

Centenary College of Louisiana

Strategic Plan

YEAR 4 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.

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 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	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019	SCORE 2019-2020	Score 2020-2021
INITIATIVE A: Review and update the current College mission statement.								
TACTIC A.1: Charrette on Mission Statement at October Faculty Meeting.	President, Provost, and Faculty	2017-2018	October 2017		✓			
TACTIC A.2: Discussion of Mission Statement at Board Retreat.	President and Board	2017-2018	February 2019		✓	✓	✓	
TACTIC A.3: Student, Alumni, and Staff questionnaire on Mission Statement.	President and Stakeholders	2017-2018 2019-2020		Develop questionnaire and distribute.	—	●	— —	
TACTIC A.4: Revise and update Mission Statement.	President	2017-2018 2019-2020		Evaluate input and draft mission statement.	—	●	— —	✓
TACTIC A.5: Promote the updated Mission statement.	President, Marketing and Communication, Development	2021-2022						
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. Split into two components: 1. Consider new NetVue project 2. Strengthen CLC program through initiatives like reconstituting an Advisory Board	Provost, Dean of Students, Chaplain/CLC Director, Director of Alumni and Family Relations	Change in tactic begins 2021-2022			++	+	—	●

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INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019	SCORE 2019-2020	Score 2020-2021
<p>TACTIC B.1.1: Develop interfaith worship space. Dedicated space for non-Christian students. Topic for discussion at listening sessions.</p> <p>Replace with TACTIC B.1.2: Create additional opportunities and outreach to students of varying religious and non-religious beliefs: worship/prayer/meditation space, on campus dining options, inclusive religious calendar</p>	Chaplain/CLC Director	<p>2017-2018</p> <p>2017-2020</p> <p>Change in tactic begins 2021-2022</p>			—	+	●	●
TACTIC B.2: Promote “Dollars for Scholars” program.	President, Chaplain, and VPE	<p>2017-2018</p> <p>2020-2021</p>		Have President send out more information to Methodist clergy.	— —	● +	+	—
TACTIC B.3: Strengthen MISEN relationships.	Assistant Dean for Global Engagement	2021-2022						

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INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019	SCORE 2019-2020	Score 2020-2021
INITIATIVE C: Connect alumni to the College and to each other, encouraging them to participate in and actively advance Centenary's mission.								
TACTIC C.1: Conduct comprehensive alumni survey.	VPD	2107-2018	✓	Analyze data.	+			
TACTIC C.1.1: Implement new programs or changes based on data of analysis.	VPD	2017-2018, 2018-2019 ongoing		<ul style="list-style-type: none"> • Repurpose current Alumni Board with Alumni Ambassador model to generate interest, involvement and engagement with alumni constituency (by the end of FY21) • Refocus Alumni Travel program around regional, one day trips led by Centenary professors/staff with content expertise • Strategic reunions around majors, e.g., recent Mickle Hall Reunion • Institute frequent strategic alumni mini-surveys to test new/modified programming opportunities for alumni 	+	✓+	✓+	+
TACTIC C.1.2: Conduct annual Alumni Surveys.	VPD	2017-2018	✓					+

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TACTIC C.2: Develop or strengthen five-year alumni reengagement and recapture plan, partnering with Admission and Academic Programs.	VPD and VPE	2017-2018 2019-2020		Explore and implement new strategies.	++	+	—	—
TACTIC C.2.1: 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. Refocus to bring counselors to campus. Engage Alumni sponsors.	+	✓+	+	●
TACTIC C.2.2: Continue to work with Admission to identify legacy candidates and customize recruitment approach.	VPD and VPE	2019-2020 2020-2021						—
TACTIC C.2.3: Alumni Ambassador program to support yield events in key strategic areas, refer prospective students	VPD and VPE	2019-2020 2020-2021						—

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	SCORE 2019-2020	Score 2020-2021
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.								
TACTIC 1.1.1: The College will develop a research-informed enrollment management plan in coordination with Centenary administration, faculty, and staff.	VPE	2017-2020		While continuing contracts with RNL, ACT/NRCCUA, begin using data along with administrative recruitment decisions (academic program development and the addition of sports) to inform and develop an in-house developed enrollment management and marketing plan. Continue reviewing outside sources to develop a plan for use when funds are available.	++	+	+	—
TACTIC 1.1.2: Continue to act on analysis and identify next steps.	VPE	2019-2022		Continue to use data to inform enrollment planning as well as assisting in the development of new programs to assist in developing enrollment.	+	+	+	+
TACTIC 1.1.3: Assessment of current operations, including tools such as RaiseMe and Visit Days.	VPE	2017-2018, 2019-2022			++	+	+	+
TACTIC 1.1.4: The College will develop compelling marketing around existing and new academic programs.	VPE, Provost	2020-2021		Begin using Slate, assessing its capabilities while systematically implementing its capabilities. Continue assessing new opportunities for enrollment support from outside consultants specializing in developing plans along with support tools for execution of said plans.				+

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INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019	SCORE 2019-2020	Score 2020-2021
TACTIC 1.1.4.1: Provide Centenary merchandise to alumni educators.	VPE	2021-2022						+
INITIATIVE 1.2: Plan and conduct a major capital campaign. Known priorities: science and athletics facilities; technology; endowment	VPD			Refocus, update case statement prior to the end of the 2019 calendar year.				
TACTIC 1.2.1: Complete initial planning for capital campaign, driving toward 2025 bicentennial.	VPD	2018-2019, 2019-2020	2019-2020		+	✓+	✓	
TACTIC 1.2.1.1: Feasibility study; Prospect rating.	VPD	2019-2020	2019-2020		+	+	✓	
TACTIC 1.2.2: Establish campaign steering committee; update case statement; validate initial list of major gift donors, assign to CSC; identify and validate transformation fund projects; complete football feasibility study by December 2020.	VPD	2020-2021						✓
TACTIC 1.2.3: Implement campaign.	VPD							++
INITIATIVE 1.3: Grow enterprise revenue year over year. Broaden non-student/auxiliary revenue base, year over year.								
TACTIC: 1.3.1: Implement online payment system for auxiliary programs.	VPFA	2017-2018			✓			
TACTIC 1.3.1.1: Instructions will be communicated campus wide.	VPFA	2019-2020				✓		
TACTIC: 1.3.2: Explore options for maximizing rental property revenue.	VPFA and Cabinet	2018-2019			✓			
TACTIC 1.3.2.1: Fold analysis into Campus Master Plan process.	VPFA	2019-2020 2020-2021			✓			
TACTIC 1.3.2.2: Formalize guidelines for strategic property acquisition that generates new revenue.	VPFA	2019-2020		Guidelines established. Refocus on College needs for rental properties.		+	✓●	+

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TACTIC 1.3.3: Explore revenue from camps, workshops, academies, and continuing education.	VPFA	2019-2020 2020-2021		Camps scheduled for summer 2020 were canceled due to COVID-19.			●	
TACTIC 1.3.3.1: Process for new ideas to be developed, vetted, and implemented.	VPFA	2019-2022					✓	
<p>TACTIC 1.3.3.2 Explore camp, workshop, and continuing education opportunities beyond athletics.</p> <p>2021: Summer School Summer String Camp Athletics Camps</p> <p>2022: Summer School Summer HS or MS program Art Camp Summer String Camp LMSMA Co-Camp</p>	VPFA, Provost, DAR	2020-2021		Ideas have been discussed at the Cabinet level, but need to gauge interest with Faculty, perhaps through EPC.			— —	+

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INITIATIVE 1.4: Create strategic plan and professional development plan for Development division.								
TACTIC: 1.4.1: Conduct a Development Audit.	VPD	2018-2019	2019-2020	Division reorganized per Gonser Gerber consultants to complement efforts for a successful comprehensive campaign.	++	✓	●	✓

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	SCORE 2019-2020	SCORE 2020-2021
INITIATIVE 2.1: Add new degree and non-degree programs to respond to the needs of the marketplace, the community, and the world.								
TACTIC 2.1.1: Add undergraduate education degree.	Provost	2017-2018	October 2018	Share BKD academic analysis, internal program reviews, and determine next steps.	✓			
TACTIC 2.1.2: Add accounting major and minor.	Provost	2017-2018	✓	Share BKD academic analysis, internal program reviews, and determine next steps.	✓			
TACTIC 2.1.3: Add new interdisciplinary minors (Legal Studies and Engineering Sciences).	Provost	2017-2020	✓	Share BKD academic analysis, internal program reviews, and determine next steps.	✓			
TACTIC 2.1.4: 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		Continue to develop agreements: 2021: VCOM D.O. 2022: 3/2 Engineering Music Therapy (LSU) MISEN institutions for Theology and Other graduate programs Social Work MLIS Internships BPC: Art and Music	++	++		+
TACTIC 2.1.5: Kinesiology								+

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TACTIC 2.1.6: Assess current and explore additional graduate programs.	Provost	2018-2019 (2019-2020)		Determine program viability orelimination Fall 2021.		—	— —	
TACTIC 2.1.6.1 Explore Master of Athletic Training program	Provost	2020-2021		Exploration completed; Not feasible at this time				✓
TACTIC 2.1.7: Draft certificate programs	Provost	2020-2021		Consider post-graduate certificates for current UG students				●

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INITIATIVE 2.2: Develop a strategic plan for athletics that will maximize enrollment impact, adding new sports as determined by market research.								
TACTIC 2.2.1: Conduct a feasibility study for new sports.	President and Athletic Director		✓	Research for new competitive club sports recruiting underway.	✓	✓	+	✓
TACTIC 2.2.1.1: Women's Lacrosse planned for 2019-20.	President and Athletic Director	On hold		Tentative plan for Fall 2022. Indefinitely on hold.		●	●	●
TACTIC 2.2.1.2: Men's and Women's Cross Country and Track and Field and Competitive Cheer and Dance planned for 2020-21; 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. Recruiting for eSports, Men's Volleyball and STUNT. Not recruiting for eSports or Stunt.	✓	+	✓	●
TACTIC 2.2.1.3 Conduct feasibility study for football as part of the Comprehensive Campaign.	DAR, VPD, VPFA	2020-2021		Develop task force. Conduct meetings. Present findings to the Board.				✓
INITIATIVE 2.3: Revise first-year program and Core.								
TACTIC 2.3.1: Build on existing Trek curricular components to revise the first year program.	Provost	2017-2018	May 2017		✓			
TACTIC 2.3.2: Revise core (general education).	Provost	2017-2019	2019-2020		+	✓		

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TACTIC 2.3.3: 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 yearsnapshot); develop direct measure of student learning. Revise Narrative.	+	—	—	+
TACTIC 2.3.3.1: Communicate CIP data internally and externally.	Provost	2021-2022						

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INITIATIVE 2.4: Integrate residential and co-curricular programming and policies with academics to ensure student engagement, success, and retention.								
TACTIC 2.4.1: Review World House Program.	Provost	2017-2018	Winter 2017-18		✓			
TACTIC 2.4.1.1: Clean up website.	Provost	2018-2019				✓		
TACTIC 2.4.2: Develop Centenary-specific integrated advising program.	Provost	2017-2018	2018-2019		+	✓		
TACTIC 2.4.2.1: Share data from pilot.	Provost		2019-2020		+		✓	
TACTIC 2.4.2.2: Implement.	Provost	2019-2022					+	+
TACTIC 2.4.3: Review data on existing residence policy.	Extended Cabinet	2018-2019 (2019-2020)				●+	+	✓
TACTIC 2.4.3.1: Determine revised residence policy by Spring 2021 and implement revised residence policy by Fall 2022.	Extended Cabinet	2020-2021		Assess results from changes; continue pilot. Explore long-term model.				+
TACTIC 2.4.4: Conduct external review of Retention program.	Provost	2017-2018	Fall 2017		✓			

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INITIATIVE 2.5: Develop a Center for Teaching and Learning, focused both on student support and faculty development.								
TACTIC 2.5.1: Develop Case Statement.	Provost, President, and VPD	2017-2019			✓			
TACTIC 2.5.2: Develop implementation plans (with and without external funding).	Provost, President, and VPD	(2018-2019) 2019-2020		Realign CTL with Student Support Center changes.	+	—	●+	+
TACTIC 2.5.3: Assess faculty/teaching development needs.	Provost	2020-2021						✓+
INITIATIVE 2.6: Create a plan to increase faculty and staff diversity.								
TACTIC 2.6.1: Review best practices in hiring for diversity.	Provost Cabinet	Ongoing		Develop strategy (ACS diversity director on campus twice in 2017-18; new faculty cohort most diverse ever).			—	●
TACTIC 2.6.1.1: Implement strategies to apply to hiring searches including recruitment strategies.	Provost	2020-2021		Implement implicit bias training for FPC and search committees.				+
TACTIC 2.6.1.2: Identify retention strategies for new faculty.	Provost and FPC	(2018-2019) 2019-2020		HR assist in collecting data on why they leave.	+	+		
TACTIC 2.6.2: Host ACS Director of Diversity and Inclusion for Faculty Workshop.	Provost	2017-2018	January 2018		✓			
TACTIC 2.6.3: Create Dean for Diversity, Equity, and Inclusion position and hire								
INITIATIVE 2.7: Conduct external review of library program.		2017-2018	Summer 2017		✓	✓		

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TACTIC 2.7.1: Enlist external reviewer and bring for site visit.	Provost	2017-2108	Summer 2017			✓		
TACTIC 2.7.2: Strategic Plan for Library.	Provost	2019-2020		Appoint Associate Dean to lead strategic planning.			—	✓

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	SCORE 2019-2020	SCORE 2020-2021
INITIATIVE 3.1: Develop a comprehensive facilities master plan and space utilization plan for the campus that takes into account its location in the Highland neighborhood.								
TACTIC 3.1.1: Host planning firm presentations for campus.	VPFA	2017-2018	✓		✓			
TACTIC 3.1.2: Present Master Plan to campus.	VPFA	2018-2019	January 2019		+	✓		
TACTIC 3.1.3: Analyze and utilize master plan and space utilization plan to create meaningful collaborative units and efficiencies. Library Social Map of space use Student Union Building	Cabinet	2020-2021					--	+
INITIATIVE 3.2: Systematically address deferred maintenance.								
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	2017-2018	2017-2018		✓			
TACTIC 3.2.2: Conduct comprehensive inventory of campus spaces, facilities, and major equipment.	VPFA, Facilities Director	(2018-2019) 2019-2020		Create inventory.	+	-	--	--
INITIATIVE 3.3: Through renovation and/or construction, create signature spaces on campus for academics, athletics and recreation, and student activities.								
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.		2017-2018	2017-2018		✓		+	

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INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019	SCORE 2019-2020	SCORE 2020-2021
TACTIC 3.3.2: Athletics and Recreation.	Extended Cabinet			Athletic Training Room CAC Room Gold Dome Classroom				—
TACTIC 3.3.3: Library, Trek	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	SCORE 2019-2020	SCORE 2020-2021
INITIATIVE 4.1: Develop a technology master plan.								
TACTIC 4.1.1: Conduct technology audit.	President, VPFA, Provost, and IT Director	(2017-2019) 2019-2020	2019-2020	Security and infrastructure audit complete.	—	—	✓	+
TACTIC 4.1.1.1 Evaluate ERPs.	President, VPFA, Provost, and IT Director	2020-2021						+
TACTIC 4.1.1.2 Evaluate and plan for use of new technologies implemented due to COVID-19.	President, VPFA, Provost, and IT Director	2020-2021						+
TACTIC 4.1.2: Address administrative computing hardware needs.	President, VPFA, and IT Director	(2018-2019) 2019-2020	2019-2020		+	+	✓	
TACTIC 4.1.3: Hire instructional technologist to address academic computing.	President, VPFA, Provost, IT Director	2018-2019	2018-2019		+	✓		
INITIATIVE 4.2: Develop and implement a college-wide system of compensation and benefits.	Cabinet and Economic Policy Committee	2020-2021						
TACTIC 4.2.1: Determine academic, geographic, financial (salary) peer institutions.	Cabinet and Economic Policy Committee	(2018-2019) 2019-2020	2019-2020		—	+	✓	
TACTIC 4.2.2: Create annual pay/benefit summary.	Cabinet and Economic Policy Committee	2019-2020	2019-2020	Summary has been created, will be implemented Jan 2021.			+	✓
TACTIC 4.2.3: Review salary benchmarks in CUPA.	Cabinet and Economic Policy Committee.	(2018-2019) 2019-2020	2019-2020		—	+	✓	
TACTIC 4.2.4: Explore alternative models (step system, merit system, etc.).	Cabinet and Economic Policy Committee	(2018-2019) 2019-2020			—	+	+	✓

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

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INITIATIVES / TACTICS	PERSON RESPONSIBLE	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019	SCORE 2019-2020	SCORE 2020-2021
INITIATIVE 4.3: Identify adequate resources for professional development for administration, faculty, and staff.								
TACTIC 4.3.1: Identify professional organization(s) whose best practices should inform professional development in the different divisions.	Cabinet	2017-2018	2017-2018		✓			
TACTIC 4.3.2: Create professional development plans with budget implications attached.	Cabinet	2017-2018		Incorporate into performance appraisal process.	+/- (varies by division)		+/- (varies by division)	+/- (varies by division)
INITIATIVE 4.4: Explore opportunities for staff participation in shared governance (reworded from create Staff Institute).								
TACTIC 4.4.1: Create Staff Council.	Cabinet	2019-2020			—	●		
TACTIC 4.4.1.1: Interim steps to create staff council.	President and Committee Chairs	2020-2021		Information session for all staff. Meeting between President and staff committee reps. Meetings between committee chairs and staff members.				—
INITIATIVE 4.5: 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.								
TACTIC 4.5.1: Develop Grants Manual.	Coordinator for Grants & Faculty Endowments	2017-2018	2017-2018		✓			
TACTIC 4.5.2: Develop annual grants calendar.	Coordinator for Grants & Faculty Endowments	2017-2018	2017-2018		✓			
TACTIC 4.5.3: 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.	+	+	+	+

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	SCORE 2019-2020	SCORE 2020-2021
TACTIC 4.5.4: Submit BoRSF Grants.	Provost and Coordinator for Grants & Faculty Endowments	(2017-2018) 2019-2020		see Implementation Plan: Grants Initiatives – Current and Future.	✓	+	+	+
TACTIC 4.5.5: 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).	✓			+

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	SCORE 2019-2020	SCORE 2020-2021
INITIATIVE 4.6: Review Chairs and Professorships program in light of Board of Regents guidelines and with an eye toward increasing reliable faculty development support.								
TACTIC 4.6.1: Equalize Tiers 2 and 3 and adjust budget foreequalization.	Provost	2017-2018	2017-2018		✓			
TACTIC 4.6.1.1: Raise amounts.	Provost and VPFA	(2019-2020) 2020-2022		Chair funds reduced to meet budget needs.		●	—	+
TACTIC 4.6.2: Coordinator for Faculty Grants & Business Office Manager will present data and analysis to VPFA & Provost.	Coordinator for Grants & Faculty Endowments	2017-2018	2017-2018				✓	
TACTIC 4.6.3: Chairs/Professorships, Act on Report.	Provost; Coordinator for Grants & Faculty Endowments	2019-2020	2017-2018	On hold – see Updated 4.6.3		●		
TACTIC 4.6.3: UPDATED Chairs/Professorships, Act on Report.	Provost and VPFA	2020-2021		Review revised plan based on BOR changes to policy. Board of Regents policy Change.				
INITIATIVE 4.7: Refine budget process to ensure budget managers are providing early input and that they have actionable budgets by the beginning of each fiscal year.								
TACTIC 4.7.1: Identify Budget Managers.	VPFA	2017-2018	2017-2018		✓			
TACTIC 4.7.2: Develop Budget timeline that includes actionable items by Budget Managers.	VPFA	2017-2018	2017-2018		✓			
TACTIC 4.7.3: Provide semi-annual Budget Manager training. Provide quarterly forum to discuss budget execution status.	VPFA	(2017-2018) 2019-2020		Training is provided annually to all Budget Managers via training manuals E-mailed to all budget managers. New budget managers are offered in person training.	+	—	—	+

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	SCORE 2019-2020	SCORE 2020-2021
TACTIC 4.7.3.1: Solicit feedback on implemented training and additional training needs. (Provide Budget Manager training on Banner and Docusign.)								
INITIATIVE 4.8: Review and potentially revise the College’s organizational chart, reporting lines, and shared governance structures.								
TACTIC 4.8.1: Engage faculty and staff groups for input.	President	(2017-2018) 2019-2020		Anticipate potential restructure in 2021-2022.	---		●	—
TACTIC 4.8.2: 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	START DATE	COMPLETION DATE	NEXT STEPS	SCORE 2017-2018	SCORE 2018-2019	SCORE 2019-2020	SCORE 2020-2021
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	(2017-2018) 2019-2020			+	+	-	-
TACTIC 5.1.2: 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. Send speaker lists to local organizations.	--	--	●-	-
TACTIC 5.1.3: Engage with Community Foundation.	VPD and President	2017-2018	2017-2018	Expand to other local foundations.	✓			
INITIATIVE 5.2: Strengthen and enlarge internship programs.								
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.	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.	+	+	+	-
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).	Provost	2017-2018 2019-2020			✓			
TACTIC 5.2.3: Create an intentional interface between Career Services and the Alumni Office; enhance opportunities for mentorships and Internships.	VPD and Provost	2019-2020		Connect appropriate staff, set goals, and timeline for activities.			+	+

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	SCORE 2019-2020	SCORE 2020-2021
INITIATIVE 5.3: Become a center for programming and scholarship based on the unique cultural crossroads in the area.								
TACTIC 5.3.1: Develop an interdisciplinary center of inquiry or focus for the study of the Ark-La-Tex region.	Provost	(2018-2019) 2019-2020		Change in strategic tactic.	+	—	●	
TACTIC 5.3.2: Expansion of Centenary Press.	Provost	2020-2021						+
TACTIC 5.3.2: Explore options for community cultural programming.	Provost	2020-2021		Provost will convene ad-hoc group to explore options.				+
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.								
TACTIC 5.4.1: Hire permanent director for the Meadows Museum.	Provost	2017-2018 2019-2020	August 2019		✓			✓
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	2017-2018 ongoing			++	+	+	+
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	(2018-2019) 2019-2020		Marketing & Communication to provide audit of spaces and make recommendations including visual sketches.	—	—	—	—
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	(2017-2018) 2019-2020		Dean position permanently filled.	✓	+	●	✓

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	SCORE 2019-2020	SCORE 2020-2021
TACTIC 5.4.5: Explore community need for continuing education/certifications.	Provost	(2018-2019) 2019-2020		Market analysis.	—	—	—	—
TACTIC 5.4.6: Review calendaring system for optimum outreach.	Cabinet	2017-2018	2019-2020	VPFA and VPE to discuss further.	+	✓		
TACTIC 5.4.6.1: IT and Marketing/Communication directed to implement.	VPF, VPEM	2018-2019	2019-2020		+	✓		
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	(2018-2019) 2019-2020		Change in strategic tactic. Ad-hoc committee to review multiple ideas (Center for the Ark-La-Tex, Center for the Story, etc.) and create one proposal/vision	+	—	●	+
INITIATIVE 5.5: Work with Natural Sciences faculty to assess current “outreach” footprint.								
TACTIC 5.5.1: Name a CELLULAR (LSUHSC) liaison.	Provost, NatSci Faculty	2017-2018	✓		✓			
TACTIC 5.5.2: Explore relationship with Willis Knighton	President, Provost, VPD	(2017-2018) 2019-2020		New partnership opportunities with Ochsner being explored.	—	●	●	+