



SOUTHERN UNIVERSITY AT NEW ORLEANS

*Raising the Bar on Accountability*

STRATEGIC PLAN PROGRESS REPORT 2011-2012



## ACKNOWLEDGEMENTS

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**SOUTHERN UNIVERSITY**  

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**NEW ORLEANS**

**Raising the Bar**  
**on Accountability**

**Strategic Plan Progress Report 2011 - 2012**



## Contents

INTRODUCTION	1
STRATEGIC PLAN GOALS 2011-2016	2
MESSAGE FROM THE CHANCELLOR	3
MISSION, VISION AND CORE VALUES	4
RAISING THE BAR	
<i>Goal 1</i>	5
<i>Goal 2</i>	7
<i>Goal 3</i>	9





# What gets measured GETS DONE

**SOUTHERN UNIVERSITY AT NEW ORLEANS** understands that to achieve success, there must be regular tracking and reporting of performance. Last year, SUNO developed three measurable goals that elicited the involvement of every sector of the University. It is our shared purpose to achieve and exceed these goals. The success in reaching those goals will be directly measured against the clear objective guidelines that have been established. Every department and office within the University will become familiar with these objectives and the forms used by the Office of Institutional Effectiveness and Strategic Planning. Each department will track the areas under their jurisdiction and periodically report that data to the Office of Strategic Planning. Upon receipt, all data will be processed, analyzed and made public to the Southern University at New Orleans Community and its stakeholders through the distribution of these annual progress reports. These reports will catalog our successes as well as our challenges and identify opportunities for improvement and growth.

What progress SUNO has achieved thus far is a direct result of the strength of the Strategic Plan and the implementation of it by its staff.

On behalf of the Chancellor, his administration along with Dr. Michael Ralph and Mrs. Shatiqua Mosby-Wilson, a sincere thank you to all who contributed to this report. It is only by the shared participation of our stakeholders and constituents that we can reach our ultimate goal of ensuring the future of Southern University at New Orleans as a leading educational institution for students here in New Orleans and throughout the region.





## STRATEGIC PLAN GOALS 2011-2016

These Goals will  
guide our work  
over the life of  
the Strategic  
Plan:

**1. Improve opportunities for  
student access and success**

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**2. Improve operational and  
academic accountability across  
all units of the university.**

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**3. Improve the University's  
technological and physical plant  
infrastructure and associated  
resources.**



# From the Chancellor Opportunity and Accountability



It is an exciting time at Southern University at New Orleans. As we look around our campus we see the signs of growing momentum. We have built new structures and are preparing to refurbish some and break ground on others. Enrollment is still climbing and our graduating classes continue to grow. Still there is much to be done.

And so we are “Raising the Bar on Accountability” with this first update of our 2011-2016 Strategic Plan.

Every segment of the SUNO Community had a voice in the process that has produced this document, from our students to faculty and professional staff. I am thankful for the hard work and dedication displayed by all of those who have helped this strategic plan get off to such an auspicious start.

Accountability is key to realizing the goals and objectives outlined in the document. This plan belongs to us all and it will take each of us, working as one SUNO family to complete these tasks laid before us. While the University community has previously demonstrated this attribute, we believe that we can, will and must do more to increase accountability.

Given these challenging financial times, this plan takes into account the urgency of increased fundraising through grants and external contracting. Equally important to our success is continually striving to enhance the student experience through the implementation of industry best practices and cultivating innovation on a variety of fronts. This will serve to raise the University’s profile with high schools, the Southern University System, area colleges and universities and the Greater New Orleans Community.

Upon reading this document, please do not hesitate to share your thoughts with any member of the strategic planning team. I look forward to working with each of you in fully realizing our vision for SUNO.

A handwritten signature in black ink, appearing to read "Victor Ukpolo". The signature is stylized and fluid.

Victor Ukpolo, Ph.D.

## Our Mission

Southern University at New Orleans primarily serves the educational and cultural needs of the Greater New Orleans metropolitan area. As a public, historically black university SUNO creates and maintains an environment conducive to learning and growth, promotes the upward mobility of a diverse population of both traditional and nontraditional students through quality academic programs and service to achieve excellence in higher education.

## Our Vision

Southern University at New Orleans will be the New Orleans metropolitan area's leading urban institution of higher learning excelling in the areas of urban transformation, civic engagement and global outreach. SUNO will put the full force of its assets - highly trained faculty; a motivated student body; its network of alumni; a culture that looks to nurture as well as educate; dual enrollment and E-Learning opportunities; as well as our location in one of America's most vibrant cities - to develop accessible and relevant education and research platforms that benefit all students and enhances the social and economic development of our region.

## Our Core Values

**ACADEMIC EXCELLENCE** Ensuring that our students are prepared for the 21st century by offering challenging and well-rounded curricula and creating high standards of achievement for student and faculty alike.

**ACCOUNTABILITY** Practicing accountability is a value that SUNO works to instill through all units of the University. We acknowledge and assume responsibility for our actions, decisions and each other. Accountability can only exist where there are proper accounting practices and we are committed to creating and enacting such.

**INTEGRITY** Exhibiting integrity through consistency in our values, methods, principles, expectations and outcomes. This value is directly linked to our accountability to each other and to SUNO.

**TRANSPARENCY** As part of our responsibility to our stakeholders, we must ensure that our business and educational practices are open and available for review. Transparency is essential in building trust.

**SERVICE** Part of our institutional responsibility is the development of citizenship in our student body. That comes through a deep commitment to service in our community. Service benefits both the giver and the recipient.

**RESILIENCY** We have faced hardship and turmoil and still we fight on. SUNO develops the ability for students to exhibit resiliency by teaching them how to better interact with a difficult environment and process information to make good and productive choices. Not just a coping mechanism, resiliency sustains us in times of adversity.



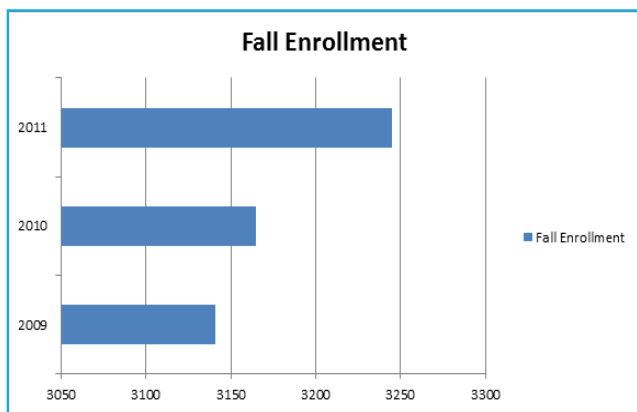
# 1 Improve Opportunities for Student Access and Success

**“If a man does not keep pace with his companions, perhaps it is because he hears a different drummer. Let him step to the music which he hears, however measure or far away.”**

*- Henry David Thoreau*

Southern University at New Orleans recognizes that every student is uniquely talented. As such, SUNO is driven to put forth the best resources and support to facilitate the success of the SUNO student. The university has chosen to measure multiple areas that directly and indirectly impact the access and success of students at SUNO. Those areas are enrollment, course delivery, scholarship, professional development, skills training, completion rate and the pipeline for continued studies.

**ENROLLMENT** This year efforts were made to not only grow our enrollment but to recover students who have not made adequate progress in their academic programs. It is estimated that more than 3,400 students were enrolled during the Spring Semester 2012. This shows a 68% growth in enrollment since Spring of 2006. Data is being analyzed to measure the impact of students enrolled in the Summer Bridge Program. The College of Education, The College of Business and Public Administration and School of Social Work are doing an excellent job of tracking

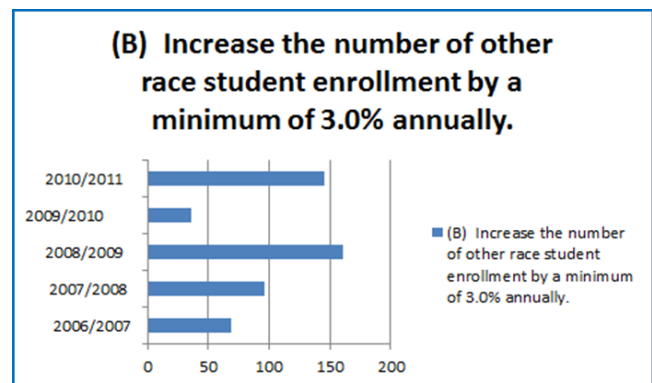


their partnerships with area schools and businesses to enhance the student experience. In the College of Arts and Science, Dr. Vaughn has begun implementing service learning initiatives, forming partnerships and providing training for faculty interested in service learning. The Department of Student Affairs visited more than 100 schools throughout the state of Louisiana to recruit students for enrollment and participation in the Summer Bridge program. Additionally, SUNO has strengthened its relationship with the Southern University System by working closer with Southern University at Shreveport (SUSLA). The Articulation Agreement in place with SUSLA provides community college students the opportunity to experience SUNO while attending classes and/or living on SUNO’s campus.

**DIVERSITY** The diversity initiatives on campus have centered around expanding the student body, faculty and course delivery. This year there was incremental growth in the number of Non African-American students attending the University. Our chancellor ha publicly stated a commitment to strengthening

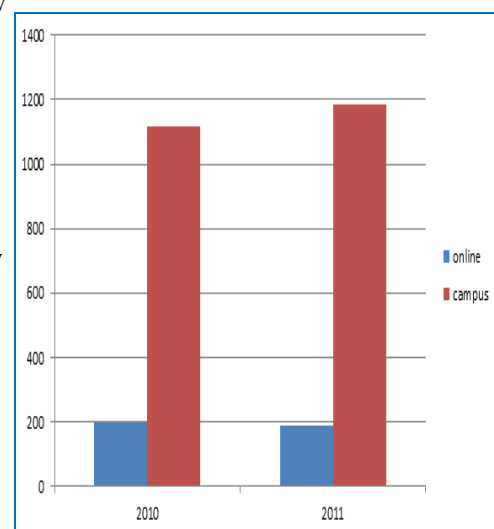
efforts to recruit international students. The International Student Club participated in several campus events. They shared their concerns and ideas with the faculty at a Faculty Senate Meeting during the Spring semester. Many of the students voiced their opinions about direct marketing to increase inclusion of other races and nationalities at SUNO. This will continue to be a hot button topic for the University.

SUNO has continued to improve its accessibility to our students by offering online courses. Some members of the faculty have also begun the development of hybrid courses as well. These courses will soon be made available. To date, the University



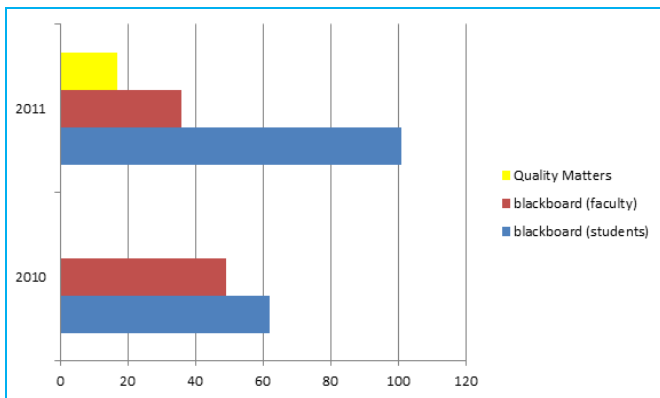
Curriculum Committee has reviewed and approved the hybrid delivery of the College Survival Skills Course that is taught by Shatiqua Mosby-Wilson and other faculty. As demonstrated in the chart below

the number of course offerings has increased slightly during the past year. Approximately 20% of our courses are now being offered in an online format.



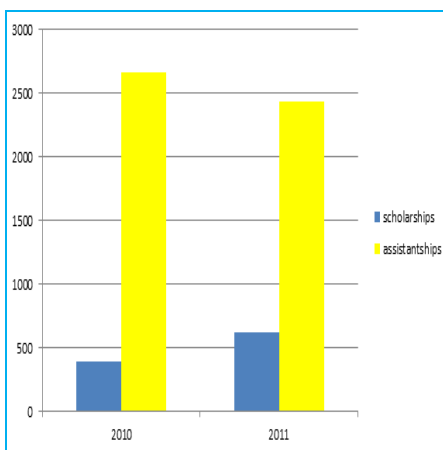
# 1 Improve Opportunities for Student Access and Success

The offering of Online and Hybrid courses requires the University to invest in training for both students and faculty. The next table illustrates the training provided by the Office of E-Learning to faculty and students. As demonstrated, during the last year there was a nearly 40% increase in the number of students who took advantage of technology training. Quality Matters is a training that provides the faculty with additional resources for developing online courses. Several of the faculty teaching online have received the Quality Matters training.



The changes in recruitment and the opportunities provided to faculty and staff are expected to yield an increase in the completion rate. As we admit a more diversified student body, the need for professional development experiences and scholarships for the students will greatly increase. The Honda® Campus All-Star Challenge Team embodies the type of academic excellence we are reaching for at SUNO. The team, under the direction of Ruth Johnson, competed against several HBCU's in a College Bowl format earning a place in the final eight of 48 competing schools.

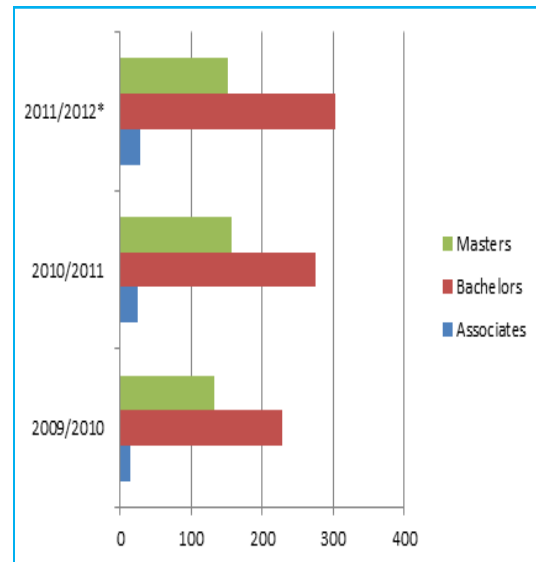
**SCHOLARSHIP** Many of our students are receiving academic scholarships, assistantships and/or work-study aid. Students



who participate in assistantships, complete a work-study program or receive scholarships have the added advantage of graduating with less debt. Currently, less than 15% of the student population has a scholarship whereas two thirds of the student body is employed by an assistantship or work-study

position. The TRIO programs have proven to be extremely successful in working with the students. These programs are designed to identify and provide services for individuals from disadvantaged backgrounds. TRIO includes eight programs targeted to serve and assist low-income individuals, first-generation college students and individuals with disabilities to progress through the academic pipeline from middle school to post baccalaureate programs.

**COMPLETION RATE** The final number of graduates for the 2012 year was 486, and this number shows that we are making a significant improvement in the retention rate. The graduation totals indicate 152 Master's Degree recipients, 302 graduates earning a bachelor's degree and 28 receiving an associate's degree. The increase in the graduates is a direct result of the commitment and hard work of those who have been working diligently towards the success of the University's strategic goals.





# 2

## Improve Operational and Academic Accountability Across All Units

The University must be effective in acquiring and utilizing resources efficiently to accomplish its mission. The faculty and staff of the University come second only to the students they serve as those assets with highest value. Empowering the employees to take a greater stake in the fulfillment of the organizational mission creates greater opportunity for SUNO to excel within the Southern University System and beyond.

The University's administrators ensure that its units have the financial and physical resources required to accomplish their specific missions. The needs and accomplishments of SUNO's units and programs must be communicated effectively and consistently within the University and to its stakeholders.

### ACCREDITATION REAFFIRMATION & ASSESSMENT

- Southern University at New Orleans was officially informed that its accreditation was reaffirmed by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The announcement came during the closing ceremonies of the SACSCOC annual meetings held in Orlando, Florida on December 6, 2011 confirming SUNO to be in compliance with SACSCOC's Principles of Accreditation. This is a tremendous achievement in light of the ongoing rebuilding and restoration of the campus, its buildings and other assets following the near destruction of the campus in 2005.
- SUNO's School of Social Work was successful in preparing for its reaffirmation of accreditation. It received the results of its successful reaccreditation in Spring 2011 by the Council on Social Work Education, an organization representing more than 2500 schools nationwide.
- The School of Business and Public Administration has made great progress towards accreditation from The Association to Advance Collegiate Schools of Business (AACSB). The school has completed its assessment of the functional operations, teaching along with students' learning outcomes and has completed a draft of a self-study report. As of the spring of 2012 this self-study report is under review and is being revised through discussions with the School's accreditation team and their AACSB consultant.
- In other departments SUNO has continued implementation of its Student Learning and Support Services outcome assessments and accompanying templates using the 5-column Nichol's Model. Each unit and department has used this system as a guide to align each of their programs with strategic plan goals and trends.

SUNO's academic offerings undergo continuous review. Degree programs that have been continued or restored underwent a painstaking process of development in order to meet need at the local, state, regional and/or national levels. Among these twenty-one degree programs offered, three are graduate level degrees at

the Master's level including: Masters of Arts, Museum Studies; Masters of Science, Management Information Systems; and Masters of Social Work. The University offers 18 degree programs at the baccalaureate level and one at the associate's level, in Substance Abuse. For programs such as Substance Abuse, the use of "real-life" examples and applications from the New Orleans metropolitan area continue to be used as heuristic devices to strengthen the application of methods and principles.

### MONITORING TRENDS & MAKING ADJUSTMENTS

The major mechanisms for monitoring trends in the academic development area include: The individual colleges and schools of SUNO; the Faculty Senate; The Deans Council; The SUNO Office of Strategic Planning, Institutional Research and Effectiveness; and The Council for Strategic Planning. Each of these entities monitor trends in the areas of programmatic needs and probability. This information is then shared with the academic deans, SUNO's executive leadership and the Chancellor for further action and development. Once approved, these ideas are detailed within the strategic plan as a goal or objective included within the existing plan and followed up with a course of action for implementation.

### CAMPUS-WIDE INVOLVEMENT IN STRATEGIC PLANNING

Using the SUNO Strategic plan as their guide, each unit or department at SUNO has developed both strategic and assessment plans for their units which obligate them to:

- List their strategic goals and objectives & catalog strategic trends to which outcomes are linked
- Identify and list the Student Learning Outcomes associated with each objective
- Describe what strategies or tools will be used to assess that each outcome has been achieved
- Describe the results (or expected results) for each outcome
- Describe how these results can/will be used for continuous refinement and improvement

# 2

## Improve Operational and Academic Accountability Across All Units

### SUPPORTING SUCCESSFUL STUDENT ACHIEVEMENT

- During the 2011-2012 academic year the student advisement process was overhauled to provide a more efficient process for students to progress at a reasonable pace in completing the requirements of both their majors and for a timely graduation.
- The Blackboard LMS system was upgraded to facilitate its maintenance at peak performance levels. The Center for E-Learning conducted more than eighty Blackboard instructional sessions for students and faculty.

**FACULTY AWARDS** Several members of SUNO's faculty were recognized for their outstanding work during the past year, including:

Distinguished Research Awards: Dr. Kevin Fulk and Dr. Obyung Kwun

Award for Research Paper Accepted for Publication: Dr. Obyung Kwun, Dr. Ghasem Alijani, Dr. Louis Mancus and Dr. Kevin Fulk

Faculty increased their grant writing efforts and participation in professional associations and organizations. Due to those efforts, SUNO received grants from the Louisiana Board of Regents, Mellon Foundation, several disciplinary associations and other sponsors. Faculty members also led workshops, made presentations and capitalized on multiple opportunities for professional development and additional learning experiences.

### ADDITIONAL ACHIEVEMENTS IN GRANT WRITING & PROJECT DEVELOPMENT

- Dr. Michael Ralph won a grant award from the Louisiana Board of Regents for performing training sessions and conducting workshops for faculty in current and emerging technology for online pedagogy.
- Dr. Ralph was also successful in establishing a relationship between the Mellon Funded Xavier 2012 Faculty Community of Teaching Scholars (FaCTS) and the SUNO Center for Excellence in Teaching & Learning (CETL). Under this agreement, Dr. Ralph initiated a call for proposals to SUNO faculty and submitted the best proposals for Mellon Funding through the Xavier FaCTS. The two successfully funded proposals from this collaborative initiative are Professor Laura Douresseaux's proposal, "*Enhancing Health Information Management Course Curriculum & Instruction through Service Learning*" and Professor Robert Azzarello's proposal, "*Outside in the*

*Literature Classroom: New Orleans, Pedagogy and Social Responsibility*". Dr. Ralph serves as the Principal Investigator for the larger comprehensive project. Professor Andrea Mignott submitted a proposal for Title III funding entitled "HIMS Program Enhancement for Improving Academic Quality."

- Dr. Chester Mills & Dr. Xiongya Gao, attended the 63rd Conference on College Composition & Communication in March of 2012.
- Alfreda Harris and Marina Dumas-Haynes in General Studies completed revisions of SUNO's online courses.
- Dr. Sara Hollis and Dr. David Riep (Museum Studies) completed Quality Masters training.
- Dr. Mostafa Elaasar (*pictured below*) participated in the Board of Regents' Natural Science Articulation Matrix Meeting on March 27, 2012.



- Dr. Joe Omojola, Dr. Murty S. Kambhampati and Dr. Karl Johnson accompanied ten students to the 69th Annual Meeting of The National Institute of Science (NIS)/Beta Kappa Chi in Nashville, Tennessee.
- Dr. Kambhampati, thanks to a travel grant, was able to accompany ten students to the National Science Foundation (NSF) as they participated in a number of presentations.
- Dr. Illya Tietzel was appointed to review proposals for the Association for Better Living and Education (ABLE).
- Dr. Delin Tan presented a paper at the annual meeting of the Mathematical Association of America.
- Dr. Alvin Bopp was an attendee of the annual meeting of the American Chemical Society.



# 3

## Improve the University's Technological and Physical Plant Infrastructure and Associated Resources

Students, faculty and University stakeholders are excited about the progress being made in the restoration, rebuilding and expansion of SUNO's physical plant. As the trailers that became a symbol of SUNO's darkest days begin to move out, hope and optimism have begun to move in. Southern University at New Orleans, along with the State of Louisiana prepare to bring its facilities into the 21st century with an ambitious wave of construction which will go a long way in restoring the collegiate feel of the University.

One of the most visible changes to the University landscape was the demolition of the heavily damaged Clark Education building (pictured below). Restoration of the Leonard S. Washington Memorial Library and the University's Student Center are both scheduled to begin in summer of 2012.



On the University's Lake Campus, SUNO continued to expand with the opening and dedication of its new School of Business and Public Administration on February 23, 2012. The facility, built at a cost of \$3.3 million covers more than 10,000 square feet. Plans for the facility also include the addition of a small business incubator directly adjacent to the main building. Governor Bobby Jindal was the guest of honor at the ribbon-cutting ceremony.



SUNO's Information Technology Center (ITC) has continued the transfer of the University's computer network systems from SunGard SIS Plus to SunGard Banner. Banner provides greater flexibility in delivering enhanced experiences for students in staff. It helps in keeping students engaged and on track for graduation while providing easy access to information and

services. Banner also allows for more personalized advising and assessment.

- To support the transition, SUNO has conducted a number of end user workshops to familiarize users with the processes, routines and protocols for using the banner system.
- To date more than 50% of all data has been migrated.
- As a direct result of Banner implementation, the University has seen an increase of approximately 20%-25% in data requests an collateral services. Upon receipt they were able to be successfully serviced.

### OTHER OBJECTIVES

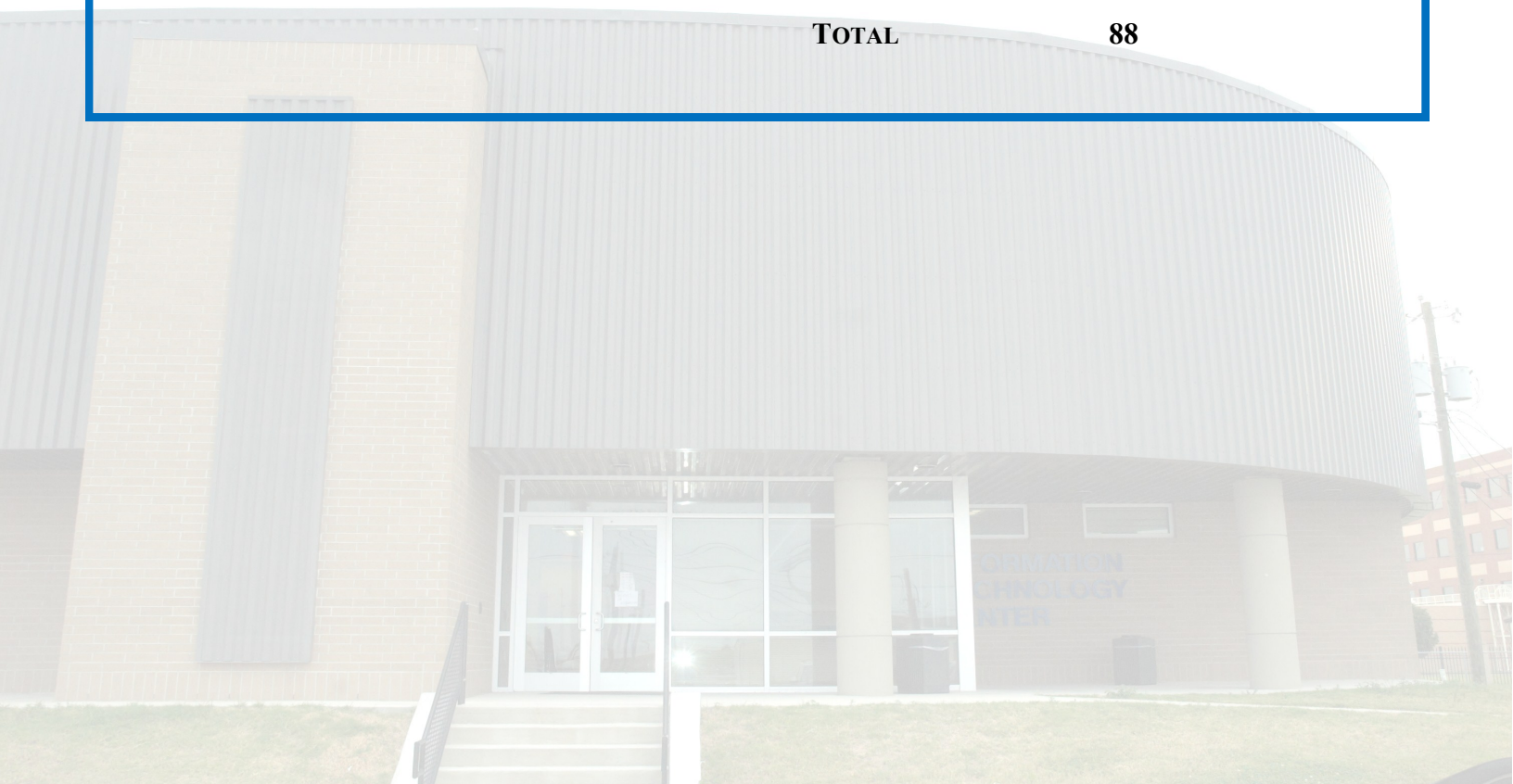
- Increase the campus-wide use of technology by 10% annually in order to maintain the highest level of technology possible over the next five years.
- Deploy best practices in technology for higher education.
- Increase funding for technology acquisition and training by 10% by Fall 2013 and 5% annually thereafter. (To date SUNO has increased funding in this area from \$308,261 in 2010-2011 to \$556,103; representing a rise of 44.5%)
- Implement online student registration and payment capabilities through the Banner module by Spring 2012. (Objective has been implemented)
- Continued restoration and refurbishment of the Park Campus through the demolition of the Clark Education Building, restorative work on the Library and the repair or replacement of modular units on the Lake campus by Fall 2012. (In 2010-2011, 7 university buildings were accessible on campus with 45 trailers in need of repair. As of 2011-2012 there has been an improvement to the condition of the 7 buildings and now only 31 trailers are in need of repair. Plans are underway to remove the dilapidated trailers.
- Increase the contribution of alumni to the design, implementation and purchase of university resources. In 2011-2012, such contributions totaled \$11,300.
- Increase the amount of grants and contracts by 5% annually.

# 3

## Improve the University's Technological and Physical Plant Infrastructure and Associated Resources

### CAMPUS-WIDE WIRELESS HOT-SPOTS

<u>LOCATION</u>	<u>NUMBER</u>
• Lake Campus (All Buildings)	44
• Administration Building (2nd Floor)	7
• Administration Building (3rd Floor)	7
• New Science Building (2nd Floor)	7
• New Science Building (3rd Floor)	7
• Old Science Building (2nd Floor)	0
• Old Science Building (3rd Floor)	0
• Multi-Purpose Building	6
• Housing Activity Building	3
• Information Technology Center (1st Floor)	3
• Information Technology Center (2nd Floor)	3
• Cafeteria	<u>1</u>
<b>TOTAL</b>	<b>88</b>







# *Raising the Bar on Accountability*

The 2011-2012 Strategic Plan Progress Report

PRESENTED BY



**SOUTHERN UNIVERSITY**  
**NEW ORLEANS**

and produced in conjunction with:

*Leonard S. Washington Memorial Library*

*Office of Institutional Effectiveness and Strategic Planning*

*Office of Community Outreach/University Advancement*

Southern University at New Orleans is a four-year public institution founded in 1956, categorized as an SREB Four-Year 5 institution, a Carnegie Master's College and University I, and as a SACSCOC Level III institution. Located in the Gentilly area, the University is an accredited liberal arts teaching institution. SUNO, known for its highly-engaged faculty and personal academic support, offers a wide range of baccalaureate programs and is committed to graduate education through the master's degree, offering graduate programs to meet regional and statewide needs. The University is a member of the Southern University System. For more information please visit [SUNO.edu](http://SUNO.edu).