

SOUTHERN UNIVERSITY  
AT  
NEW ORLEANS

STRATEGIC  
PLAN  
2018–2025

LISA MIMS-DEVEZIN, PH.D.  
CHANCELLOR





SOUTHERN UNIVERSITY AT NEW ORLEANS  
OUR STRATEGIC PLAN

*"Togetherness Empowers All Mechanisms"*



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*Executive Associate to the Chancellor*



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**DR. DOROTHY YANCEY**

*External Consultant*

*(President Emerita –Johnson C. Smith University/President Emerita-Shaw University  
Founder-DC Yancy Consultants, LLC*

## STATEMENT FROM THE CHANCELLOR OF SOUTHERN UNIVERSITY AT NEW ORLEANS

Dear SUNO Family, Community, Alumni and Stakeholders,

On behalf of the Administration, Faculty, Staff, and Students, I am very pleased to present to you the 2018-2025 Strategic Plan for our beloved institution – Southern University at New Orleans (SUNO). The current plan is a dynamic plan that included the participation of faculty, students, staff, alumni, board members and community stakeholders through surveys, focus groups, retreats, town hall meetings, committee meetings and individual interviews. This plan is an outstanding blueprint of how we propose to propel Southern University at New Orleans forward at a time when our growth and the growth of the entire world is based on the changes in workforce development: increasing advances in technology, business, and in industry.



Lisa Mims-Devezin, Ph.D.  
Chancellor

The theme that has guided us in this process is one based on a “TEAM” (Togetherness Empowers All Mechanisms) Approach to assist us in answering one fundamental question and that is “How will Southern University at New Orleans, as a “TEAM”, support the future of our students, city, state, and the nation?” This straightforward question directed us to consider a variety of things. First, what does SUNO’s future in relationship to workforce development and five-star jobs look like? What kind of degrees, programs, certificates, and services will the city, state, and nation depend on SUNO to provide? How can we intensify the areas in which we do well as an institution, and how can we make adjustments to those details that we want to change to better enhance our strategic plan, goals, objectives and their achievements?

Southern University at New Orleans (SUNO) anticipates doing nothing in silos. Everything that this university is doing is being done in collaboration with the Southern University System, the faculty, staff, and most importantly, we are doing this for the benefit of our students and all stakeholders. To assist you in reviewing and observing the immense scope of this work, please view our website to see details about our Strategic Planning Process.

Finally, please consider this as a personal invitation from me to you, encouraging you to help us strengthen and execute the 2018-2025 Strategic Plan. The success that we anticipate achieving, within our next seven-year cycle, will require your full involvement and support. Therefore, I strongly encourage you also to review this document and share your thoughts and ideas with members of the Strategic Planning Committee and the Office of Strategic Initiatives. Again, we are asking you to please be a part of our “TEAM” as your input and involvement are important.

*“It’s Your Turn and It’s Your Time to Assist, Celebrate, and Embrace Southern University at New Orleans.”*

With Great Appreciation,

Lisa Mims-Devezin, Ph.D.  
Chancellor

## A MESSAGE FROM THE STRATEGIC PLANNING COMMITTEE



Ada Kwanbunbumpen, M.S.  
Co-Chair



Brenda W. Jackson, Ph.D.  
Chair



Shatiqua Mosby-Wilson, J.D.  
Co-Chair

The Strategic Planning Committee has worked tirelessly in providing leadership and coordination for the development of this dynamic 2018-2025 Plan. The Committee worked closely together with our various stakeholders on-campus and off-campus and words are simply not enough to thank all those who participated. We kicked off this process with an off campus, full-day retreat in January of 2016. The interactive retreat was led by a very engaging external consultant – Dr. Dorothy C. Yancy, President Emerita of Johnson C. Smith University, President Emerita of Shaw University and Founder of DC Yancy Consultants, LLC. Administrators, faculty, staff, students, alumni and community leaders participated in the intentional and effectively executed SWOT analysis and other related activities.

In mid-year 2016, there was a change in the leadership at the University and because of this the decision was made to temporarily suspend further development of the new Plan in order to allow the new SUNO leader an opportunity to develop her own Vision for the campus moving forward and to more fully engage in the planning process. The new Chancellor for Southern University at New Orleans was installed in November of 2016. In the interim, however, we have continued to work and make progress on the existing Plan.

Once the Chancellor was made permanent, the Strategic Planning Committee was reenergized and picked up the pace with the planning process. The Strategic Planning Committee developed a Strategic Planning Template and distributed it to all departments and units, including the new Chancellor's Office, to complete. It was important for everybody to be included in the process. The template asked for goals, objectives, action steps, estimated costs, expected outcomes, person(s) responsible and time-lines. About 95% of these were completed and returned.

We have continued to have numerous meetings, conversations and working strategic planning sessions with our external consultant, SUNO family, alumni and stakeholders as we believe that "Teamwork Empowers all Mechanisms."

In August of 2018, the Southern University System called for a System Strategic Planning Retreat, held on the campus of Southern University at New Orleans', to discuss the implementation of a comprehensive Strategic Plan that would include common elements and data from each of the five (5) campuses of the Southern University System. Baseline Data from 2017-2018 was used and comparative progress reviews between and among campuses will be done annually. Because of this, the completion of the SUNO's Strategic Plan was further delayed, as we wanted to make sure that we included these cross-campus' measures in our Plan and that the years of our Strategic Plan were in line (2018-2025) with the Southern University System as well.

We feel that our Strategic Plan is inclusive, dynamic, and achievable and that it will ultimately help us improve our academic quality, enrollment growth and student retention. Again, we want to reiterate our thanks and deep appreciation to all who have participated in the planning process and assisted us in developing this Southern University at New Orleans' Strategic Plan of which all of us can be proud.

Respectfully,

Brenda L. Jackson, Ph.D.  
Chair, Strategic Planning Committee





## “ABOUT US”



Dr. Carmen Walters (left), Ret. Lt. Gen. Russell Honoré (second from left), 2019 SUNO Graduate, Dr. Lisa Mims-Devezin, and SUNO Alumni Association President Tia Crowley

Southern University at New Orleans (SUNO) was established in the City of New Orleans, Louisiana as a branch unit of Southern University and Agricultural and Mechanical College, Baton Rouge by Act 28 of Extraordinary Session of the Louisiana Legislature of September 4, 1956. The University began its initial year of operation on September 21, 1959 with freshman class of 158 students, one building and a faculty of 15 members. The University offered ten (10) courses in four (4) academic disciplines – humanities, science, social science, and commerce. The first graduation took place in May, 1963, at which time baccalaureate degrees were awarded to fifteen (15) individuals.

The University has made significant progress since it began in 1959 and is currently situated on 60 acres of land incorporating 16 academic, athletic and administrative buildings across the entire campus. In spite of the devastation caused by Hurricanes Katrina and Rita in 2005, SUNO the epitome of resilience recovered quickly and is recognized as a quintessential partner that impacts educational and social-economic growth of New Orleans, the region, the state of Louisiana and the nation.

Following are some of the more recent accomplishments and/or highlights of Southern University at New Orleans (SUNO):

## ACADEMIC PROGRAMS



SUNO Forensic Science Student

In its 2018 graduation class, there were 479 graduates with 68 honor graduates and 191 receiving the master's degree. The Commencement Speaker was Attorney Tony Clayton, managing partner of the Clayton, Fruge & Ward Law Firm and member of the SUS Board of Supervisors.

- **Forensic Science** is one of the high-need subjects in STEM fields at the national level and in Louisiana. While nationwide, the number of Forensic Science graduates is high; the number is dismal among people of color. Southern University at New Orleans is the only Historically Black College and University offering a Forensic Science Bachelor's degree program.
- **The Master of Arts in Museum Studies Program** uses a balanced approach between theory and practice to give students in-depth knowledge about several aspects of the African Diaspora and museum work, including collections management, exhibition design, museum education, audience engagement, digital strategies and community involvement.
- **The Health Information Management Systems Program** received 100 percent passage rate on the Registered Health Information Administrator (RHIA) examination with the American Health Information Management Association (AHIMA). The Health Information Management Systems Program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIM).
- **SUNO and Delgado Community College** recently entered into a general articulation agreement. This agreement allows SUNO students to transfer credits back to DCC to attain a degree, diploma or certification, and SUNO to guarantee placement at the junior level, as well as college credit, for all Delgado students transferring to accepted programs.



## CAMPUS EXPANSION



SUNO College of Arts, Humanities & Social Sciences Building

- The \$10.2 million Millie M. Charles School of Social Work Building was dedicated in 2017 and is now fully occupied.
- The \$27 million Natural Sciences Building is now occupied (2018). The University secured \$2.3 million to complete the project.
- The \$10 million College of Education and Human Development Building, with a Child Care Center, has been completed.
- The College of Education and Human Development has received a \$226,572 grant from the U.S. Department of Education to help eligible SUNO students pay for childcare while in school.



SUNO Millie M. Charles School of Social Work Building

## LEONARD S. WASHINGTON MEMORIAL LIBRARY



SUNO Students study in the Library's Internet Café

- The first floor of the Library was renovated to provide an inviting space for all its students and users. An Internet Café represents the past, present and future of SUNO, with individual study and group collaboration zones and 26 computers. The first floor also has a 35-seat Innovation Room, a Resource Room for the Evening and Weekend Division students and four large classrooms and seminar rooms with seating capacity of 20 to 400.
- On the second floor of the Library, the Computer Lab was renovated to provide a space for students and faculty to incorporate technology into their lessons. There also are two collaboration zones in the common space for students to work together to build power-point presentations or other projects.
- The third floor houses a renovated Reference Room. Spaces also are carved out for students to study or collaborate. The Service Desk was transformed into a Mobile Ask Me Station.



SUNO Students showing the HBCU Pride

## UNIVERSITY-WIDE



SUNO Student Government Association President Patrick Shaw

- The University received a multi-million dollar Hurricane Katrina Federal Residential Loan Forgiveness, resulting in an additional \$571,529 from funds held in escrow.
- AffordableSchools.net named Southern University at New Orleans (SUNO) the 7<sup>th</sup> Most Affordable Bachelor's – Granting Historically Black College and University (HBCU).
- SUNO was named the 12<sup>th</sup> Best HBCU in the United States by BestColleges.com.
- SUNO was included in the 2018 special edition of the HBCU Calendar & Resource Guide.
- The National Science Foundation (NSF) awarded SUNO a five-year \$1.2 Robert Noyce Grant to address the shortage of science, technology, engineering and mathematics (STEM) teachers in high-need public schools.
- Title III and V Programs of the United States Department of Education continue to play a singularly significant role in the further development and support of Southern University at New Orleans through academic improvement, student services improvement, technology upgrades, institutional and financial management support as well as faculty development. During the past five (5) years, Title III (Historically Black Colleges and Universities Program) and Title V (Student Aid Fiscal Responsibility Act Program) has been awarded nearly \$17,000,000 to Southern University at New Orleans.

Dr. Carmen Walters, a SUNO Alum and the 2019 Commencement Speaker, was selected to serve as the 14<sup>th</sup> President of Tougaloo College in Tougaloo, Mississippi.

The City of New Orleans selected Shaun Ferguson, a SUNO alumnus, as its Superintendent of the New Orleans Police Department. Superintendent Ferguson received his bachelor's degree in Business Administration from SUNO in 2002 and then his master's degree in Criminal Justice from SUNO in 2017.

Lawrence Dupree, a SUNO graduate with a master's degree in Criminal Justice, was named Police Commander of the 7<sup>th</sup> District Police Department in East New Orleans.



## ATHLETICS



SUNO Athletes from Men's and Women's Track and Field and Men's and Women's Basketball

- The Lady Knights won the 2018 National Association of Intercollegiate Athletics (NAIA) Outdoor Track & Field Championship, May 24-26, 2018 in Gulf Shores, Alabama.
- The team of eight won the National Championship with 64 points including first place in the 4x400m relay, 200m, 400m hurdles, 400m and second place in the 100m and 4x100m relay.
- This is SUNO's first national track championship since 1997 under Coach Artis Davenport.
- In March, the team won several championships and broke records at the 2018 NAIA Indoor Track National Championships in Pittsburg, KS.
- The Lady Knights won two championships (400m Dash and 4x400m Relay), finished 3<sup>rd</sup> out of 62 colleges with 13 All-Americans, and broke the 4x400m relay and facility records.
- The SUNO Lady Knights finished with six All-Americans and finished 27<sup>th</sup> out of 70 schools.
- The Lady Knights and Coaches received Championship Rings at a ceremony in May for winning the 2018 NAIA Outdoor Track & Field National Championship.
- Track Coach Younne Reid was named National Coach of the Year for the NAIA 2018 Outdoor Season and Southern Region Coach of the Year for the NAIA 2018 Indoor Track & Field Season. In his first year as Head Track Coach, Reid led the Knights to a third-place ranking in the U.S. Track & Field and Cross Country Coaches Association (USTFCCA).
- The SUNO Women's Track Team recently brought home four (4) national championships after competing in the 2019 NAIA Women's Outdoor Track and Field Championships in Gulf Shores, AL. The team came in second to the University of British Columbia for the overall championship, missing the crown by two points.

## ~ OUR MISSION ~

Southern University at New Orleans, a public, historically black university, empowers and promotes the upward mobility of diverse populations of traditional and nontraditional students through quality academic programs, teaching, research, and service to achieve excellence in higher education using various teaching and learning modalities.<sup>1</sup>

## ~ OUR VISION ~

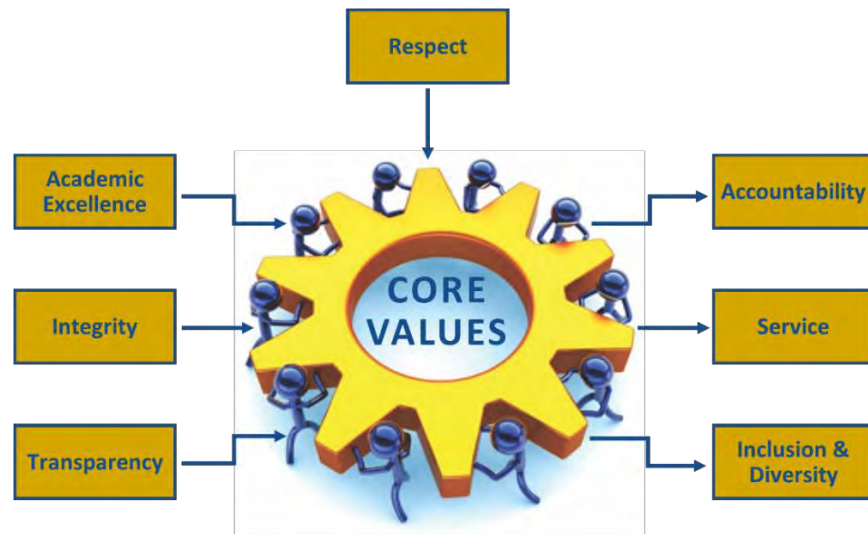
Southern University at New Orleans is a premier, cutting-edge institution that endeavors to advance the educational standing of students by preparing them to participate in and contribute to a global society and workforce development with the necessary skills, knowledge and dispositions to improve their life-long learning skills and contributions to society through a TEAM (“Togetherness Empowers All Mechanisms”) approach.



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<sup>1</sup> The above Mission was modified and approved by the Southern University Board of Supervisors on April 24, 2020.

## ~ OUR CORE VALUES ~



### ➤ RESPECT

We believe and will continue to ensure that all individuals across our campus are respectful of each other in their daily interactions and activities and under all circumstances, and we seek to affirm and reinforce that mutual respect is received.

### ➤ ACADEMIC EXCELLENCE

We will ensure that our students are prepared to be effective and productive citizens in the 21st century by offering a challenging and well-rounded curricula and ensuring learning outcomes.

### ➤ ACCOUNTABILITY

We acknowledge and assume responsibility for our actions and decisions and expect the same from our internal and external stakeholders.

### ➤ INTEGRITY

We will exhibit integrity through consistency in our values, methods, principles, expectations and outcomes.

### ➤ TRANSPARENCY

As part of our responsibility to our stakeholders, we will ensure that our business and educational practices are open and available for review.

### ➤ SERVICE

We will continue to provide aid to the local community through service-learning, community service, and faculty engagement to make a positive impact within New Orleans and the state of Louisiana.

### ➤ INCLUSION AND DIVERSITY

We will continue to foster inclusions that lead to the diversity of the University community and stakeholders.



# SOUTHERN UNIVERSITY AT NEW ORLEANS

GOALS

OBJECTIVES

PERFORMANCE  
INDICATORS

STRATEGIES

***“Togetherness Empowers All Mechanisms”***

# **STRATEGIC PLAN GOALS 2018-2025**

## **GOAL 1**

**Continuing to Develop and Expand the Student Recruitment, Admissions and Enrollment Strategies**

## **GOAL 2**

**Continuing to Create Financial Stability and Growth**

## **GOAL 3**

**Continuing to Build Institutional Capacity to Support Teaching, Research and Service**

## **GOAL 4**

**Continuing to Enhance Student Success and Competitive Edge in Academic Excellence and Career Pursuits**

## **GOAL 5**

**Continuing to Enhance Institutional Effectiveness and Accountability**

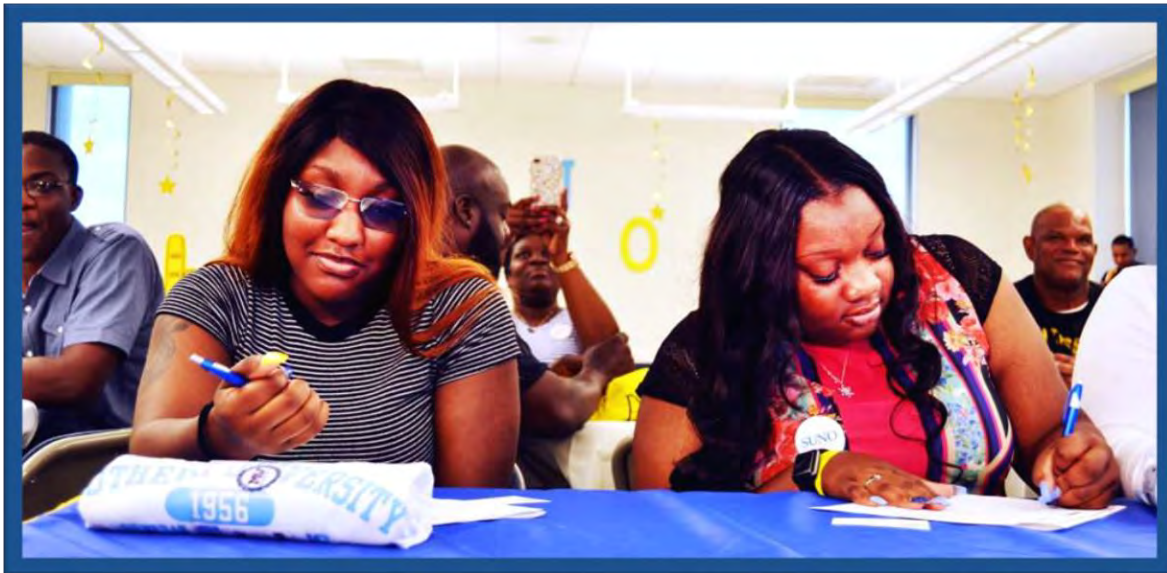
## **GOAL 6**

**Continuing to Enhance Global Engagement and Service**

# GOAL 1

## CONTINUING TO DEVELOP AND EXPAND THE STUDENT RECRUITMENT, ADMISSIONS, ENROLLMENT AND RETENTION STRATEGIES

We will increase the student admissions, enrollment and retention by ensuring that students have an exceptional experience from the first point of contact with the university through graduation. Students will be guided by our team approach of through coordinated department activities across the campus.



Class of 2013 Students Zaria Brown and Jada Williams on Academic Signing Day 2019

### OBJECTIVE 1.1:

To increase SUNO Headcount Enrollment by 58% from baseline 2,546 in Fall 2017 to 2,879 in Fall 2025.

🔑 *Performance Indicator: Total Number of Students Enrolled*


#### STRATEGIES:

- Develop and implement a detailed comprehensive enrollment management plan to be utilized throughout the University.
- Increase enrollment of high school students by strengthening relationships with school principals and counselors using innovative approaches.
- Develop a more dynamic and efficient marketing plan for recruiting students.
- Develop and implement a plan to enhance/increase the communications strategy with applicants.

- Develop and implement a plan to increase local, regional, national and international initiatives.
- Promote online/distance education to potential undergraduate and graduate applicants.
- Increase cross enrollment within the Southern University System.
- Increase the recruitment of out-of-state students.
- Increase/enhance articulation agreements with community colleges.

## OBJECTIVE 1.2:

To increase SUNO Undergraduate Enrollment by 52% from baseline 2,108 in Fall 2017 to 3,209 in Fall 2025.

 *Performance Indicator: Total Number of Undergraduate Students Enrolled*

### STRATEGIES:

- Strengthen the CARES (College Access, Retention, Excellence and Success) unit to include new and cutting edge student orientation programs.
- Expand the student support service activities, such as advising, counseling, tutoring, career services, etc.
- Review, revise and align the course selection delivery methods and times of offerings for campus based courses during the day, evening and weekend to meet the demands of the student population.
- Develop and implement sound marketing strategies for recruiting students.
- Improve Customer Service across the campus by providing more training sessions for all campus employees.
- Monitor and revise curricular offerings (degrees, certificates) regularly so that they are aligned with workforce and economic development needs.
- Implement a course master schedule/curriculum map.

## OBJECTIVE 1.3:

To increase SUNO Graduate Enrollment by 43% from baseline 438 in Fall 2017 to 625 in Fall 2025.

 *Performance Indicator: Total Number of Graduate Students Enrolled*

## STRATEGIES:

- Expand graduate education opportunities to include new masters programs in high demand disciplines.
- Encourage faculty and staff to participate in graduate recruitment by linking recruiting activities with their involvement in professional organizations and other related venues.
- Ensure that research and service are central components of all graduate programs.
- Improve and expand communications about SUNO to reach targeted locations and populations.
- Regularly enhance and maintain the University website.
- Expand the use of social media, radio, television, billboards, etc. to advertise and promote the programs and activities at the university.

## OBJECTIVE 1.4:

To increase SUNO Online Enrollment by 1668% from baseline 34 in Fall 2017 to 601 in Fall 2025.

 *Performance Indicator: Total Number of Online Students Enrolled*

## STRATEGIES:

- Provide continuous training opportunities for online faculty.
- Continuously assess, update and market all online courses and programs.
- Develop and implement a marketing plan with strategies to promote online/distance education across the globe.
- Work closely with the office of Information Technology, E-Learning, Library and the faculty to determine more innovative ways to access and deliver course options to enrolled students.
- Create a position to Coordinate Online Enrollment, courses, etc. and hire.
- Create opportunities for online learners to become involved in campus activities.
- Ensure that online faculty, students, technology and staff support scales that appropriately meets the needs of online courses and program growth.
- Regularly enhance and maintain the University website.

## OBJECTIVE 1.5:

To increase SUNO Dual Enrollment by 140% from baseline 203 in Fall 2017 to 488 in Fall 2025.


 *Performance Indicator: Total Number of Dual Enrollment Students*

### STRATEGIES:

- Expand educational sites/locations for teaching dual-enrollment courses.
- Improve and maintain regular communications with area high schools using articulation agreements to provide high school students with opportunities to take college level courses and earn credit toward school completion and their future college degrees.
- Host at least one reception/meeting each year with area high school administrators, counselors and faculty participating in the Dual Enrollment partnership.
- Recruit, develop and maintain a database of qualified faculty to teach dual enrollment courses.
- Provide orientation and retention sessions each semester that allow dual enrollment students to get answers to the things they need to know to succeed in college and at SUNO.
- Expand relationships and increase articulation agreements with high schools.

## OBJECTIVE 1.6:

To increase SUNO Enrollment of New First-Time Freshmen by 167% from baseline 206 in Fall 2017 to 550 in Fall 2025.

 *Performance Indicator: Total Number of New First-Time Freshmen Enrolled*

### STRATEGIES:


- Regularly update the content of the institutional website.
- Develop and utilize an interactive marketing plan.
- Expand the use of social media, radio, television, billboards, etc. to advertise and promote the programs and activities at the university.
- Create conducive learning and welcoming living learning communities for students to learn.



- Utilize a complete one-stop enrollment service model via CARES (College Access, Retention, Excellence and Success).
- Update regularly the Orientation Programs so that they effectively prepare all entering students for the Southern University at New Orleans educational experience.
- Provide each new student with a “Success Kit” that includes information about housing, earlier transfer credit evaluations, orientation, counseling, tutoring, financial aid, mentoring, fees, academic programs, course offerings, community service hours, and organizations.
- Improve and expand communications about SUNO to reach targeted locations and populations.
- Improve and increase recruiting and promotional materials..
- Increase the involvement of SUNO’s alumni in applicable recruiting activities.
- Increase financial assistance for needed students/potential students.
- Increase off-campus student registration to strategic locations in the state of Louisiana.
- Provide and enhance customer service training programs for faculty and staff.
- Increase opportunities for leadership training and development of student support service staff.
- Develop and utilize a Public Relations and Marketing Plan.
- Regularly enhance and maintain the University website.

## OBJECTIVE 1.7:

**To increase SUNO Transfer-In Enrollment by 310% from baseline 122 in Fall 2017 to 500 in Fall 2025.**

 *Performance Indicator: Total Number of Transfer-In Students Enrolled*


### STRATEGIES:

- Enhance orientation and student support programs designed specifically for transfer students.
- Establish and/or increase the SUNO pipeline initiative partnership with Community Colleges.

- Provide each transfer student with a package of services that will enable them to experience a smooth and successful transition into the university.
- Strengthen and streamline transfer pathways.
- Offer more on-line degree programs, courses and services that may appeal to transfer students.

## OBJECTIVE 1.8:

To increase SUNO Re-Admits Enrollment by 600% from baseline 100 in Fall 2017 to 700 in Fall 2025.

 *Performance Indicator: Total Number of Re-Admits Enrolled*

### STRATEGIES:

- Develop and execute a full recruit back to SUNO marketing plan.
- Develop and implement strategies to be used in the CARES area, the Retention area, in the academic Programs areas, and in the various Colleges/Schools to recruit back students who were previously enrolled but who had not returned.
- Utilize social media to contact and attract students to return.
- Have Colleges and Academic Departments reach out each semester via email, U.S. postal service, social media, etc. from their area to come participate in a special activity.

## OBJECTIVE 1.9:

To increase Cross-Enrollment at SUNO by 1043% from baseline 7 in Fall 2017 to 80 in the Fall 2025.

 *Performance Indicator: Total Number of Students Cross-Enrolled*

### STRATEGIES:

- Strengthen the SUSLA Connect Program in an effort to increase cross-enrollment.
- Enhance partnerships and agreements within the Southern University System, the University of New Orleans and Delgado to promote and increase cross enrollment.

## OBJECTIVE 1.10:

To increase the percentage of First-Generation (Pell Eligible) Students enrolled at SUNO by 8% from baseline 60% in Fall 2017 to 68% in Fall 2025.

🔑 *Performance Indicator: Percentage of First-Generation (Pell Eligible) Students Enrolled*

### STRATEGIES:

- Enhance and implement recruitment strategies for first-generation (Pell eligible) students.
- Ensure that all prospective applicants have completed their FAFSAs in a timely manner.
- Improve customer service within the first point of contact areas.
- Partner with internal and external organizations for the purpose of providing Scholarships to First Generation Students.

## OBJECTIVE 1.11:

To increase the Percentage of SUNO Adult Learners (25 years and older) by 16% from baseline 54% in Fall 2017 to 70% in Fall 2025.

🔑 *Performance Indicator: Percentage of Adult Learners Enrolled*

### STRATEGIES:

- Develop and implement marketing strategies to reach and cater to adult learners 25 years and older.
- Publicize and promote day, evening, weekend and on-line opportunities via social media, radio and television for enrolling at SUNO and earning a degree.
- Encourage companies and organizations who support continuing education opportunities for their employees by covering costs to develop an agreement/partnership with SUNO that allows their employees to enroll at SUNO to meet their job requirements.
- Do a needs assessment and a job requirement survey to determine the courses that are in demand and expand the course offerings to address those needs.

## GOAL 2

### CONTINUING TO CREATE FINANCIAL STABILITY AND GROWTH



SUNO Student Housing Complex

As we endeavor to reduce the debt of the university, we will employ a multitude of strategies to increase wealth, equitable distribution of financial assets, and transparency in the financial activities of the campus. We will also, guide our students in the proper and effective management of financial aid awards. We will seek out new streams of revenue to fund the innovative projects of the university in furtherance of the university mission.

#### OBJECTIVE 2.1:

To strengthen the Financial Health Index of SUNO by increasing Current Ratios from baseline 0.25 in FY 2017 to 2.00 in FY 2025.

🔑 *Performance Indicator: Current Financial Ratios*


## STRATEGIES:

- Improve the budgeting process with emphasis on accountability, integrity and transparency.
- Create a budgeting allocation model for all units across campus.
- Connect the budgeting process to the University Strategic Plan and priorities.
- Work creatively and expeditiously to increase the value of current assets.
- Work creatively and expeditiously to decrease current liabilities.
- Lease out all available space in the College of Education and Human Development for full occupancy of Child Care Center.
- Lease out all available space in the Natural Sciences Building.
- Increase faculty full time course load from 12 to 15 hours.
- Develop and implement a Furlough Plan.
- Develop and implement an Early Retirement Plan.
- Freeze on hiring non-essential personnel.
- Freeze all non- essential personnel positions.
- Increase occupants by way of outside (non-SUNO students) tenants in Housing.
- Increase student enrollment in Housing.
- Consider using only 12 month faculty to teach summer classes.
- Increase summer school class size.
- Close down the Old and New Science buildings and other non-functional or non-occupied buildings where faculty and staff have relocated to new buildings.
- Increase revenues from university auxiliary facilities rental by utilizing aggressive marketing strategies.
- Review high cost professional services and bid services identified as being utilized annually or on an ongoing basis in order to lock in the most cost effective provider.
- Implement Energy Saving Conservation Methods (ESCO) which includes retrofitting the campus with energy/cost efficient lighting and non-lighting upgrades.
- Promote effective stewardship of the University's resources and implement cost-effective processes and programs.

- Promote effective stewardship of the Student Financial resources and implement cost-effective processes and programs.
- Offer financial literacy seminars and workshops to help reduce student indebtedness.
- Implement electronic processes for administrative/financial functions such as requisitions, purchase orders, payments, etc.

## OBJECTIVE 2.2:

To strengthen the Financial Health Index of SUNO by increasing Working Capital from baseline -\$12,399,230.00 in FY 2017 to \$2,000,000.00 in FY 2025.

 *Performance Indicator: Working Capital Dollar Value*

### STRATEGIES:

- Work creatively and expeditiously to increase the value of current assets.
- Work creatively and expeditiously to decrease current liabilities.
- Lease out all available space in the College of Education and Human Development for full occupancy of Child Care Center.
- Lease out all available space in the Natural Sciences Building.
- Increase faculty full time course load from 12 to 15 hours.
- Develop and implement a Furlough Plan.
- Develop and implement an Early Retirement Plan.
- Freeze on hiring non-essential personnel.
- Increase occupants by way of outside (non-SUNO students) tenants in Housing.
- Increase student enrollment in Housing.
- Consider using only 12-month faculty to teach summer classes.
- Increase summer school class size.
- Close down the Old and New Science buildings and other non-functional or non-occupied buildings where faculty and staff have relocated to new buildings.
- Increase revenues from university auxiliary facilities rental by utilizing aggressive marketing strategies.



- Review high cost professional services and bid services identified as being utilized annually or on an ongoing basis in order to lock in the most cost effective provider.
- Implement Energy Saving Conservation Methods (ESCO) which includes retrofitting the campus with energy/cost efficient lighting and non-lighting upgrades.
- Offer financial literacy seminars and workshops to help reduce student indebtedness.
- Improve the budgeting process with emphasis on accountability, integrity and transparency.
- Create a budgeting allocation model for all units across campus.
- Connect the budgeting process to the University Strategic Plan and priorities.
- Promote effective stewardship of the University's resources and implement cost-effective processes and programs.
- Promote effective stewardship of the Student Financial resources and implement cost-effective processes and programs.
- Offer financial literacy seminars and workshops to help reduce student indebtedness.

### OBJECTIVE 2.3:

To strengthen the Financial Health Index of SUNO by increasing Unrestricted Net Position from baseline -\$10,299,541.00 in FY 2017 to \$1,000,000.00 in FY 2025.

 *Performance Indicator: Unrestricted Net Position Dollar Value*

#### STRATEGIES:

- Work creatively and expeditiously to increase the value of total current assets.
- Increase revenues from university auxiliary facilities (bowling alley, swimming pool, etc.) rental by utilizing aggressive marketing strategies.
- Increase the rental/leasing out of space to generate additional revenue in the Conference Center, Millie Charles Auditorium, Arts, Humanities and Social Science Auditorium, Small Business Incubator and College of Education Child Care Center.

## GOAL 3

### CONTINUING TO BUILD INSTITUTIONAL CAPACITY TO SUPPORT TEACHING, RESEARCH AND SERVICE

We must ensure that our students can meet the market demand upon graduation. As good stewards, we will monitor our financial resources, student cost of attendance, enhance existing programs, develop new programs and train our students and faculty so that our graduates are ready for the workforce. Together, we will maximize our efforts to generate research, grant and other funding to contribute to the cost of training our students and faculty- tomorrow's future world leaders.



Dr. David Adegbeye (left), Dr. Lisa Mims-Devezin (second from left) and Wesley Bishop (right) with graduate students, Kenisha Theard-Brown, Charles Martin, and Justin Wood

#### OBJECTIVE 3.1:

To increase the Dollar Value of Proposals Submitted at SUNO by 2% from baseline \$18,503,676.00 in FY 2017 to \$18,801,223.00 in FY 2025.

🔑 *Performance Indicator: Dollar Value of Grant Proposals Submitted*

#### STRATEGIES:

- Develop a plan to incentivize faculty and staff research productivity by increasing the threshold in the extra-compensation policy from 20% to up to 25%.
- Develop and implement plans to encourage grant and scholarship productivity.
- Develop support services and infrastructure that fuel a vibrant research culture across the SUNO campus.

- Develop a plan that would reward the academic programs for their grant and research productivity by redistributing a portion of the indirect cost back to the academic programs of the Principal Investigations.

### **OBJECTIVE 3.2:**

**To increase the number of SUNO Grant Proposals Submitted by 14% from baseline 49 in FY 2017 to 56 in FY 2025.**

 *Performance Indicator: Total Number of Grant Proposals Submitted*

#### **STRATEGIES:**

- Develop a plan that would reward the academic programs for their grant and research productivity by redistributing a portion of the indirect cost back to the academic programs of the Principal Investigations.
- Develop support services and infrastructure that fuel a vibrant research culture across the SUNO campus.
- Develop and implement plans to encourage grant and scholarship productivity.
- Develop a plan to incentivize faculty and staff research productivity by increasing the threshold in the extra-compensation policy from 20% to up to 25%.
- Offer more grant writing workshops.
- Simplify the internal process for grant writing.

### **OBJECTIVE 3.3:**

**To increase the Dollar Value of Proposals Funded/Awarded at SUNO by 2% from \$9,198,600.00 in FY 2017 to \$9,400,617.00 in FY 2025.**

 *Performance Indicator: Dollar value of Grant Proposals Awarded*


#### **STRATEGIES:**

- Develop and implement plans to encourage grant and scholarship productivity.
- Develop support services and infrastructure that fuel a vibrant research culture across the SUNO campus.
- Develop a plan to incentivize faculty and staff grant and research productivity by increasing the threshold in the extra compensation policy from 20% to up to 25%.

- Develop a plan that would reward the academic programs for their grant and research productivity by redistributing a portion of the indirect cost back to the academic programs of the Principal Investigator.
- Increase the number of grant writing workshops offered.
- Provide professional development to faculty for participating in off campus grant writing workshops.

### OBJECTIVE 3.4:

To increase the total number of Grant Proposals Funded/Awarded at SUNO by 34% from baseline 25 in FY 2017 to 34 in FY 2025.


 *Performance Indicator: Total Number of Grant Proposals Funded/Awarded*

#### STRATEGIES:

- Develop a plan to incentivize faculty and staff grant proposal and research productivity by increasing the threshold in the extra compensation policy from 20% to up to 25%.
- Develop and implement a plan to encourage and promote grant and scholarship participation.
- Develop a plan that would reward the academic programs for their grant and research productivity by redistributing a portion of the indirect cost back to the academic programs of the Principal Investigator.
- Develop support services and infrastructure that fuel a vibrant research culture across the SUNO campus.

### OBJECTIVE 3.5:

To increase SUNO Fundraising and Philanthropic Support (Donors/Gifts) by 58% from baseline \$64,875 in FY 2017 to \$102,247 in FY 2025.

 *Performance Indicator: Dollar Value of Gifts*

#### STRATEGIES:

- Expand the list of donors to include more high profile individuals.
- Mobilize and incentivize donors.
- Increase the number of Annual Fundraising Activities.
- Develop and implement an Annual Giving Campaign.

- Solicit the support of Alumni to identify and locate Donors.
- Coordinate with consultants to develop local, regional and national fundraising plans.
- Develop and implement a Fund Raising Plan and Management System.
- Enhance annual giving and create new endowments.
- Develop a comprehensive Alumni Database.
- Develop and implement a Public Relations and Marketing Campaign.
- Publicize more program offerings, success, value and worth of SUNO.



Dr. Paris Favorite (center), Director of Forensic Science and student Jacy Haynes (right) on "Great Day Louisiana"



## GOAL 4

### CONTINUING TO ENHANCE STUDENT SUCCESS AND COMPETITIVE EDGE IN ACADEMIC EXCELLENCE AND CAREER PURSUITS



Dr. Brenda W. Jackson (left), Dr. David Adegboye (second from left), 2019 Graduating Senior with highest average, Nina T. Nguyen (center), Dr. Lisa Mims-Devezin (second from right), and New Orleans Police Superintendent and SUNO Alumni Shaun Ferguson (right)

The student and faculty are our top priority. Maintaining an environment of excellence in and out the classroom will ensure that students achieve the academic, professional and social skills necessary to graduate timely and secure employment with competitive high demand employers.

#### OBJECTIVE 4.1:

To increase First-to-Second Year Fall to Fall (Same Institution) Retention Rate at SUNO by 3% from baseline 52% in Fall 2016 - Fall 2017 to 55% in Fall 2024 - Fall 2025.

🔑 *Performance Indicator: First-to-Second Year Fall-to-Fall Same Institution Retention Rate*

#### STRATEGIES:

- Enhance the Early-Alert Systems to identify students at-risk of dropping courses for academic as well as non-academic reasons.

- Market, publicize and advertise academic student support programs/services available on campus for assistance outside of the classroom, i.e. Student Development Center, Center for Comprehensive Communication, Center for Academic Retention and Educational Success (CARES), etc.
- Extend student support services and amenities to evening, weekend and on-line students.
- Develop and implement a full Student Retention Plan.
- Provide Customer Service Training for all academic support staff and provide incentives and/or special recognition for individuals/areas/departments that go the extra mile in providing excellent service to our customers and to each other.
- Increase student engagement and involvement in campus life programs and in organizations.
- Increase the use of social media (Facebook, Snapchat, Instagram, Twitter, etc.) to get important and timely SUNO noteworthy messages, activities, announcements and information out.
- Offer more evening, weekend and on-line courses.
- Begin operating the Child Care Center that reflects student needs.
- Regularly review and update the academic programs, curricula and course offering to meet the job market demand.
- Require potentially at-risk students to attend and participate in support service programs, i.e. Student Support Services, Center for Comprehensive Communication and the Center for Academic Retention and Educational Success (CARES).
- Monitor and revise curricular offerings (degrees, certificates) regularly so that they are aligned with workforce and economic development needs.
- Promote and support greater collaboration between faculty and students to encourage mentoring, exchange of ideas, and retention.

## OBJECTIVE 4.2:

**To increase the 6 Year (150%) Graduation Rate at SUNO by 12% from baseline 13% in AY 2016-2017 (Cohort 2011) to 25% in AY 2024-2025.**



*Performance Indicator: Increase in the 6 Year Graduation Rate*



## STRATEGIES:

- Enhance the Early-Alert Systems to identify students at-risk of dropping courses for academic as well as non-academic reasons.
- Market, publicize and advertise academic student support programs/services available on campus for assistance outside of the classroom, i.e. Student Support Services, Student Development Center, Center for Comprehensive Communication, Center for Academic Retention and Educational Success (CARES), etc.
- Extend student support services and amenities to evening, weekend and on-line students.
- Provide Customer Service Training for all academic support staff and provide incentives and/or special recognition for individuals/areas/departments that go the extra mile in providing excellent service to our customers and to each other.
- Increase student engagement and involvement in campus life programs and in organizations.
- Increase the use of social media (Facebook, Snapchat, Instagram, Twitter, etc.) to get important and timely SUNO noteworthy messages, activities, announcements and information out.
- Regularly review and update the academic programs, curricula and course offering to meet the job market demand.
- Develop innovative orientation and support services to maximize potential of academic success.
- Develop and implement learning centers and communities across the campus.
- Promote best-practice teaching methods, whether on ground or on line.
- Increase the involvement of Undergraduates in Research.
- Increase student involvement and participation in Community Service.
- Monitor and revise curricular offerings (degrees, certificates) regularly so that they are aligned with workforce and economic development needs.

### OBJECTIVE 4.3:

**To increase the Total Awards/Completers at SUNO by 52% from baseline 527 awards in AY 2016-2017 to 802 awards in AY 2024-2025.**



*Performance Indicator: Increase in the Total Awards/Completers*

## STRATEGIES:

- Enhance the Early-Alert Systems to identify students at-risk of dropping courses for academic as well as non-academic reasons.
- Market, publicize and advertise academic student support programs/services available on campus for assistance outside of the classroom, i.e. Student Development Center, Center for Comprehensive Communication, Center for Academic Retention and Educational Success (CARES), etc.
- Extend student support services and amenities to evening, weekend and on-line students.
- Develop and implement a full Student Retention Plan.
- Provide Customer Service Training for all academic support staff and provide incentives and/or special recognition for individuals/areas/departments that go the extra mile in providing excellent service to our customers and to each other.
- Increase student engagement and involvement in campus life programs and in organizations.
- Increase the use of social media (Facebook, Snapchat, Instagram, Twitter, etc.) to get important and timely SUNO noteworthy messages, activities, announcements and information out.
- Offer more evening, weekend and on-line courses.
- Begin the Child Care operations and extend services to evening students.
- Regularly review and update the academic programs, curricula and course offering to meet the job market demand.
- Monitor and revise curricular offerings (degrees, certificates) regularly so that they are aligned with workforce and economic development needs.
- Improve career preparation through mentorships, internships and co-op programs.

### OBJECTIVE 4.4:

**To maintain 100% passage rate for SUNO on the PRAXIS Examination (American Teacher Certification Examination).**



*Performance Indicator: PRAXIS Passage Rate*

## STRATEGIES:

- Encourage students to utilize the support services provided by the Center for Comprehensive Communication.
- Encourage students to use a predictor examination as a tool for preparation.
- Emphasize to students that they utilize the various academic services available on campus that include advising, test-taking, critical thinking and practice with computer testing and PRAXIS tutorials.
- Offer and require Education Majors to attend PRAXIS Workshops.
- Encourage students to attend the Center for Comprehensive Communication for assistance with test taking skills strategies, workshops and training.
- Provide biennial evaluations of departmental core course syllabi to ensure alignment of courses with professional and certification standards.



Students celebrate new Articulation Agreement between SUNO and Delgado Community College

## GOAL 5

### CONTINUING TO ENHANCE INSTITUTIONAL EFFECTIVENESS AND ACCOUNTABILITY

The university will ensure that we are accountable and transparent in our operations. We will explore and implement best practices that will lead to continued accreditation of the university, academic programs and efficient use of university resources.



#### OBJECTIVE 5.1:

To maintain 100% Compliance with the Regional Accreditation Standards contained in the Principles of Accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

🔑 *Performance Indicator: 100% Compliance with SACSCOC Principles of Accreditation Standards*


#### STRATEGIES:

- Ensure compliance with the SACSCOC Principles of Accreditation.
- Implement an institutional effectiveness model designed to promote an evidence-based planning and assessment culture that is focused on continuous improvement and SUNO's mission.
- Prepare for the SACSCOC off-site review by submitting a quality Compliance Certification report that addresses all fourteen (14) sections and core requirements contained in the Principles of Accreditation.

- Prepare for the SACSCOC on-site review by submitting a quality focused report and Quality Enhancement Plan (QEP).
- Ensure that all arrangements for hosting the SACSCOC on site review in 2020 are in place.

## OBJECTIVE 5.2:

To maintain 100% Compliance with Programmatic Accreditation Standards for Educational Programs at SUNO that have an accrediting body.


 *Performance Indicator: 100% Compliance with Individual Program Accreditation Standards*

### STRATEGIES:

- Ensure that each program has a clearly defined mission, goals and objectives aligned to the institution's mission, goals and objectives.
- Ensure compliance with the accreditation standards for each program and accrediting body.
- Assess student and program learning outcomes through comprehensive planning and assessment process.

## OBJECTIVE 5.3:

To improve the university-wide infrastructure, it's planning process and management procedures.

 *Performance Indicator: Improvements in the University Infrastructure.*

### STRATEGIES:

- Improve the academic plan and management systems with special attention to the following areas: curricular mapping, student academic support services, enrollment management, community service, service learning, faculty/student research and institutional partnerships.
- Improve the finance plan and management system with special attention to resource development through grants, contracts and fundraising.
- Improve the human resource plan and management system with special attention to faculty and staff professional development and faculty and staff incentives.

- Improve the infrastructure plan and management system with focus on updating and maintaining technology (hardware and software) and institutional facilities, i.e. grounds, equipment, university vehicles, safety, security.
- Improve the University-Community Service Program that will provide appropriate credits, awards and recognition to faculty, staff and students who participate in voluntary community/public service activities.
- Provide incentives to faculty, staff and students who are involved in organized research on and off campus.
- Provide regular customer service training and workshops for faculty and staff.
- Revise SUNO's comprehensive technology strategic plan.
- Update, enhance and publish (via electronic/online, hard copy) the institutional fact book annually.
- Update, enhance and maintain information technology services and support throughout the University.
- Maintain and upgrade the technology management systems throughout the University (Banner, Moodle, etc.)
- Provide regular Quality Management Workshops.
- Provide Title IX regular workshops and ensure that the University remains in compliance with Title IX Laws.
- Present seminars and workshops to faculty and staff to improve the educational development of students with disabilities.
- Implement a student social media campaign.



## GOAL 6

### CONTINUING TO ENHANCE GLOBAL ENGAGEMENT AND SERVICE

The university will provide leadership and support to educational services, and nonacademic services to advancing institutional globalizing efforts.



SUNO students, faculty, staff and administrators, along with representatives from Southern University – Baton Rouge, Southern University - Shreveport, Southern University Law Center, Southern University Ag Center, Grambling State University, Dillard University and Xavier University participate in HBCU Day at the Capitol

#### OBJECTIVE 6.1:

**To improve SUNO Global Engagement and Outreach by increasing International Student Enrollment by 47% from baseline 51 in Fall 2017 to 75 in Fall 2025.**

**🔑** *Performance Indicator: Total Number of International Students Enrolled*

#### STRATEGIES:

- Promote online/distance education as a viable option to deliver graduate and undergraduate education.
- Develop a comprehensive (Marketing, Recruitment and Enrollment) Plan for International Students.
- Expand educational opportunities at SUNO to include new in-demand undergraduate and graduate programs to increase enrollment.
- Hire an online/distance education Coordinator.



- Solicit the support and assistance of SUNO Alumni, especially former international students, to recruit international students.
- Collaborate with faculty to internationalize the curriculum.
- Embed education abroad programming across the curriculum.

## OBJECTIVE 6.2:

To improve SUNO National Engagement and Outreach by increasing Out-of-State Student Enrollment by 63% from baseline 86 in Fall 2017 to 140 in Fall 2025.


 *Performance Indicator: Total Number of Out-of-State Student Enrollment*

### STRATEGIES:

- Solicit the support and assistance of SUNO Alumni located around the globe to recruit as well as to retain out of state students.
- Develop a comprehensive Marketing, Recruitment and Enrollment Plan and fully implement strategies.
- Promote online/distance education as well as on-ground evening/weekend courses as a viable option.
- Expand the selection of educational opportunities at SUNO to include new in-demand undergraduate and graduate programs to increase enrollment.
- Hire an online/distance education Coordinator.
- Hire a Marketing Specialist.

## OBJECTIVE 6.3:

To improve Community Service, Public Service, Volunteer Service and Service Learning of students, faculty and staff.

 *Performance Indicator: Increase in Service of Students, Faculty and Staff*

### STRATEGIES:

- Develop and/or enhance service learning, internships and mentoring programs within academic majors.
- Increase in the number of formal university/community partnerships developed.

- Increase in the number of faculty and staff members who the community recognize and award for their contributions to the community and/or volunteer services.
- Increase in the publication/publicity of significant outcomes and impact of community service and service learning activities.
- Increase in the documentation and recognition of student learning and benefits resulting from their community service participation.
- Increase in the number of outreach activities sponsored by the University.
- Increase in the number and diversity of community participants who enroll/participate in education and outreach programs.



SUNO Natural Sciences Building

APPENDIX A

**S**OUTHERN **U**NIVERSITY  
AT **N**EW **O**RLEANS

**SCORE CARD**

# SCORE CARD

## OUTCOMES

## SOUTHERN UNIVERSITY AT NEW ORLEANS

Year	Goal	Objective#/KPI	Target	Actual	Difference	%

## APPENDIX B

# GOAL 1

**CONTINUING TO DEVELOP AND  
EXPAND THE STUDENT RECRUITMENT,  
ADMISSIONS, ENROLLMENT AND  
RETENTION STRATEGIES**

**SUNO HEADCOUNT ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.1)**

		Projected Enrollment	Annual Headcount Enrollment Growth #	Annual Growth %	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>2,546</b>				
Yr. 1	Fall 2018	2,341	-205	-8%		
Yr. 2	Fall 2019	2,528	187	8%		
Yr. 3	Fall 2020	2,730	202	8%		
Yr. 4	Fall 2021	2,948	218	8%		
Yr. 5	Fall 2022	3,184	236	8%		
Yr. 6	Fall 2023	3,439	255	8%		
Yr. 7	Fall 2024	3,714	275	8%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>4,011</b>	<b>297</b>	<b>8%</b>	<b>1,465</b>	<b>58%</b>

**SUNO UNDERGRADUATE ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.2)**

		SUNO Undergraduate Enrollment	% Undergraduate Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>2,108</b>	<b>83%</b>		
Yr. 1	Fall 2018	1,872	80%		
Yr. 2	Fall 2019	1,929	76%		
Yr. 3	Fall 2020	2,184	80%		
Yr. 4	Fall 2021	2,358	80%		
Yr. 5	Fall 2022	2,547	80%		
Yr. 6	Fall 2023	2,547	80%		
Yr. 7	Fall 2024	2,971	80%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>3,209</b>	<b>80%</b>	<b>1,101</b>	<b>52%</b>



**SUNO GRADUATE ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.3)**

		SUNO Graduate Enrollment	% Graduate Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>438</b>	<b>17%</b>		
Yr. 1	Fall 2018	425	18%		
Yr. 2	Fall 2019	475	19%		
Yr. 3	Fall 2020	500	18%		
Yr. 4	Fall 2021	525	18%		
Yr. 5	Fall 2022	550	17%		
Yr. 6	Fall 2023	575	17%		
Yr. 7	Fall 2024	600	16%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>625</b>	<b>16%</b>	<b>187</b>	<b>43%</b>

**SUNO ONLINE ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.4)**

		SUNO Online Enrollment	% Online Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>34</b>	<b>1%</b>		
Yr. 1	Fall 2018	28	1%		
Yr. 2	Fall 2019	40	2%		
Yr. 3	Fall 2020	110	4%		
Yr. 4	Fall 2021	250	8%		
Yr. 5	Fall 2022	287	9%		
Yr. 6	Fall 2023	378	11%		
Yr. 7	Fall 2024	483	13%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>601</b>	<b>15%</b>	<b>567</b>	<b>1668%</b>

**SUNO DUAL ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.5)**

		SUNO Dual Enrollment	% Dual Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>203</b>	<b>8%</b>		
Yr. 1	Fall 2018	189	8%		
Yr. 2	Fall 2019	233	9%		
Yr. 3	Fall 2020	282	10%		
Yr. 4	Fall 2021	310	11%		
Yr. 5	Fall 2022	341	11%		
Yr. 6	Fall 2023	382	11%		
Yr. 7	Fall 2024	432	12%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>488</b>	<b>12%</b>	<b>285</b>	<b>140%</b>

**SUNO NEW FIRST-TIME FRESHMAN ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.6)**

		SUNO New First-Time Freshman Enrollment	% New First-Time Freshman Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>206</b>	<b>8%</b>		
Yr. 1	Fall 2018	190	8%		
Yr. 2	Fall 2019	250	10%		
Yr. 3	Fall 2020	300	11%		
Yr. 4	Fall 2021	350	12%		
Yr. 5	Fall 2022	400	13%		
Yr. 6	Fall 2023	450	13%		
Yr. 7	Fall 2024	500	13%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>550</b>	<b>14%</b>	<b>344</b>	<b>167%</b>

**SUNO TRANSFER-IN ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.7)**

		SUNO Transfer-In Enrollment	% Transfer-In Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>122</b>	<b>5%</b>		
Yr. 1	Fall 2018	275	12%		
Yr. 2	Fall 2019	300	12%		
Yr. 3	Fall 2020	325	12%		
Yr. 4	Fall 2021	350	12%		
Yr. 5	Fall 2022	375	12%		
Yr. 6	Fall 2023	400	12%		
Yr. 7	Fall 2024	450	12%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>500</b>	<b>12%</b>	<b>378</b>	<b>310%</b>

**SUNO RE-ADMITS ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.8)**

		SUNO Re-Admits Enrollment	% Re-Admits Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>100</b>	<b>4%</b>		
Yr. 1	Fall 2018	180	7%		
Yr. 2	Fall 2019	250	9%		
Yr. 3	Fall 2020	320	11%		
Yr. 4	Fall 2021	390	12%		
Yr. 5	Fall 2022	460	13%		
Yr. 6	Fall 2023	530	14%		
Yr. 7	Fall 2024	600	15%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>700</b>	<b>17%</b>	<b>600</b>	<b>600%</b>

**SUNO CROSS-ENROLLMENT PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.9)**

		SUNO Cross-Enrollment	% Cross-Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>7</b>	<b>0%</b>		
Yr. 1	Fall 2018	10	0%		
Yr. 2	Fall 2019	20	1%		
Yr. 3	Fall 2020	30	1%		
Yr. 4	Fall 2021	40	1%		
Yr. 5	Fall 2022	50	1%		
Yr. 6	Fall 2023	60	2%		
Yr. 7	Fall 2024	70	2%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>80</b>	<b>1%</b>	<b>73</b>	<b>1043%</b>

**SUNO PERCENT FIRST-GENERATION  
(PELL ELIGIBLE) STUDENTS PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.10)**

		% 1 <sup>ST</sup> Generation Pell Eligible Students	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>60%</b>	
Yr. 1	Fall 2018	61%	
Yr. 2	Fall 2019	62%	
Yr. 3	Fall 2020	63%	
Yr. 4	Fall 2021	64%	
Yr. 5	Fall 2022	65%	
Yr. 6	Fall 2023	66%	
Yr. 7	Fall 2024	67%	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>68%</b>	<b>8%</b>

**SUNO PERCENT ADULT LEARNERS 25 YEARS PLUS  
ELIGIBLE STUDENTS PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 1.11)**

		% Adult Learners 25 Years Plus Students	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>54%</b>	
Yr. 1	Fall 2018	50%	
Yr. 2	Fall 2019	52%	
Yr. 3	Fall 2020	54%	
Yr. 4	Fall 2021	56%	
Yr. 5	Fall 2022	58%	
Yr. 6	Fall 2023	60%	
Yr. 7	Fall 2024	65%	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>70%</b>	<b>16%</b>



# APPENDIX C

## GOAL 2

CONTINUING TO CREATE FINANCIAL  
STABILITY AND GROWTH

**SUNO – FINANCIAL MANAGEMENT  
CURRENT RATIOS  
FY 2017 – FY 2025  
(OBJECTIVE 2.1)**

		Ratio
<b>Baseline</b>	<b>FY 2017</b>	<b>0.25</b>
Yr. 1	FY 2018	0.25
Yr. 2	FY 2019	0.25
Yr. 3	FY 2020	0.50
Yr. 4	FY 2021	0.75
Yr. 5	FY 2022	1.25
Yr. 6	FY 2023	1.50
Yr. 7	FY 2024	1.75
Yr. 8	<b>FY 2025</b>	<b>2.00</b>

**SUNO – FINANCIAL MANAGEMENT  
WORKING CAPITAL  
FY 2017 – FY 2025  
(OBJECTIVE 2.2)**

		Working Capital
<b>Baseline</b>	<b>FY 2017</b>	<b>(\$12,399,230.00)</b>
Yr. 1	FY 2018	(\$9,000,000.00)
Yr. 2	FY 2019	(\$9,000,000.00)
Yr. 3	FY 2020	(\$8,000,000.00)
Yr. 4	FY 2021	(\$6,000,000.00)
Yr. 5	FY 2022	(\$4,000,000.00)
Yr. 6	FY 2023	(\$2,000,000.00)
Yr. 7	FY 2024	\$0.00
Yr. 8	<b>FY 2025</b>	<b>\$2,000,000.00</b>

**SUNO – FINANCIAL MANAGEMENT  
UNRESTRICTED NET POSITION  
FY 2017 – FY 2025  
(OBJECTIVE 2.3)**

		<b>Unrestricted Net Position</b>
<b>Baseline</b>	<b>FY 2017</b>	<b>(\$10,299,541.00)</b>
Yr. 1	FY 2018	(\$9,000,000.00)
Yr. 2	FY 2019	(\$9,000,000.00)
Yr. 3	FY 2020	(\$8,000,000.00)
Yr. 4	FY 2021	(\$6,000,000.00)
Yr. 5	FY 2022	(\$4,000,000.00)
Yr. 6	FY 2023	(\$2,000,000.00)
Yr. 7	FY 2024	\$0.00
<b>Yr. 8</b>	<b>FY 2025</b>	<b>\$1,000,000.00</b>

# APPENDIX D

## GOAL 3

**CONTINUING TO BUILD  
INSTITUTIONAL CAPACITY TO SUPPORT  
TEACHING, RESEARCH AND SERVICE**

**SUNO – SPONSORED GRANTS  
DOLLAR VALUE OF PROPOSALS SUBMITTED  
FY 2017 – FY 2025  
(OBJECTIVE 3.1)**

		Dollar Value of Proposals Submitted	FY 2025 minus Baseline FY 2017	% Increase FY 2025 over Baseline FY 2017
<b>Baseline</b>	<b>FY 2017</b>	<b>\$18,503,676.00</b>		
Yr. 1	FY 2018	\$9,801,233.00		
Yr. 2	FY 2019	\$10,801,233.00		
Yr. 3	FY 2020	\$12,051,233.00		
Yr. 4	FY 2021	\$13,301,233.00		
Yr. 5	FY 2022	\$14,551,233.00		
Yr. 6	FY 2023	\$15,801,233.00		
Yr. 7	FY 2024	\$17,301,233.00		
<b>Yr. 8</b>	<b>FY 2025</b>	<b>\$18,801,233.00</b>	<b>\$297,557.00</b>	<b>2%</b>

**SUNO – SPONSORED GRANTS  
NUMBER OF PROPOSALS SUBMITTED  
FY 2017 – FY 2025  
(OBJECTIVE 3.2)**

		Proposals Submitted	FY 2025 minus Baseline FY 2017	% Increase FY 2025 over Baseline FY 2017
<b>Baseline</b>	<b>FY 2017</b>	<b>49</b>		
Yr. 1	FY 2018	43		
Yr. 2	FY 2019	44		
Yr. 3	FY 2020	46		
Yr. 4	FY 2021	48		
Yr. 5	FY 2022	50		
Yr. 6	FY 2023	52		
Yr. 7	FY 2024	54		
<b>Yr. 8</b>	<b>FY 2025</b>	<b>56</b>	<b>7</b>	<b>14%</b>

**SUNO – SPONSORED GRANTS  
DOLLAR VALUE OF PROPOSALS FUNDED/AWARDED  
FY 2017 – FY 2025  
(OBJECTIVE 3.3)**

		Dollar Value of Proposals Funded/Awarded	FY 2025 minus Baseline FY 2017	% Increase FY 2025 over Baseline FY 2017
<b>Baseline</b>	<b>FY 2017</b>	<b>\$9,198,600.00</b>		
Yr. 1	FY 2018	\$8,150,205.00		
Yr. 2	FY 2019	\$5,400,617.00		
Yr. 3	FY 2020	\$6,025,617.00		
Yr. 4	FY 2021	\$6,650,617.00		
Yr. 5	FY 2022	\$7,275,617.00		
Yr. 6	FY 2023	\$7,900,617.00		
Yr. 7	FY 2024	\$8,650,617.00		
<b>Yr. 8</b>	<b>FY 2025</b>	<b>\$9,400,617.00</b>	<b>\$202,017.00</b>	<b>2%</b>

**SUNO – SPONSORED GRANTS  
NUMBER OF PROPOSALS FUNDED/AWARDED  
FY 2017 – FY 2025  
(OBJECTIVE 3.4)**

		Proposals Funded/Awarded	FY 2025 minus Baseline FY 2017	% Increase FY 2025 over Baseline FY 2017
<b>Baseline</b>	<b>FY 2017</b>	<b>25</b>		
Yr. 1	FY 2018	28		
Yr. 2	FY 2019	26		
Yr. 3	FY 2020	28		
Yr. 4	FY 2021	29		
Yr. 5	FY 2022	30		
Yr. 6	FY 2023	31		
Yr. 7	FY 2024	32		
<b>Yr. 8</b>	<b>FY 2025</b>	<b>34</b>	<b>9</b>	<b>34%</b>



**SUNO – FUNDRAISING AND PHILANTHROPY  
FY 2017 – FY 2025  
(OBJECTIVE 3.5)**

		<b>Number of Donors (Alumni/Corporations/ Foundations/Other)</b>	<b>Number of Gifts (Alumni/Corporations/ Foundations/Other)</b>	<b>\$ Amount Given (Alumni/Corporations/ Foundations/Other)</b>
<b>Baseline</b>	<b>FY 2017</b>	<b>500</b>	<b>550</b>	<b>\$64,875.00</b>
Yr. 1	FY 2018	600	650	\$72,665.00
Yr. 2	FY 2019	630	683	\$76,298.00
Yr. 3	FY 2020	662	717	\$80,113.00
Yr. 4	FY 2021	695	752	\$84,119.00
Yr. 5	FY 2022	729	790	\$88,325.00
Yr. 6	FY 2023	766	830	\$92,741.00
Yr. 7	FY 2024	804	871	\$97,378.00
<b>Yr. 8</b>	<b>FY 2025</b>	<b>844</b>	<b>915</b>	<b>\$102,247.00</b>

# APPENDIX E

## GOAL 4

**CONTINUING TO ENHANCE STUDENT  
SUCCESS AND COMPETITIVE EDGE  
IN ACADEMIC EXCELLENCE  
AND CAREER PURSUITS**

<b>SUNO 1<sup>ST</sup>-TO-2<sup>ND</sup> YEAR FALL-TO-FALL RETENTION PROJECTION            SAME INSTITUTION            FALL 2017 – FALL 2025            (OBJECTIVE 4.1)</b>			
		<b>% 1<sup>ST</sup>-2<sup>ND</sup> Year Retained Students</b>	<b>Fall 2025 minus Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2016 - Fall 2017</b>	<b>52%</b>	
Yr. 1	Fall 2017 - Fall 2018	48%	
Yr. 2	Fall 2018 - Fall 2019	49%	
Yr. 3	Fall 2019 - Fall 2020	50%	
Yr. 4	Fall 2020 - Fall 2021	51%	
Yr. 5	Fall 2021 - Fall 2022	52%	
Yr. 6	Fall 2022 - Fall 2023	53%	
Yr. 7	Fall 2023 - Fall 2024	54%	
<b>Yr. 8</b>	<b>Fall 2024 - Fall 2025</b>	<b>55%</b>	<b>3%</b>



<b>SUNO 6 YEAR (150%) GRADUATION RATE (COHORT 2011)            SAME INSTITUTION            AY 2016-2017 – AY 2024-2025            (OBJECTIVE 4.2)</b>			
		<b>% 6 Year Graduates</b>	<b>AY 2024-2025 minus Baseline AY 2016-2017</b>
<b>Baseline</b>	<b>AY 2016-2017 (Cohort 2011)</b>	<b>13%</b>	
Yr. 1	AY 2017-2018	18%	
Yr. 2	AY 2018-2019	19%	
Yr. 3	AY 2019-2020	20%	
Yr. 4	AY 2020-2021	21%	
Yr. 5	AY 2021-2022	22%	
Yr. 6	AY 2022-2023	23%	
Yr. 7	AY 2023-2024	24%	
<b>Yr. 8</b>	<b>AY 2024-2025</b>	<b>25%</b>	<b>12%</b>

**SUNO TOTAL AWARDS/COMPLETERS PROJECTION  
FALL 2017 – FALL 2025  
(OBJECTIVE 4.3)**

		Associates	Bachelors	Masters	SUNO Total Completers	AY 2024-2025 minus Baseline AY 2016-2017	% Increase AY 2024-2025 over Baseline AY 2016-2017
<b>Baseline</b>	<b>AY 2016-2017</b>	<b>14</b>	<b>324</b>	<b>189</b>	<b>527</b>		
Yr. 1	AY 2017-2018	17	296	167	480		
Yr. 2	AY 2018-2019	20	308	177	506		
Yr. 3	AY 2019-2020	22	333	191	546		
Yr. 4	AY 2020-2021	24	360	206	590		
Yr. 5	AY 2021-2022	25	388	223	637		
Yr. 6	AY 2022-2023	28	420	241	688		
Yr. 7	AY 2023-2024	30	453	260	743		
<b>Yr. 8</b>	<b>AY 2024-2025</b>	<b>32</b>	<b>489</b>	<b>281</b>	<b>802</b>	<b>275</b>	<b>52%</b>

**SUNO – PRAXIS - AMERICAN  
TEACHER CERTIFICATION EXAMINATION  
FALL 2017 – FALL 2025  
(OBJECTIVE 4.4)**

		% of Passing Students
<b>Baseline</b>	<b>Fall 2017</b>	<b>100%</b>
Yr. 1	Fall 2018	100%
Yr. 2	Fall 2019	100%
Yr. 3	Fall 2020	100%
Yr. 4	Fall 2021	100%
Yr. 5	Fall 2022	100%
Yr. 6	Fall 2023	100%
Yr. 7	Fall 2024	100%
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>100%</b>

# APPENDIX F

## GOAL 5

CONTINUING TO ENHANCE  
INSTITUTIONAL EFFECTIVENESS  
AND ACCOUNTABILITY

**SUNO – REGIONAL ACCREDITATION STANDARDS  
(SACSCOC) 100% COMPLIANCE  
FALL 2017 – FALL 2025  
(OBJECTIVE 5.1)**

		<b>% in Compliance with 73 SACSCOC Regional Accreditation Standard &amp; Requirements</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>100%</b>
Yr. 1	Fall 2018	100%
Yr. 2	Fall 2019	100%
Yr. 3	Fall 2020	100%
Yr. 4	Fall 2021	100%
Yr. 5	Fall 2022	100%
Yr. 6	Fall 2023	100%
Yr. 7	Fall 2024	100%
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>100%</b>

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**SUNO – PROGRAMMATIC ACCREDITATION  
STANDARDS COMPLIANCE  
FALL 2017 – FALL 2025  
(OBJECTIVE 5.2)**

		<b>% in Compliance with Programmatic Accreditation Standards &amp; Requirements</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>100%</b>
Yr. 1	Fall 2018	100%
Yr. 2	Fall 2019	100%
Yr. 3	Fall 2020	100%
Yr. 4	Fall 2021	100%
Yr. 5	Fall 2022	100%
Yr. 6	Fall 2023	100%
Yr. 7	Fall 2024	100%
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>100%</b>



# APPENDIX G

## GOAL 6

CONTINUING TO ENHANCE GLOBAL  
ENGAGEMENT AND SERVICE

**SUNO GLOBAL ENGAGEMENT & OUTREACH  
INTERNATIONAL STUDENT ENROLLMENT  
FALL 2017 – FALL 2025  
(OBJECTIVE 6.1)**

		Projected Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>51</b>		
Yr. 1	Fall 2018	40		
Yr. 2	Fall 2019	45		
Yr. 3	Fall 2020	50		
Yr. 4	Fall 2021	55		
Yr. 5	Fall 2022	60		
Yr. 6	Fall 2023	65		
Yr. 7	Fall 2024	70		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>75</b>	<b>24</b>	<b>47%</b>

**SUNO NATIONAL ENGAGEMENT & OUTREACH  
OUT-OF-STATE STUDENT ENROLLMENT  
FALL 2017 – FALL 2025  
(OBJECTIVE 6.2)**

		Projected Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>86</b>		
Yr. 1	Fall 2018	70		
Yr. 2	Fall 2019	80		
Yr. 3	Fall 2020	90		
Yr. 4	Fall 2021	100		
Yr. 5	Fall 2022	110		
Yr. 6	Fall 2023	120		
Yr. 7	Fall 2024	130		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>140</b>	<b>54</b>	<b>63%</b>

