

Forward

A Strategic Plan for
Centenary College of Louisiana



This plan provides a strategic roadmap for strengthening and expanding Centenary’s mission to build a community focused on ethical and intellectual development, respect and concern for human and spiritual values, and the joy of creativity and discovery ¹. The plan rests on five **strategic imperatives**, or “pillars,” that emerged with broad consensus from community discussions begun after the arrival of Centenary’s 31st president, Dr. Christopher L. Holoman, in July 2016, and continued throughout the fall of 2016 and winter of 2017.

1. Grow Enrollment: *To plan for Centenary’s future as it approaches its 200th year, the College must develop a multi-faceted **strategic enrollment management plan** that focuses on growing and maintaining a healthy enrollment through strategies that promote effective **recruitment, retention, and persistence to graduation in four years**. The plan will offer targeted, Centenary-specific outcomes and strategies for several areas that impact enrollment, including (but not limited to) **academics, athletics, and student support**.*

2. Provide an Engaging Student Experience: *Centenary College must provide students with the opportunity to engage in purposeful activities that promote meaningful relationships among students, faculty, staff, and members of the wider community; build strong bonds between students and the College; and help students acquire skills and experiences that will benefit them after graduation. The College must provide students with a safe, comfortable physical environment as well as efficient administrative systems to ensure an engaging student experience.*

3. Be a Great Place to Work: *Centenary must invest in improving and sustaining its **facilities**, its instructional and administrative **technology**, and its professional **culture**. Initiatives supporting this imperative are focused on creating a workplace where faculty and staff have the resources they need to work efficiently as well as fostering a culture where they are empowered to grow professionally and inspired to innovate collaboratively.*

¹ Abbreviated statement adapted from the current College mission statement found at centenary.edu/mission. The strategic planning committee has identified the need to update and refine the College’s mission and vision statements.



4. Engage and Serve the Community: *Centenary College will serve as a locus for educational and cultural engagement and exchange for Shreveport-Bossier City-Barksdale AFB and surrounding communities, offering a wide variety of educational and cultural opportunities that enrich and serve its diverse public.*

5. Be Excellent Academically: *Centenary College offers a liberal education that engages and connects the mind, body, and spirit, and the College must set and maintain high academic standards to remain competitive in the higher education marketplace. Initiatives supporting this imperative are focused on ensuring that Centenary's academic mission is clearly defined, that its curriculum prepares students to contribute meaningfully to a 21st century world, and that students, faculty, and staff have adequate resources and support as they pursue the College's mission of academic excellence.*

Centenary College will live out this consensus through the strategies proposed in this plan. While specific initiatives are assigned to support each strategy, many strategies impact two or more of the pillars. To achieve the plan's goals with efficiency and a thoughtful stewardship of resources, the strategic planning process and implementation will continue to identify initiatives and approaches that intentionally intertwine the pillars.

Some strategies contribute directly and immediately to the financial health of the College, while others may contribute indirectly and over time. As the plan continues to develop, all strategic initiatives must be supported by a sustainable and sound strategy for securing and maintaining appropriate resources, and with the recognition that long term fiscal stability is the foundation upon which the College must rest.



FOUNDATIONAL STRATEGY: Centenary College will clearly articulate its liberal arts mission while celebrating its rich history and strengthening its community.

INITIATIVE A: *Review and update the current College mission statement.*

INITIATIVE B: *Strengthen engagement with the United Methodist community and highlight the ways that Methodist values and practices support Centenary as an inclusive, diverse liberal arts college.*

INITIATIVE C: *Connect alumni to the College and to each other, encouraging them to participate in and actively advance Centenary's mission.*

STRATEGY 1: Centenary will operate from a sufficient and sustainable resource base.

Addressing the Pillars: 1 2 4 5

INITIATIVE 1.1: *Grow total enrollment to 800 by AY 2021-22 through the development of a comprehensive enrollment model addressing price and financial aid strategies and designed to ensure a vibrant campus community supporting a wide variety of student activities.*

INITIATIVE 1.2: *Plan and **conduct a major capital campaign**. Known priorities: science and athletics facilities; technology; endowment.*

INITIATIVE 1.3: *Grow enterprise revenue year over year. Broaden non-student/auxiliary revenue base, year over year.*

INITIATIVE 1.4: *Create strategic plan and professional development plan for Development division.*



STRATEGY 2: Centenary College will provide a compelling, comprehensive, accessible, and effective educational experience inside and outside the classroom.

Addressing the Pillars: 1 2 5

INITIATIVE 2.1: *Add new degree and non-degree programs to respond to the needs of the marketplace, the community, and the world.*

INITIATIVE 2.2: *Develop a strategic plan for athletics that will maximize enrollment impact, adding new sports as determined by market research.*

INITIATIVE 2.3: *Revise first-year program and Core.*

INITIATIVE 2.4: *Integrate residential and co-curricular programming and policies with academics to ensure student engagement, success, and retention.*

INITIATIVE 2.5: *Develop a Center for Teaching and Learning, focused both on student support and faculty development.*

INITIATIVE 2.6: *Create a plan to increase faculty diversity.*



STRATEGY 3: Centenary College will have an attractive and well-maintained campus that is integrated with the surrounding neighborhood.

Addressing the Pillars: 1 2 3 5

INITIATIVE 3.1: *Develop a comprehensive facilities master plan for the campus that takes into account its location in the Highland neighborhood.*

INITIATIVE 3.2: *Systematically address deferred maintenance.*

INITIATIVE 3.3: *Through renovation and/or construction, **create signature spaces** on campus for academics, athletics, and student activities.*



STRATEGY 4: Centenary College will provide adequate resources and support to its faculty and staff.

Addressing the Pillars:



INITIATIVE 4.1: *Conduct external review of library program.*

INITIATIVE 4.2: *Develop a technology master plan to guide necessary improvements.*

INITIATIVE 4.3: *Develop and implement a college-wide system of compensation and benefits.*

INITIATIVE 4.4: *Identify adequate resources for professional development for administration, faculty, and staff.*

INITIATIVE 4.5: *Create a Staff Institute to convene non-faculty staff for discussion of the creation of a Staff Council.*

INITIATIVE 4.6: *With the new “Grants and Faculty Endowments” office, develop an intentional plan to publicize and seek grants, as well as encourage a culture of grant seeking.*

INITIATIVE 4.7: *Review Chairs and Professorships program in light of Board of Regents guidelines and with an eye toward increasing reliable faculty development support.*

INITIATIVE 4.8: *Refine budget process to ensure budget managers are providing early input and that they have actionable budgets by the beginning of each fiscal year.*

INITIATIVE 4.9: *Review and potentially revise the College’s organizational chart, reporting lines, and shared governance structures.*



STRATEGY 5: Centenary College will be a leader and resource for Shreveport-Bossier City and the ArkLaTex region.

Addressing the Pillars:

2

3

4

5

INITIATIVE 5.1: *Determine and implement an effective means for gathering input on needs and wants of the community and acting on them as appropriate.*

INITIATIVE 5.2: *Strengthen and enlarge internship programs.*

INITIATIVE 5.3: *Become a center for programming and scholarship based on the unique cultural crossroads in the area.*

INITIATIVE 5.4: *Leverage the historic strengths of Centenary cultural and academic institutions like the Meadows Museum of Art, Hurley School of Music, Marjorie Lyons Playhouse, and the Frost School of Business (including the Center for Family-Owned Business) to expand programs, services, and events for the wider community.*

INITIATIVE 5.5: *Work with Natural Sciences faculty to assess current “outreach” footprint.*



APPENDIX I: Process and Timeline as of 11.20.17

September 2016

College constituencies invited to respond to strategic planning survey (alumni, current students, faculty and staff, Trustees). Numerous responses from all constituencies are received.

Strategic planning committee composed of faculty, staff, current students, and a representative from the Board of Trustees meets and determines five “pillars.” Small groups review survey responses and assign them to pillars, compile results for presentation to the larger group.

October 2016 – December 2016

Small groups and large strategic planning committee continue refining pillars, initiatives, and some specific action steps. Planning committee reviews sample strategic plans from other colleges and institutions for examples in approach and format. The committee, first organized into small groups assigned to survey questions, re-forms into new small groups assigned to pillars. Provost’s Office reviews survey results and preliminary work from committee.

January 2017

Cabinet reviews preliminary work from committee and joins the committee for a plenary meeting. First rough draft of plan outline prepared and reviewed by Cabinet and planning committee in preparation for an all-community “town hall” type meeting with an external facilitator on January 27.

Faculty and staff participate in town hall charrette² on January 27, reviewing draft plan and “voting” (via dots) on top priorities within each strategic imperative, or pillar.

February 2017

Draft plan is refined to reflect community priorities emerging from the town hall charrette (faculty and staff) and student forum. Board of Trustees reviews plan at February meeting.

March 2017

Draft plan further refined to emphasize integrated action steps at the strategic level. President Christopher L. Holoman introduces a broad outline of strategic plan at his inauguration on March 17.

April 2017

Board of Trustees reviews broad outline of strategic plan.

Summer 2017

President and Provost flesh out strategies and tactics for review by Cabinet.

August 2017

Cabinet reviews strategic plan during summer retreat.

September 2017

Cabinet adds tactics, and starts populating timeline.

October 2017

Board of Trustees and Planning Committee review.

November 2017

Document design and distribution.

² A *charrette* (from the French for *cart* or *chariot*) is a fast-paced, collaborative planning session.

