

**SOUTHERN UNIVERSITY AND A & M COLLEGE
AT BATON ROUGE**

STRATEGIC PLAN

**ACT 1465 of 1997 Compliance Document
FY 2011-12 through FY 2015-16**

**Submitted to
The Louisiana Board of Regents
and
The Office of Planning and Budget**

FY 2010-2011

SOUTHERN UNIVERSITY AND A & M COLLEGE AT BATON ROUGE

ACT 1465 STRATEGIC PLAN FY 2011-12 through FY 2015-16

VISION STATEMENT

Southern University and A & M College at Baton Rouge is a Carnegie Masters/Comprehensive level institution with an average enrollment of 8,000 students. During its proud history the University has maintained its unique status as the “flagship” institution of the only historically black university system in the nation. The quality of Southern University and A & M College is evidenced by the impressive number of accredited programs. Currently 100% of mandatory programs are accredited and the University plans to reach the accreditation rate of 100% for all University programs within the next five years. The University continuously progresses toward its vision to become a Carnegie Research Intensive institution with an increased enrollment of 9,000 students. Through its greatly expanded research capabilities and related endeavors, the University is poised to become the future grantor of the greatest number of African American doctorates awarded in the nation.

MISSION STATEMENT

Southern University and Agricultural & Mechanical College (SU A & M) serves the educational needs of Louisiana's population through a variety of undergraduate and graduate level programs. In its role as a land-grant college, Southern University A & M has a legal mandate for statewide service and enjoys national and international recognition and appeal. As an institution with a rich heritage of serving the educational needs of African Americans, the university attracts students from throughout the state and the nation. It offers a broad array of academic and professional programs from the associate level through the doctoral degree, including the state's only doctoral programs in Environmental Toxicology and Public Policy.

SU A & M prepares students to compete favorably in their chosen professions and to engage in advanced study in graduate and professional schools. The university ensures that its students are broadly educated through a liberal curriculum and that they are prepared for lifelong learning to meet the changing demands of society. It renders service to the community through both urban and rural programs and makes available educational, cultural, and developmental resources to enhance the quality of life for Louisiana citizens.

SU A & M is categorized as an SREB Four-Year 3 institution, as a Carnegie Master's College and University I, and as a Commission of Colleges of the Southern Association of Colleges and Schools Level V institution. Under the desegregation Settlement Agreement, the State has committed resources to expedite SU A & M's move to a SREB Four-Year 2 institution. To that end, the University is developing and implementing a minimum of four new doctoral programs, five new masters programs and four new baccalaureate or associate programs as prescribed in the

agreement. Southern University and A & M will offer a wide range of baccalaureate programs and will be committed to graduate education through the master's degree, offering graduate programs to meet regional or state needs. It will limit associate degree offerings to 2 +2 programs, conduct research appropriate to academic programs offered and necessary for program accreditation, and will implement, at a minimum, Selective III admissions criteria. Southern University A & M is located in Region II.

GOALS:

- Goal I: Increase Opportunities for Student Access and Success.
 Goal II: Ensure Quality and Accountability.
 Goal III: Enhance Services to Communities and State

GOALS AND OBJECTIVES

GOAL I: Increase Opportunities for Student Access and Success.

Objective 1.1: Increase fall 14th class day headcount enrollment at Southern University and A & M College by 18.1% from fall 2009 baseline level of 7,619 to 9,000 by fall 2015/16. (Baseline year FY 2009-10)

Louisiana Vision 2020 Link: Objective 1.8 – To have a competitive, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions.

- Strategy 1.1.1:** Conduct annual assessments of the effectiveness of the University's recruitment and marketing strategies and use the assessment for continuous process improvement.
- Strategy 1.1.2:** Increase the number of transfer students who matriculate at SUBR.
- Strategy 1.1.3:** Increase the number of dual enrollment (high school) students who matriculate at SUBR.
- Strategy 1.1.4:** Establish articulation/transfer agreements with other Louisiana public postsecondary institutions that support simultaneous enrollment.
- Strategy 1.1.5:** Increase by 2012 the number of adults age 25 and older enrolled in postsecondary education programs by "attracting or 'recruiting back' adult students who earn postsecondary education credentials.

Performance Indicators

Output: Number of students enrolled (as of the 14th class day) at Southern University and A & M College.
Outcome: Percent change in the number of students enrolled (as of the 14th class day) at Southern University and A & M College.
Source: Board of Regents SSPSLOAD

Objective 1.2: Increase minority 14th class day fall headcount enrollment at Southern University and A & M College by 17.8 % from fall 2009 baseline level of 7,331 to 8,640 by fall 2015/16. (Baseline year FY 2009-10)

Louisiana Vision 2020 Link: Objective 1.8 – To have a competitive, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions

Strategy 1.2.1: Expand recruitment of minority students.

Strategy 1.2.3: Conduct annual assessments of the effectiveness of the University’s recruitment and marketing strategies and use assessments for continuous process improvement.

Strategy 1.2.4: Increase the number of transfer students who matriculate at SUBR.

Strategy 1.1.3: Increase the number of dual enrollment (high school) students who matriculate at SUBR.

Strategy 1.1.4: Establish articulation/transfer agreements with other Louisiana public postsecondary institutions that support simultaneous enrollment.

Strategy 1.1.5: Increase the number of adults age 25 and older enrolled in postsecondary education programs by “attracting or ‘recruiting back’ adult students who earn postsecondary education credentials.

Performance Indicators:

Output: Number of minority students enrolled (as of the 14th class day) at Southern University and A & M College.
Outcome: Percent change in the number of minority students enrolled (as of the 14th class day) at Southern University and A & M College.
Source: Board of Regents SSPSRACEL

GOAL II: Ensure Quality and Accountability.

Objective 2.1: Increase the percentage of first-time, full-time degree-seeking freshmen at Southern University and A & M College retained to the second year in public postsecondary education by 2 percentage points from the fall 2009 baseline level of 78.1% to 80.1% by fall 2015/16 (Baseline year FY 2009-10)

Louisiana Vision 2020 Link: Objective 1.4 – to have student retention rates approaching 100 percent for Pre-K-12 and postsecondary education.

Strategy 2.1.1: Implement a comprehensive student tracking system and related interventions through the Center for Student Success and related instructional/non instructional support services.

Strategy 2.1.2: Monitor student expectations and satisfaction through surveys.

Strategy 2.1.3: Continuously evaluate the effectiveness of instructional/non instructional support services identified in Strategy 2.1.1.

Performance Indicators:

Output: Percentage of first-time, full-time, degree-seeking freshmen retained to the second year in public postsecondary education.

Outcome: Percentage change in the percentage of first-time, full-time, degree-seeking freshmen retained to the second year in public postsecondary education.

Source: Board of Regents SPSRETN

GOAL III: Enhance Services to Communities and State

Objective 3.1: Increase the six-year graduation rate at Southern University and A & M College by 24.9 percentage points from the FY 2009-2010 baseline level of 30.1 percent to 55 percent by FY 2015 -2015. (Baseline year FY 2009-2010)

Louisiana Vision 2020 Link: Objective 1.4 – to have student retention rates approaching 100 percent for Pre-K-12 and postsecondary education

Louisiana Vision 2020 Link: Objective 1.5 - to have a well-articulated system of post-secondary education whose institutions are active participants in the economic development enterprise

Louisiana Vision 2020 Link: Objective 1.8 –to improve the efficiency and accountability of governmental agencies

Strategy 2.2.1: Monitor student academic progress toward degree attainment through the development of a comprehensive student tracking system with emphasis on entry cohort progression rates.

Strategy 2.2.2: Strengthen and expand student cohort retention/persistence efforts through improved institutional coordination between the Center for Student Success, Academic Affairs, and Students Affairs.

PERFORMANCE INDICATORS:

- Output: Number of students identified in a first-time, full-time degree-seeking cohort at Southern University and A & M College graduating within six year.
- Outcome: Percentage of students identified in a first-time, full-time degree-seeking cohort at Southern University and A & M College graduating within six years.
- Source: Board of Regents BRGRATERPT

In compliance with ACT 1465 of 1997, each strategic plan must include the following process.

I. A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations:

1. The State Administration

Southern University and A & M College, as a unit of the Southern University System, with authority to plan and have budgetary authority as a public postsecondary institution, is strategically placed in Louisiana state government to serve numerous principal clients and users. By providing and implementing a broad-based multi-level postsecondary education unit, the University's clients include all the citizens in Louisiana who avail themselves of the numerous services provided by the institution. These services are delivered to students enrolled in the degree programs and the citizens who participate in non-degree activities. Additionally, as an entity that is a part of the higher education system that drives economic development, the University's clients extend beyond students to all citizens who benefit from a healthy economy. As an institution that contributes to workforce development, job training and retraining, Louisiana's businesses and industries are primary clients and users of the University's academic and non-academic services. And, finally, as an institution committed to being accountable for the expenditure of citizens' tax dollars, the primary clients and users of the University's programs are all of the state's citizens who contribute tax revenues to state government. The state has been experiencing a decline in revenues this does not bode well for higher education which is one of the few areas (in addition to health care) not protected from budget reductions in the Louisiana state constitution.

2. The Economy

At present, Louisiana's economy is experiencing severe challenges that threaten the viability of higher education, workforce development and mobility, and the ability of households to support the education of their children. The state has been experiencing a decline in revenues that do not bode well for higher education which is one of the few areas (in addition to health care) not protected from budget reductions in the Louisiana state constitution. These challenges have a cyclical effect. The 2010 Horizon Deepwater Oil spill catastrophe has extended and deepened the economic crisis and its widespread impact. It is predicted that there will be migration from Louisiana to states seeming more economically vibrant. Loss of citizens, their skills and taxes affect the quality and quantity of the remaining workforce, the degree to which government is able to attract and maintain investors' interest, and state-funded activities.

Postsecondary education is not faring well in the above scenario. Its financial position will always be precarious because its funding is not guaranteed by constitutional law or statute. When faced with the cyclical nature of challenged development, the state exacts stringent cost-saving/ budget-cutting measures on higher education with seeming impunity. At the same time, state agencies are pursuing measures intended to guarantee higher education's responsiveness to the needs of the state and region. Measures designed to achieve this responsiveness include performance-based funding, tightening of admissions requirement, and increased attention to state workforce needs

For SUBR, the state's economic downturn is particularly devastating because the institution has negligible "fat" to trim from its operation in order to meet government mandated budget cuts. Such cuts negatively impact the quality and quantity of personnel (faculty and staff), program offerings, financial support offered to students, and all innovations. In the short run, these same cuts make the institution's recruitment and enrollment somewhat precarious for several reasons. To list a few, more and more students report they must work in order to attend school because of the rising cost of living. SUBR's traditional recruitment base is declining because of migration to other states and the appeal of community colleges. Increased admissions requirements will likely reduce that base even more, making enrollment goals increasingly difficult to meet. And, enrollment drives the decisions the University can and cannot make to improve the University. Finally, SUBR's mission has been to take promising students, as well as those that are clearly stellar, where they are found and mold them into viable, highly mobile citizens capable of contributing to state modernization. Performance-based funding does not appear cognizant of the mission and its meaning. If not careful, SUBR could become one of the casualties of the state's economic downturn.

Despite the above, SUBR is determined to address its challenges and, as reflected, in its objectives and strategies, will face recruitment, enrollment, retention, and graduation with determination, thoughtful planning, consistent monitoring and evaluation, and introduction of innovations as necessary.

3. The Federal Government

A significant amount of revenue flows from Washington D.C. into Southern University and A & M College. A change in policy at the federal level can have dramatic affects on the University, including student financial aid, research and experimentation, telecommunications (distance learning), and related programs.

4. Demographics

The declining number of projected Louisiana high school graduates remains in 10 to 13% range. This remains the largest decline of any state in the Southern Regional Education Board area.

II. The statutory requirement or other authority for each goal of the plan.

1. Goal: Increase Opportunities for Student Access and Success.

The Louisiana Board of Regents is given authority in the Louisiana Constitution (Article VIII, Section 5 (D) 4) - To formulate and make timely revision of a master plan. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes. Southern University and A & M College is a part of the Regents' Master Plan.

2. Goal: Ensure Quality and Accountability.

A. The Louisiana Board of Regents is given authority in the Louisiana Constitution (Article VIII, Section 5 (D) 4) - To formulate and make timely revision of a master plan. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.

B. The Louisiana Constitution (Article VIII, Section 5 (D) 1, 2) - To revise or eliminate existing academic programs and to approve or disapprove new program proposals. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.

C. The Louisiana Constitution (Article VIII, Section 5 (D) 3) - To study the need for new institutions or change in mission of existing institutions. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.

D. Acts 237 of 1993 and 459 of 1995 require the Board of Regents to design and implement an accountability program for public higher education. Southern University and A & M College is a unit within the Southern University System, which is a part of the Louisiana Board of Regents.

3. Goal: Enhance Service to the Community and State

Constitution (Article VIII, Section 5 (D) 4) - To formulate and make timely revision of a master plan. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes. 2. The Louisiana Constitution (Article VII, Section 10. 1) - Establishes the Louisiana Education Quality Trust Fund. Earnings from the Trust Fund are to be used "to enhance economic development." Similar statutory language appears in Title 17 of the Louisiana Revised Statutes.

Southern University and A & M College is a unit within the Southern University System which is a part of the Louisiana Board of Regents.

III. A description of any program evaluation used to develop objectives and strategies.

The Board of Regents is required by the Louisiana constitution to develop and make timely revision of a master plan for higher education. The goals and objectives in this Five-year strategic plan were derived from the Regents' revised Master Plan. The development of the Master Plan included multi-constituent task forces and study groups, the use of consultants, and public hearings. Southern University and A & M College which is a unit of the Southern University System that is a part of the Board of Regents adheres to the same policies and procedures.

- IV. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan.**
See Performance Indicator Documentation attached for each objective.
- V. An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective, or strategy.**
For the purposes of Act 1465 of 1997, the Board of Regents is a single program. Duplication of effort of more than one program is thus not applicable. As a unit within the Board of Regents, Southern University and A & M College has the same responsibility as other units to contribute to the achievement of the Board's goals.
- VI. Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program's performance.**
See Performance Indicator Documentation attached for each performance indicator.
- VII. A description of how each performance indicator is used in management decision making and other agency processes.**
See Performance Indicator Documentation attached for each performance indicator.
- VIII. A statement regarding the Human Resource policies benefiting women and families.**
Currently, the Southern University System does not have a specific policy benefiting women and families other than the Equal Opportunity Policy. However, the Southern University System through its campuses offers programs and services that are beneficial to the success and prosperity of women and families.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University and A & M College At Baton Rouge

Objective 1.1: Increase fall 14th class day headcount enrollment at Southern University and A & M College by 18.1% from fall 2009 baseline level of 7,619 to 9,000 by fall 2015/16. (Baseline year FY 2009-10)

Indicator Name: Number of students enrolled (as of the 14th class day) at Southern University and A & M College

Indicator LaPAS PI Code: 13892

1. **Type and Level:** Output, K
2. **Rationale:** Louisiana Vision 2020 Link: Objective 1.8 –T o have a competitive, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions
3. **Use:** Enrollment drives many management decisions. The size of an institution’s enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.
4. **Clarity:** Headcount enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number) This system has been in existence for approximately 29 years.
5. **Validity, Reliability and Accuracy:** Board of Regents, This system has been in existence for approximately 29 years.
6. **Data Source, Collection and Reporting:** Board of Regents SSPSLOAD Report, This system has been in existence for approximately 29 years.
7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14th class day of the semester (9th class day for quarter system). The Regents’ SSPS is a unit record system where each enrolled student, regardless of course load, is counted.
8. **Scope:** The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data.

9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations
10. **Responsible Person:** Southern University and A & M College submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University and A & M College At Baton Rouge

Objective 1.1: Increase fall 14th class day headcount enrollment at Southern University and A & M College by 18.1% from fall 1009 baseline level of 7,619 to 9,000 by fall 2015/16. (Baseline year FY 2009-10)

Indicator Name: Percent change of students enrolled (as of the 14th class day) at Southern University and A & M College

Indicator LaPAS PI Code: 13891

1. **Type and Level:** Output, K
2. **Rationale:** Louisiana Vision 2020 Link: Objective 1.8 –To have a competitive, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions
3. **Use:** Enrollment drives many management decisions. The size of an institution’s enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.
4. **Clarity:** Headcount enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number) This system has been in existence for approximately 29 years.
5. **Validity, Reliability and Accuracy:** Board of Regents, This system has been in existence for approximately 29 years.
6. **Data Source, Collection and Reporting:** Board of Regents SSPSLOAD Report, This system has been in existence for approximately 29 years.
7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14th class day of the semester (9th class day for quarter system). The Regents’ SSPS is a unit record system where each enrolled student, regardless of course load, is counted.

8. **Scope:** The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data. The change will be calculated using a standard mathematical approach, subtracting the baseline year from the year being examined and reporting the difference (whether increase or decrease). The difference will be divided by the baseline year to calculate the percent change.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations
10. **Responsible Person:** Southern University and A & M College submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University and A & M College At Baton Rouge

Objective 1.2: Increase minority 14th class day fall headcount enrollment at Southern University and A & M College by 17.8 % from fall 2009 baseline level of 7,331 to 8,640 by fall 2015/16. (Baseline year FY 2009-10)

Indicator Name: Number of minority students enrolled (as of the 14th class day) at Southern University and A & M College

Indicator LaPAS PI Code: 13889

1. **Type and Level:** Output-K
2. **Rationale:** Louisiana Vision 2020 Link: Objective 1.8 –T o have a competitive, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions
3. **Use:** Enrollment drives many management decisions. The size of an institution’s enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.
4. **Clarity:** Headcount enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number) This system has been in existence for approximately 29 years.
5. **Validity, Reliability and Accuracy:** Board of Regents, This system has been in existence for approximately 29 years.
6. **Data Source, Collection and Reporting:** Board of Regents SSPSLOAD Report, This system has been in existence for approximately 29 years.
7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14th class day of the semester (9th class day for quarter system). The Regents’ SSPS is a unit record system where each enrolled student, regardless of course load, is counted.
8. **Scope:** The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data.

9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations
10. **Responsible Person:** Southern University and A & M College submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University and A & M College At Baton Rouge

Objective: 1.2 Increase minority 14th class day fall headcount enrollment at Southern University and A & M College by 17.8 % from fall 2009 baseline level of 7,331 to 8,640 by fall 2015/16. (Baseline year FY 2009-10).

Indicator Name: Percent change of minority students enrolled (as of the 14th class day) at Southern University and A & M College

Indicator LaPAS PI Code: 13888

1. **Type and Level:** Output-K
2. **Rationale:** Louisiana Vision 2020 Link: Objective 1.8 –T o have a competitive, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions
3. **Use:** Enrollment drives many management decisions. The size of an institution’s enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.
4. **Clarity:** Headcount enrollment refers to the actual number of students enrolled (as opposed to fulltime equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number) This system has been in existence for approximately 29 years.
5. **Validity, Reliability and Accuracy:** Board of Regents, This system has been in existence for approximately 29 years.
6. **Data Source, Collection and Reporting:** Board of Regents SSPSLOAD Report, This system has been in existence for approximately 29 years.
7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14th class day of the semester (9th class day for quarter system). The Regents’ SSPS is a unit record system where each enrolled student, regardless of course load, is counted. The change will be calculated using a standard mathematical approach, subtracting the baseline year from the year being examined and reporting the difference. The difference will be divided by the baseline year to calculate the percent change.

8. **Scope:** The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations
10. **Responsible Person:** Southern University and A & M College submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

PERFORMANCE INDICATOR DOCUMENTATION

| | |
|---------------------------------|--|
| Program: | Southern University and A & M College At Baton Rouge |
| Objective 2.1: | Increase the percentage of first-time, full-time degree-seeking freshmen at Southern University and A & M College retained to the second year in public postsecondary education by 2 percentage points from the fall 2009 baseline level of 78.1% to 80.1% by fall 2015/16 (Baseline year FY 2009-10) |
| Indicator Name: | Percentage of first-time, full-time, degree-seeking freshmen retained to the second year in public postsecondary education. |
| Indicator LaPAS PI Code: | 13885 |

1. **Type and Level:** Outcome, K
2. **Rationale:** Southern University and A & M College must be committed not only to recruiting and enrolling students, but also to retain them in school, thus preparing them for more productive lives. Louisiana Vision 2020 Link: Objective 1.4 – to have student retention rates approaching 100 percent for Pre-K-12 and postsecondary education
3. **Use:** Retention in college impacts many decisions. Student retention has impacts on financial aid, housing, upper level course offerings, seminars, graduation processes, faculty distribution, etc. Retention also impacts the overall size of an institution. The size of an institution’s enrollment impacts scheduling, hiring, future planning, and program demands, facilities management, etc. Any significant changes in enrollment can impact all the areas listed above.
4. **Clarity:** No lack of clarity
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Board of Regents’ Statewide Student Profile System (SSPS). This system has been in existence for approximately 29 years. Southern University and A & M College submits data for SSPS
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Board of Regents’ Statewide Student Profile System (SSPS). This system has been in existence for approximately 29 years. Southern University and A & M College submits data for SSPS.
7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14th class day of the semester (9th class day for quarter system). You literally “count heads”. The Regents’ SSPS is a unit record system where each enrolled student, regardless of course load, is counted. The baseline retention rate was calculated using the cohort of first-time, full-time entering freshmen in fall 2002 which re-enrolled in fall 2006. The same type of calculation will be performed using subsequent cohorts. The subsequent retention rate will be subtracted from the baseline retention rate to calculate a percentage point change in the rate.

8. **Scope:** The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and changes in headcount enrollment, and are not the enrollment calculations used for funding or reimbursement calculations. Also, students retained and the retention rate includes all students retained in the system as a whole, not retained at the campus level.
10. **Responsible Person:** Southern University and A & M College submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University and A & M College At Baton Rouge

Objective 2.1: Increase the percentage of first-time, full-time degree-seeking freshmen at Southern University and A & M College retained to the second year in public postsecondary education by 2 percentage points from the fall 2009 baseline level of 78.1% to 80.1% by fall 2015/16 (Baseline year FY 2009-10)

Indicator Name: Percentage change in the percentage of first-time, full-time, degree-seeking freshmen retained to the second year in public postsecondary education.

Indicator LaPAS PI Code: 20937

1. **Type and Level:** Outcome, K
2. **Rationale:** Southern University and A & M College must be committed not only to recruiting and enrolling students, but also to retain them in school, thus preparing them for more productive lives. Louisiana Vision 2020 Link: Objective 1.4 – to have student retention rates approaching 100 percent for Pre-K-12 and postsecondary education
3. **Use:** Retention in college impacts many decisions. Student retention has impacts on financial aid, housing, upper level course offerings, seminars, graduation processes, faculty distribution, etc. Retention also impacts the overall size of an institution. The size of an institution's enrollment impacts scheduling, hiring, future planning, and program demands, facilities management, etc. Any significant changes in enrollment can impact all the areas listed above.
4. **Clarity:** No lack of clarity
5. **Validity, Reliability and Accuracy:** Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 29 years. Southern University and A & M College submits data for SSPS
6. **Data Source, Collection and Reporting:** Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 29 years. Southern University and A & M College submits data for SSPS.

7. **Calculation Methodology:** The standard method practiced nationwide for reporting headcount enrollment is as of the 14th class day of the semester (9th class day for quarter system). You literally “count heads”. The Regents’ SSPS is a unit record system where each enrolled student, regardless of course load, is counted. The baseline retention rate was calculated using the cohort of first-time, full-time entering freshmen in fall 2002 which re-enrolled in fall 2006. The same type of calculation will be performed using subsequent cohorts. The subsequent retention rate will be subtracted from the baseline retention rate to calculate a percentage point change in the rate.
8. **Scope:** The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data.
9. **Caveats:** No real weaknesses. The reader must understand that this indicator reflects headcount enrollment and changes in headcount enrollment, and are not the enrollment calculations used for funding or reimbursement calculations. Also, students retained and the retention rate includes all students retained in the system as a whole, not retained at the campus level.
10. **Responsible Person:** Southern University and A & M College submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/systems to correct errors. When all campus submissions are complete, the Regents’ staff builds a master file for SSPS.

PERFORMANCE INDICATOR DOCUMENTATION

- Program:** Southern University and A & M College At Baton Rouge
- Objective 3.1:** Increase the six-year graduation rate at Southern University and A & M College by 24.9 percentage points from the FY 2009-2010 baseline level of 30.1 percent to 55 percent by FY 2015 -2016. (Baseline year FY 2009-2010)
- Indicator Name:** Number of students identified in a first-time, full-time degree-seeking cohort at Southern University and A & M College graduating within six years
- Indicator LaPAS PI Code:** 13893
1. **Type and Level:** Outcome. K
 2. **Rationale:** Graduation rates at Southern University and A & M College are low. It is important for the further development of the state's economy that a higher percentage of students who enroll in college earn a degree. Southern University and A & M College has been making strides in this area, but additional improvement is needed.
 3. **Use:** Southern University and A & M College must improve graduation rates. Additional campus resources must be allocated to programs which target improved rates. More targeted advising, better scheduling, career counseling, and better articulation will all contribute to improved graduation rates. The implementation of selective admissions criteria at Southern University and A & M College will result in a better match between campus and student, resulting in improved graduation rates.
 4. **Clarity:** No lack of clarity
 5. **Validity, Reliability and Accuracy:** Board of Regents
 6. **Data Source, Collection and Reporting:** The source of the data will be the Louisiana Board of Regents.
 7. **Calculation Methodology:** It is a straightforward calculation. You report the number from an entering cohort who graduated within six years.

8. **Scope:** The Statewide Completers Survey is collected annually and is due in July. The indicator will be reported at the end of the fourth quarter. The student cohort includes those students who entered an institution six years earlier and reflects how many from the entering cohort have graduated from postsecondary education in Louisiana.
9. **Caveats:** The biggest weakness in the indicator is that the federal government's system does not allow campuses to claim graduates following transfer. Once a student transfers, he/she is always a transfer and cannot be counted as a graduate. This results in undercounting of graduates. However, in spite of this major drawback, currently, this system is the only one which is comparable across states and will be used.
10. **Responsible Person:** The Board of Regents (BOR) is the statewide coordinator for IPEDS. Previously, the Board distributed all the forms, collected them and submitted them on behalf of the institutions. IPEDS has recently transitioned to a web-based system. The Southern University System and the Board of Regents retains access to the data.

PERFORMANCE INDICATOR DOCUMENTATION

| | |
|--|---|
| Program: | Southern University and A & M College At Baton Rouge |
| Objective 3.1 | Increase the six-year graduation rate at Southern University and A & M College by 24.9 percentage points from the FY 2009-2010 baseline level of 30.1 percent to 55 percent by FY 2015 -2016. (Baseline year FY 2009-2010) |
| Indicator Name: | Percentage of students identified in a first-time, full-time degree-seeking cohort at Southern University and A & M College graduating within six years |
| Indicator LaPAS PI Code: | 7424 |
| <ol style="list-style-type: none"> 1. Type and Level: Outcome. K 2. Rationale: Graduation rates at Southern University and A & M College are low. It is important for the further development of the state's economy that a higher percentage of students who enroll in college earn a degree. Southern University and A & M College has been making strides in this area, but additional improvement is needed. 3. Use: Southern University and A & M College must improve graduation rates. Additional campus resources must be allocated to programs which target improved rates. More targeted advising, better scheduling, career counseling, and better articulation will all contribute to improved graduation rates. The implementation of selective admissions criteria at Southern University and A & M College will result in a better match between campus and student, resulting in improved graduation rates. 4. Clarity: No lack of clarity 5. Validity, Reliability and Accuracy: Board of Regents 6. Data Source, Collection and Reporting: The source of the data will be the Louisiana Board of Regents. 7. Calculation Methodology: It is a straightforward calculation. You report the number from an entering cohort who graduated within six years. 8. Scope: The Statewide Completers Survey is collected annually and is due in July. The indicator will be reported at the end of the fourth quarter. The student cohort includes those students who entered an institution six years earlier and reflects how many from the entering cohort have graduated from postsecondary education in Louisiana. | |

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Strategic Planning Checklist

_____ **Planning Process**

_____ General description of process implementation included in plan process documentation

_____ Consultant used

If so, identify: _____

_____ Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation

Incorporated statewide strategic initiatives

_____ Incorporated organization internal workforce plans and information technology plans

_____ **Analysis Tools Used**

SWOT analysis

_____ Cost/benefit analysis

_____ Financial audit(s)

_____ Performance audit(s)

_____ Program evaluation(s)

_____ Benchmarking for best management practices

_____ Benchmarking for best measurement practices

_____ Stakeholder or customer services

_____ Undersecretary management report (Act 160 Report) used

Other analysis or evaluation tools used

If so, identify: historical data, environmental scan

_____ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

_____ Involved in planning process

_____ Discussion of stakeholders included in plan process documentation

_____ **Authorization for goals**

Authorization exists

_____ Authorization needed

_____ Authorization included in plan process documentation

_____ **External Operating Environment**

Factors identified and assessed

_____ Description of how external factors may affect plan included in plan process documentation

*Strategic Planning Checklist continued***_____ Formulation of Objectives**

- _____ Variables (target group; program and policy variables; and external variables) assessed
- X Objectives are SMART

_____ Building strategies

- X Organizational capacity analyzed
- _____ Needed organizational structural or procedural changes identified
- _____ Strategies developed to implement needed changes or address resource needs
- _____ Action plans developed; timelines confirmed; and responsibilities assigned

_____ Building in Accountability

- X Balanced sets of performance indicators developed for each objective
- X Indicator Documentation Sheets completed
- _____ Internal accountability process or system implemented to measure progress

_____ Fiscal Impact of Plan

- X Impact on operating budget
- _____ Impact on capital outlay budget
- _____ Means of finance identified for budget change
- X Return on investment determined to be favorable