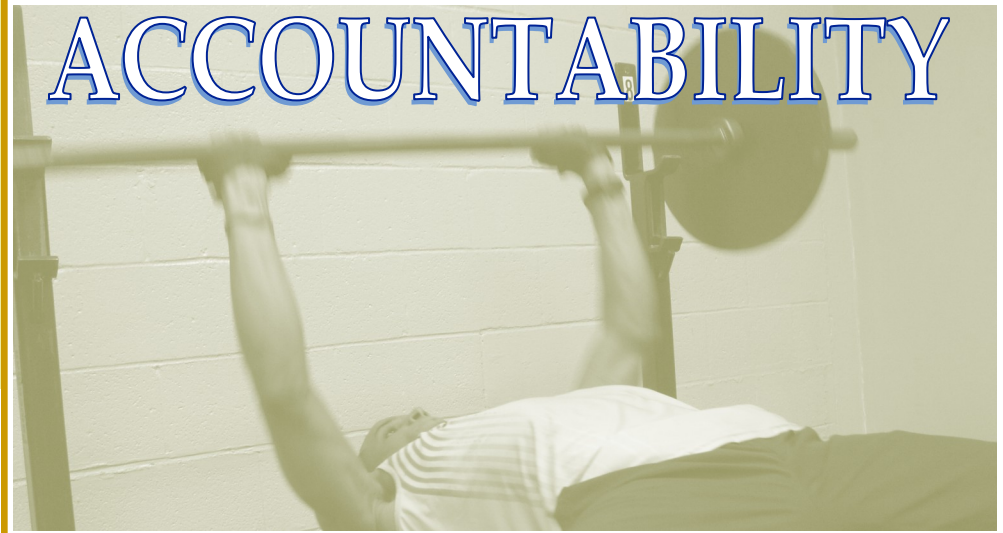




SOUTHERN UNIVERSITY *at* NEW ORLEANS
STRATEGIC PLAN
2011 – 2016

RAISING THE BAR
ON
ACCOUNTABILITY





CHANCELLOR'S MESSAGE

Greetings,

Southern University at New Orleans is pleased to embark on a new Strategic Plan. This plan, covering the five-year period between July 1, 2011 thru June 30, 2016, builds upon many of the gains we experienced with our previous five-year Strategic Plan.

The 2011—2016 plan's modified review process will enable SUNO to use the plan as a "living document" that will be frequently adapted to new challenges and opportunities. The plan is also closely aligned to the Southern University System mission and focuses on clear opportunities for collaboration across the Southern System.

This document represents the collective work of various SUNO stakeholders, including but not limited to students, faculty, staff, alumni, community members, businesses, friends and administrators. It is designed to enhance and evaluate all aspects of our operations. Specifically, we expect to experience tremendous progress in critical areas such as academics and infrastructure.

At the conclusion of each year, SUNO will publish a supplemental document that will outline our progress with the Strategic Plan. Prior to publication of the supplement, our stakeholders will meet and share reports on what different departments have accomplished.

The success we anticipate experiencing during the next five years will not occur without your involvement. You are encouraged to thoroughly read this document and share your thoughts with members of the Strategic Planning Committee.

Thank you very much for your continued support. I look forward to working with you to take SUNO to even greater heights during the next five years.

Sincerely

A handwritten signature in black ink, appearing to read "Victor Ukpolo".

Victor Ukpolo, Ph.D.
Chancellor

A Plan for Greater Achievement in Higher Education at Southern University at New Orleans



“Dream. Commit. Succeed.” is both a declaration and a call to action. Southern University at New Orleans declares to the general public that SUNO is a place that, by virtue of its mission, allows the degree-seeker from the most humble background to reach his or her success through dreaming big and making a commitment to excellence both inside and outside the classroom.

The 2011-2016 marketing slogan is also a call to action for the SUNO community to dare to dream outside of the box, commit to excellence, and to succeed as a result of dreaming and committing to the continued progress of Southern University at New Orleans.

VISION

Southern University at New Orleans envisions itself as a premier educational institution in the areas of urban transformation, civic engagement and global outreach.

MISSION

Southern University at New Orleans, a public, historically black university, empowers and promotes the upward mobility of diverse populations of traditional and nontraditional students through quality academic programs and service to achieve excellence in higher education.



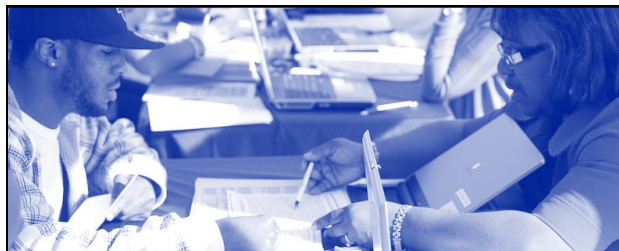
CORE VALUES

- Academic Excellence
- Accountability
- Integrity
- Transparency
- Service
- Resiliency

Adopted by the Southern System Board of Supervisors June 23, 2011

GOAL 1: IMPROVE OPPORTUNITIES FOR STUDENT ACCESS AND SUCCESS

Southern University at New Orleans (SUNO) and the nation need more college educated citizens to provide the workforce for the 21st century. Each division of the University must improve the breadth and depth of its applicant pool by working more effectively with the P–12 educational system and must offer attractive options to students to provide the broadest possible access to applicants from Louisiana and beyond.



Each academic department must increase the number of students pursuing college degrees and enhance graduation rates by improving services and interventions as well as curricular and co-curricular environments.

ACCESS

<u>Performance Areas</u>	<u>OBJECTIVES</u>
Enrollment	To increase the Fall headcount enrollment to 4,000. To increase enrollment in the Summer Bridge Academy, 2+2, Early Start and other programs that expose students to campus life during the PK-12 years.
Diversify Enrollment	To increase the racial diversity of students by 5%. Develop more collaboration with the Orleans and Jefferson Parish P-16 system. Improve articulation agreements with community colleges and the Southern University System.
Diversify Course Delivery	To increase accessibility to SUNO’s programs through online courses.
Scholarship	To increase external funding to provide scholarships, awards, assistantships, and other incentives to reduce student direct-cost of attendance.

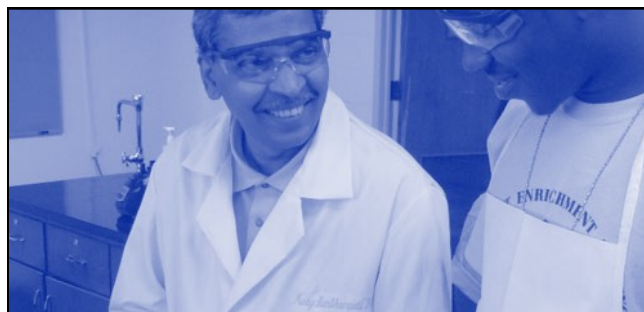
SUCCESS

<u>Performance Areas</u>	<u>OBJECTIVES</u>
Pipeline	<p>To develop, implement and increase participation in programs that increase students' ability to matriculate in 4-6 years, gain acceptance into graduate studies and or secure employment such as an Honors Program and Study Abroad Program.</p> <p>To increase activities and participation by 5% annually that enhance student learning on campus such as the Honda Competition, Thurgood Marshall, Public Speaking and communications competitions.</p>
Professional Development	To increase opportunities for student professional development by 10% annually.
Completion Rate	To increase the number of graduates by 5% annually.
Skills	To improve technical competence and student achievement in online courses by 5% each year, over the next five years, through the campus Quality Enhancement Plan (QEP).

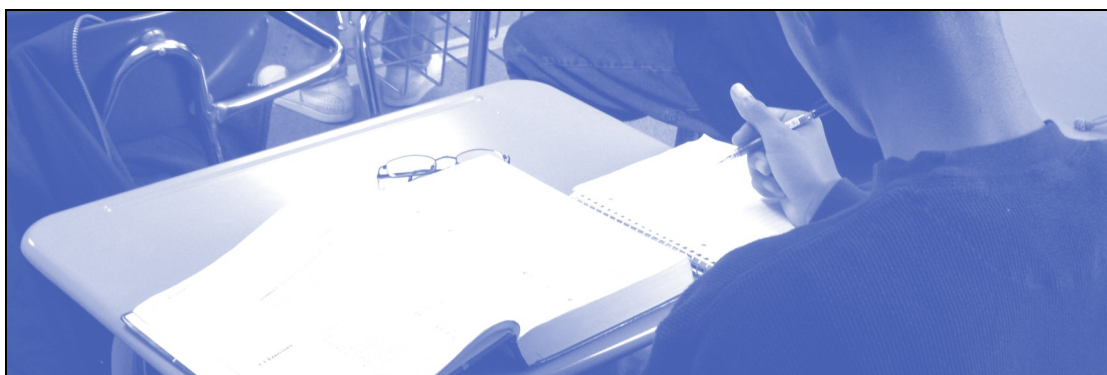
GOAL 2: IMPROVE OPERATIONAL AND ACADEMIC ACCOUNTABILITY ACROSS ALL UNITS OF THE UNIVERSITY

The University must be effective in acquiring resources and must use those resources efficiently to accomplish its mission. The University's most precious commodity is its employees second only to the students it serves. Empowering the employees to fulfill the organizational mission will provide an opportunity for SUNO to excel in the Southern System.

The University's administrators must ensure that its units have the needed fiscal and physical resources to accomplish their specific missions. The needs and accomplishments of SUNO's units and programs must be communicated effectively and consistently within the University and to the stakeholders.



ACCOUNTABILITY

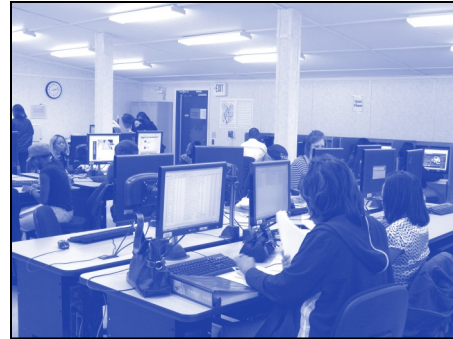


<u>Performance Areas</u>	<u>OBJECTIVES</u>
Collaboration	<p><i>Operations</i></p> <p>To increase the number of partnerships with the community, businesses, organizations and agencies by 5% annually in an effort to establish and sustain strong linkages to the community through community service programs and economic development opportunities.</p>
Efficiency	<p>To review 60% of policies and procedures for all units in year one and revise, develop, implement and publish new policies and procedures that reflect best practices in year two and maintain and strengthen the alignment annually over the next five years.</p>
Financial Ability	<p>To increase external funding by a minimum of 10% annually to support the operation and expenses of the University.</p>
Accreditation	<p><i>Academics</i></p> <p>To align 100% of SUNO’s current academic activities to address local, state, national, and international needs by Fall 2012 and review the alignment annually thereafter.</p> <p>To achieve 100% accreditation of mandatory programs by Fall 2016 and 100% academic reviews for all other programs by Fall 2014.</p>
Faculty	<p>To increase the amount of externally generated funds to support faculty research, professional development, and salaries.</p>

GOAL 3: IMPROVE THE UNIVERSITY'S TECHNOLOGICAL AND PHYSICAL PLANT INFRASTRUCTURE AND ASSOCIATED RESOURCES

Advances in technology have changed the way that universities teach and students learn. For academic institutions, charged with the mission of equipping graduates to compete in the global market, the possibilities are endless. Online courses, distance education, virtual classrooms and modern learning-management systems combined with the opportunity to collaborate with research partners from around the world are just some of the transformational benefits that universities are embracing.

Southern University At New Orleans seeks to utilize innovative technologies to enhance the student learning experience whether on campus, online or in the virtual world.



RESOURCES

<u>Performance Areas</u>	<u>OBJECTIVES</u>
Technology	<p>To increase the campus-wide use of technology by 10% annually in order to maintain the highest level of technology possible over the next five years.</p> <p>To deploy best practices in technology for higher education.</p> <p>To increase funding for technology acquisition and training by 10% by Fall 2013 and 5% annually thereafter.</p>
Infrastructure	<p>To implement online student registration and payment capabilities through the Banner Student Self-Service Module by Spring 2012.</p> <p>To restore the Park Campus.</p> <p>To repair or replace modular units by Fall 2012.</p>
Resources	<p>To increase the contribution of alumni in the design, implementation and purchase of University resources.</p> <p>To increase the amount of grants and contracts by 5% annually.</p>

STRATEGIC PLANNING COMMITTEE 2010-2011

Executive Team

Dr. Victor Ukpolo
Chancellor and Oversight of Strategic Planning
(Campus-wide)

Dr. Michael Ralph Co-Chair and Director of Institutional Research, Effectiveness & Strategic Planning	Mrs. Shatiqua Mosby-Wilson Co-Chair and Director of the Leonard S. Washington Memorial Library
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Committee

Dr. David S. Adegboye Vice Chancellor for Academic Affairs	Dr. Brenda Jackson Director of Title III Programs
Dr. George Amedee Professor, College of Arts & Science	Ms. Reneé Johnson Director of Internal Audit
Dr. William Belisle Director of Grants & Sponsored Programs	Ms. Ada Kwanbunbumpen Coordinator of Institutional Effectiveness
Mr. Wesley Bishop Associate Vice Chancellor for Academic Affairs	Ms. Leatrice Latimore Interim Director of Recruitment, Admissions & Retention
Mr. Harold Clark, Jr. Executive Associate to the Chancellor	Dr. Abdul Mian Associate Professor, College of Business & Public Administration
Mr. Edmond Cummings Director of the Information Technology Center	Mrs. Gloria B. Moultrie Vice Chancellor for Community Outreach/University Advancement
Dr. Kimberly Dickerson Assistant Professor, College of Education & Human Development	Dr. Ira A. Neighbors Dean, School of Graduate Studies
Mr. Eddie Francis Director of Public Relations	Dr. Adnan Omar Professor, College of Business & Public Administration
Mr. Joel George Interim Assistant Vice Chancellor for Administration & Facilities	Ms. Eugenie Tobin President, Student Government Association
Dr. Donna Grant Vice Chancellor for Student Affairs & Enrollment Services	Dr. Igwe Udeh Dean, College of Business & Public Administration
Dr. Lora Helvie-Mason Assistant Professor, College of Arts & Science	Mr. Woodie White Vice Chancellor for Administration & Finance
Dr. Sara Hollis Director of Museum Studies	Ms. Sheila Woods Interim Director of E-Learning

The Strategic Plan executive team would like to thank everyone who contributed to the development of the 2011-2016 plan. We would like to extend an invitation to all stakeholders who would like to join the implementation and assessment team. Please contact Dr. Michael Ralph or Mrs. Shatiqua Mosby-Wilson.

SUGGESTED STRATEGIES FOR 2011- 2012

Strategies for Goal 1

1. Promote E-Learning and distance education activities for local and non-local students.
2. Make special scholarships available to diverse groups.
3. Recruit and enroll academically superior students.
4. Require and encourage University academic departments to participate directly in the student recruitment process.
5. Establish an International Study Abroad Program.
6. Identify baselines prior to the beginning of each year for university operations and activities including administration and management and increase efficiency and effectiveness annually.
7. Establish accountability measures for every aspect and component of university operation including duties, responsibilities, assignments, policies, procedures, contingencies, and practices for personnel noncompliance.
8. Recruit and enroll a diverse student population (White, Hispanic, European, African and other non-Black Americans)



Strategies for Goal 2

1. Align all programs to these various strategic plans and trends.
2. Create and restore programs that enable SUNO to meet the stated needs at the local, state, regional and/or national level.
3. Provide mechanisms to monitor strategic trends in the area.
4. Involve all University stakeholders in the ongoing process of defining and measuring the efficiency and effectiveness of operations at SUNO.
5. Streamline the systems and processes that support successful student achievement of academic goals throughout admission, enrollment, and graduation.
6. Consolidate academic and administrative resources where possible to promote cost effectiveness.
7. Develop and implement incentives for the reward and recognition of increased faculty, staff, and student productivity.
8. Support staff involvement and leadership in appropriate professional development organizations.
9. Streamline the systems and processes for Hiring and purchasing at the University level.
10. Revise current fiscal structure for faculty and staff compensation in consultation with the fiscal/financial committee.
11. Produce policies and procedures documentation and publish.
12. Provide appropriate professional development programs for faculty and staff.

Strategies for Goal 3

1. Identify the technological and physical plant infrastructure of exemplary peer institutions of comparable size and enrollment.
2. Conduct a formal needs, resources and gap assessment .
3. Conduct a focus group assessment of end users to determine needs and suggestions for improvement.
4. Review and update the existing facilities utilization campus wide survey.
5. Develop a fundraising plan.



*A Plan for
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at

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*Produced by the
Leonard S. Washington
Memorial Library*

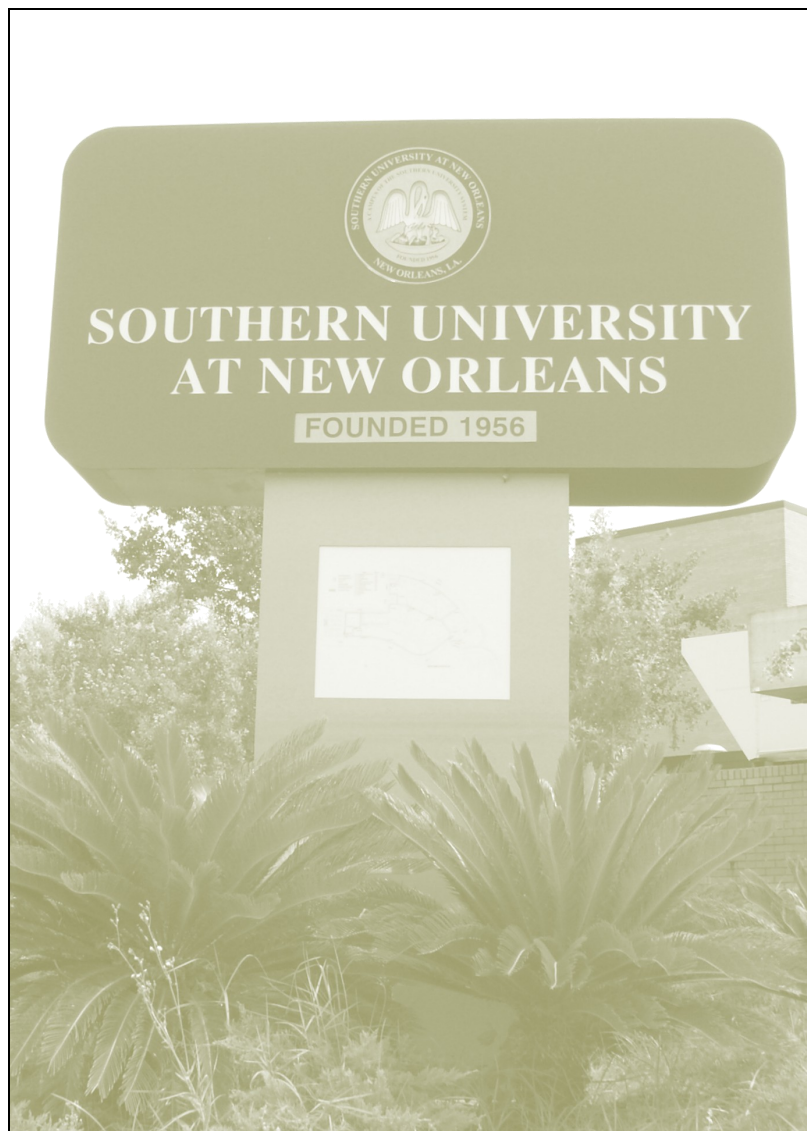
the

*Office of Institutional Effectiveness &
Strategic Planning*

and the

*Office Of Community Outreach/
University Advancement*

**STRATEGIC PLAN
2011-2016**



On the front cover: SUNO track athlete Sheldon Williams

*On the back cover: University marquee between the Multipurpose and
Health & Physical Education buildings*

Photos by Eddie Francis

**SOUTHERN UNIVERSITY at NEW ORLEANS is a member of the Southern University System
6400 Press Drive | New Orleans, Louisiana 70126 504-286-5000**