VPD	1		
TACTIC: 1.4.1: Conduct a Development Audit	VPD	1 2	Determine staff needs and resources for capital campaign; professional counsel engaged for spring audit (FY19)	 + ++

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	TIMELINE/ PRIORITY	NEXT STEPS	SCORE
INITIATIVE 2.1: Add new degree and non-degree programs to respond to the needs of the marketplace, the community, and the world	Provost	1-3		
TACTIC 2.1.1: Add undergraduate education degree	Provost	1	SACSCOC approved – to begin Fall 2018;	✓
TACTIC 2.1.2: Add accounting major and minor	Provost	1	assess	✓
TACTIC 2.1.3: Add new interdisciplinary minors (Legal Studies and Engineering Sciences)	Provost	1-3	assess	✓
TACTIC 2.1.4: Develop articulation agreements with feeder colleges and post-graduate institutions	Provost	1-3	Explore Law program (MOU process underway with LSU Law); Develop Articulation Agreements with NSU nursing (MOU process underway), ULM pharmacy (MOU process underway), ACS virtual campus, (MOU underway, Centenary not participating in first year AY18-19); BPCC	++
TACTIC 2.1.5: Assess current and explore additional graduate programs.	Frost and Hurley Deans	2		
INITIATIVE 2.2: Develop a strategic plan for athletics that will maximize enrollment impact, adding new sports as determined by market research	President and Athletic Director	1		
TACTIC 2.2.1: Conduct a feasibility study for new sports.	President and Athletic Director		Men’s lacrosse coach hired; recruiting underway	✓

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.

TACTIC 2.2.1.1: Women’s Lacrosse planned for 2019-20	President and Athletic Director	On hold		
TACTIC 2.2.1.2: Men’s and Women’s Track and Field 2+ years out; Other sports as determined by plan.	President and Athletic Director	3		
INITIATIVE 2.3: Revise first-year program and Core	Provost	1		
TACTIC 2.3.1: Build on existing TREK curricular components to revise the first year program.	Provost	1 – May 2017	assess	✓
TACTIC 2.3.2: Revise CORE	Provost	1-2	Discussion in APC	+
TACTIC 2.3.3: Assess data on efficacy of Centenary in Paris and determine future revisions with faculty input	Provost and Cabinet	Ongoing	Collect and analyze data (including comprehensive 5 year snapshot)	+
INITIATIVE 2.4: Integrate residential and co-curricular programming and policies with academics to ensure student engagement, success, and retention	Provost	1-3		
TACTIC 2.4.1: Review World House Program	Provost	1 – Winter 2017-18	Decision to eliminate	✓
TACTIC 2.4.1.1: Clean up website	Provost		Discuss with Dean of Students and VPE	
TACTIC 2.4.2: Develop Centenary-specific integrated advising program	Provost	1	Appoint director of initiative	+
TACTIC 2.4.2.1: Share data from pilot	Provost			+
TACTIC 2.4.3: Review data on existing residence policy	Extended Cabinet	2		
TACTIC 2.4.4: Conduct external review of Retention program.	Provost	1 – Fall 2017	Identify consultant (Charles Schroeder visited campus Fall 2017)	✓

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Addressing the Pillars: 1,2, and 5.

INITIATIVE 2.5: Develop a Center for Teaching and Learning, focused both on student support and faculty development.	Provost, President, and VPD	2		
TACTIC 2.5.1: Develop Case Statement	Provost, President, and VPD	1-2		✓
TACTIC 2.5.2: Develop implementation plans (with and without external funding)	Provost, President, and VPD	2		+
INITIATIVE 2.6: Create a plan to increase faculty diversity	Provost			
TACTIC 2.6.1: 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)	✓
TACTIC 2.6.1.1: Identify retention strategies for new faculty	Provost and FPC	2		+
TACTIC 2.6.2: Host ACS Director of Diversity and Inclusion for Faculty Workshop.	Provost	17		✓

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	TIMELINE/ PRIORITY	NEXT STEPS	SCORE
INITIATIVE 3.1: Develop a comprehensive facilities master plan for the campus that takes into account its location in the Highland neighborhood	Cabinet			
TACTIC 3.1.1: Host Planning Firm presentations for Campus	VPFA	1		✓
TACTIC 3.1.2: Present Master Plan to campus	VPFA	2		+
INITIATIVE 3.2: Systematically address deferred maintenance	VPFA			
TACTIC 3.2.1: 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	1	Create Deferred Maintenance List	✓
TACTIC 3.2.2: Conduct comprehensive inventory of campus spaces, facilities, and major equipment	VPFA, Facilities Director	2	Create inventory	+
INITIATIVE 3.3: Through renovation and/or construction, create signature spaces on campus for academics, athletics, and student activities	Cabinet			
TACTIC 3.3.1: Targeted renovations 1: in Meadows Museum, SUB, James Lobby, Magale Library; Completed (Summer 2017); 2: Outdoor deck in Bynum Commons, hammock study stations.	Cabinet	1	Pending completion of Campus Master Plan	✓

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	TIMELINE/ PRIORITY*	NEXT STEPS**	SCORE
INITIATIVE 4.1: Conduct external review of library program	Provost	1	COMPLETED	✓
TACTIC 4.1.1: Enlist external reviewer and bring for site visit	Provost	1	(Diane Graves, Trinity University, report received)	✓
INITIATIVE 4.2: Develop a technology master plan	Cabinet			
TACTIC 4.2.1: Conduct Technology Audit	President, VPFA, Provost, and IT Director	1-2	Hire consultant	—
TACTIC 4.2.2: Address administrative computing	President, VPFA, and IT Director	2	Dependent on consultant report, fund in next appropriate FY budget	+
TACTIC 4.2.3: Hire instructional technologist to address academic computing	President, VPFA, Provost, IT Director	2		+
INITIATIVE 4.3: Develop and implement a college-wide system of compensation and benefits	Cabinet and Economic Policy Committee	2		
TACTIC 4.3.1: Determine Academic, Geographic, Financial (salary) peer institutions	Cabinet and Economic Policy Committee	2		—
TACTIC 4.3.2: Review salary benchmarks in CUPA	Cabinet and Economic Policy Committee.	2		—
TACTIC 4.3.3: Explore alternative models (step system, merit system, etc.)	Cabinet and Economic Policy Committee	2		—
INITIATIVE 4.4: Identify adequate resources for professional development for administration, faculty, and staff	Cabinet	1		

STRATEGY 4: Centenary College will provide adequate resources and support to its faculty and staff. This strategy addresses all of the pillars.

TACTIC 4.4.1: Identify professional organization(s) whose best practices should inform professional development in the different divisions	Cabinet	1	Provost: CIC, ACE, ACS VPD: CASE VPFA: NACUBO, SACUBO, CUPA—HR, EDUCAUSE, SHRM VPE: NACAC, SACAC, TACAC	✓
TACTIC 4.4.2: Create professional development plans with budget implications attached.	Cabinet	1	Review feedback from Staff Institute	+ / — (varies by division)
INITIATIVE 4.5: Explore opportunities for staff participation in shared governance (reworded from create Staff Institute)	Cabinet	Move to 3		
TACTIC 4.5.1: Create Staff Council (see revision of initiative)	Cabinet	3		—
INITIATIVE 4.6: 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 and Faculty Endowments			
TACTIC 4.6.1: Develop Grants Manual	Coordinator for Grants and Faculty Endowments	1	Completed, posted online	✓
TACTIC 4.6.2: Develop annual grants calendar	Coordinator for Grants and Faculty Endowments	1	Completed, posted online	✓
TACTIC 4.6.3: Pursue Academic and co-curricular program grant opportunities (BoRSF, NetVUE, Mellon, etc.)	Provost and Coordinator for Grants and Faculty Endowments	1-3	see Implementation Plan: Grants Initiatives – Current and Future	+
TACTIC 4.6.4: Submit BoRSF Grants	Provost and Coordinator for Grants and Faculty Endowments	1	see Implementation Plan: Grants Initiatives – Current and Future	✓
TACTIC 4.6.5: Research new NetVUE and Mellon Grants	Provost and Coordinator for Grants and Faculty Endowments	1	Spring 2018: narrow down and identify specific initiatives (reorient to Keck)	✓
INITIATIVE 4.7: 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	1-2		

STRATEGY 4: Centenary College will provide adequate resources and support to its faculty and staff. This strategy addresses all of the pillars.

TACTIC 4.7.1: Equalize Tiers 2 and 3 and adjust budget for equalization	Provost	1		✓
TACTIC 4.7.1.1: Raise amounts	Provost and VPFA	3		
TACTIC 4.7.2: Coordinator for Faculty Grants and Business Office Manager will present data and analysis to VPFA and Provost	Coordinator for Grants and Faculty Endowments	1	Act on report	✓
INITIATIVE 4.8: 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			
TACTIC 4.8.1: Identify Budget Managers	VPFA	1		✓
TACTIC 4.8.2: Develop Budget timeline which includes actionable items by Budget Managers	VPFA	1		✓
TACTIC 4.8.3: Provide semi-annual Budget Manager training. Provide quarterly forum to discuss budget execution status	VPFA	1		+
INITIATIVE 4.9: Review and potentially revise the College's organizational chart, reporting lines, and shared governance structures.	President			
TACTIC 4.9.1: Engage Faculty and Staff groups for input	President	1		--
TACTIC 4.9.2: 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	TIMELINE/PRIORIT Y	NEXT STEPS	SCORE
INITIATIVE 5.1: Determine and implement an effective means for gathering input on needs and wants of the community and acting on them as appropriate				
TACTIC 5.1.1: Convene regular town hall/town-gown meetings, especially in Highland	President	1		+
TACTIC 5.1.2: Develop a speaker's bureau/resource list to ensure a regular presence in local, civic, social and religious organizations	VPE	1	Develop with input from Director of Career Services, Provost's Office; promote through Marketing & Communication	--
TACTIC 5.1.3: Engage with Community Foundation	VPD and President	1	Expand to other local foundations	✓
INITIATIVE 5.2: Strengthen and enlarge internship programs	VPE (Moved to Provost effective AY18-19)	1		
TACTIC 5.2.1: Ensure that Career Services office is working well with academic departments and advertising its availability as a connector both internally and externally	VPE (Moved to Provost effective AY18-19)	1	Include CS presence at Centenary Days, SOAR/Orientation; include faculty/staff on CS email newsletter; expand outreach to recent alumni	+
TACTIC 5.2.2: Develop interface plan for Director of Career Explorations and Integrated Advising with Director of Career Services (restructuring makes this tactic obsolete)	VPE and Provost	1	Director of Career Explorations eliminated; renamed Director of Integrated Advising. Director of Career Services moved to Provost Division, effective 7.1.18	✓
INITIATIVE 5.3: Become a center for programming and scholarship based on the unique cultural crossroads in the area	Cabinet			
TACTIC 5.3.1: Develop an interdisciplinary center of inquiry or focus for the study of the Ark-La-Tex region	Provost	2	Create proposal	+

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.

INITIATIVE 5.4: 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			
TACTIC 5.4.1: Hire permanent director for the Meadows Museum	Provost	1		✓
TACTIC 5.4.2: 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	1-2		++
TACTIC 5.4.3: Consider ways to brand/market Centenary within public-facing spaces (i.e. MLP, Anderson Auditorium, Gold Dome, including lighting)	VPE and Provost	2		—
TACTIC 5.4.4: Hire dean for Frost School of Business with assignment to bolster CFOB and other community activities; and assess eMBA program.	Provost	1		✓
TACTIC 5.4.5: Explore community need for continuing education/certifications	Provost	2	Market analysis	—
TACTIC 5.4.6: Review calendaring system for optimum outreach.	Cabinet	1	VPFA and VPE to discuss further	+
TACTIC 5.4.6.1: IT and Marketing/COMM directed to implement	VPF, VPEM	2		+
TACTIC 5.4.7: Consider establishing a “Center for the Story” to connect existing curricular foci as well as underutilized resources (Jack London collection, Archives, etc.)	Provost	2	Convene focus group Fall 2018	+
INITIATIVE 5.5: Work with Natural Sciences faculty to assess current “outreach” footprint.	Provost, NatSci Faculty	1		

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.

TACTIC 5.5.1: Name a CELLULAR (LSUHSC) liaison	Provost, NatSci Faculty	1	Rebecca Murphy appointed	✓
TACTIC 5.5.2: Explore relationship with Willis Knighton	Provost	1	First conversation with Scott Chirhart occurred; further discussions needed	—