

Centenary College of Louisiana Strategic Plan Bold at the Bicentennial

Year 2 Report Card, 2024-2025

Centenary College has adopted this strategic plan as its guide to action in the period 2023-2024 through 2027-2028. As part of our commitment to accountability and transparency, annual report cards will be distributed to the College Community documenting progress toward our goals.

This document is not self contained. It should be considered part of the larger strategic planning documentation, especially the full statement of the plan and its philosophical foundations, and the implementation plan that contains the operational details on how the plan is being carried out. Strategic plan documents are available to members of the Centenary community at centenary.edu/strategicplan.

Methodology

These 'grades' represent the consensus judgement of the Cabinet based on the Key Performance Indicators (KPIs) for each tactic. KPIs are available in the Implementation Plan referenced above.

Key

Red text indicates NEW items that have been added as Next Steps or clarifications.

Score Year 1

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

Score Year 2

- * Defer Initiative deferred to future time
- * Revise Initiative revised to align with current/future needs
- * Complete Initiative completed, but may be ongoing
- * In process Initiative ongoing but not yet completed
- * Delete Initiative no longer appropriate and/or aligned with College needs

Centenary College of Louisiana Strategic Plan Bold at the Bicentennial

Building on almost 200 years as a premier liberal arts institution, Centenary presents a bold vision and plan to lead the college into its third century. The first elements of this transformational process have already been put in place with the commitment to a complete renovation and expansion of Mickle Hall to enable further growth in Centenary's signature science programs and to the reintroduction of intercollegiate football. Bold at the Bicentennial builds on this foundation to envision new academic programs, improved physical spaces, and a college experience that challenges, supports, and nurtures our students. In bringing this plan to life, Centenary will join with our community to create a dynamic hub for a growing region.

Bold at the Bicentennial furthers the College's mission and vision and embraces its core values.

1. *Provide a Transformative Student Experience:* Centenary College will provide each student with a firm foundation in the liberal arts and sciences, opportunities to put learning into action, and the skills and experiences for success beyond graduation. Centenary is committed to ensuring living and learning spaces that are attractive, high-functioning, healthy, and sustainable.

2. *Grow Enrollment:* As Centenary approaches our 200th year, we will implement a multi-faceted approach that grows and maintains a healthy enrollment through strategies that promote effective recruitment, retention, and persistence to graduation in four years.

3. *Be Shreveport-Bossier's College:* Centenary College will serve as a hub for civic, cultural, and athletic engagement that enriches and serves the alumni constituency, the diverse population of Shreveport-Bossier, and the surrounding communities.

4. *Be a great place to work :* Centenary employees will feel valued and will have the resources they need to work effectively and to grow professionally.

Bold at the Bicentennial

1. Provide a Transformative Student Experience

Centenary College will provide each student with a firm foundation in the liberal arts and sciences, opportunities to put learning into action, and the skills and experiences for success beyond graduation. Centenary is committed to

				Total	32	Total	36	36			
				Pending	0	● Defer	7				
						● Revise	10				
				● Green	16	● Complete	6				
				● Yellow	9	● In process	11				
				● Red	7	● Delete	2				
Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024		Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028	
<i>1.1 Student Success: Utilize the new Learning Commons to provide integrated academic, co-curricular, advising, and career support. Ensure state of the art learning spaces. Update the library to meet campus needs for learning and gathering spaces.</i>											
1.1.1a Learning Commons	Utilize the new Learning Commons to provide integrated academic, co-curricular, advising, and career support. <i>Next Steps:</i>	Academic Affairs	Benchmark (Year 1)	● Green				0			
1.1.1b Learning spaces	Ensure state of the art learning spaces. <i>Next Steps:</i>	Academic Affairs	Benchmark (Year 1)	● Red		● In process		1			
1.1.1c Library	Update the library to meet campus needs for learning and gathering spaces <i>Next Steps:</i>	Academic Affairs	Benchmark (Year 1)	● Yellow		● Complete		1			
<i>1.1.2 Student Success: Provide timely and affordable access to textbooks and class materials through inclusive textbook program. Implement an electronic, automated degree audit program.</i>											
1.1.2a Textbook program	Provide timely and affordable access to textbooks and class materials through inclusive textbook program. <i>Next Steps:</i>	Academic Affairs	Year 2			● Defer		1			
1.1.2b Degree program	Implement an electronic, automated degree audit program. <i>Next Steps: Progressing early in Year 1. Go live and training are occurring in Fall 2024.</i>	Academic Affairs	Year 2	● Green		● Complete		1			
<i>1.1.3 Student Success: Student retention and persistence will increase to 80% or higher. The graduation rate will increase to 61% or higher.</i>											
1.1.3a Retention and persistence	Student retention and persistence will increase to 80% or higher. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5					0			
1.1.3b Graduation rate	The graduation rate will increase to 61% or higher. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5					0			

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
1.2 High Impact Experiences: To ensure that every student is in engaged in research-based High Impact Practices, map current practices and provide recommendations for improvement. Review and improve the Passport Points program to ensure it is efficiently supporting strategic goals and objectives.									
1.2.1a Map current practices	To ensure that every student is in engaged in research-based High Impact Practices, map current practices <i>Next Steps:</i>	Academic Affairs ; Student Affairs	Benchmark (Year 1)	● Red		● In process	1		
1.2.1b Provide recommendations	Map research-based High Impact Practices, provide recommendations for improvement. <i>Next Steps:</i>	Academic Affairs ; Student Affairs	Benchmark (Year 1)	● Red		● In process	1		
1.2.1c Review Passport Points	Review and improve the Passport Points program to ensure it is efficiently supporting strategic goals and objectives. <i>Next Steps: Relunched Passport Points with a point system that better aligns with strategic goals and a new reporting system that allows us to track participation by event type and connect to retention data</i>	Student Affairs	Benchmark (Year 1)	● Green			0		
1.2.2 High Impact Experiences: Integrate international and intercultural perspectives across curricular and co-curricular activities to develop the skills and knowledge needed to be successful global citizens.									
1.2.2a Global citizens: curricular	Integrate international and intercultural perspectives across curricular activities to develop the skills and knowledge needed to be successful global citizens. <i>Next Steps:</i>	Academic Affairs ; Student Affairs	Year 2			● Revise	1		
1.2.2b Global citizens: co-curricular	Integrate international and intercultural perspectives across co-curricular activities to develop the skills and knowledge needed to be successful global citizens. <i>Next Steps:</i>	Academic Affairs ; Student Affairs	Year 2			● Revise	1		
1.2.3 High Impact Practices	Every Centenary student will participate in three or more High Impact Practices. <i>Next Steps:</i>	Academic Affairs ; Student Affairs	Years 3, 4, 5				0		
1.3 Student Wellness: Provide and promote health and wellness resources and programs based on identified student needs and resources. Increase participation in intramural tournaments/jamboree events.									
1.3.1a Health and Wellness resources	Provide and promote health and wellness resources and programs based on identified student needs and resources. <i>Next Steps: Reimplemented Yoga/Pilates/Jazzercise; Counseling benchmarks show participation and effectiveness across student demographics</i>	Student Affairs ; Athletics and Wellness	Benchmark (Year 1)	● Green			0		
1.3.1b Intramural/ jamboree events	Increase participation in intramural tournaments/jamboree events. <i>Next Steps:</i>	Student Affairs ; Athletics and Wellness	Benchmark (Year 1)	● Red		● Defer	1		
1.3.2 Student Wellness: Improve health and wellness programs based on assessments. Introduce three or more intramural sports.									
1.3.2a Health and Wellness programs	Improve health and wellness programs based on assessments. <i>Next Steps:</i>	Student Affairs ; Athletics and Wellness	Year 2			● Complete	1		

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
1.3.2b New Intramural sports	Introduce three or more intramural sports. <i>Next Steps:</i>	Student Affairs ; Athletics and Wellness	Year 2		● Defer	1			
1.3.3a 10% increase in engagement	Student engagement in health and wellness activities will increase 10% from Year One baseline <i>Next Steps:</i>	Student Affairs ; Athletics and Wellness	Years 3, 4, 5			0			
1.3.3b 20% non-athlete intramural sport participation	20% of the campus student population of non-student athletes will participate in intramural sports <i>Next Steps:</i>	Student Affairs ; Athletics and Wellness	Years 3, 4, 5			0			
1.3.3c 10% decrease LOA for mental health	Student leaves of absence/ withdrawals related to wellness/mental health will decrease 10% from Year One baseline. <i>Next Steps:</i>	Student Affairs ; Athletics and Wellness	Years 3, 4, 5			0			
1.4 Career: Increase internship opportunities. Provide related professional development for advisors.									
1.4.1a Internships	Increase internship opportunities. <i>Next Steps:</i>	Academic Affairs	Benchmark (Year 1)	● Green		0			
1.4.1b Professional development	Provide related professional development for advisors. <i>Next Steps:</i>	Academic Affairs	Benchmark (Year 1)	● Red	● In process	1			
1.4.2 Career: Improve the campus student work program to incorporate professional skills and knowledge. Implement programming in Career Services for alumni.									
1.4.2a Campus Work Study	Improve the campus student work program to incorporate professional skills and knowledge. <i>Next Steps:</i>	Academic Affairs	Year 2		● Defer	1			
1.4.2b Alumni Career Services	Implement programming in Career Services for alumni.	Academic Affairs	Year 2		● Defer	1			
1.4.3 Career: Centenary will offer at least one internship opportunity for every academic program. Centenary graduates will successfully pursue their chosen graduate school, career, and/ or personal development path.									
1.4.3a Academic Internships	Centenary will offer at least one internship opportunity for every academic program. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5			0			
1.4.3b Graduating Student Career Path	Centenary graduates will successfully pursue their chosen graduate school, career, and/ or personal development path. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5			0			
1.5 Campus Athletics: To support the growing student athlete population, Centenary will develop and implement a strategic plan for athletics that equips staff and fosters connection between academics, student life, and athletics, promotes equity, and supports recruitment and retention. Implement a revised Student-Athlete Handbook.									
1.5.1a Develop Athletic Strategic Plan	Develop a strategic plan for athletics.	Athletics and Wellness	Benchmark (Year 1)	● Green		0			

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
1.5.1b Implement Strategic Athletic Plan	Implement a strategic plan for athletics. <i>Next Steps: In process - to be completed 12/2024</i>	Athletics and Wellness	Benchmark (Year 1)	● Yellow		● In process	1		
1.5.1b.1 Athletics: Connections	...a strategic plan for athletics...connection between academics, student life and athletics <i>Next Steps: In process - to be completed 12/2024</i>	Athletics and Wellness	Benchmark (Year 1)	● Yellow		● In process	1		
1.5.1b.2 Athletics: Equity	...a strategic plan for athletics...promotes equity. <i>Next Steps: In process - to be completed 12/2024</i>	Athletics and Wellness	Benchmark (Year 1)	● Yellow		● In process	1		
1.5.1b.3 Athletics: Recruitment	...a strategic plan for athletics...supports recruitment. <i>Next Steps: In process - to be completed 12/2024</i>	Athletics and Wellness	Benchmark (Year 1)	● Yellow		● In process	1		
1.5.1b.4 Athletics: Retention	...a strategic plan for athletics...supports retention. <i>Next Steps: In process - to be completed 12/2024</i>	Athletics and Wellness	Benchmark (Year 1)	● Yellow		● In process	1		
1.5.1c Student Athlete Handbook	Implement a revised Student-Athlete Handbook. <i>Next Steps:</i>	Athletics and Wellness	Benchmark (Year 1)	● Green			0		

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
1.5.2 Campus Athletics: Implement a revised Staff Handbook. Restart the Centenary "C" Club.									
1.5.2a Athletic Staff Handbook	Implement a revised Staff Handbook. <i>Next Steps: In process - to be completed 3/2025</i>	Athletics and Wellness	Year 2		● In process	1			
1.5.2b "C" Club	Restart the Centenary "C" Club. <i>Next Steps:</i>	Athletics and Wellness	Year 2	● Green	● Complete	1			
1.5.3 Campus Athletics: Improved communications between academics, student life, and athletics. Student athlete grade point averages will be on par with the overall campus student grade point averages.									
1.5.3a Athletic Communication	Improved communications between academics, student life, and athletics. <i>Next Steps:</i>	Athletics and Wellness	Years 3, 4, 5			0			
1.5.3b Athletic GPAs	Student athlete grade point averages will be on par with the overall campus student grade point averages. <i>Next Steps:</i>	Athletics and Wellness	Years 3, 4, 5			0			
1.6 Campus Life: Improve student comfort in living spaces. Revise the residence policy for seniors that addresses satisfaction and revenue targets. Foster a fun and safe campus. Ensure accessibility and ADA compliance.									
1.6.1a Comfortable Living Space	Improve student comfort in living spaces. <i>Next Steps: New A/C system in Cline Hall; renovated lobbies in Sexton, Hardin, and Cline</i>	Finance and Administration ; Student Affairs	Benchmark (Year 1)	● Green		0			
1.6.1b Residency Policy	Revise the residence policy for seniors that addresses satisfaction and revenue targets. <i>Next Steps: Changes to scholarship packaging make future revisions to the residence policy financially viable</i>	Finance and Administration ; Student Affairs	Benchmark (Year 1)	● Yellow	● Complete	1			
1.6.1c Fun/Safe Campus	Foster a fun and safe campus. <i>Next Steps: Development Fam. Reunion; Robust student participation in activities and organizations</i>	Finance and Administration ; Student Affairs	Benchmark (Year 1)	● Green		0			
1.6.1d ADA Compliance	Ensure accessibility and ADA compliance. <i>Next Steps: Annual investments in accessibility have added ramps and accessible doors</i>	Finance and Administration ; Student Affairs	Benchmark (Year 1)	● Green		0			
1.6.2 Campus Life: Enhance and expand dining options for students. Explore contracting with local restaurants to allow students to use their meal dollars. Revitalize the Student Union Building and Fitness Center.									
1.6.2a Dining Options	Enhance and expand dining options for students. <i>Next Steps:</i>	Finance and Administration ; Student Affairs	Year 2		● Complete	1			

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
1.6.2b Meal Dollars	Explore contracting with local restaurants to allow students to use their meal dollars. <i>Next Steps:</i>	Finance and Administration ; Student Affairs	Year 2		● Delete	1			
1.6.2c Student Union	Revitalize the Student Union Building. <i>Next Steps:</i>	Finance and Administration ; Student Affairs	Year 2		● Revise	1			
1.6.2d Fitness Center	Revitalize the Fitness Center. <i>Next Steps:</i>	Finance and Administration ; Student Affairs	Year 2		● Revise	1			
1.6.3 RNL SSI	Student satisfaction with campus living will be on par with or better than peer institutions from the Ruffalo Noel Levitz Student Satisfaction Survey. <i>Next Steps:</i>	Finance and Administration ; Student Affairs	Years 3, 4, 5			0			
<i>1.7 Campus Services: To ensure that Centenary provides excellent service to students and families in all offices, the College will collect feedback through surveys and other instruments. Each department will prepare a department manual.</i>									
1.7.1a Campus Services: Survey Feedback	To ensure that Centenary provides excellent service to students and families in all offices, the College will collect feedback through surveys and other instruments. <i>Next Steps:</i>	Finance and Administration	Benchmark (Year 1)	● Red	● Defer	1			
1.7.1b Campus Services: Department Manuals	Each department will prepare a department manual. <i>Next Steps:</i>	Finance and Administration	Benchmark (Year 1)	● Red	● Delete	1			

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
1.7.2 Campus Services: Implement office training and changes for improvements based on surveys.									
1.7.2a Office training	Implement office training <i>Next Steps:</i>	Finance and Administration	Year 2			● Revise	1		
1.7.2b Office changes	Implement office changes <i>Next Steps:</i>	Finance and Administration	Year 2			● Defer	1		
1.7.3 Campus Services: 90% of students and families will report good to excellent satisfaction with campus services.									
1.7.3a Student Satisfaction	90% of students will report good to excellent satisfaction with campus services. <i>Next Steps:</i>	Finance and Administration	Years 3, 4, 5				0		
1.7.3b Family Satisfaction	90% of families will report good to excellent satisfaction with campus services. <i>Next Steps:</i>	Finance and Administration	Years 3, 4, 5				0		
1.8 Inclusive Excellence: Connect with existing student groups, faculty, and staff in developing understanding around diversity, equity, inclusion, and belonging. Connect with and support new student groups, faculty, and staff in raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community. Work with the entire campus community on creating spaces for intentional engagement, dialogue, and learning around diversity, equity, inclusion, and belonging.									
1.8.1a.1 DEI: Student Groups understanding	Connect with existing student groups ... in developing understanding around diversity, equity, inclusion, and belonging. <i>Next Steps: Partnered with BSU (per request) for chapel service; attended Honor Court meeting on processes/procedures.</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green			0		
1.8.1a.2 DEI: Faculty understanding	Connect with existing faculty ... in developing understanding around diversity, equity, inclusion, and belonging. <i>Next Steps: Faculty institute</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green			0		
1.8.1a.3 DEI: Staff Understanding	Connect with existing staff ... in developing understanding around diversity, equity, inclusion, and belonging. <i>Next Steps: In progress</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Yellow			0		
1.8.1b.1 DEI: New Student Groups awareness	Connect with and support new student groups ... raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community. <i>Next Steps: New Student Orientation, SOAR</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green			0		
1.8.1b.2 DEI: Faculty Awareness	Connect with and support ... faculty ... in raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community. <i>Next Steps: New Faculty & Staff Orientation</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green			0		
1.8.1b.3: Staff Awareness	Connect with and support ... staff in raising awareness of diversity, equity, inclusion, and belonging, and how it permeates our campus community.	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green			0		

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
	<i>Next Steps: New Faculty & Staff Orientation</i>								
1.8.1c DEI Spaces	Work with the entire campus community on creating spaces for intentional engagement, dialogue, and learning around diversity, equity, inclusion, and belonging. <i>Next Steps: In progress</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Yellow		● Revise	1		
<i>1.8.2 Inclusive Excellence: Increase student and faculty engagement with topics and experiences relative to diversity, equity, inclusion, and belonging in academic and co-curricular programs inclusive of a curriculum review of utilization of diverse scholar voices, diverse experiences, and inclusive pedagogy, as well as strategies for implementation. Conduct a review of institutional policies for equitable procedures and practices.</i>									
1.8.2a DEI: Student engagement	Increase student ... engagement with topics and experiences relative to diversity, equity, inclusion, and belonging in academic and co-curricular programs... <i>Next Steps:</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2			● Revise	1		
1.8.2b DEI: Faculty engagement	Increase ... faculty engagement with topics and experiences relative to diversity, equity, inclusion, and belonging in academic and co-curricular programs ... <i>Next Steps:</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2			● Revise	1		
1.8.2c.1 DEI: pedagogy	... curriculum review of utilization of diverse scholar voices, diverse experiences, and inclusive pedagogy... <i>Next Steps:</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2			● Revise	1		
1.8.2c.2 DEI: implementation	... strategies for implementation. <i>Next Steps:</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2			● Revise	1		

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
<i>1.8.3 Inclusive Excellence: The campus community will report increased knowledge of and satisfaction with DEIB topics, programs, and awareness. Retention and persistence of minority students will be on par with overall student retention and persistence. Retention and persistence rates contingent on campus wide support and initiatives that support minority identities and demographics.</i>									
1.8.3a DEI: Satisfaction	The campus community will report increased knowledge of and satisfaction with DEIB topics, programs, and awareness. <i>Next Steps:</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Years 3, 4, 5			0			
1.8.3b DEI: Retention	Retention and persistence of minority students will be on par with overall student retention and persistence. <i>Next Steps:</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Years 3, 4, 5			0			
<i>1.8.4 Inclusive Excellence: Conduct a review of institutional policies for equitable procedues and practices.</i>									
1.8.4a DEI: Policies	<i>Conduct a review of institutional policies for equitable procedues a</i> <i>Next Steps:</i>	Academic Affairs ; Diversity, Equity, and Inclusion	Year 2		● In process	1			

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2. Grow Enrollment

As Centenary approaches our 200th year, we will implement a multi-faceted approach that grows and maintains a healthy enrollment through strategies that promote effective recruitment, retention, and persistence to

Initiatives	Objective	Department Responsible	Time Frame	Total		Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
				13	17				
				Pending	0	● Defer	1		
				● Green	8	● Revise	0		
				● Yellow	3	● Complete	6		
				● Red	2	● In process	9		
						● Delete	0		
2.1 Innovative Programs: Conduct a feasibility study to identify and implement alternative delivery models such as low residency and online programs for undergraduate, graduate, and adult learners. Regularly review									
2.1.1a Feasibility Study	Conduct a feasibility study <i>Next Steps:</i>	Academic Affairs	Benchmark (Year 1)	● Green					
2.1.1b Review academic programs	Regularly review academic programs to add or sunset programs. <i>Next Steps:</i>	Academic Affairs	Benchmark (Year 1)	● Red		● Complete			
2.1.2 Summer school	Expand summer school and summer program options. <i>Next Steps:</i>	Academic Affairs	Year 2			● In process			
2.1.3 Innovative Programs: Increased student pipelines in areas outside of athletics such as performing arts, pre-law, and religious affiliation. Increased majors and graduates across academic programs. Implement one or									
2.1.3a Non-athletic pipelines	Increased student pipelines in areas outside of athletics such as performing arts, pre-law, and religious affiliation. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5						
2.1.3b Academic programs	Increased majors and graduates across academic programs. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5						
2.1.3c Alternative delivery programs	Implement one or more new undergraduate, graduate, and/or alternative delivery program. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5						

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
2.2.1 Student Diversity: Assess outreach to and recruitment of traditionally under-served populations, including first-generation, rural, and minority students. Continue to recruit and retain Hispanic and Latin/a/x students.								
2.2.1a Recruit under-served	Assess outreach to and recruitment of traditionally under-served populations, including first-generation, rural, and minority students. <i>Next Steps: See Appendix 2</i>	Enrollment and Marketing	Benchmark (Year 1)	● Green				
2.2.1b Recruit Hispanic	Continue to recruit and retain Hispanic and Latin/a/x students. <i>Next Steps:</i>	Enrollment and Marketing	Benchmark (Year 1)	● Green				
2.2.1b.1 Diverse Recruitment Staff	Increase diversity of recruitment staff <i>Next Steps: Continue using the ambassador program to generate greater interest in recent graduates in becoming a part of the staff.</i>	Enrollment and Marketing	Benchmark (Year 1)	● Yellow	● In process			
2.2.1b.2 Recruit Learning Commons: DEI	Collaborate with the Learning Commons and Office of DEI in First-Generation specific programming/resources <i>Next Steps: Create program similar to the one Director of Admission suggested a year ago to celebrate first generation students on campus.</i>	Enrollment and Marketing, Academic Affairs, Diversity, Equity and Inclusion	Benchmark (Year 1)	● Red	● Complete			
2.2.1b.3 Continue CAP	Continue using the CAP program to recruit under-served populations in Louisiana <i>Next Steps:</i>	Enrollment and Marketing	Benchmark (Year 1)	● Green				
2.2.1b.4 Recruit Planning and Goals	Track and access student body diversity after fall 2023 census and set reasonable goals for increases. <i>Next Steps: Continue with efforts to expand the mix of students, which is already very diverse for any college, but especially a small liberal arts college.</i>	Enrollment and Marketing	Benchmark (Year 1)	● Green				
2.2.2 Student Diversity: Increase recruitment efforts across the U.S. and internationally. Explore of adding an international recruiter and using international recruitment services. Discuss resources with other ACS schools.								
2.2.2a Recruit across US	Increase recruitment efforts across the U.S. <i>Next Steps:</i>	Enrollment and Marketing	Year 2		● In process			
2.2.2b Recruit Internationally	Increase recruitment efforts internationally. <i>Next Steps:</i>	Enrollment and Marketing	Year 2		● In process			
2.2.2c International recruiter	Explore of adding an international recruiter and using international recruitment services. <i>Next Steps:</i>	Enrollment and Marketing	Year 2		● Defer			
2.2.2d ACS resources	Discuss resources with other ACS schools. <i>Next Steps:</i>	Enrollment and Marketing	Year 2		● Complete			
2.2.3 Diverse Student Body	Increase in the diversity of the student body. <i>Next Steps:</i>	Enrollment and Marketing	Years 3, 4, 5					
2.3 Tuition: Explore pricing models that incentivize persistence and completion in four years (such as “Last Dollar Programs” and “tuition guarantees”). Work with RNL/Encoura to better understand the pros and cons of								

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
2.3.1a Explore pricing models	Explore pricing models that incentivize persistence and completion in four years (such as “Last Dollar Programs” and “tuition guarantees”). <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Green				
2.3.1b Understand pricing models	Work with RNL/Encoura to better understand the pros and cons of different tuition guarantees models/programs. <i>Next Steps: Changes are not recommended by RNL & Encoura. Studies show these programs are not viable.</i>	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Green				
2.3.2 Implement pricing model	<i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Year 2		*****			
2.3.3 Tuition: Student enrollment of 800, 80% retention rate, 61% graduation rate, and 2-3% increase in net tuition revenue per student.								
2.3.3a Enrollment	Student enrollment of 800 <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5					
2.3.3b Retention rate	80% retention rate <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5					
2.3.3c Graduation rate	61% graduation rate <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5					
2.3.3d Net Tuition revenue	2-3% increase in net tuition revenue per student <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5					
2.4 Transfer: Identify strategies to become more transfer friendly. Continue to work with department chairs and faculty to identify best practices for determining transferrable courses in their departments.								
2.4.1a Transfer friendly	Identify strategies to become more transfer friendly. <i>Next Steps: Begin looking at credit mapping programs; possibly consider several dedicated advisors.</i>	Academic Affairs ; Enrollment and Marketing	Benchmark (Year 1)	● Yellow	● Complete			
2.4.1b Transferable courses	Continue to work with department chairs and faculty to identify best practices for determining transferrable courses in their departments. <i>Next Steps: Registrars office continue to work with faculty to award more academic credit rather than 295 credit (electives).</i>	Academic Affairs ; Enrollment and Marketing	Benchmark (Year 1)	● Yellow	● Complete			
2.4.2 Transfer: Implement strategies to become more transfer friendly. Complete mapping of all courses for surrounding community colleges.								

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
2.4.2a Transfer friendly	Implement strategies to become more transfer friendly. <i>Next Steps:</i>	Academic Affairs ; Enrollment and Marketing	Year 2		● In process			
2.4.2b Mapping Community College courses	Complete mapping of all courses for surrounding community colleges. <i>Next Steps:</i>	Academic Affairs ; Enrollment and Marketing	Year 2		● Complete			
2.4.3 Transfer students	Enroll 25-35 transfer students annually. <i>Next Steps:</i>	Academic Affairs ; Enrollment and Marketing	Years 3, 4, 5					
2.5.1 Financial Stability	Initiate a public comprehensive campaign. <i>Next Steps:</i>	Finance and Administration ; Development	Benchmark (Year 1)	● Green				

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
<i>2.5.2 Financial Stability: Complete a comprehensive campaign for facilities, the annual fund, scholarships, and new programs.</i>								
2.5.2a Facilities Campaign	Complete a comprehensive campaign for facilities <i>Next Steps:</i>	Finance and Administration ; Development	Year 2		● In process			
2.5.2b Annual Fund Campaign	Complete a comprehensive campaign for the annual fund <i>Next Steps:</i>	Finance and Administration ; Development	Year 2		● In process			
2.5.2c Scholarship Campaign	Complete a comprehensive campaign for scholarships <i>Next Steps:</i>	Finance and Administration ; Development	Year 2		● In process			
2.5.2d New Program Campaign	Complete a comprehensive campaign for new programs. <i>Next Steps:</i>	Finance and Administration ; Development	Year 2		● In process			
<i>2.5.3 Financial Stability: \$2,000,000 goal for year one; \$10,000,000 comprehensive campaign goal. Grow the College endowment by 7%.</i>								
2.5.3a Year One Goal	\$2,000,000 goal for year one <i>Next Steps:</i>	Finance and Administration ; Development	Years 3, 4, 5					
2.5.3b Campaign Goal	\$10,000,000 comprehensive campaign goal <i>Next Steps:</i>	Finance and Administration ; Development	Years 3, 4, 5					
2.5.3c Endowment Growth	Grow the College endowment by 7% <i>Next Steps:</i>	Finance and Administration ; Development	Years 3, 4, 5					

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3. Be Shreveport-Bossier's College

Centenary College will serve as a hub for civic, cultural, and athletic engagement that enriches and serves the alumni constituency, the diverse population of Shreveport-Bossier, and the surrounding communities.

Initiatives	Objective	Department Responsible	Time Frame	Total		Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
				23	21				
				Pending	5	● Defer	2		
				● Green	10	● Revise	5		
				● Yellow	2	● Complete	7		
				● Red	6	● In process	1		
						● Delete	5		
3.1 Community Athletics	Become a community destination for athletic events <i>Next Steps:</i>	Athletics and Wellness	Benchmark (Year 1)	● Green					
3.1.2 <i>Community Athletics: Complete football stadium renovations, including tailgate/fan zone. Offer season tickets with launch varsity football. Secure sponsors for tailgate zones.</i>									
3.1.2a Stadium renovations	Complete football stadium renovations, including tailgate/fan zone. <i>Next Steps:</i>	Athletics and Wellness	Year 2			● Complete			
3.1.2b Season tickets	Offer season tickets with launch varsity football. <i>Next Steps: Launched</i>	Athletics and Wellness	Year 2			● Complete			
3.1.2c Tailgate sponsors	Secure sponsors for tailgate zones. <i>Next Steps:</i>	Athletics and Wellness	Year 2			● Complete			
3.1.3 <i>Community Athletics: Increase in community attendance and sponsorship of athletic events.</i>									
3.1.3a Community attendance	Increase in community attendance ... athletic events. <i>Next Steps:</i>	Athletics and Wellness	Years 3, 4, 5						
3.1.3b Community sponsorship	Increase in community sponsorship of athletic events. <i>Next Steps: Signed two TV/Broadcast contracts: KTAL + FloSports</i>	Athletics and Wellness	Years 3, 4, 5						
3.2 <i>Alumni: Identify and implement new engagement activities for alumni. Provide more visibility of events through website and materials.</i>									
3.2.1a.1 Identify alumni activities	Identify new engagement activities for alumni. <i>Next Steps: Quarterly alumni gatherings</i>	Development	Benchmark (Year 1)	● Green					
3.2.1a.2 Implement alumni activities	Implement new engagement activities for alumni. <i>Next Steps:</i>	Development	Benchmark (Year 1)	● Green					
3.2.1b.1 Alumni events website	Provide more visibility of events through website <i>Next Steps:</i>	Development	Benchmark (Year 1)	● Green					

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
3.2.1b.2 Alumni events materials	Provide more visibility of events through materials <i>Next Steps:</i>	Development	Benchmark (Year 1)	● Yellow	● Complete			
3.2.2 Alumni engagement activities	Assess and improve engagement activities for alumni <i>Next Steps:</i>	Development	Year 2		*****			
3.2.3	7.70% in alumni engagement and giving. <i>Next Steps:</i>	Development	Years 3, 4, 5					
3.2.3a Alumni engagement rate	7.70% in alumni engagement <i>Next Steps:</i>	Development	Years 3, 4, 5					
3.2.3b Alumni giving rate	7.70% in alumni giving. <i>Next Steps:</i>	Development	Years 3, 4, 5					
3.3 School and Community Organization: Build relationships with K-12 schools and increase offerings through Community and Civic Engagement programs. Audit connections with community organizations and identify								
3.3.1a.1 K-12 relationships	Build relationships with K-12 schools <i>Next Steps:</i>	President's Office ; Academic Affairs	Benchmark (Year 1)	● Red	● Revise			
3.3.1a.2 Community and Civic Engagement programs	Increase offerings through Community and Civic Engagement programs. <i>Next Steps:</i>	President's Office ; Academic Affairs	Benchmark (Year 1)	● Red	● Revise			
3.3.1b.1 Audit Community and Civic Engagement connections	Audit connections with community organizations <i>Next Steps:</i>	President's Office ; Academic Affairs	Benchmark (Year 1)	● Red	● Revise			
3.3.1b.2 Existing Community and Civic relationships	Strengthen relationships [with community organizations] <i>Next Steps:</i>	President's Office ; Academic Affairs	Benchmark (Year 1)	● Red	● Revise			
3.3.1b.3 New Community and Civic relationships	Build new relationships through existing offices and programs. [with community organizations] <i>Next Steps:</i>	President's Office ; Academic Affairs	Benchmark (Year 1)	● Red	● Revise			
3.3.2 School and Community Organization: Provide more visibility of all of these through website and materials. Raise awareness of campus space availability with key community leaders.								
3.3.2a Visibility Community and Civic relationships	Provide more visibility of all of these through website and materials. <i>Next Steps:</i>	President's Office ; Academic Affairs	Year 2		● Defer			
3.3.2b Facilities: Key Community Leaders	Raise awareness of campus space availability with key community leaders. <i>Next Steps:</i>	President's Office ; Academic Affairs	Year 2		● Defer			
3.3.3 School and Community Organization: Increase in K-12 and community organization engagement.								
3.3.3a Increase K-12 engagement	Increase in K-12 engagement. <i>Next Steps:</i>	President's Office ; Academic Affairs	Years 3, 4, 5					
3.3.3b Increase Community Organization engagement	Increase in community organization engagement. <i>Next Steps:</i>	President's Office ; Academic Affairs	Years 3, 4, 5					

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
3.4 Campus Programming: Enhance the vibrancy of the community through programming at the Meadows Museum of Art, Hurley School of Music, Marjorie Lyons Playhouse, the Frost School of Business (including the								
3.4.1a.1 Meadows Museum	Enhance the vibrancy of the community through programming at the Meadows Museum of Art <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	● Green				
3.4.1a.2 Hurley School of Music	Enhance the vibrancy of the community through programming at the Hurley School of Music <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	● Green				
3.4.1a.3 Marjorie Lyons Playhouse	Enhance the vibrancy of the community through programming at the Marjorie Lyons Playhouse <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	● Green				
3.4.1a.4 Frost School of Business	Enhance the vibrancy of the community through programming at the Frost School of Business (including the Center for Family-Owned Business <i>Next Steps: Year 1 exceeded progress</i>	Academic Affairs ; Development	Benchmark (Year 1)	● Green				
3.4.1a.5 Attaway Scholars	Enhance the vibrancy of the community through programming at the Attaway Scholars. <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	● Green				
3.4.1b Explore Community Office	Explore and identify a new community facing office, program, or initiative. <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT		● Delete		
3.4.1c.1 DEI: State connections	Initiate institutional projects, collaborations, and partnerships on a state platform relative to diversity, equity, and inclusion. <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT		● Delete		
3.4.1c.2 DEI: Regional connections	Initiate institutional projects, collaborations, and partnerships on a regional platform relative to diversity, equity, and inclusion. <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT		● Delete		
3.4.1c.3 DEI: National connections	Initiate institutional projects, collaborations, and partnerships on a national platform relative to diversity, equity, and inclusion. <i>Next Steps:</i>	Academic Affairs ; Development	Benchmark (Year 1)	REVISIT				
3.4.2 Campus Programming: Provide more visibility of events through website and materials. Implement a new community facing office, program, or initiative.								
3.4.2a Campus programming visibility	Provide more visibility of events through website and materials. <i>Next Steps:</i>	Academic Affairs ; Development	Year 2			● Delete		
3.4.2b Implement Community Office	Implement a new community facing office, program, or initiative. <i>Next Steps:</i>	Academic Affairs ; Development	Year 2			● Delete		
3.4.3 Community event attendance	Increase in community attendance at appropriate campus events.	Academic Affairs ; Development	Years 3, 4, 5					

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
<i>Next Steps:</i>								
3.5 Campus Use: Improve efforts to promote environmental sustainability. Investigate ways to place Centenary banners along Kings Highway. Improve campus parking availability.								
3.5.1a Environmental sustainability	Improve efforts to promote environmental sustainability. <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Yellow		● In process		
3.5.1b Kings Highway banners	Investigate ways to place Centenary banners along Kings Highway. <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Red		● Complete		
3.5.1c Parking	Improve campus parking availability. <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Benchmark (Year 1)	● Green				
3.5.2 Campus Use: Strengthen presence along King's Highway and throughout the Shreveport-Bossier area.								
3.5.2a Kings Highway presence	Strengthen presence along King's Highway <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Year 2			● Complete		
3.5.2b Shreveport-Bossier presence	Strengthen presence throughout the Shreveport-Bossier area. <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Year 2			● Complete		
3.5.3 Campus Use: Increase in community awareness of the College as evidenced through attendance, media coverage, and increase in local student enrollment.								
3.5.3a Community Attendance	Increase in community awareness of the College as evidenced through attendance <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5					
3.5.3b Media Coverage	Increase in community awareness of the College as evidenced through media coverage <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5					
3.5.3c Local student enrollment	Increase in community awareness of the College as evidenced through increase in local student enrollment. <i>Next Steps:</i>	Enrollment and Marketing ; Finance and Administration	Years 3, 4, 5					

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4. Be a great place to work

Centenary employees will feel valued and will have the resources they need to work effectively and to grow professionally.

Total 11 Total 12 2 6 0 0 2 12

Pending	1	● Defer	2
		● Revise	0
● Green	3	● Complete	2
● Yellow	3	● In process	6
● Red	4	● Delete	0

Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Green/Complete (2)	BLUE/ In Process (2)	DELETE/ Red (2)	REVISE/ Grey (2)	DEFER/ Yellow (2)	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
<i>4.1 Employee Support: Establish and publish a rotation schedule to ensure that faculty and staff offices and spaces are up-to-date, attractive, comfortable, and efficient. Continue to ensure salaries and benefits are competitive.</i>														
4.1.1a Office Maintenance Plan	Establish and publish a rotation schedule to ensure that faculty and staff offices and spaces are up-to-date, attractive, comfortable, and efficient. <i>Next Steps: Facilities sets aside up to \$25,000 for painting and room updates for Faculty. We receive our target direction from the Provost. Staff upgrades are updated based on work order requests.</i>	Finance and Administration	Benchmark (Year 1)	● Yellow	● In process	0	1	0	0	0	1			
4.1.1b Employee Salary / Benefits	Continue to ensure salaries and benefits are competitive. <i>Next Steps: Salaries are based on the benchmark of peers established by the EEOC and updated every two years.</i>	Finance and Administration	Benchmark (Year 1)	● Green		0	0	0	0	0	0			
<i>4.1.2 Employee Support: Develop and implement a technology master plan to guide necessary improvements. Develop efficient and effective use of the events calendar. Implement improved Health and Wellness offerings within our healthcare program.</i>														
4.1.2a Technology Master Plan	Develop and implement a technology master plan to guide necessary improvements. <i>Next Steps:</i>	Finance and Administration	Year 2	● Red	● Defer	0	0	0	0	1	1			
4.1.2b Events Calendar	Develop efficient and effective use of the events calendar. <i>Next Steps:</i>	Finance and Administration	Year 2		● Complete	1	0	0	0	0	1			
4.1.2c Benefits: Health and wellness programming	Implement improved Health and Wellness offerings within our healthcare program. <i>Next Steps: Introduced First Primary Care into our healthcare program, employees who took advantage saw immediate savings to their health cost</i>	Finance and Administration	Year 2			0	0	0	0	0	0			
<i>4.1.3 Employee Support: 90% of employees report satisfaction with professional spaces, resources, salaries, and benefits.</i>														
4.1.3a.1 Employee Satisfaction: Professional spaces	90% of employees report satisfaction with professional spaces <i>Next Steps:</i>	Finance and Administration	Years 3, 4, 5			0	0	0	0	0	0			
4.1.3a.2 Employee Satisfaction: Resources	90% of employees report satisfaction with resources <i>Next Steps:</i>	Finance and Administration	Years 3, 4, 5			0	0	0	0	0	0			

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Green/ Completed (2)	BLUE/ In Process (2)	DELETE/ Red (2)	REVISE/ Grey (2)	DEFER/ Yellow (2)	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
4.1.3a.3 Employee Satisfaction: Salary/Benefits	90% of employees report satisfaction with salaries and benefits. <i>Next Steps:</i>	Finance and Administration	Years 3, 4, 5			0	0	0	0	0	0			
4.2 Professional Development: Explore a badges, or similar, program to support staff in documenting professional development activities. Create a centralized onboarding and training programs to educate new employees on campus processes, procedures, history/culture/mission, and technologies/ systems. Offer ongoing foundational and advanced professional development and education to faculty, staff, and administration related to diversity, equity, and inclusion.														
4.2.1a Explore Documenting Professional Development	Explore a badges, or similar, program to support staff in documenting professional development activities. <i>Next Steps:</i>	Finance and Administration	Benchmark (Year 1)	● Red	● In process	0	1	0	0	0	1			
4.2.1b Create Centralized Employee Onboarding	Create a centralized onboarding and training programs to educate new employees on campus processes, procedures, history/culture/mission, and technologies/ systems. <i>Next Steps: : Established a committee to revamp onboarding process. The committee has identified areas of improvement with many implemented. College is now enhancing Human Resource Information System to centralize onboarding electronically to improve efficiency, and better track personnel in the onboarding process to completion. HR/Payroll currently training on the new system. Expect to rollout fully by January 2025</i>	Finance and Administration	Benchmark (Year 1)	● Yellow	● In process	0	1	0	0	0	1			
4.2.1c.1 DEI: Foundational employee development	Offer ongoing foundational professional development and education to faculty, staff, and administration related to diversity, equity, and inclusion. <i>Next Steps: Faculty Institute Sessions</i>	Finance and Administration ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Green		0	0	0	0	0	0			
4.2.1c.2 DEI : Advanced employee development	Offer ongoing advanced professional development and education to faculty, staff, and administration related to diversity, equity, and inclusion. <i>Next Steps: In progress</i>	Finance and Administration ; Diversity, Equity, and Inclusion	Benchmark (Year 1)	● Yellow	● Defer	0	0	0	0	1	1			
4.2.2 Implement Documenting Professional Development	Implement a badges, or similar, program to support employees in documenting professional development activities. <i>Next Steps:</i>	Finance and Administration ; Diversity, Equity, and Inclusion	Year 2	● Red	*****	0	0	0	0	0	1			
4.2.3 Employee Satisfaction Professional Development	90% of employees report satisfaction with professional development opportunities and support. <i>Next Steps:</i>	Finance and Administration ; Diversity, Equity, and Inclusion	Years 3, 4, 5			0	0	0	0	0	0			

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Initiatives	Objective	Department Responsible	Time Frame	Year 1 2023-2024	Year 2 2024-2025	Green/ Complete d (2)	BLUE/ In Process (2)	DELETE/ Red (2)	REVISE/ Grey (2)	DEFER/ Yellow (2)	Year 2 Total	Year 3 2025-2026	Year 4 2026-2027	Year 5 2027-2028
4.3 Staff Governance: Explore models of staff governance and hold information session for staff.														
4.3.1a Staff governance models	Explore models of staff governance <i>Next Steps:</i>	President's Office	Benchmark (Year 1)	● Green		0	0	0	0	0	0			
4.3.1b Staff governance sessions	Hold information session for staff. [staff governance] <i>Next Steps: Roll out at college-wide meeting</i>	President's Office	Benchmark (Year 1)	● Red	*****	0	0	0	0	0	1			
4.3.2 Implement Staff Council	Implement a staff council or other governance body. <i>Next Steps:</i>	President's Office	Year 2		● In process	0	1	0	0	0	1			
4.3.3 Staff Satisfaction : Governance	Increase in staff engagement and satisfaction with College governance. <i>Next Steps:</i>	President's Office	Years 3, 4, 5			0	0	0	0	0	0			
4.4 Employee Recruitment	Analyze academic and administrative program goals, initiatives, and needs on a consistent basis to identify where and what type of additional staffing should occur (i.e.. new fulltime faculty/staff, new administrative assistants, new lab or support staff). <i>Next Steps:</i>	Finance and Administration	Benchmark (Year 1)	REVISIT	● Complete	1	0	0	0	0	1			
4.4.2 Employee Recruitment: Increase faculty and staff diversity to reflect the growing demographic shift in our cultural landscape.														
4.4.2a Faculty diversity	Increase faculty diversity to reflect the growing demographic shift in our cultural landscape. <i>Next Steps:</i>	Academic Affairs	Year 2		● In process	0	1	0	0	0	1			
4.4.2b Staff diversity	Increase staff diversity to reflect the growing demographic shift in our cultural landscape. <i>Next Steps:</i>	Finance and Administration ; Diversity, Equity, and Inclusion	Year 2		● In process	0	1	0	0	0	1			
4.4.3 Employee Recruitment: Increase in faculty and staff diversity.														
4.4.3a Faculty diversity	Increase in faculty diversity. <i>Next Steps:</i>	Academic Affairs	Years 3, 4, 5			0	0	0	0	0	0			
4.4.3b Staff diversity	Increase in staff diversity. <i>Next Steps:</i>	Finance and Administration ; Diversity, Equity, and Inclusion	Years 3, 4, 5			0	0	0	0	0	0			

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Centenary Strategic Plan – Examples Supporting Enrollment Initiatives

2. Grow Enrollment

Recruit Under-Served

Supports Initiative 2.2.1a

		Fall							
		202210		202310		202410		202510	
		n	% of Total	n	% of Total	n	% of Total	n	% of Total
Grand Total		542		556		648		728	
UG	Total	522	100.00%	533	100.00%	620	100.00%	706	100.00%
	White	319	61.10%	317	59.50%	352	56.80%	369	52.30%
	Foreign	13	2.50%	15	2.80%	10	1.60%	11	1.60%
	Minority								
	Asian/Pacific Islander	14	2.70%	15	2.80%	17	2.70%	18	2.50%
	Indian - American or Alaskan	6	1.10%	7	1.30%	5	0.80%	2	0.30%
	Black, Non-Hispanic	82	15.70%	96	18.00%	138	22.30%	189	26.80%
	Hispanic/Latino	55	10.50%	52	9.80%	63	10.20%	74	10.50%
	Multi-racial	30	5.70%	30	5.60%	35	5.60%	42	5.90%
	Unknown	3	0.60%	1	0.20%		0.00%	1	0.10%
GR	Total	20	100.00%	23	100.00%	28	100.00%	22	100.00%
	White	12	60.00%	15	65.20%	15	53.60%	11	50.00%
	Minority								
	Asian/Pacific Islander	1	5.00%		0.00%	1	3.60%		0.00%
	Black, Non-Hispanic	6	30.00%	6	26.10%	9	32.10%	7	31.80%
	Hispanic/Latino		0.00%	1	4.30%		0.00%		0.00%
	Multi-racial		0.00%		0.00%	2	7.10%	1	4.50%
	Unknown	1	5.00%	1	4.30%	1	3.60%	3	13.60%

Fall 2025 data is a preliminary snapshot as of 2024-AUG-28

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Centenary Strategic Plan – Examples Supporting Enrollment Initiatives

2. Grow Enrollment

Pell Grant Students – Fall 2022 through Fall 2024

Supports Initiative 2.2.1b.3

	2425	2324	2223
TOTAL Pells	343	264	195
Freshman	128 of 239	122 of 255	71 of 181
Transfers	21 of 36	12 of 32	10 of 20
Returners	194 of 422	130 of 327	114 of 324
TOTAL Fall UG	697	615	511
%	49.2%	43.0%	38.2%

Louisiana CAP (Centenary Affordability Promise) – Fall 2022 through Fall 2024

Supports Initiative 2.2.1b.3

	2425	2324	2223
Freshmen	56 of 239	55 of 255	34 of 173
	23.4%	21.6%	19.7%
LA Freshmen	56 of 114	55 of 128	34 of 89
	49.2%	43.0%	38.2%

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Centenary Strategic Plan – Examples Supporting Enrollment Initiatives

2. Grow Enrollment

Louisiana CAP (Centenary Affordability Pledge) – Fall 2022 through Fall 2024

Supports Initiative 2.2.1b.3

2425	2324	2223
56 of 153	55 of 148	34 of 110
36.60%	37.20%	31%

Transfer Students – Growth

Supports Initiative 2.4.1a

Note: While this indicates that we are recruiting and processing more transfer applications and transcripts. We have a long way to go in being able to quickly approve transcripts. The improvement in our overall numbers is due mainly to the “transport portal.”

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Grand Total	661	618	588	540	588	585	574	563	542	556	648	725
Total	573	542	518	473	525	544	543	552	514	511	615	695
New First Time	127	140	157	130	173	169	172	153	134	173	255	235
New Transfer	18	18	19	14	20	15	26	11	23	20	33	36
Continuing UG	428	384	342	329	332	360	345	388	357	318	327	424
Graduate Total	76	66	65	59	55	33	25	11	19	33	28	22
Other Total	12	10	5	8	8	8	6		9	12	5	8

Fall 2024 totals are preliminary pre-census totals as of August 19, 2024.