

Centenary College of Louisiana Strategic Plan Bold at the Bicentennial

Year 1 Report Card, 2023-2024

Centenary College has adopted this strategic plan as its guide to action in the period 2023-2024 through 2027-2028. As part of our 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.

Score

-  Green Progress toward goal is in good status, represents completion, is ongoing and in good status, and/or is complete and ahead of schedule.
-  Yellow Progress has been made toward goal, but work does not yet meet 'green' status.
-  Red Progress has not been made toward goal.
- * Pending Status of work pending or has been indicated that it will be revised or revisited in the next cycle.
-  Notes that an item is not applicable in the indicated year.

Goal 1: 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.

1.1 | Student Success

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.1.1a Learning Commons	Utilize the new Learning Commons to provide integrated academic, co-curricular, advising, and career support.	Academic Affairs	Benchmark (Year 1)	● Green
1.1.1b Learning spaces	Ensure state-of-the-art learning spaces.	Academic Affairs	Benchmark (Year 1)	● Red
1.1.1c Library	Update the library to meet campus needs for learning and gathering spaces	Academic Affairs	Benchmark (Year 1)	● Yellow

1.1.2 | Access

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.1.2a Textbook program	Provide timely and affordable access to textbooks and class materials through inclusive textbook program.	Academic Affairs	Year 2	
1.1.2b Degree Audit program	Implement an electronic, automated degree audit program. <i>Next Steps: Progressing early in Year 1. Go live and training are occurring in Fall 2024.</i>	Academic Affairs	Year 2	● Green

1.1.3 | Outcomes

Student retention and persistence will increase to 80% or higher. The graduation rate will increase to 61% or higher.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.1.3a Retention and persistence	Student retention and persistence will increase to 80% or higher.	Academic Affairs	Years 3, 4, 5	
1.1.3b Graduation rate	The graduation rate will increase to 61% or higher.	Academic Affairs	Years 3, 4, 5	

1.2 | High Impact Experiences

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.2.1a Map current practices	To ensure that every student is engaged in research-based High Impact Practices, map current practices	Academic Affairs ; Student Affairs	Benchmark (Year 1)	● Red
1.2.1b Provide recommendations	Map research-based High Impact Practices, provide recommendations for improvement.	Academic Affairs ; Student Affairs	Benchmark (Year 1)	● Red
1.2.1c Review Passport Points	Review and improve the Passport Points program to ensure it is efficiently supporting strategic goals and objectives.	Student Affairs	Benchmark (Year 1)	● Green
Next Steps: <i>Relaunched Passport Points with a point system that better aligns with strategic goals and a new reporting system that allows us to track participation by event type and connect to retention data</i>				

1.2.2 | Global Citizens

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.2.2a Global citizens: curricular	Integrate international and intercultural perspectives across curricular activities to develop the skills and knowledge needed to be successful global citizens.	Academic Affairs ; Student Affairs	Year 2	
1.2.2b Global citizens: co-curricular	Integrate international and intercultural perspectives across co-curricular activities to develop the skills and knowledge needed to be successful global citizens.	Academic Affairs ; Student Affairs	Year 2	

1.2.3 | High Impact Practices

Every Centenary student will participate in three or more High Impact Practices.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.2.3 High Impact Practices	Every Centenary student will participate in three or more High Impact Practices.	Academic Affairs ; Student Affairs	Years 3, 4, 5	

1.3 | Student Wellness

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.3.1a Health and Wellness resources	Provide and promote health and wellness resources and programs based on identified student needs and resources.	Student Affairs ; Athletics and Wellness	Benchmark (Year 1)	● Green
	Next Steps: Reimplemented Yoga/Pilates/Jazzercise; Counseling benchmarks show participation and effectiveness across student demographics			
1.3.1b Intramural/jamboree events	Increase participation in intramural tournaments/jamboree events.	Student Affairs ; Athletics and Wellness	Benchmark (Year 1)	● Red

1.3.2 | Health and Wellness Programming

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.3.2a Health and Wellness programs	Improve health and wellness programs based on assessments.	Student Affairs; Athletics and Wellness	Year 2	
1.3.2b New Intramural sports	Introduce three or more intramural sports.	Student Affairs; Athletics and Wellness	Year 2	

1.4.1 | Career

Increase internship opportunities. Provide related professional development for advisors.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.4.1a Internships	Increase internship opportunities.	Academic Affairs	Benchmark (Year 1)	● Green
1.4.1b Professional development	Provide related professional development for advisors.	Academic Affairs	Benchmark (Year 1)	● Red

1.4.2 |

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.4.2a Campus Work Study	Improve the campus student work program to incorporate professional skills and knowledge.	Academic Affairs	Year 2	
1.4.2b Alumni Career Services	Implement programming in Career Services for alumni.	Academic Affairs	Year 2	

1.4.3 |

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.4.3a Academic Internships	Centenary will offer at least one internship opportunity for every academic program.	Academic Affairs	Years 3, 4, 5	
1.4.3b Graduating Student Career Path	Centenary graduates will successfully pursue their chosen graduate school, career, and/ or personal development path.	Academic Affairs	Years 3, 4, 5	

1.5 | Campus Athletics

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.5.1a Develop Athletic Strategic Plan	Develop a strategic plan for athletics.	Athletics and Wellness	Benchmark (Year 1)	● Green
	<i>Next Steps: In process - to be completed 12/2024</i>			
1.5.1b Implement Strategic Athletic Plan	Implement a strategic plan for athletics.	Athletics and Wellness	Benchmark (Year 1)	● Yellow
1.5.1b.1 Athletics: Connections	...a strategic plan for athletics...connection between academics, student life and athletics	Athletics and Wellness	Benchmark (Year 1)	● Yellow
	<i>Next Steps: In process - to be completed 12/2024</i>			
1.5.1b.2 Athletics: Equity	...a strategic plan for athletics...supports equity.	Athletics and Wellness	Benchmark (Year 1)	● Yellow
	<i>Next Steps: In process - to be completed 12/2024</i>			
1.5.1b.3 Athletics: Recruitment	...a strategic plan for athletics...supports recruitment.	Athletics and Wellness	Benchmark (Year 1)	● Yellow
	<i>Next Steps: In process - to be completed 12/2024</i>			
1.5.1b.4 Athletics: Retention	...a strategic plan for athletics...supports retention.	Athletics and Wellness	Benchmark (Year 1)	● Yellow
	<i>Next Steps: In process - to be completed 12/2024</i>			
1.5.1c Student Athlete Handbook	Implement a revised Student-Athlete Handbook.	Athletics and Wellness	Benchmark (Year 1)	● Green

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1.5.2 |

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.5.2a Athletic Staff Handbook	Implement a revised Staff Handbook.	Athletics and Wellness	Year 2	
1.5.2b "C" Club	Restart the Centenary “C” Club.	Athletics and Wellness	Year 2	● Green

1.5.3 |

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.5.3a Athletic Communication	Improved communications between academics, student life, and athletics.	Athletics and Wellness	Years 3, 4, 5	
1.5.3b Athletic GPAs	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.	Athletics and Wellness	Years 3, 4, 5	

1.6.1 | Campus Life

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.6.1a Comfortable Living Space	Improve student comfort in living spaces.	Finance and Administration; Student Affairs	Benchmark (Year 1)	● Green
1.6.1b Residency Policy	Revise the residence policy for seniors that addresses satisfaction and revenue targets.	Finance and Administration; Student Affairs	Benchmark (Year 1)	● Yellow
1.6.1c Fun/Safe Campus	Foster a fun and safe campus.	Finance and Administration; Student Affairs	Benchmark (Year 1)	● Green
	<i>Next Steps: Implement a one-year audit of campus events and programs.</i>			
1.6.1d ADA Compliance	Ensure accessibility and ADA compliance.	Finance and Administration; Student Affairs	Benchmark (Year 1)	● Green
	<i>Next Steps: Annual investments in accessibility have added ramps and accessible doors</i>			

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1.6.2 |

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.6.2a Dining Options	Enhance and expand dining options for students.	Finance and Administration; Student Affairs	Year 2	
1.6.2b Meal Dollars	Explore contracting with local restaurants to allow students to use their meal dollars.	Finance and Administration; Student Affairs	Year 2	
1.6.2c Student Union	Revitalize the Student Union Building.	Finance and Administration; Student Affairs	Year 2	
1.6.2d Fitness Center	Revitalize the Fitness Center.	Finance and Administration; Student Affairs	Year 2	

1.6.3 | RNL SSI

Student satisfaction with campus living will be on par with or better than peer institutions from the Ruffalo Noel Levitz Student Satisfaction Survey.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.6.3 RNL SSI	Student satisfaction with campus living will be on par with or better than peer institutions from the Ruffalo Noel Levitz Student Satisfaction Survey.	Finance and Administration; Student Affairs	Years 3, 4, 5	

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1.7.1 | Campus Services

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.7.1a Survey Feedback	To ensure that Centenary provides excellent service to students and families in all offices, the College will collect feedback through surveys and other instruments.	Finance and Administration	Benchmark (Year 1)	● Red
1.7.1b Department Manuals	Each department will prepare a department manual.	Finance and Administration	Benchmark (Year 1)	● Red

1.7.2 |

Implement office training and changes for improvements based on surveys.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.7.2a Office training	Implement office training	Finance and Administration	Year 2	
1.7.2b Office changes	Implement office changes	Finance and Administration	Year 2	

1.7.3 |

90% of students and families will report good to excellent satisfaction with campus services.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.7.3a Student Satisfaction	90% of students will report good to excellent satisfaction with campus services.	Finance and Administration	Years 3, 4, 5	
1.7.3b Family Satisfaction	90% of families will report good to excellent satisfaction with campus services.	Finance and Administration	Years 3, 4, 5	

1.8 | Inclusive Excellence

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.8.1a.1 DEI: Student Groups understanding	Connect with existing student groups ... in developing understanding around diversity, equity, inclusion, and belonging.	Academic Affairs; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green
	<i>Next Steps: Partnered with BSU (per request) for chapel service; attended Honor Court meeting on processes/procedures.</i>			
1.8.1a.2 DEI: Faculty understanding	Connect with existing faculty ... in developing understanding around diversity, equity, inclusion, and belonging.	Academic Affairs; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green
	<i>Next Steps: Faculty institute</i>			
1.8.1a.3 DEI: Staff Understanding	Connect with existing staff ... in developing understanding around diversity, equity, inclusion, and belonging.	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Yellow
1.8.1b.1 DEI: New Student Groups awareness	Connect with and support new student groups ... raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community.	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green
	<i>Next Steps: New Student Orientation, SOAR</i>			
1.8.1b.2 DEI: Faculty Awareness	Connect with and support ... faculty ... in raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community.	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green
	<i>Next Steps: New Faculty & Staff Orientation</i>			
1.8.1b.3: Staff Awareness	Connect with and support ... staff in raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community.	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green
	<i>Next Steps: New Faculty & Staff Orientation</i>			
1.8.1c DEI Spaces	Work with the entire campus community on creating spaces for intentional engagement, dialogue, and learning around diversity, equity, inclusion, and belonging.	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Yellow

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1.8.2 |

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.8.2a DEI: Student engagement	Increase student ... engagement with topics and experiences relative to diversity, equity, inclusion, and belonging in academic and co-curricular programs...	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2	
1.8.2b DEI: Faculty engagement	Increase ... faculty engagement with topics and experiences relative to diversity, equity, inclusion, and belonging in academic and co-curricular programs ...	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2	
1.8.2c.1 DEI: pedagogy	... curriculum review of utilization of diverse scholar voices, diverse experiences, and inclusive pedagogy...	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2	
1.8.2c.2 DEI: implementation	... strategies for implementation.	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2	

1.8.3 |

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
1.8.3a DEI: Satisfaction	The campus community will report increased knowledge of and satisfaction with DEIB topics, programs, and awareness.	Academic Affairs ; Diversity, Equity, and Inclusion	Years 3, 4, 5	
1.8.3b DEI: Retention	Retention and persistence of minority students will be on par with overall student retention and persistence.	Academic Affairs ; Diversity, Equity, and Inclusion	Years 3, 4, 5	

Goal 2: 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.

2.1 | Innovative Programs

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.1.1a Feasibility Study	Conduct a feasibility study	Academic Affairs	Benchmark (Year 1)	● Green
2.1.1b Review academic programs	Regularly review academic programs to add or sunset programs.	Academic Affairs	Benchmark (Year 1)	● Red

2.1.3 | Pipelines

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.1.3a Non-athletic pipelines	Increased student pipelines in areas outside of athletics such as performing arts, pre-law, and religious affiliation.	Academic Affairs	Years 3, 4, 5	
2.1.3b Academic programs	Increased majors and graduates across academic programs.	Academic Affairs	Years 3, 4, 5	
2.1.3c Alternative delivery programs	Implement one or more new undergraduate, graduate, and/or alternative delivery program.	Academic Affairs	Years 3, 4, 5	

2.2 | Student Diversity

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.2.1a Recruit under-served	Assess outreach to and recruitment of traditionally under-served populations, including first-generation, rural, and minority students.	Enrollment and Marketing	Benchmark (Year 1)	● Green
2.2.1b Recruit Hispanic	Continue to recruit and retain Hispanic and Latin/a/x students.	Enrollment and Marketing	Benchmark (Year 1)	● Green
2.21b.1 Diverse Recruitment Staff	Increase diversity of recruitment staff	Enrollment and Marketing	Benchmark (Year 1)	● Yellow
	Next Steps: Continue using the ambassador program to generate greater interest in recent graduates in becoming a part of the staff.			
2.2.1b.2 Recruit Learning Commons: DEI	Collaborate with the Learning Commons and Office of DEI in First-Generation specific programming/resources.	Student Affairs;	Benchmark (Year 1)	● Red
	Next Steps: Create program similar to the one Director of Admission suggested a year ago to celebrate first-generation students on campus in connection with First-Generation Celebration on November 8 th .			
2.2.1b.3 Continue CAP	Continue using the CAP program to recruit under-served populations in Louisiana	Enrollment and Marketing	Benchmark (Year 1)	● Green
2.2.1b.4 Recruit Planning and Goals	Track and access student body diversity after fall 2023 census and set reasonable goals for increases.	Enrollment and Marketing	Benchmark (Year 1)	● Green
	Next Steps: : Continue with efforts to expand the mix of students, which is already very diverse for any college, but especially a small liberal arts college.			

2.2.2 | Recruitment Efforts

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.2.2a Recruit across US	Increase recruitment efforts across the U.S.	Enrollment and Marketing	Year 2	
2.2.2b Recruit Internationally	Increase recruitment efforts internationally.	Enrollment and Marketing	Year 3,4	
2.2.2c International recruiter	Explore of adding an international recruiter and using international recruitment services.	Enrollment and Marketing	Year 3,4	
2.2.2d ACS resources	Discuss resources with other ACS schools.	Enrollment and Marketing	Year 2	

2.2.3 | Diverse Student Body

Increase in the diversity of the student body.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.2.3 Diverse Student Body	Increase in the diversity of the student body.	Enrollment and Marketing	Years 3, 4, 5	

2.3 | Tuition

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.3.1a Explore pricing models	Explore pricing models that incentivize persistence and completion in four years (such as “Last Dollar Programs” and “tuition guarantees”).	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Green
2.3.1b Understand pricing models	Work with RNL/Encoura to better understand the pros and cons of different tuition guarantees models/programs.	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Green
	Next Steps: Changes are not recommended by RNL & Encoura. Studies show these programs are not viable.			
2.3.2 Implement pricing model	Implement recommended model, if it is found there is a model that can be successful at Centenary.	Enrollment and Marketing ; Finance and Administration	Year 2	

2.3.3 |

Student enrollment of 800, 80% retention rate, 61% graduation rate, and 2-3% increase in net tuition revenue per student.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.3.3a Enrollment	Student enrollment of 800	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5	
2.3.3b Retention rate	80% retention rate	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5	
2.3.3c Graduation rate	61% graduation rate	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5	
2.3.3d Net Tuition revenue	2-3% increase in net tuition revenue per student	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5	

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2.4.1 | Transfer

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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.4.1a Transfer friendly	Identify strategies to become more transfer friendly.	Academic Affairs; Enrollment and Marketing	Benchmark (Year 1)	● Yellow
Next Steps: Begin looking at credit mapping programs; possibly consider several dedicated advisors.				
2.4.1b Transferable courses	Continue to work with department chairs and faculty to identify best practices for determining transferrable courses in their departments.	Academic Affairs; Enrollment and Marketing	Benchmark (Year 1)	● Yellow
Next Steps: Registrar's office continue to work with faculty to award more academic credit rather than 295 credit (electives).				

2.4.2 | Transfer Friendly

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.4.2a Transfer friendly	Implement strategies to become more transfer friendly.	Academic Affairs ; Enrollment and Marketing	Year 2	
2.4.2b Mapping Community College courses	Complete mapping of all courses for surrounding community colleges.	Academic Affairs ; Enrollment and Marketing	Year 2	

2.4.3 | Transfer Students

Enroll 25-35 transfer students annually.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.4.3 Transfer students	Enroll 25-35 transfer students annually.	Academic Affairs ; Enrollment and Marketing	Years 3, 4, 5	

2.5 | Financial Stability

Initiate a public comprehensive campaign.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.5 Financial Stability	Initiate a public comprehensive campaign.	Finance and Administration ; Development	Benchmark (Year 1)	● Green

2.5.2 | Campaigns

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

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.5.2a Facilities Campaign	Complete a comprehensive campaign for facilities	Finance and Administration; Development	Year 2	
2.5.2b Annual Fund Campaign	Complete a comprehensive campaign for the annual fund	Finance and Administration; Development	Year 2	
2.5.2c Scholarship Campaign	Complete a comprehensive campaign for scholarships	Finance and Administration; Development	Year 2	
2.5.2d New Program Campaign	Complete a comprehensive campaign for new programs.	Finance and Administration; Development	Year 2	

2.5.3 | Endowment

\$2,000,000 goal for year one; \$10,000,000 comprehensive campaign goal. Grow the College endowment by 7%.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
2.5.3a Year One Goal	\$2,000,000 goal for year one	Finance and Administration; Development	Years 3, 4, 5	
2.5.3b Campaign Goal	\$10,000,000 comprehensive campaign goal	Finance and Administration; Development	Years 3, 4, 5	
2.5.3c Endowment Growth	Grow the College endowment by 7%	Finance and Administration; Development	Years 3, 4, 5	

Goal 3: 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.

3.1 | Community Athletics

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.1 Community Athletics	Become a community destination for athletic events	Athletics and Wellness	Benchmark (Year 1)	● Green

3.1.2 | Community Athletics: Complete football stadium renovations, including tailgate/fan zone. Offer season tickets with launch varsity football. Secure sponsors for tailgate zones.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.1.2a Stadium renovations	Complete football stadium renovations, including tailgate/fan zone.	Athletics and Wellness	Year 2	
3.1.2b Season tickets	Offer season tickets with launch varsity football.	Athletics and Wellness	Year 2	
	Next Steps: Launched			
3.1.2c Tailgate sponsors	Secure sponsors for tailgate zones.			

3.1.3 | Community Athletics: Increase in community attendance and sponsorship of athletic events.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.1.3a Community attendance	Increase in community attendance ... athletic events.	Athletics and Wellness	Years 3, 4, 5	
3.1.3b Community sponsorship	Increase in community sponsorship of athletic events.	Athletics and Wellness	Years 3, 4, 5	
	Next Steps: Signed two TV/Broadcast contracts: KTAL + FloSports			

3.2 | Alumni: Identify and implement new engagement activities for alumni. Provide more visibility of events through website and materials.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.2.1a.1 Identify alumni activities	Identify new engagement activities for alumni.	Development	Benchmark (Year 1)	● Green
	Next Steps: Quarterly alumni gatherings			
3.2.1a.2 Implement alumni activities	Implement new engagement activities for alumni.	Development	Benchmark (Year 1)	● Green
3.2.1b.1 Alumni events website	Provide more visibility of events through website	Development	Benchmark (Year 1)	● Green
3.2.1b.2 Alumni events materials	Provide more visibility of events through materials	Development	Benchmark (Year 1)	● Yellow
3.2.2 Alumni engagement activities	Assess and improve engagement activities for alumni	Development	Year 2	
3.2.3	7.70% in alumni engagement and giving.	Development	Years 3, 4, 5	
3.2.3a Alumni engagement rate	7.70% in alumni engagement	Development	Years 3, 4, 5	
3.2.3b Alumni giving rate	7.70% in alumni giving. Year 1: Surpassed target goal, alumni giving was at 9.0%	Development	Years 3, 4, 5	

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3.3 | School and Community Organization: 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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.3.1a.1 K-12 relationships	Build relationships with K-12 schools	President's Office; Academic Affairs	Benchmark (Year 1)	● Red
3.3.1a.2 Community and Civic Engagement programs	Increase offerings through Community and Civic Engagement programs.	President's Office; Academic Affairs	Benchmark (Year 1)	● Red
3.3.1b.1 Audit Community and Civic Engagement connections	Audit connections with community organizations	President's Office; Academic Affairs	Benchmark (Year 1)	● Red
3.3.1b.2 Existing Community and Civic relationships	Strengthen relationships [with community organizations]	President's Office; Academic Affairs	Benchmark (Year 1)	● Red
3.3.1b.3 New Community and Civic relationships	Build new relationships through existing offices and programs. [with community organizations]	President's Office; Academic Affairs	Benchmark (Year 1)	● Red

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3.3.2 | School and Community Organization: Provide more visibility of all of these through website and materials. Raise awareness of campus space availability with key community leaders.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.3.2a Visibility Community and Civic relationships	Provide more visibility of all of these through website and materials.	President's Office; Academic Affairs	Year 2	
3.3.2b Facilities: Key Community Leaders	Raise awareness of campus space availability with key community leaders.	President's Office; Academic Affairs	Year 2	

3.3.3 | School and Community Organization: Increase in K-12 and community organization engagement.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.3.3a Increase K-12 engagement	Increase in K-12 engagement.	President's Office ; Academic Affairs	Years 3, 4, 5	
3.3.3b Increase Community Organization engagement	Increase in community organization engagement.	President's Office ; Academic Affairs	Years 3, 4, 5	

3.4 | Campus Programming: 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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.4.1a.1 Meadows Museum	Enhance the vibrancy of the community through programming at the Meadows Museum of Art	Academic Affairs ; Development	Benchmark (Year 1)	● Green
3.4.1a.2 Hurley School of Music	Enhance the vibrancy of the community through programming at the Hurley School of Music	Academic Affairs ; Development	Benchmark (Year 1)	● Green
3.4.1a.3 Marjorie Lyons Playhouse	Enhance the vibrancy of the community through programming at the Marjorie Lyons Playhouse	Academic Affairs ; Development	Benchmark (Year 1)	● Green
3.4.1a.4 Frost School of Business	Enhance the vibrancy of the community through programming at the Frost School of Business (including the Center for Family-Owned Business	Academic Affairs ; Development	Benchmark (Year 1)	● Green
3.4.1a.5 Attaway Scholars	Enhance the vibrancy of the community through programming at the Attaway Scholars.	Academic Affairs ; Development	Benchmark (Year 1)	● Green
3.4.1b Explore Community Office	Explore and identify a new community facing office, program, or initiative.	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT
3.4.1c.1 DEI: State connections	Initiate institutional projects, collaborations, and partnerships on a state platform relative to diversity, equity, and inclusion.	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT
3.4.1c.2 DEI: Regional connections	Initiate institutional projects, collaborations, and partnerships on a regional platform relative to diversity, equity, and inclusion.	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT
3.4.1c.3 DEI: National connections	Initiate institutional projects, collaborations, and partnerships on a national platform relative to diversity, equity, and inclusion.	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT

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3.4.2 | Campus Programming: Provide more visibility of events through website and materials. Implement a new community facing office, program, or initiative.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.4.2a Campus programming visibility	Provide more visibility of events through website and materials.	Academic Affairs ; Development	Year 2	
3.4.2b Implement Community Office	Implement a new community facing office, program, or initiative.	Academic Affairs ; Development	Year 2	
3.4.3 Community event attendance	Increase in community attendance at appropriate campus events.	Academic Affairs ; Development	Years 3, 4, 5	

3.5 | Campus Use: Improve efforts to promote environmental sustainability. Investigate ways to place Centenary banners along Kings Highway. Improve campus parking availability.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.5.1a Environmental sustainability	Improve efforts to promote environmental sustainability.	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Yellow
3.5.1b Kings Highway banners	Investigate ways to place Centenary banners along Kings Highway.	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Red
3.5.1c Parking	Improve campus parking availability.	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Green

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3.5.2 | Campus Use: Strengthen presence along King’s Highway and throughout the Shreveport-Bossier area.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.5.2a Kings Highway presence	Strengthen presence along King’s Highway	Enrollment and Marketing ; Finance and Administration	Year 2	
3.5.2b Shreveport-Bossier presence	Strengthen presence throughout the Shreveport-Bossier area.	Enrollment and Marketing ; Finance and Administration	Year 2	

3.5.3 | Campus Use: Increase in community awareness of the College as evidenced through attendance, media coverage, and increase in local student enrollment.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.5.3a Community Attendance	Increase in community awareness of the College as evidenced through attendance	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5	
3.5.3b Media Coverage	Increase in community awareness of the College as evidenced through media coverage	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5	
3.5.3c Local student enrollment	Increase in community awareness of the College as evidenced through increase in local student enrollment.	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5	

3.5.4 | Summer School

Expand summer school and summer program options.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
3.5.4 Summer school	Expand summer school and summer program options.	Academic Affairs	Year 2	

Goal 4: 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.

4.1 | Employee Support: 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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
<i>4.1 Employee Support: 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.</i>				
4.1.1a Office Maintenance Plan	Establish and publish a rotation schedule to ensure that faculty and staff offices and spaces are up-to-date, attractive, comfortable, and efficient.	Finance and Administration	Benchmark (Year 1)	● Yellow
	<i>Next Steps: Facilities sets aside up to \$25,000 for painting and room updates for Faculty. We receive our target direction from the Provost. Staff upgrades are updated based on work order requests.</i>			
4.1.1b Employee Salary / Benefits	Continue to ensure salaries and benefits are competitive.	Finance and Administration	Benchmark (Year 1)	● Green
	<i>Next Steps: Salaries are based on the benchmark of peers established by the EEOC and updated every two years</i>			

4.1.2 | Employee Support: 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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
4.1.2a Technology Master Plan	Develop and implement a technology master plan to guide necessary improvements.	Finance and Administration	Year 2	● Red
4.1.2b Events Calendar	Develop efficient and effective use of the events calendar.	Finance and Administration	Year 2	
4.1.2c Benefits: Health and wellness programming	Implement improved Health and Wellness offerings within our healthcare program.	Finance and Administration	Year 2	
<i>Next Steps: Introduced First Primary Care into our healthcare program, employees who took advantage saw immediate savings to their health cost</i>				

4.1.3 | Employee Support: 90% of employees report satisfaction with professional spaces, resources, salaries, and benefits.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
4.1.3a.1 Employee Satisfaction: Professional spaces	90% of employees report satisfaction with professional spaces	Finance and Administration	Years 3, 4, 5	
4.1.3a.2 Employee Satisfaction: Resources	90% of employees report satisfaction with resources	Finance and Administration	Years 3, 4, 5	
4.1.3a.2 Employee Satisfaction: Resources	90% of employees report satisfaction with resources	Finance and Administration	Years 3, 4, 5	
4.1.3a.3 Employee Satisfaction: Salary/Benefits	90% of employees report satisfaction with salaries and benefits.	Finance and Administration	Years 3, 4, 5	

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4.2 | Professional Development: 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.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
4.2.1a Explore Documenting Professional Development	Explore a badges, or similar, program to support staff in documenting professional development activities.	Finance and Administration	Benchmark (Year 1)	● Red
4.2.1b Create Centralized Employee Onboarding	Create a centralized onboarding and training programs to educate new employees on campus processes, procedures, history/culture/mission, and technologies/ systems. Next Steps: Established a committee to revamp onboarding process. The committee has identified areas of improvement with many implemented. College is now enhancing Human Resource Information System to centralize onboarding electronically to improve efficiency, and better track personnel in the onboarding process to completion. HR/Payroll currently training on the new system. Expect to rollout fully by January 2025	Finance and Administration	Benchmark (Year 1)	● Yellow
4.2.1c.1 DEI: Foundational employee development	Offer ongoing foundational professional development and education to faculty, staff, and administration related to diversity, equity, and inclusion. Next Steps: Faculty Institute Sessions	Finance and Administration ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green
4.2.1c.2 DEI : Advanced employee development	Offer ongoing advanced professional development and education to faculty, staff, and administration related to diversity, equity, and inclusion. Next Steps: In progress	Finance and Administration ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Yellow
4.2.2 Implement Documenting Professional Development	Implement a badges, or similar, program to support employees in documenting professional development activities.	Finance and Administration ; Diversity, Equity, and Inclusion	Year 2	● Red
4.2.3 Employee Satisfaction Professional Development	90% of employees report satisfaction with professional development opportunities and support.	Finance and Administration ; Diversity, Equity, and Inclusion	Years 3, 4, 5	

4.3 | Staff Governance: Explore models of staff governance and hold information session for staff.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
4.3.1a Staff governance models	Explore models of staff governance	President's Office	Benchmark (Year 1)	● Green
4.3.1b Staff governance sessions	Hold information session for staff. [staff governance]	President's Office	Benchmark (Year 1)	● Red
	Next Steps: Roll out at college-wide meeting			
4.3.2 Implement Staff Council	Implement a staff council or other governance body.	President's Office	Year 2	
4.3.3 Staff Satisfaction: Governance	Increase in staff engagement and satisfaction with College governance.	President's Office	Years 3, 4, 5	

4.4 | Employee Recruitment

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
4.4 Employee Recruitment and Retention	Analyze academic and administrative program goals, initiatives, and needs on a consistent basis to identify where and what type of additional staffing should occur (i.e., new full-time faculty/staff, new administrative assistants, new lab or support staff).	Finance and Administration	Benchmark (Year 1)	REVISIT

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4.4.2 | Employee Recruitment: Increase faculty and staff diversity to reflect the growing demographic shift in our cultural landscape.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
4.4.2a Faculty diversity	Increase faculty diversity to reflect the growing demographic shift in our cultural landscape.	Academic Affairs	Year 2	
4.4.2b Staff diversity	Increase staff diversity to reflect the growing demographic shift in our cultural landscape.	Finance and Administration; Diversity, Equity, and Inclusion	Year 2	

4.4.3 | Employee Recruitment: Increase in faculty and staff diversity.

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024
4.4.3a Faculty diversity	Increase in faculty diversity.	Academic Affairs	Years 3, 4, 5	
4.4.3b Staff diversity	Increase in staff diversity.	Finance and Administration; Diversity, Equity, and Inclusion	Years 3, 4, 5	