Southeastern Louisiana University

From Vision To Reality

Strategic Planning Progress Report
1996-2001

Fall 2000

Table of Contents:

Strategic Goal 10
To improve internal and external communications.

Strategic Goal 11
To recognize contributors to the university's success.

Strategic Goal 12
To expand partnerships between university and external community.

SOUTHEASTERN
LOUISIANA UNIVERSITY

FROM VISION TO REALITY

Strategic Planning Progress Report
1996-2001

Fall 2000

President's Message

In 1995, the University Planning Council of Southeastern Louisiana University began the important and complex task of developing a strategic plan for the university. Working committees tapped a wide range of expertise from various fields at the university to provide a broad perspective from which the Council could draw. After several months of meetings, research and evaluation, the Council adopted its five-year plan, Vision to the Year 2000, with 12 specific goals outlined to make Southeastern's strategic vision a reality.

As with any project of this magnitude, developing the plan was only the first step; moving the plan forward became the larger challenge. I am pleased to report in this retrospective analysis that Southeastern has made great strides in reaching its goals. This did not happen by chance. It required the concentrated attention of numerous individuals, specific work groups, and planning committees. Our achievements are a direct result of their interest, dedication and hard work. We owe a tremendous debt of gratitude to all those individuals who voluntarily worked on this effort.

Of course there were some goals that we did not fully accomplish as originally projected. These goals will be reviewed and evaluated in future planning sessions to determine relevance and appropriateness as we develop our new strategic plan. However, the accomplishments we have made in Vision to the Year 2000 provide a solid foundation on which the university can build.

Sally Clausen

Sally Clausen
President

MISSION

The mission of Southeastern Louisiana University is to lead the educational, economic and cultural development of southeast Louisiana.

CORE VALUES

Appreciating Diversity, Caring, Commitment to Service, Ethical Behavior, Excellence, Quality Curriculum and Instruction, Scholarship, Valuing People

STRATEGIC GOALS

Goal One:

To provide a diverse and exciting collegiate atmosphere, conducive to the enhancement of knowledge.

The Center for Faculty Excellence. The Center for Faculty Excellence opened in the fall of 1997 to assist faculty by providing opportunities for professional growth, innovation and experimentation in direct response to faculty needs.

Learning Communities. To enhance greater in-depth understanding of course material, Southeastern employed "Learning Communities," which link classes through shared themes, writing assignments, and activities. The university offers Learning Communities each semester with course work involving active partnership on shared topics, activities and assignments that reach across traditional classroom boundaries.

Distance Education. To better serve the needs of a varied student population at Southeastern, including traditional and non-traditional students, the university expanded its high tech offerings beyond the Hammond campus. Currently, Southeastern offers programs at 17 different sites. Compressed video, internet and telecourses serve more than 1,500 students in various cities and countries. The university's library established a special Distance Learning Library Service department to aid in this effort which provides on-line and immediate access to informational and research material.

Service Learning. Our students are involved with giving back to the community with over 5,700 student participants in service learning last year. Projects included are America Reads, Community Outreach, Connections, and role modeling programs.

Re-organized Academic Colleges. The university reorganized academic areas to strengthen partnerships and academic experiences and to enhance opportunities relating to technology, workforce development and collaborations both within and outside the university.

The School of Nursing was changed to the College of Nursing and Health Services, acquiring the kinesiology and health studies program and the communications sciences and disorders programs, both previously part of the College of Education.

The College of Business was renamed the College of Business and Technology, reflecting the move of the Department of Computer Sciences and Department of Industrial Technology under its umbrella.

The College of Education was renamed the College of Education and Human Development, incorporating the university's social work program and bringing the special education programs into the new Department of Teaching and Learning. In addition, the areas of educational technology and leadership were brought together into a new department.

The dance and theatre programs, formerly part of the Kinesiology and Communication & Theatre departments, were moved to the College of Arts and Sciences and are now part of a newly named Department of Music and Dramatic Arts. The Department of Communication and Theatre was renamed the Department of Communication.
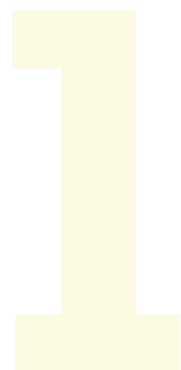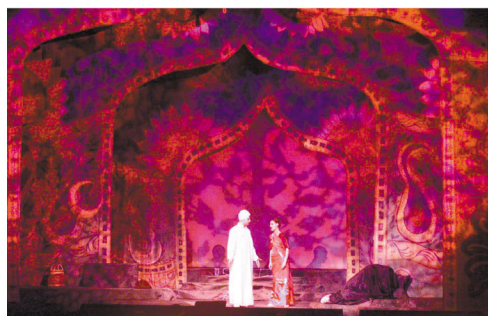
Goal Two:

To provide existing and new degree programs that meet the needs of our students and constituents.

EMBA. Southeastern developed the Executive Master of Business Administration program. The concentrated 17-month program, offered in St. Tammany Parish, holds classes primarily on Saturday, with occasional meetings on Thursday and Friday. Sixteen students have graduated from the first class; second class is underway.

Curricula Changes. To ensure course relevance and quality, all degree programs were reviewed. As a result, hours in degree programs were reduced. The average number of hours required to complete an undergraduate degree program was reduced from 133 hours in 1997-98 to 122 credit hours in 2000-01.

New Degree Programs. The College of Arts & Sciences developed an Associate Degree in General Studies, which can be obtained completely through distance education. Graduate programs are also proposed in Organizational Communication, Integrated Science and Technology, and Applied Sociology, all of which will be submitted to the Board of Regents this year for final approval.

Goal Three:

To recruit and retain a culturally diverse faculty, staff and student body.

Minority Student Population Increased. Southeastern is listed among the most successful of Louisiana universities in the recruitment of minority students. Black, non-Hispanic students at Southeastern increased more than 67% from 1995 to 2000.

International Student Population Increased. With greater emphasis placed on globalization and with increased partnerships with other nations and foreign universities, Southeastern increased its number of international students by 108% from 1995 to 2000.

> "Area colleges that historically have been overwhelmingly white or overwhelmingly black made little progress attracting 'other race' students in the past five years. **The exception is Southeastern Louisiana University in Hammond, which doubled its proportion of black students.**"
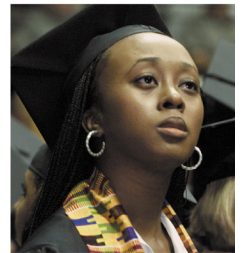>
> —Baton Rouge *Advocate*
> May 1, 2000

Goal Four:

To generate pride in the university.

Public Awareness. Through the efforts of our Office of Public Information and the cooperation of all university divisions, the "Southeastern story" of quality offerings and innovative programs has been shared with many, resulting in increased positive news coverage and favorable public awareness for the university.

Created "Pride Day." A Pride Day Committee composed of faculty and staff planned and implemented monthly activities designed to increase school spirit and promote the wearing of Southeastern colors and attire.

Campus Aesthetics. Southeastern was successful in capturing $44 million in capital outlay funds to build new buildings, renovate existing facilities, and initiate grounds improvement. In addition, the university leads the state in master planning efforts. The university's award-winning Master Plan – driven by its Strategic Plan – captures the identity and image of Southeastern and serves as general guide for future construction and campus layout.

Goal Five:

To establish a stable, diverse funding base for the university's needs.

State Appropriations. The university continued to work with the Legislature in general and the Florida Parishes delegation specifically regarding Southeastern's ranking as one of the lowest per-student appropriations in the State. As a result, the university experienced a 36% increase in state appropriations from the Year 1995 to the Year 2000 and continues to pursue more equitable state funding.

Commitment to Excellence Campaign. Southeastern's faculty, staff, alumni, and friends generously supported the university's fund raising campaign: $13.3 million was collected, exceeding the base goal of $6.75 million and the challenge goal of $10.75 million.

Federal Funds. Working with our Congressional delegation, the university obtained two appropriations totaling approximately $2 million to fund and expand ongoing research and educational programs at the Southestern's Turtle Cove Environmental Station in Pass Manchac.

Livingston Literacy and Technology Center. In a unique agreement, a settlement in a federal environmental class action suit in Livingston Parish led to the allocation of $4.5 million to Southeastern to partner with the Livingston Parish School System to develop the Livingston Literacy and Technology Center in Walker. The center is intended to offer programs for both children and adults that will improve graduation rates, increase the number of students entering higher education and address workforce development.

Endowed Chairs & Professorships. Southeastern established its first two endowed chairs: the Edward G. Schlieder Endowed Chair in Environmental Studies held by Dr. Paul Keddy and the Leon Ford Family Endowed Chair in Regional Studies. In addition, endowed professorships now number 23, compared to 7 in 1996.

Scholarships. Southeastern presently has 125 endowed scholarships that are administered by the Southeastern Development Foundation, an increase of over 171% of endowed scholarships since 1996. The amount of money in endowed scholarships now exceeds $4.2 million dollars. In addition to endowed scholarships, the Foundation also administers 44, "in-and-out" scholarships.

Goal Six:

To manage the university's resources effectively and efficiently.

Clean Audits. Southeastern continued to obtain clean audits from the Office of the Louisiana Legislative Auditor. The audit is in keeping with Southeastern's accountability principles. Even though Southeastern still receives less per student than most other universities in the state, we have managed to keep faculty salaries closer to SREB averages than any other.

> "Southeastern consistently receives good audits."
> *Dr. Daniel G. Kyle, Legislative Auditor*

Innovative Funding. Through innovative funding sources, the university has expanded its facilities. Southeastern Oaks and Southeastern Greek Village are financed through a 501C3 corporation, allowing the university to complete the projects more quickly and at a cost savings. In addition, a partnership with ARAMARK, the university's food service provider, has generated a $3.2 million dollar renovation of the Student Union at no cost to the university. Similar construction has taken place with the renovation of the Follette Bookstore and the adding of the Xerox Document Source Center in an effort to maintain the efficiencies of university resources.

Goal Seven:

To increase the proportion of students graduating in four years.

Selective Admissions. Commencing Fall 2000, Southeastern initiated its new quality admission standards which require entering freshmen to have either an ACT composite score of at least 20, rank in the upper 50% of their high school class, or have a high school grade point average of 2.0 in core academic courses. Average ACT scores for beginning freshmen rose significantly: composite scores of 19.8 in 2000 compared to 19.0 in 1999; math scores at 18.5 compared to 17.8; and English scores of 20.0 compared to 18.9. The goal to increase admission standards is to attract more academically prepared students, and the increase in ACT scores is an indication the strategy is working.

High School Cooperative Agreement. In 1997, Southeastern initiated a pilot program designed to reduce the number of entering college freshmen who need remedial courses. Participating high schools offer special English and math courses developed cooperatively between Southeastern faculty and high school teachers to seniors with low ACT scores. The results of this nationally recognized program show a significant decline in the number of students requiring remedial math and English courses.

Student Support Services. Through programs such as CAP center, Student Supplemental Instruction, and Student Support Services, Southeastern offers a variety of programs to enhance academic success for students, including group and individual tutoring; academic skills workshops such as test preparation, note taking, and study skills; personal development workshops such as time and stress management, and learning styles; and computer-aided instruction.

Goal Eight:

To possess a state of the art technology infrastructure

Improved Technology. The Office of Computing and Telephone Services has improved services to the university community while keeping the university abreast of the latest in computing technology.

Campus Electronic Infrastructure. Many campus buildings that had none or limited wiring for voice, data and video are now connected to these vital utilities. In addition to all offices having access, many classrooms have also been wired for electronic delivery of information.

Electronic Classrooms. A number of classrooms on the campus have been equipped to handle many e-learning activities. These new environments have provided the faculty and students with a range of options for the delivery of courses including on-line courses, compressed video and the use of the internet for on-line learning. The university also developed four compressed video classrooms on campus and one in each of our Baton Rouge and St. Tammany sites, while working on a project to establish compressed video sites in Slidell, Washington, Tangipahoa, Livingston and East Baton Rouge Parishes.

Computer Labs. Thirty-two state-of-the-art computer labs train, assist, and serve students, thus providing a value-added component to enhance their academic achievements and workforce preparation.

Project LEO. Southeastern is in the process of converting its COBOL-based computer system to a new Windows and web-based system using PeopleSoft software and the Oracle database, revolutionizing the way the university does business. The system now powers the registration and records process for students, financial aid operations, staff time-keeping functions, human resources, and payroll. Soon to be added will be financial functions such as budget tracking and purchasing. A significant network upgrade and the installation of a high-end computer system will support the new PeopleSoft applications.

Goal Nine:

To increase participation in university events

Event Publicity. Through the use of the internet, banners, flyers, and e-mail "Notices of the Day," faculty, staff and students receive greater notification of university-sponsored events. Commercial billboards and the University Center's electronic billboard provide additional publicity about upcoming activities. In addition, the university has increased its investment in marketing and advertising for special events.

Athletics. The Athletic Department has taken a more proactive approach to marketing events, including a new web page, daily e-mail newsletter, and special promotions. In addition, Athletics has teamed up with the Division of Student Affairs to establish a program to promote student attendance at more athletic events.

Fanfare. The College of Arts and Sciences' annual month-long festival in October has grown steadily, using a combination of marketing, public relations techniques, commercial advertising, and printed brochures and tabloids. Last year more than 51,000 people attended 84 Fanfare events, an increase in attendance of 69% and a 15% increase in the number of events since 1995. Fanfare has also increased its outreach effort in1998. More than 5,000 school children attended Fanfare events, an increase of 870 students from the previous year.

Goal Ten:

To improve internal and external communications

Increased Use of E-mail. All faculty, students and staff now have access to e-mail, designed to improve the speed of communications both within and outside the campus environment. WebMail provides access from any Internet-connected computer around the world.

Web Site. The university's web site was redesigned to be user friendly, especially for prospective students. About 98% of university offices host web pages on the site, designed to make valuable information about the university and its programs easily accessible. A web committee meets regularly to make suggestions for improvement.

President's Advisory Committee for Community and University Affairs. This advisory group serves as a "sounding board" for the President on topics including ways and means to secure external funds for the support and establishment of scholarships and endowed professorships, enhancement of the campus and its facilities, support of the athletic program and its benefit to Southeastern students and the community, and overall university outreach.

Annual Report. To project a more complete accounting of the university's accomplishments, Southeastern now publishes an annual report for distribution to its various publics.
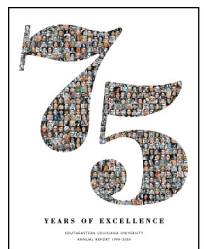
Goal Eleven:

To recognize contributors to the university's success

Donors. Some major financial contributors to the university are recognized at the Faculty Convocation. The Alumni News, a quarterly publication of the Alumni Association, is also used to recognize donors. Each year a complete list of all donors is published in the Southeastern Annual Report, with special recognition to donors who have given major gifts to Southeastern. Major donors are also featured in news releases announcing their gifts to the university.

Golden Ambassadors. Created in 1996, this award honors alumni, community leaders, or friends of Southeastern who have distinguished themselves through service, outstanding achievement, or humanitarian efforts. Through this award, Southeastern Louisiana University recognizes visionary thinking and tenacious action worthy of the university's support and appreciation.

Wall Plaques. In some Colleges, "wall plaques" are used as a means of recognizing major donors who have established scholarships or endowed chairs and professorships. At the completion of the "Commitment to Excellence" campaign, a Wall of Fame will be erected to recognize all donors who have made gifts of $10,000 or more to the university. Southeastern's Alumnus of the Year and Southeastern's Golden Ambassadors also will be featured on the Wall of Fame.

Expanded President's Awards for Excellence Program. The President's Awards Program recognizes the outstanding contributions and activities of Southeastern's faculty and staff who have enhanced the image of the university at various levels — locally, regionally, nationally, and internationally. The three faculty awards include: Excellence in Teaching, Excellence in Research, and Excellence in Artistic Activity. Two additional awards have been added to recognize excellence in service of faculty and unclassified staff.

Goal Twelve:

To expand partnerships between university and external community.

K-12 Partnerships. In addition to a number of partnerships started in the late 80s and early 90s, Southeastern has embarked on a wide variety of new K-12 initiatives designed to help improve the performance of area school children and their teachers. The university now has more than 51 different partnerships impacting over 226,000 students and teachers.

Business, Industry and Government Partnerships. In 1999-2000, the university counted 24 partnerships with business, industry, and government that impact over 212,000 citizens. These partnerships include the College of Business and Technology's Economic Summit, College of Education, Human Development, and the Division of Student Affairs efforts in drug and alcohol education, outreach with Louisiana Public Broadcasting through communication and education and outreach efforts in local hospitals and health clinics by the College of Nursing and Health Sciences, to name just a few.

> "Ninety-nine percent of employers would hire another Southeastern graduate and over 75% of employers said that compared to other employees, Southeastern graduates were better prepared for employment."
>
> *Source: Fall 1998 Employer Survey*

International Partnerships. The university took significant steps to expand its international partnerships in recent years, signing agreements with the Inter-American Development Bank for youth leadership training; an agreement with the Ministry of Education and Culture of Spain to create the Spanish Language and Cultural Studies Center; an agreement with Costa Rica to help promote and expand international academic and research program; a General Cooperation Agreement with the Secretary General of the Organization of American States; and an Agreement of Cooperation with the Union of Latin American Universities and the Hispano-American Association of Research Centers and Telecommunications Companies. The university also has existing partnerships with eight individual universities as well as a recently signed agreement with a consortium of several universities in and around Paris.