

Review of LSUA’s Mission Statement and 2021-2026 Strategic Plan

Mission Statement: LSU of Alexandria is committed to providing students the education, skills, development and other resources needed to establish the foundation for their future success. We create a welcoming environment that includes critical thinking, experiential learning, civic engagement and community partnerships.

2021-2026 Strategic Plan: The plan consists of four overarching Strategic Goals: 1) Holistic Student Development and Academic Excellence; 2) Strong Connection to our Communities; 3) Vibrant Campus Environment; and 4) Infrastructure and Operations. Each Strategic Goal has four Objectives; there are 16 objectives overall. Each Objective has three to four Strategies that if followed will help to realize the objective. There are 58 strategies overall. Progress made since the 2022 launch of the plan is documented in the chart below. Note: Many of the plan’s proposed strategies haven’t been fully implemented yet, but this is to be expected as we are at the midpoint in the life of the plan.

Strategic Goal	Objective	Strategy	Progress Made Since Plan Launch
Holistic Student Development & Academic Excellence	I-A: Programming	<p><i>New Program Development</i></p> <p>LSUA will continue to investigate possibilities for new academic programs and to add appropriate programs to our academic offerings, thereby providing students with an array of options consistent with our mission.</p> <p><i>Success will be achieved when new programs are added at the rate of one per year.</i></p>	<p>The following new academic programs were added for Academic Year 2022-2023:</p> <ul style="list-style-type: none"> • Minor in Africana Studies • Minor in Disaster Science and Emergency Management • Bachelor of General Studies (Africana Studies Concentration) • Bachelor of Science in Computer Science • Computer Literacy Add-On for State Certified Secondary School Teachers <p>The following new programs were added for Academic Year 2023 2024:</p> <ul style="list-style-type: none"> • Paramedic – ASN (new pathway for students who are licensed paramedics and wish to earn the Associate of Science in Nursing) • Computer Science Minor <p>During the 2024-2025 Academic Year, the university plans to develop proposals for a Bachelor of Science in Cyber Security, a Bachelor of Science in Disaster Science and Emergency Management, and a Bachelor of Arts in Biology and submit the proposals for approval to the LSU Board of</p>

			Supervisors and the Louisiana Board of Regents.
Holistic Student Development & Academic Excellence	I-A: Programming	<p><i>Momentum Year</i></p> <p>LSUA will implement plans of study that encourage freshmen students to pursue 30 hours of a clear pathway, attempt at least 9 hours in their academic focus, and complete initial math and English requirements.</p> <p><i>Success will be achieved when the momentum year is built into the plan of study for every baccalaureate degree program.</i></p>	<p>The first phase of the "Momentum Year" initiative was implemented in AY 2023-2024. All freshmen students were encouraged by their advisors to enroll in 15 credit hours for each of the two regular academic semesters. Students who had already made a 12-credit hour schedule were called by their advisors or other Student Engagement personnel and encouraged to add an additional three hours. Most students with whom contact was made were receptive to this proposal, recognized the academic and financial advantages of increasing the number of hours earned during each academic year, and adjusted their schedules accordingly. A minority of students were unable to make the adjustment due to family and work responsibilities. The first report for the "Momentum Year" initiative shows that the number of FTF students enrolled in 15 or more credit hours increased from 37.3% in Fall 2022 to 67.3% in Fall 2023 and from 33.3% in Spring 2023 to 59.1% in Spring 2024.</p> <p>The second phase of the "Momentum Year" is planned for AY 2024-2025. During that year freshmen students will be encouraged to include in their annual 30-hour course-load at least nine hours of coursework in their major and twelve hours of General Education English and Math.</p>
Holistic Student Development & Academic Excellence	I-A: Programming	<p><i>Program Review</i></p> <p>With an eye towards continuous improvement, each discipline at LSUA will be reviewed biannually using appropriate metrics. Course objectives will be mapped to program objectives, and subsequent decisions regarding programming will be data-driven.</p> <p><i>Success will be achieved a schedule of biannual program reviews is established and when</i></p>	<p>An Academic Program Review Template and Program Rotation Schedule was developed by the Provost in October 2022 and made available to department chairs, school directors, and college deans.</p> <p>Many programs have now undergone their first program review, including the BA English, the BA Communication Studies, the BA Religious Studies, the BS Chemistry, the BS Psychology, the BS Mathematics, and the BS Medical Laboratory Science.</p> <p>Data needed for completion of the review is provided by the academic units themselves and by LSUA's</p>

		<p><i>every academic program has in place an assessment plan that maps objectives, identifies key performance indicators, and utilizes those indicators in comprehensive biannual reviews.</i></p>	<p>Director of Institutional Research and Effectiveness.</p> <p>The second round of program reviews will be due from the academic departments in Fall 2024</p>
Holistic Student Development & Academic Excellence	I-A: Programming	<p><i>First Year Experience</i></p> <p>Every first-time freshman, in his/her first semester, will be enrolled in a course that will focus on career options, student research, relationships with key campus support offices, and/or other strategies for enhancing the prospects for retention and eventual graduation from LSUA.</p> <p><i>Success will be achieved when every academic program has as part of its degree plan a substantive first year experience course in the student's first semester.</i></p>	<p>Since AY 2015-2016, the university has offered a First-Year Experience Program designed to equip first-year full-time degree-seeking students with the knowledge and skills required for college success. At the heart of the program is a graded course, LSUA 1001 Seminar for Academic Success, designed exclusively for freshmen with fewer than 30 credit hours. The course helps new students connect to the campus community through activities, community service, and engaging lectures that teach the skills necessary for college success.</p> <p>In Fall 2023, 11 sections of the course were offered, with a total enrollment of 191 students. The total number of Fall 2023 first-time full-time degree-seeking students, however, was 473. Not all students eligible for the course actually took it, in other words. Nor were they required to, in part because it has been difficult to identify faculty or professional staff with appropriate credentials available to teach it.</p> <p>The Provost and the Director of First Year Experience met recently and talked about the feasibility of expanding the program and maximizing its impact on first-year students.</p>
Holistic Student Development & Academic Excellence	I-B: Student Support	<p><i>Advising</i></p> <p>LSUA will add professional advisors, housed in the academic departments, who will replace faculty as the primary contacts for scheduling, course registration, and other nuts-and-bolts items related to student progression through their curricula.</p>	<p>Students who have completed roughly 70 hours are advised by school or college advisors. Typically, these advisors are faculty members who teach in the student's degree program.</p> <p>Until AY 2022-2023, only the School of Nursing and the College of Business, the two largest academic units, had a dedicated professional advisor whose sole responsibility was to provide academic advising to program students.</p>

		<p><i>Success will be achieved when a sufficient number of professional advisors are in place that every upper-class student is assigned a professional advisor, thereby allowing faculty to refocus their efforts on mentoring.</i></p>	<p>The university, however, has recently hired three new professional advisors: Haley Andries is now the Professional Advisor for the upper-level students in the College of Social Science; Jennifer Parish is now the Professional Advisor for the College of Natural Science and Mathematics; and Morgan Wills is now the Professional Advisor for Elementary Education students with 30+ hours. These additional positions have significantly reduced the non-teaching workload for faculty members in each of these three academic areas.</p>
<p>Holistic Student Development & Academic Excellence</p>	<p>I-B: Student Support</p>	<p><i>Student Mentoring</i></p> <p>Beginning in their freshman year, students will be assigned faculty mentors who will assist them with big-picture strategies related to professional opportunities, graduate programs of study, and academic options that will best prepare them for post-graduation success.</p> <p><i>Success will be achieved when every student is assigned a faculty mentor by the end of his/her first semester.</i></p>	<p>LSUA has long been known as a campus that because of its relatively small size has been able to provide students with opportunities to get to know their faculty members and to receive guidance and help from them. Although enrollment has increased substantially over the last four years, most faculty members still know their students by name, greet them in the hallways, and offer assistance to them if they can. Graduates who return to the campus after many years often comment on the positive influence a particular faculty member had on them or on some crucial advice, they received from them and that was of great value to them in their future careers. The mentoring of students by LSUA faculty members, in other words, has always existed on the campus albeit in an informal and unstructured way.</p> <p>The development of a more formal system of faculty-student mentoring has not yet been undertaken. Certain steps that would allow such an undertaking, however, have taken place. Most of the university's colleges and schools now have a professional staff member who assists with the advising of junior and senior-level students. These hires have meant that many faculty members have fewer advisees and, therefore, have more time available to assist students in other ways, including serving as mentors to them.</p> <p>Over the next year, therefore, the university hopes to develop and</p>

			implement a system (or pilot system) of faculty mentoring of students.
Holistic Student Development & Academic Excellence	I-B: Student Support	<p><i>Career Development Center</i></p> <p>The university will establish an office responsible for community outreach with industry, connecting students to internships and post-graduation employment opportunities, and developing programing that will help students consider possible career paths.</p> <p><i>Success will be achieved when a full-time director is in place, career education is built into academic degree plans, and there exists a comprehensive system of opportunities for job shadowing, internships, and similar experiences.</i></p>	<p>In Spring 2022, the university created a new position, Assistant Vice Chancellor for Holistic Education and Career Development, the occupant of which would focus on providing comprehensive career development support for students during their academic experience and on building partnerships with local businesses for internships and on-the-job training.</p> <p>A national search was conducted to hire a full-time appropriately credentialed professional staff member to fill the position. It was filled in early June 2022 by Dr. Mary "Beth" Palmer. Dr. Palmer holds a Ph.D. in Business and Sport Management, a Master of Business Administration, a Master of Education, and a Bachelor of Arts from Louisiana College.</p> <p>During Academic Year 2022-2023 Dr. Palmer, with assistance from LSUA's Strategic Communications Team, developed a website that serves as a "one-stop shopping experience" for students seeking career information and guidance. Students can use the "Forage" platform to develop their workplace skills through self-paced virtual experiences; use the student resources tab for everything from cover letter writing to developing interviewing skills; find jobs, graduate school opportunities, and internships through Moodle; and begin building professional connections through Linked-In. New <i>Handshake</i> and <i>Interstride</i> platforms have also been made available to aspiring students via the career website.</p> <p>Dr. Palmer has personally assisted students with internship placements and helped to prepare applicants for graduate and professional school admission. On September 18, 2023, the Career Center hosted a Career Fair to which local and regional employers seeking to fill positions were invited. On March 18 2024, a Graduate School Fair was hosted for students exploring postgraduate options. Sixteen graduate schools attended and</p>

			showcased their graduate programs to approximately 180 LSUA students.
Holistic Student Development & Academic Excellence	I-B: Student Support	<p><i>University Tutoring Center</i></p> <p>The university will establish a centrally-located facility, staffed with a full-time coordinator and an ample number of student tutors.</p> <p><i>Success will be achieved when a full-time coordinator is in place, student tutors from multiple disciplines are on-hand to assist, and a location for the center is chosen, developed, and made available throughout the day and on weekends.</i></p>	<p>Prior to Fall 2023, face-to face tutoring on the campus was not centrally organized or housed in a single campus facility. Each department that provided tutoring (i.e., Biological Sciences, Mathematics and Computer Science, Chemistry and Physics, and English and Humanities) hired their own tutors, scheduled their own tutoring hours, and offered the tutoring service in a room or office located in the same building in which the department's administrative office was housed.</p> <p>During the summer of 2023, a search for the full-time coordinator was undertaken and a hire completed prior to the beginning of the Fall 2023 semester. The new coordinator, Cielia Adams, began working in September 2023.</p> <p>A large space on the ground floor of Bolton Library had been refurbished earlier in the year and made available to the Tutoring Coordinator and her team of tutors. Tutoring in a range of subjects is now available at the Center Monday through Friday from 8:00 AM to 4:30 PM. The tutoring schedule for each discipline is published on the new Tutoring Center webpage; the schedule was also emailed to all campus offices and to students at the beginning of the Fall 2023 semester.</p>
Holistic Student Development & Academic Excellence	I-C Faculty Development	<p><i>Coordination</i></p> <p>Through the office of the provost, there will be coordination of various development opportunities that allow faculty members to plan and pursue the enhancement of their professional capabilities.</p> <p><i>Success will be achieved when calendars and timelines allow for maximal pursuit of endowed professorships, McCann teaching funds, Chancellor's development</i></p>	<p><i>Endowed Professorships</i></p> <p>The Endowed Professorships program, established by the Louisiana Board of Regents operates as a non-competitive opportunity for campuses to receive State matches of donor contributions, helps to recruit and retain superior faculty whose professional goals align with the submitting campus's role, scope, mission, and strategic priorities. Endowment funds are managed on behalf of the university by the LSUA Foundation.</p> <p>The recipient of an Endowed Professorship must be a faculty member whose research, teaching, and/or public service uniquely</p>

		<p><i>awards, and other initiatives that offer funding and supplementary resources.</i></p>	<p>contributes to the mission(s) of their departments, their campuses, and the State. Faculty are invited to apply for professorships at the beginning of each academic semester.</p> <p>To date the Foundation provides 26 endowed professorships, 16 of which are currently held by faculty members who submitted an application and portfolio of supporting materials and who were deemed worthy of receipt of the professorship by a selection committee.</p> <p>For the 2022-2024 award period, the annual stipend received by awardees increased from \$5,000 to a range of \$6000-\$12,000.</p> <p><i>Chancellor's Fund</i> The Chancellor's Fund is another source of funding for full-time faculty who wish to pursue professional development opportunities. Administered by LSUA's Faculty Senate, the funds are dispensed to successful applicants during each fall semester and, pending fund availability, during the spring semester and summer term. The funds fall into three categories, each of which requires a separate application form; the categories are travel, research, and field trips. During AY 2022-2023 17 faculty received funding.</p> <p><i>McCann Teaching Fund</i> LSUA's Center for Teaching Excellence, through the McCann Teaching Fund, provides opportunities for faculty to apply for funds to attend teaching conferences (Travel Grant) and to support innovative teaching practices in the classroom (Innovative Teaching Grant). Examples of award letters sent to faculty approved for travel grants are provided here.</p> <p>It also offers an Innovative Teaching Award to a full-time faculty member who has impacted his or her students in an innovative way in the classroom. Nominations for the award can be made by peer faculty members or by the faculty member himself or herself.</p> <p>Technology Fee Grant</p>
--	--	---	--

			<p>The university's Technology Fee Grant provides faculty, as well as staff and students, with the opportunity to apply for funding for technology-related equipment, software, and services. Grant funds cannot be used to purchase furniture or other office supplies; nor can they be used for personal technology purchases or reimbursements. Grant applications that involve recurring costs must demonstrate how those costs will be met subsequent to the grant period, a single fiscal year; if a method for covering such costs is not identified, the grant application is not funded.</p>
<p>Holistic Student Development & Academic Excellence</p>	<p>I-C Faculty Development</p>	<p><i>Leadership</i></p> <p>The university will create programming aimed at promoting leadership skills among faculty and establishing new positions on campus that will be filled by faculty, thereby allowing them to put their leadership skills into practice.</p> <p><i>Success will be achieved when: (a) a leadership development program is in place; and (b) a minimum of 8 new faculty leadership positions are established.</i></p>	<p>The Provost's Fellow Program, launched in August 2021, is an important initiative designed to provide current full-time faculty with the opportunity to learn about academic administration, to assume responsibility for elements of the work of the Office of Academic Affairs (e.g., program assessment, policy review, new program development), to attend meetings of academic teams, and to develop leadership skills. The invitation to faculty to apply for the position was sent on August 23, 2021. It noted that the position comes with a one-course reduction with possible summer compensation. The first and current Provost Fellow is Dr. Cynthia Thomas, Professor of Psychology.</p> <p>A second new position, Assistant Vice Chancellor for Engaged Teaching and Learning, was created in Spring 2022. This is a 12-month position reporting to the Provost with a .50 FTE load. Full-time tenured LSUA faculty were invited to apply. The position was filled in July 2022 by Dr. Nathan Sammons, a full-time tenured faculty member in Biology. In his new role, Dr. Sammons leads the university's ongoing efforts to 1) provide opportunities for faculty to develop effective teaching strategies and to engage in innovative programming and 2) to promote student success through student engagement in research, service learning, and leadership. In this capacity, the Assistant Vice Chancellor, who is a direct report to the Provost, coordinates the efforts of several</p>

			existing units, including the Center for Teaching Excellence (CTE); the Center for Opportunity, Research, and Experiential Learning (CORE); the Center for Technology Innovation; and the Honors Experience.
Holistic Student Development & Academic Excellence	I-C Faculty Development	<p><i>Co-curricular Initiatives</i></p> <p>The university will incorporate new and existing opportunities into curricular initiatives that benefit students as well as faculty.</p> <p><i>Success will be achieved when four programs, courses or initiatives are in place that (a) create space for faculty and students to work collaboratively; (b) promote faculty growth and development; and (c) offer innovative curricular options for students.</i></p>	<p><i>Makerspace</i></p> <p>The university has developed Makerspace as part of the learning commons area of the updated Bolton Library. Designed to promote technology and innovation on the LSUA Campus and in the wider community, Makerspace provides a positive and supportive environment for students, faculty, and community members, who wish to explore the latest technologies and develop ways to apply them in a hands-on and collaborative environment. Students who participate in Makerspace enhance their knowledge of technology, develop their problem-solving abilities, and learn how to work with others to achieve shared goals.</p> <p><i>Cybersecurity Lab</i></p> <p>The Cybersecurity lab provides innovative instructional space for cybersecurity and computer science students. Equipped with a networking space, a classroom, and conference room, the lab fosters an environment of collaboration and growth among students and faculty alike. Students who use the space develop the hands-on skills of the cybersecurity industry, acquire the knowledge necessary for anticipating and preventing cybersecurity attacks, and benefit from working closely with faculty members in their majors.</p> <p><i>Theatre Program</i></p> <p>The university's theatre group, Empty Space Players, provides another opportunity for students to acquire knowledge and develop skills that complement the learning that takes place in the classroom. Faculty and staff who have themselves participated in theatre productions often observe that students who become involved, in whatever capacity, benefit substantially from the experience. They tend to become more connected to the university and develop</p>

			<p>relationships beyond the classroom with faculty and staff members; they also develop skills in event organization and planning; they learn how to set project goals and develop the ability to accomplish such goals within a limited time frame; and they learn how to collaborate and work together with others to achieve shared ends.</p> <p>The theatre group stages one major dramatic production each semester. In Fall 2023, for example, an almost all-student cast performed Agnes of God. The show ran from November 16-19 and included three evening performances and one matinee. In Spring 2023, The Revolutionists, another show with an almost all-student cast, ran from April 14-16, and included two evening performances and one matinee. The Fall 2022 production, Arsenic and Old Lace, a play written by the American playwright Joseph Otto Kesselring, ran from November 10-20 and included six evening performances and two matinees. The 2021-2022 theatre schedule included two productions, John Patrick Shanley's Doubt, which ran from November 11-21, 2021, and Samuel Beckett's Waiting for Godot, a student directed play that ran from March 31-April 10, 2022.</p> <p>Students who participate in these productions include not only those who are currently pursuing arts-related curricula but also students enrolled in other majors and students who've already graduated from the university. The opportunities for participation are broad and include performing roles, assisting with the technical aspects of theatre production (i.e., light, sound), building sets, designing costumes, developing promotional materials, and selling tickets.</p> <p><i>Jongleur Literary Magazine</i> Students with literary and artistic flair can put their talents to the test by contributing to the Jongleur, the university's student literary journal. An annual publication of exclusively student work, including poems, essays, short stories, photographs and</p>
--	--	--	--

			<p>drawings, the journal is formatted, edited, and produced by a student staff with the assistance of two faculty members. The Jongleur is published as a physical book and made available online. The most recent seven issues (2017-2023) are available for download on the university's Jongleur webpage. For the last seven years, the Jongleur Staff have also sponsored an Art and Writing Contest. Its purpose is to give students a platform, encourage and reward their artistic and academic endeavors, and secure submissions for the journal itself. There are four categories to which students submit work: fiction, poetry, art, and photography. Each winner receives a certificate and monetary award, donated by the College of Liberal Arts faculty.</p> <p><i>Honors Experience</i></p> <p>The Honors Experience program offers a unique opportunity for qualified students to obtain valuable experience that will help them establish, pursue and achieve long-term goals.</p> <p>The program's goal is not to challenge students with more work, more rigor or added levels of difficulty. Rather, it strives to add extra dimensions of learning in the form of practical experience. The program recognizes that the best candidates for employment or graduate school have more than a history of good grades; they have engaged in activities that contribute to thinking critically, working collaboratively, and being visionary, transformative leaders.</p> <p>Eligible students are incoming first-time, full-time, degree-seeking freshmen who are on campus (rather than 100% online). Full-time students are enrolled in a minimum of 12 credit hours per semester. Students from all bachelor or associate degree program at LSUA are considered for admission.</p> <p>Honors Experience students earn 15 credit hours of Honors coursework (9 credit hours if pursuing an associate's degree), but without taking additional courses. The coursework is built into the existing plan of study for each</p>
--	--	--	---

			<p>degree program and can consists of experiential learning activities, special seminars, and research contracts.</p> <p>Currently, 39 students are enrolled in the Honor Experience program. Of the 39 students, 32 have been awarded the honors scholarship.</p> <p>Off-campus students are eligible for up to \$1250 per semester and on-campus students up to \$1750 per semester. Total scholarship amount for Fall 2023 and Spring 2024 combined was \$90248.</p>
Holistic Student Development & Academic Excellence	I-C Faculty Development	<p><i>Faculty Recognition</i></p> <p>Because faculty development can occur in multiple contexts, the university will recognize various areas of faculty success, which in turn will promote awareness of the different ways that faculty can grow.</p> <p><i>Success will be achieved when there is formal recognition of faculty excellence in the areas of teaching, scholarship, service and citizenship.</i></p>	<p>For many years, the Bolton Teaching award was the principal and, for a long time, the only means of recognizing faculty success. The university now offers six additional awards that recognize the achievement of faculty in the areas of teaching, research, scholarship, and service. The lists of awards and the most recent awardees are provided below:</p> <ol style="list-style-type: none"> 1. Bolton Teaching Award Catherine Cormier, Professor of Nursing (2023-2024 Awardee) 2. Teaching Innovation Award Jennifer Wright, Instructor of Marketing (2024 Awardee) 3. Teaching Innovation Grant Jeremy Simmons, Professor of Fine Arts (2024 awardee) 4. Outstanding Faculty Scholarship Award Chris Stacey, Professor of History (2024 awardee) 5. Outstanding Faculty Service Award Carol Corbat, Professor of Biology (2024 awardee) 6. Social Justice Champion Award (Faculty or Staff) Gary Baldwin, Adjunct Instructor of History (2024 awardee) 7. Student Choice Award (Life Changing Class) Laurie Pittman, Assistant Professor of Nursing, (2024 awardee).

			Each of these awards was presented at the April 2024 Employee Recognition Dinner.
Holistic Student Development & Academic Excellence	I-D Online Programs	<p><i>Conversion to LSU Online</i></p> <p>With more advertising exposure and more revenue, the LSU Online consortium will provide marketing and technical support and will be used as the delivery platform for all LSUA programs and courses.</p> <p><i>Success will be achieved when all programs and courses are fully converted and available through LSU Online.</i></p>	<p>To ensure that quality is maintained in distance education instruction, all online courses offered in a seven-week format must undergo review by LSU Online, the current provider of online infrastructure and learning support for LSU system schools.</p> <p>LSU Online has recently moved to a new model of online course development. The new model, called Guided Design Model (GDM), replaces the Special Focus model, and provides faculty members designing online courses with direct assistance from a learning experience designer throughout the development of their course.</p> <p>To date 316 courses have undergone review through either the Special Focus or Guided Design Model (GDM) of course review.</p>
Holistic Student Development & Academic Excellence	I-D Online Programs	<p><i>Online Program Options</i></p> <p>In an effort to maximize flexibility for students, all new degree programs will be available both in-person and online (barring repetition of other LSU Online institutions).</p> <p><i>Success will be achieved when, as a matter of practice, every new degree program that is created includes an online-only option, unless granted an exception due to LSU Online guidelines.</i></p>	<p>The two most recent new degree programs approved by the Louisiana Board of Regents for LSUA are the Bachelor of Science in Computer Science (approved June 2021) and the Bachelor of Applied Arts and Sciences (approved January 2022).</p> <p>Both programs have been available to online students (100% online format) and to on-campus students (mixture of face-to face and online courses) since Fall 2022.</p> <p>In addition, two existing programs, the Bachelor of Science in Elementary Education and the Bachelor of Science in Biology were launched online in Fall 2023. Both are now available to online and on-campus students.</p>
Holistic Student Development & Academic Excellence	I-D Online Programs	<p><i>Breadth of Programming</i></p> <p>Online degree programs will cover a wide range of disciplines at LSUA, ensuring that students across the board will have</p>	All academic departments offer at least one online degree program or share an interdisciplinary program with another department. Each department and the online degrees offered by that department are provided below:

		<p>the opportunity for at least some of their curriculum to be available through in an online format.</p> <p><i>Success will be achieved when every academic department houses at least one online degree program or shares at least one interdisciplinary online program with another department.</i></p>	<p>Department of English, History, Humanities (BA English, BA History, BA Religious Studies)</p> <p>Department of Communication and Arts (BA Communication Studies)</p> <p>Department of Psychology (BS Psychology)</p> <p>Department of Criminal Justice and Civic Sciences (BS Criminal Justice)</p> <p>Department of Biological Science (BS Biology, Associate of Science)</p> <p>Department of Mathematics and Computer Science (BS Mathematics, BS Computer Science, Associate of Science)</p> <p>Department of Chemistry and Physics (Associate of Science)</p> <p>Department of Allied Health (BS Medical Laboratory Science, BS Health Professions, BS Long Term Care Administration)</p> <p>Department of Accounting and Finance (BS Accounting)</p> <p>Department of Marketing and Management (BS Business Administration, Bachelor of Applied Arts and Sciences)</p> <p>School of Education (BS Education)</p> <p>School of Nursing Bachelor of Science in Nursing (BSN)</p>
--	--	--	---

Strategic Goal	Objective	Strategy	Progress Made Since Plan Launch
Strong Connection to our Communities	II-A: Recruiting	<p><i>High School Outreach</i></p> <p>The university will enhance its communication with external parties who are in a position to motivate high school students to apply to LSUA. These include high school guidance counselors, government officials, school parents</p>	<p>Enrollment Management hosts a High School Counselor Brunch every other year. This brunch invites high school counselors to campus to learn more about academic programs, student services, scholarships and financial aid, student life, accomplishment of our graduates, and dual enrollment opportunities. This event is well attended by local high school counselors.</p>

		<p>and key members of the greater community.</p> <p><i>Success will be achieved when the number of applications for first-time full-time freshmen increases 5% across the state and 10% in the nine-parish Central Louisiana region.</i></p>	<p>Enrollment Management works directly with Career Compass, a non-profit organization whose goal is to increase the number of students in Louisiana who attend a post-secondary institution upon high school graduation. Our office ensures these coaches have a good understanding of what LSUA has to offer students, as well as an understanding of admission policies and procedures. This group is invited to campus annually for updates.</p> <p>Enrollment Management has worked with the City of Alexandria to host ACT Prep Workshops and College Option Events with CLTCC and LCU.</p>
Strong Connection to our Communities	II-A: Recruiting	<p><i>Customer Resource Management</i></p> <p>In order to improve efficiency and thereby increase enrollments, an upgrade is needed in the current CRM. Crucial to success is the ability to integrate much more fully with the university's Student Information System.</p> <p><i>Success will be achieved when a new CRM is in place that decreases the processing time for applications from three days to one day.</i></p>	<p>LSUA has implemented <i>Anthology Reach</i> as its new CRM. This has allowed Enrollment Management to better communicate with prospective students, applicants and parents. It is fully integrated with <i>Powercampus</i>, our current Student Information System, and has increased efficiency in the office, which has led to faster processing time.</p>
Strong Connection to our Communities	II-A: Recruiting	<p><i>Transfer Articulations/Agreements</i></p> <p>As the pool of high school graduates declines, the importance of recruiting transfer students increases. LSUA must therefore increase its attention on efficient processes necessary to successfully recruit this population.</p> <p><i>Success will be achieved when: (a) annual training is in place which helps</i></p>	<p>Since the launch of the strategic plan, LSUA has signed the following transfer articulation agreements with other public institutions of higher education in the state of Louisiana:</p> <p>July 2024 MOU between LSU Alexandria and LSU Eunice: establishes a 2+2 program that will allow students to transfer 54 hours of coursework required by LSUE's Associate of Science in Health Sciences to LSUA's Bachelor of Science in Health Professions (Health Care Administration) and to earn the 66 additional hours of coursework</p>

		<p><i>advisors become familiar with various courses across the state, thereby allowing for initial student schedules to be created without full transcript evaluation; and (b) there exist clearly delineated degree plans that allow for seamless transition into LSUA programs.</i></p>	<p>required for completion of the bachelor's degree.</p> <p>July 2024 MOU between LSU Alexandria and LSU Eunice: establishes a 2+2 program that will allow students to transfer the 61 hours of coursework required by LSUE's Associate of Science in Health Sciences to LSUA's Bachelor of General Studies (Health Sciences Concentration) and to earn the 59 additional hours of coursework required for completion of the bachelor's degree.</p> <p>August 2022 MOU between LSUA and Central Louisiana Community College: establishes a 2+2 program that will allow students to transfer 60 hours of coursework required by CLTCC's Associate of Science in Business Administration to LSUA's Bachelor of Science in Business Administration and to earn the additional hours of coursework required for completion of the bachelor's degree.</p> <p>In addition, LSUA has been an active participant in recent efforts of the Louisiana Board of Regents to create universal pathways from associate degrees offered by two-year schools to baccalaureate degrees offered by four-year schools. Faculty representatives from each academic departments participated in group discussions with representatives from other schools. LSUA agreed to recognize and implement pathways in each of the following discipline areas:</p> <p>Finance; General Business; Management; Marketing; Communication; Computer Science; Criminal Justice; English; History; Sport Management; Pre-Allied Health; and Psychology.</p>
<p>Strong Connection to our Communities</p>	<p>II-A: Recruiting</p>	<p><i>Adult Learners</i></p> <p>In accordance with the Board of Regents Master Plan for 2030, LSUA will make efforts to target adult learners in the Central Louisiana region.</p>	<p>LSUA works with a group of Enrollment Concierges to recruit adults to LSUA's online degree programs. These Concierges meet with Enrollment Management weekly to discuss marketing and efforts to recruit these students. They also assist in the application process.</p> <p>LSUA has held Coffee with a Counselor</p>

		<p><i>Success will be achieved when (a) LSUA reenrolls 25% of the students who have stopped out for a year or more; and (b) the number of total LSUA students who are returning increases 200%.</i></p>	<p>events at local coffee shops in Alexandria. These events are designed to meet students where they are. Many adults wanting to return to school attend these events.</p>
<p>Strong Connection to our Communities</p>	<p>II-B: Promoting our Successes</p>	<p><i>Website</i></p> <p>The various LSUA websites continue to be the most significant means for the public to obtain information about the university. Diligence is therefore necessary to ensure fresh, accurate and attractive content.</p> <p><i>Success will be achieved when: (a) every academic landing page is updated on a monthly basis; (b) there exist college/school review committees or other bodies charged with regularly assessing their page(s); and (c) a university review committee is in place that regularly assesses the overall impact of LSUA's web presence.</i></p>	<p>Recognizing the significant role LSUA websites play both externally and internally, LSUA hired a full-time Web Content Coordinator in August 2023. The coordinator is responsible for making regular updates to the main LSUA website, creating new pages as required by programs and academic offerings, and managing the site's SEO (Search Engine Optimization).</p> <p>Over the past year, the Web Content Coordinator has serviced 237 website update requests and created 18 new pages for specific content on the main LSUA website (www.lsua.edu).</p> <p>The improved LSUA website has attracted 380,000 unique users, generating a total of 2.2 million views over the same period.</p> <p>The website now averages 67,000 visitors per month, with an average time spent of 1 minute and 27 seconds.</p> <p>The use of SEO management software has increased the website's SEO score by 9%.</p> <p>LSUA now operates a secondary recruitment website, explore.lsua.edu, which over the past year has received 708,000 total views from 175,000 unique visitors. Users spent an average of 1 minute and 54 seconds on the site, with an average of 17,000 visitors per month.</p>
<p>Strong Connection to our Communities</p>	<p>II-B: Promoting our Successes</p>	<p><i>Social Media</i></p> <p>LSUA will provide consistent messaging through coherent, organized delivery of appropriate content on popular social media outlets.</p>	<p>LSUA actively engages with its audience through its primary social media channels on Facebook, Instagram, Twitter, YouTube, and LinkedIn.</p> <p>To streamline and enhance its social media content creation, LSUA hired a</p>

		<p><i>Success will be achieved when there exists a university committee responsible for coordinating, tracking and assessing the messaging that is distributed through social media outlets deemed by this group to be optimal.</i></p>	<p>full-time Communications Coordinator in the past year.</p> <p>Over the same period, LSUA’s official account posted 216 times on Facebook and 126 times on Instagram, in addition to maintaining regular activity on Twitter and LinkedIn.</p> <p>Furthermore, LSUA hosts over 40 additional active social media accounts managed by various business units, such as Student Life and Financial Aid. Nearly every academic college maintains an active social media presence, and all seven sports teams regularly update their accounts.</p>
Strong Connection to our Communities	II-B: Promoting our Successes	<p><i>Videos</i></p> <p>The public responds to information conveyed in video format. It is therefore desirable that LSUA produce on a regular basis interesting, informative videos that champion the many positive aspects of the university.</p> <p><i>Success will be achieved when: (a) individual academic units produce and publish, via website or social media, new videos annually; (b) key university departments produce and publish new videos on a regular schedule indicated by their key functions.</i></p>	<p>Over the 2023-2024 Fiscal Year, the Division of Strategic Communications produced 10 videos specifically for television and YouTube advertisements and nearly 40 videos for social media.</p> <p>These videos often showcase students participating in on-campus activities and sharing their experiences on camera.</p> <p>Other videos emphasize LSUA's remarkable growth over the past year, highlighting key factors such as the personal attention provided by staff and the close-knit relationships forged among faculty members.</p>
Strong Connection to our Communities	II-B: Promoting our Successes	<p><i>Internal Processes</i></p> <p>In order to maximize the impact of our success stories, clear lines of communication must be in place that allow for sharing success stories that are identified by individual departments.</p> <p><i>Success will be achieved when clear communication guidelines are developed, implemented and followed.</i></p>	<p>To streamline service requests to the five full-time staff members of Strategic Communications, we implemented several initiatives.</p> <p>We added a link to the official digital request form in our email signatures, a button on our website, and a link at the bottom of the main LSUA webpage.</p> <p>We trained academic leaders to effectively use the digital request system and integrated Canva’s Enterprise Brand Hub to provide</p>

			<p>ready-made digital product templates and expedite the design approval process.</p> <p>As a result, we fielded a total of 726 service requests. Of these, 15.8% (114 requests) were initiated through the official JotForm digital form system. More than 60% of all design service requests (439 requests) were generated through Canva. Additionally, 24% of the total requests were submitted via email.</p> <p>This data indicates a significant shift towards using digital media request forms over the past 12 months, aligning with the LSUA Division of Strategic Communications' goal to have more than 50% of requests submitted through the official digital form.</p>
<p>Strong Connection to our Communities</p>	<p>II-C: Partnerships</p>	<p>LSUA Foundation</p> <p>The Foundation's mission is to support the university by cultivating private support. Although the Foundation and LSUA are separate entities, their visions and ongoing operations must be in alignment.</p> <p><i>Success will be achieved when a joint business plan is established that provides direction for the university and the foundation to collaboratively set goals and work together towards the achievement of those goals.</i></p>	<p>In May of 2023, the LSUA Foundation held a strategic planning retreat led by consultant Melissa Thompson with Success Lab to initiate the planning process for its next strategic plan. Current LSUA Foundation Board Members, incoming Board Members, University Senior Leadership and Deans, affiliate Board Chairs, and Executive Staff from the Foundation affiliates, were invited to the planning event.</p> <p>The planning exercises yielded much feedback, and significant themes were identified. Those themes were developed into proposed goals with the staff and executive committee. The goals were presented at the August foundation board meeting for review and comment.</p> <p>The Strategic Planning Committee included the Chairs of all the foundation committees and the previous Chair, as well as the LSUA Chancellor and Executive Vice-Chancellor of Finance. The Strategic Planning Committee worked to develop the strategies and outcomes of the proposed plan.</p> <p>The plan was subsequently approved by the Foundation's Board of Directors. A Strategic Plan Tracker that</p>

			documents progress towards meeting the plan's Goals and Objectives was also developed.
Strong Connection to our Communities	II-C: Partnerships	<p><i>City of Alexandria</i></p> <p>Ongoing cooperation with the City Council and Office of the Mayor will benefit both LSUA and the city, and we will remain committed to fostering the important relationship with the city.</p> <p><i>Success will be achieved when: (a) formal biannual meetings take place between the city and the university to review ongoing initiatives and consider new possibilities; and (b) an internal report is produced annually that summarizes and assesses the state of the partnership with the city.</i></p>	<p>The Chancellor has worked hard to develop strong working partnerships with both parish (county) and city officials across the regional to make sure we are listening to and addressing regional educational priorities important to these community leader constituencies. These officials include mayors, city councilmen/women, parish police juries (county commissioners), Parish School Board members and Superintendents of Schools, and many other local elected officials. Outreach to these officials has resulted in strong community support for LSUA that has positively impacted our enrollment growth across the region.</p>
Strong Connection to our Communities	II-C: Partnerships	<p><i>Public-Private Partnerships</i></p> <p>In order to maximize the student experience, LSUA must increase and leverage its connections with community partners in ways that generate student-centered benefits.</p> <p><i>Success will be achieved when: (a) one additional partnership, with tangible benefits for the university, is created each year; and (b) an internal report is produced annually that summarizes existing partnerships and identifies opportunities for new ones.</i></p>	<p><i>Accountants for the Future</i></p> <p>Cenla Accountants for the Future is a public-private initiative by seven central Louisiana firms to place more accounting graduates in the workforce. Members of the group include Cleco, RoyOMartin, Crest Industries, Virtual Partner Advantage, Red River Bank, Payne Moore Herrington, and Central Management.</p> <p>The initiative was spearheaded by Roy O. Martin, III in 2020, who brought together other companies to address the local shortage of professional accountants and auditors. Members of the group wanted to equip more LSUA graduates with the knowledge and competencies to successfully complete the CPA exam and enter into public accounting, industry, governmental, or non-profit employment in Central Louisiana and beyond.</p> <p>In May 2022, Cleco, a major utility provided in the region, completed its pledged giving of \$100,000 to support LSUA's Accountants for the Future initiative. LSUA.</p>

			<p><i>LSUA/Fort Johnson STARBASE Collaboration</i> In November 2022, LSUA Chancellor Paul Coreil and Col. Sam Smith, Garrison Commander of the Joint Readiness Training Center and Fort Johnson, signed an MOU to establish an LSUA branch of STARBASE at Fort Johnson.</p> <p>DoD STARBASE is a premier educational program, sponsored by the Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs. Students in the program participate in challenging “hands-on, minds-on” activities in Science, Technology, Engineering, Art, and Math (STEAM). They interact with military personnel to explore careers and observe STEM applications in the “real world.” The program provides students with 25 hours of stimulating experiences at the National Guard, Marine, Air Force Reserve, Army, and Air Force bases across the nation.</p> <p><i>LSUA/City of Alexandria/Alexandria Zoo Collaboration</i> In November 2022, LSUA's College of Natural Sciences and Mathematics partnered with the City of Alexandria and the Alexandria Zoo to offer a unique and innovative Zoo Sciences concentration. In the first of its kind in Louisiana, and among less than 10 programs nationwide, the LSUA Zoo Sciences Concentration within the Bachelor of Science in Biology degree program will prepare graduates to enter the rewarding field of zoo management.</p>
<p>Strong Connection to our Communities</p>	<p>II-D: Visibility</p>	<p><i>Advertising</i></p> <p>As part of a comprehensive marketing strategy, an advertising plan will be developed that is strategic in its targeting and succeeds in conveying to prospective students, parents and the general public information regarding the many positive aspects of LSUA.</p>	<p>To enhance LSUA's reputation, recruit students, and retain enrollment, a comprehensive advertising plan is developed annually, strategically targeting prospective students, parents, and the general public.</p> <p>Each year, the plan emphasizes LSUA's growing reputation as a prominent academic institution, countering the misconception that it offers fewer opportunities than other universities. By showcasing LSUA's extensive academic offerings, student success stories, and strong community</p>

		<p><i>Success will be achieved when: (a) a marketing committee is established that (b) develops a strategic advertising plan and specific campaigns; and (c) assesses the plan on an annual basis.</i></p>	<p>engagement, the advertising campaigns present the university as a "school of choice" for higher education in the region, noting that LSUA is the fastest-growing and most affordable college in the state.</p> <p>Success is measured through a systematic approach: (1) A dedicated marketing team oversees the strategic planning process. This group develops a targeted advertising plan, incorporating both traditional and digital media, and executes specific campaigns designed to elevate LSUA's profile, drive enrollment, and maintain student satisfaction.</p> <p>(2) The team ensures that these campaigns are assessed annually, using specific, measurable, and time-bound goals to evaluate effectiveness. By continually refining the strategy based on performance data, LSUA will maintain its competitive edge and ensure that its messaging resonates with its target audiences.</p>
<p>Strong Connection to our Communities</p>	<p>II-D: Visibility</p>	<p><i>Community Support and Engagement</i></p> <p>LSUA will be proactive in its outreach to the community, ensuring that external stakeholders are aware of the university's willingness to assist community partners and reliability on following through with joint initiatives.</p> <p><i>Success will be achieved when a comprehensive listing of community partners is developed and maintained.</i></p>	<p>The university hired an AVC of Career Services and Holistic Education in June 2022, who launched the Career Center at LSUA. The Career Center has implemented several initiatives to connect LSUA to community partners. These initiatives include the implementation of Handshake, Interstride, and LinkedIn as career networking resources, emphasizing community partners for internships and employment opportunities. The Career Center also partners with CLTCC to host CareerWaves6 through a Perkins Grant.</p> <p>The Career Center posts a listing of local employers, internship, and job opportunities on its Moodle website, Career Development & Job Postings, as a student resource. It also posts a list of employers who participate in the annual Career Fairs on the Career Map on the Career Center website. In fall 2023, the Career Center hosted the largest LSUA Career Fair to date, with over 70 business and industry partners represented.</p> <p>In fall 2024, the Career Center</p>

			<p>developed an MOU with the Central Louisiana Chamber of Commerce to emphasize use of Handshake with community partners, in a ten-parish area, and to provide educational opportunities to facilitate implementation of this resource by community partners.</p> <p>Collaboration with community workforce needs is enhanced by faculty and staff support for our curriculum to career practices and instruction. The Career Center offers career and workforce training presentations through selections from a career development menu.</p>
<p>Strong Connection to our Communities</p>	<p>II-D: Visibility</p>	<p><i>Legislature</i></p> <p>Because the actions of the state legislature can have a significant impact on the operations of the university, it will be important to regularly provide legislators with information and education regarding pressing issues in higher education with emphasis on those issues that most affect LSUA.</p> <p><i>Success will be achieved when (a): LSUA hosts an event each year for appropriate state legislators; and (b) university personnel are present for and participate in the CenLa Day at the Legislature.</i></p>	<p>Every year, prior to the annual State Legislative Session, LSUA hosts a CENLA (Central Louisiana) Legislative Delegation Appreciation Luncheon at the Alexandria Museum of Art (one of LSUA's auxiliaries) where we highlight university strategic accomplishments, our vision for the future and the importance of state financial support for university operations, capital outlay projects and overall support. As the fastest growing 4-year university in the state of Louisiana (and possibly the south) in percent growth in enrollment over the past 3-4 years, it is important that they clearly understand the positive implications of this growth related to workforce and economic development across the region. At this luncheon, the Chancellor and his senior executives present a detailed PowerPoint presentation delineating critical statistical data related to all aspects of the university and allow for extension Q&A opportunities so they get as many of their questions answered prior to the next Legislative Session where budget and higher education policies are considered and approved.</p> <p>In addition, the Chancellor makes regular personal visits with key legislators during the year at their district offices in an effort to keep them updated on university operations and progress toward our established strategic goals.</p>

			<p>LSUA Senior leadership, LSUA Strategic Communications and many academic deans also attend an annual event put on by the Central Louisiana Regional Chamber of Commerce during the legislative session called "CENLA Day at the Capitol." On this day, business leaders and higher education leaders partner with the Chamber and go to the Capitol for meetings with our legislative delegation and the Louisiana Governor. These meetings are always extremely well attended and result in reaffirming regional higher education economic development and workforce development priorities. Over the past 5 years LSUA's attendance at and participation in CENLA Day at the Capitol has resulted in tremendous coalition building and success in achieving much needed state financial support for university priorities.</p> <p>LSUA Senior Leadership also attends an annual event in Washington, D. C. fly-in put on by the Central Louisiana Regional Chamber of Commerce to meet with our entire Congressional Delegation. Over a 2-3-day period, business leaders and higher education leaders partner with the Chamber and go to Capitol Hill for pre-arranged meetings with our Congressional delegation.</p> <p>At these meetings the LSUA Chancellor has an opportunity to update congressmen/women and senators on university academic progress, workforce development and the status of all capital projects that have been supported by federal appropriated funding. These meetings are always extremely well attended and result in reaffirming regional economic development and workforce development priorities that overlap the priorities of our Congressional Delegation. Over the past 5 years LSUA has attended and participated in all Chamber D.C. Fly-ins. These Fly-ins have resulted in tremendous coalition building and success in achieving much needed federal financial support for university priorities and initiatives.</p>
Strategic Goal	Objective	Strategy	Progress Made Since Plan Launch

Vibrant Campus Environment	III-A: Campus Activity	<p><i>Student Organizations</i></p> <p>As student organizations contribute significantly to the amount and quality of activity on a college campus, LSUA will encourage the development of new organizations and foster the growth of current organizations.</p> <p><i>Success will be achieved when the number of student organizations has increased by 60% and the number of participating students has increased by 75%.</i></p>	<p>In Fall of 2022, LSUA had 26 active organizations. That number grew to 28 organizations in Fall of 2023 and by Spring of 2024, we had 34 active organizations on campus.</p> <p>Organizations are broken down into six categories: Academic, Cultural & Identity, Governing, Honors, Religious, Scholarship and Special Interest. There are twelve (12) academic, two (2) cultural & identity, one (1) governing, four (4) honors, two (2) religious, one (1) scholarship, and twelve (12) special interest organizations.</p> <p>In August of 2023, we implemented a new online tool for tracking organizations, Modern Campus Presence/Involve. This allows for students to create organization, events, and complete paperwork on an online platform and allows us to track their involvement online.</p> <p>The Athletics Department added a new Tank Tracker App that provides students to check in at athletic events to earn points that they can redeem for prizes.</p>
Vibrant Campus Environment	III-A: Campus Activity	<p><i>University Events</i></p> <p>Education, cultural, social and athletic events will be held on campus regularly and frequently.</p> <p><i>Success will be achieved when the university averages five events per week which are on the university calendar and whose estimated student attendance is tracked, with annual student attendance increasing each year.</i></p>	<p>LSUA hosted numerous events throughout the year including Weeks of Welcome, Homecoming, Stress Less Week, Suicide Prevention Week, Mental Health Programming, and more. We specifically plan programming for at least one event a week, with many events being hosted for late night programming.</p> <p>From August 18, 2022 to December 1, 2022 LSUA hosted 101 events.</p> <p>From January 9, 2023 to May 1 2023, LSUA hosted 40 events.</p> <p>From August 17 of 2023 to December 1 2023, LSUA hosted 68 events.</p> <p>From January 16, 2024, to May 3, 2024, LSUA hosted 49 events.</p> <p>Since 2022, we have hosted 18 Total U programs on varying topics:</p>

		<p>Dr. Bernard Franklin, Diversity and Inclusion, February 17, 2022.</p> <p>Christy Pennison, Mental Health Matters, March 22, 2022.</p> <p>Dan Faill-Sexual Assault Prevention, April 12, 2022.</p> <p>Evan Burk-The Highest Level, September 1, 2022</p> <p>Chris Butsch, Financial Mindfulness, October 25, 2022.</p> <p>Libby Rogers & Lacy McGuffee- Native American Heritage Month November 17, 2022.</p> <p>Hollis Conway-Clearing Hurdles! How to Discover Your Inner Potential, January 12, 2023.</p> <p>Kyah Iles-Mental Health, February 9, 2023.</p> <p>Monica Doss-Trailblazing Women! March 8, 2023.</p> <p>Brittany Piper- Rape Culture: A Survivor's Perspective April 18,2023.</p> <p>Alex Weber- The Unstoppable You: Creating True Confidence, August 28, 2023.</p> <p>Sarah Lowery-Shining a Light on Mental Darkness: Reaching for Support, September 19, 2023.</p> <p>Dr. Lauren Cook- Stop Weighting to Feel Better: Learn to Love Yourself Now, October 24, 2023.</p> <p>Chevara Orrin-Beyond #MeToo: Safe Spaces on Campus, November 8, 2023.</p> <p>Dr. Walter Kimbrough- Black Mental Health, February 6, 2024.</p> <p>Dr. Lori Bednarchik- In Not You, The Who, April 24, 2024.</p> <p>Archie Messersmith-Bunting- It's Okay Not to be Okay, September 2024.</p>
--	--	--

			Catharsis Productions- Sex Signals, October 9, 2024.
Vibrant Campus Environment	III-A: Campus Activity	<p><i>Intramurals</i></p> <p>LSUA will offer an array of intramural activities, athletic and otherwise, that will motivate student engagement on campus.</p> <p><i>Success will be achieved when at least 10 intramural activities are available each semester – at least five that are "major" (e.g., team-based, ongoing) and at least five that are "minor" (e.g., individual, one-time).</i></p>	<p>LSUA Intramurals hosted or participated in numerous events from September 2022 to May 2024. Events include Dragon Boat Races in 2022, 2023, and 2024; Faculty/Staff vs. Student Basketball Game in February 2022, 2023, and 2024.</p> <p>Intramural events included the following:</p> <p>September 8, 2022 4v4 Basketball September 20, 2022 Flag Football October 4, 2022 Pickleball October 20, 2022 Disc Golf November 16, 2022 Cornhole November 17-20, 2022 LCIRSA Flag Football State Tournament January 9, 2023 Basketball January 20, 2023 Ultimate Frisbee January 26, 2023 Ping-Pong February 7, 2023 Cornhole February 14, 2023 Fac/Staff v Student Basketball March 2, 2023 Basketball March 23, 2023 Pickleball March 29, 2023 Softball April 4, 2023 4-Square Volleyball April 10, 2023 Bocce Ball April 27-30, 2023 LCIRSA Slow Pitch Softball Tournament September 7, 2023 Basketball Tournament September 8, 2023: Women's Self-Defense September 12, 2023 (& 13 if needed): Flag Football September 28, 2023 Volleyball Tournament October 10, 2023 Ultimate Frisbee October 17, 2023 Co-ed Doubles Volleyball October 24, 2023 Disc Golf Scramble November 7, 2023 Ping-Pong November 14, 2023 Pickleball November 21, 2023 Basketball Skills Competition January 30, 2024 Disc Golf February 1, 2024 Volleyball February 14, 2024 Cookie Decorating Contest February 17, 2024 Softball Tournament</p>

<p>Vibrant Campus Environment</p>	<p>III-A: Campus Activity</p>	<p><i>Bolton Library</i></p> <p>The library will be a central hub of activity on campus, hosting regular events and housing the Writing Center, Tutoring Center and Student Research Office, while offering services that contribute to the university's mission of teaching and learning.</p> <p><i>Success will be achieved when: (a) the library hosts one event per week on average; and (b) the number of student visitors increases each year.</i></p>	<p>Because of the central location of the library on campus, it is a natural gathering place for students. Throughout the year, the library hosts events and activities for students, staff, and faculty. Some of the events are one-time activities, and others are week or month-long events.</p> <p>For the Fall 2023 semester, the library hosted the following events and activities:</p> <ul style="list-style-type: none"> Mini Golf Library Orientation for LSUA 1001 sections Escape the Library Stretch and Relaxation with Caleb (once a month) Library Trivia: Hispanic Heritage Edition 2 Sentence Horror Story (3-week event) Banned Books Week Book Sale (hosted by Friends of the Library) Library Trivia: LGBTQ+ History Edition Tiny Art Show (2 weeks) Ghostly Art Blind Date with a Book (3 weeks) <p>For the Spring 2024 semester, the library hosted the following events and activities:</p> <ul style="list-style-type: none"> New Year's Resolutions (January activity) Mini Golf Blind Date with a book (February activity) Dr. Chris Stacey's book presentation Book Sale (hosted by Friends of the Library) Library Orientation for LSUA 1001 sections Self-portrait painting (2 weeks) Late Night Against Procrastination <p>Note: During Spring 2024, the library was down several staff members, so we opted for fewer activities, but three were multi-week activities.</p> <p>The James C. Bolton Library is open 53.75 hours per week during fall and spring semesters, except for holidays and weather-related closures. Gate count numbers are provided below:</p>
-----------------------------------	-------------------------------	--	--

			<p>2021-Summer 1296 (missing before 08/02/21) 2021-Fall 50376 2022-Spring 47781 2022-Summer 8029 2022-Fall 65229 2023-Spring 49348 2023-Summer 7305 2023-Fall 68470 2024-Spring 53187</p> <p>The gate count numbers have continually grown since Summer 2021, when the current count began. NOTE: The gate count does not include people who come to the Starbucks Coffee Shop located in the library.</p> <p>In the 2023-2024 Academic Year, the first floor of the library was significantly upgraded to become a learning commons. The learning commons expanded the Writing Center into a full Tutoring Center, offering a centralized tutoring resource for students in writing, math, sciences, accounting, and other key content areas. The Tutoring Center is overseen by a full-time staff coordinator. The learning commons upgrade also includes a new, high-tech Makerspace, which hosts classes, open makers hours, a student organization, and regularly-scheduled workshops and events. Starting fall 2024, the learning commons also includes an IET helpdesk adjacent to the reference librarian for student support.</p>
<p>Vibrant Campus Environment</p>	<p>III-B: Inclusivity and Diversity</p>	<p><i>Education</i></p> <p>LSUA will offer an array of events and programs designed to enhance awareness and knowledge of issues pertaining to equity, diversity and social justice.</p> <p><i>Success will be achieved when at least two such educational programs/events are offered each semester.</i></p>	<p>During the 2022-2023 and 2023-2024 academic years, the Office of Civil Rights Compliance and Access (CRCA) executed a series of impactful events and programs designed to advance equity, diversity, and social justice at LSUA. These initiatives were aimed at enhancing campus inclusivity and providing the university community with essential knowledge on DEI issues.</p> <p>We exceeded our objectives by implementing these programs twice each semester throughout both academic years. Looking ahead, we remain dedicated to introducing additional initiatives and continuously refining our existing programs to</p>

			<p>further strengthen our commitment to creating an equitable and inclusive campus environment for all. Program titles and dates are provided below:</p> <ol style="list-style-type: none"> 1. <i>Black History Month Scholarship Luncheon</i> May 25, 2022; February 2, 2023; February 1, 2024. 2. <i>Hispanic and Latino Heritage Month Program</i> September 15, 2022; September 12, 2023; September 18, 2024. 3. <i>Sisters Like Me: Black Girl Magic at LSUA</i> October 20, 2022; October 19, 2023; October 17, 2024. 4. <i>DEI Education Workshops</i> March 29, 2022; June 7, 2022; September 20-21, 2022; September 26-30, 2022; February 28, 2023; March 1-2, 2023; May 24, 2023; August 7, 2023 April 18, 2023; September 14-15, 2023; September 24, 2023; January 12, 2024; April 29, 2024; August 18, 2024; August 20, 2024. 5. <i>Juneteenth Celebration</i> June 16, 2022; June 15, 2023 6. <i>Pride Lunch and Learn</i> June 29, 2023; June 24, 2024
Vibrant Campus Environment	III-B: Inclusivity and Diversity	<p><i>International Students and Scholars</i></p> <p>Building on the university's existing base, LSUA will grow its international population of students and scholars.</p> <p><i>Success will be achieved when at least 150 international students are enrolled and six international scholars are hosted at LSUA in a given year.</i></p>	<p>There is notable growth in international student population and expansion of its study abroad programs over the past few years.</p> <p>From 2021 to the fall of 2024, the number of international students on campus increased from 63 to 90, marking a 42% growth in international student enrollment. This growth highlights the effectiveness of the International Program's efforts to attract and support international students.</p> <p>The Exchange Visiting Scholar program has consistently hosted 4-5 exchange students each year. The Office of International Programs actively promoted exchange student and study</p>

			<p>abroad opportunity, resulting in the participation of domestic students in study abroad programs increased, with 6 to 9 students engaging in international experiences annually.</p> <p>While there has been a decline in the number of visiting scholars since the pandemic in 2020, the University has continued to foster international collaboration. In 2024, four faculty and staff members from a foreign partner institution visited LSUA to discuss a new program agreement, reflecting the University's ongoing commitment to expanding global partnerships and academic opportunities.</p>
<p>Vibrant Campus Environment</p>	<p>III-B: Inclusivity and Diversity</p>	<p><i>Growth and Support</i></p> <p>Through partnerships and various collaborative initiatives, LSUA will pursue grants, develop extracurricular programming, and launch other initiatives designed to support underrepresented student populations or otherwise enhance inclusivity and diversity at the university.</p> <p><i>Success will be achieved when LSUA has established at least three substantive initiatives focused on inclusivity and diversity.</i></p>	<p>During the 2022-2023 academic year, the Office of Civil Rights Compliance and Access (CRCA) prioritized designing an extracurricular program to support Black women, addressing their unique challenges in higher education. Black women often face isolation and lack of representation, particularly in predominantly white institutions. To counter these barriers and enhance retention and graduation rates, the CRCA developed the Black Women’s Empowerment Initiative. This program fosters a supportive community and includes partnerships with community leaders who reflect the identities of the Black women students. These leaders engage in mentoring sessions, offering guidance through shared experiences. The initiative improves cross-cultural communication, equips students with essential tools for academic success, and strengthens their sense of belonging on campus.</p> <p>In addition, during the 2022-2023 academic year, we began developing the Black Male Leadership Initiative to support Black male students, addressing their unique challenges and enhancing their leadership skills.</p> <p>1. <i>Black Women’s Empowerment Initiative (BWEI)</i> We successfully launched the Black Women’s Empowerment Initiative (BWEI) in the 2022-2023 academic year. The first cohort, consisting of seven participants, was selected in</p>

			<p>Spring 2023. The second cohort, with five participants, was selected in Spring 2024. Between the 2022-2023 and 2023-2024 academic years, two students graduated with honors and are currently pursuing graduate degrees in STEM fields underscoring the effectiveness in supporting and empowering Black women students.</p> <p>2. Black Male Leadership Initiative (BMLI) In the 2023-2024 academic year, the (CRCA) initiated the development of the Black Male Leadership Initiative (BMLI) to address the specific challenges faced by Black male students and to enhance their leadership capabilities and academic success. This comprehensive program is designed to create a nurturing environment that promotes personal and professional growth, with a primary focus on increasing retention and graduation rates. Through targeted mentorship, leadership development, and community-building activities, BMLI aims to empower Black male students, bolster their sense of belonging, and prepare them for future leadership roles. Currently under development, the initiative is scheduled to launch on January 1, 2025, aligning with our commitment to fostering a more inclusive campus and advancing our equity and diversity objectives.</p>
Vibrant Campus Environment	III-B: Inclusivity and Diversity	<p><i>Student Organizations</i></p> <p>To encourage broad participation in student organizations on campus, a representative percentage will have a mission that includes explicit commitment to inclusivity, diversity, equity or values closely aligned with these.</p> <p><i>Success will be achieved when 20% of the student organizations on campus have as part of their mission the promotion of inclusivity, diversity or similarly aligned values.</i></p>	<p>To foster broad participation in student organizations, with missions that explicitly prioritize inclusivity, diversity, and equity, or closely related values, LSUA currently supports two such organizations: The Sexuality and Gender Alliance (SAGA) and the Black Student Alliance (BSA).</p> <p><i>The Sexuality and Gender Alliance (SAGA)</i> Recognizing the lack of national LGBTQ+ organizations for chapter establishment, LSUA staff and students created the Sexuality and Gender Alliance (SAGA) in the 2021-2022 academic year. SAGA aims to provide resources, enhance representation, and foster a supportive community for LGBTQ+ individuals on</p>

			<p>campus.</p> <p>The organization has actively engaged in campus life, including hosting annual LGBTQ+ events in Fall 2022 and Fall 2023. However, SAGA is currently facing challenges with member retention and engagement due to the graduation of key members. To address these issues, the organization is focusing on boosting visibility and marketing to attract new members and increase event frequency. These efforts are designed to reinforce SAGA's role as a vital center for LGBTQ+ support and advocacy at LSUA, promoting an inclusive campus environment.</p> <p><i>Black Student Alliance (BSA)</i> The Black Student Alliance (BSA), formerly known as the Black Organization for Leadership Development (BOLD), was established in AY 2023-2024 to address the unique needs and challenges of Black students at the university. Its mission is to build a supportive community that promotes belonging, campus engagement, Black culture, and address systemic barriers. The organization provides a vital platform for Black students to express concerns, advocate for their needs, and engage in leadership and growth programs, thereby improving the campus climate and advancing equity and inclusion goals.</p> <p>Under the BOLD name, the organization struggled with identity recognition and experienced high member turnover due to graduation and study abroad in Fall 2023. The rebranding to the BSA is poised to reinvigorate the organization with renewed enthusiasm and a strategic focus, aiming to enhance visibility, strengthen its campus presence, and better support Black students at LSUA.</p>
Vibrant Campus Environment	III-C Co-curricular Initiatives	<p><i>Student Leadership</i></p> <p>Because leadership skills are vital to placement, promotion and related workplace successes, LSUA will develop programming that will equip students</p>	<p>On September 3, 2022. LSUA Student Life hosted the LSUA Leadership Retreat to better prepare students for leading inside and outside the classroom. This retreat was also hosted on August 26, 2023 and will be hosted again on September 7, 2024.</p>

		<p>with these skills, as well as the theoretical underpinnings of ethical, effective, nurturing leadership.</p> <p><i>Success will be achieved when: (a) a leadership conference on campus for incoming freshmen is developed and implemented; (b) the curriculum of every academic program includes some aspect of leadership education; (c) 80% of LSUA graduates have engaged in at least one leadership experience on which they have reflected and, consequently, from which they have learned; and (d) there exists the opportunity for students to earn academic credit for some of these experiences.</i></p>	<p>Topics discussed at the retreats include Making Your Mark on Campus, Why Inclusion Matters, Defining Your Leadership Style, Successful Event Planning on Campus, Proper Campus Fundraising, Effective Organization Communication, Diversity 101, Campus Leader to Career Leader, 7 Habits of Highly Effective People, and Leadership Development. This retreat is required of all student campus leaders.</p> <p>Student Life also host monthly meetings for all Student Leaders to discuss issues on campus with organizations and leadership. Students are able to meet with different leadership teams on campus to discuss any problem they are having within their organization or on campus. Topics previously covered include career, finances & fundraising, and communication.</p> <p>Student Government also hosts annual summer retreats for Student Government members. The retreats cover ethics, leadership, and planning for all of campus. Student government hosts numerous events throughout the semester and these events are planning during this retreat. The retreat also allows for the students to learn about ethics in higher education, financial management, and leadership activities.</p>
Vibrant Campus Environment	III-C Co-curricular Initiatives	<p><i>Student Volunteerism/Citizenship</i></p> <p>Employers seek workers who are socially aware and engaged in promoting the well-being of the communities in which they work and reside. Volunteering also affords inherent benefits while contributing to the awareness and recognition of LSUA as a reliable community partner.</p> <p><i>Success will be achieved when (a) every student engages in some type of community service,</i></p>	<p>LSUA offers many opportunities for enrolled students to participate in community service activities both on and off-campus:</p> <p>The university's first-year experience course, LSUA 1001: Seminar for Academic Success, teaches student about the value of service and requires each student to participate in at least one off-campus community service activity during their enrollment in the course. A common venue for service is the Food Bank of Central Louisiana.</p> <p>LSUA's Student Ambassadors plan and conduct orientation for new students at LSUA--teaching sessions on campus resources, juggling classes and work, getting involved on campus, and</p>

		<p><i>whether on or off campus; (b) the university creates an initiative that connects LSUA students to charitable organizations in the community that are seeking assistance from volunteers; and (c) there exists the opportunity for students to earn academic credit for some of these experiences.</i></p>	<p>everything in-between. Their primary objective is guiding new students in that transition from high school to college to make their freshmen year the best it can be. In addition to their paid duties and to encourage a spirit of service, the ambassadors volunteer time outside of class to help other students and people in need in their communities.</p> <p>Many of LSUA's Student Organization and Groups participate in service activities, including fund-raising to help and support people in need. These organization include the Baptist Student Ministries (BCM), the Catholic Student Organization (CSO), the Criminal Justice Association, Educators Rising Collegiate Club, International and Multicultural Student Association, CLIO (Organization for History Majors), Black Girl Magic, and Phi Upsilon (Zeta Phi Beta Sorority Incorporated).</p> <p>LSUA's Assistant Vice Chancellor for Holistic Education and Career Development shares service opportunities to student clubs and organizations.</p> <p>While many LSUA students are community-spirited and willing to give of their time to serve others, the university has not yet developed a system that would ensure that all students engage in some type of service over the course of their enrollment at the university.</p>
<p>Vibrant Campus Environment</p>	<p>III-C co-Curricular Initiatives</p>	<p><i>Student Research</i></p> <p>Recognizing that substantive research at the undergraduate level contributes in many ways to intellectual growth and professional development, LSUA will develop programming that will ensure student exposure to and participation in</p>	<p>The university's Undergraduate Research Program, which, which has its origins in the Department of Biological Sciences, promotes student involvement in research projects, providing mentorship from experienced faculty members. In recent years, the program has expanded to include students in Chemistry and Mathematics.</p> <p>In 2023, LSUA was awarded the National Research Experience for</p>

		<p>appropriate scholarly endeavors.</p> <p><i>Success will be achieved when (a) every student engages in some type of substantive scholarly or creative endeavor; (b) 50% of the students formally present their work at a discipline-appropriate venue; (c) the university houses a center for undergraduate research that will be recognized across Louisiana and across the South; and (d) there exists the opportunity for students to earn academic credit for some of these research experiences.</i></p>	<p>Undergraduates Program (NREUP) grant, totaling \$38,852, by the Mathematical Association of America (MAA) and National Science Foundation (NSF) to conduct a research project for undergraduate math major students. Dr. Prakash Ghimire, Associate Professor of Mathematics and PI of the NREUP grant, worked with three math majors on a project titled "Lie Triple Centralizers of the Algebra of Dominant Block Upper Triangular Matrices". The results of this project have been submitted for publication in the journal, "Linear and Multilinear Algebra".</p> <p>Over the past 2 years, at least 11 students have participated in undergraduate research with chemistry faculty members. Three students gave poster presentations of the research projects they conducted with Dr. Jessica Ringo and Dr. Purujit Gurjar, both assistant professors of chemistry, at LSUA's 2022 Scholar Day event. Kendall Powell, for example, presented research on "Developing Novel Scientific Methodology of a Chan-Lam Coupling Reaction Using a Conductively Heated Sealed-Vessel Reactor." At the 2022 COPLAC Midwest/West Regional URSCA conference, Faith McCauley presented her research on the "Incorporation of Contemporary Chemistry in the Development of a Novel Experiment Adapted for the Organic Chemistry Teaching Lab." At LSUA's 2023 Scholar Day event, Destiny Harrison presented research on "Synthesis, Purification, and Characterization of 4-Methoxydiphenylamine via Heterogeneous Copper Catalysis."</p> <p>Similar opportunities for supervised undergraduate research are available for and being pursued by biology majors. Research experiences span a broad spectrum of topics, including phylogenetics, wildlife biology, animal physiology, dental application, advancements in genomic methodologies, biodiversity, and the innovative application of Virtual Reality technology in education. This research environment is bolstered by a</p>
--	--	---	---

			<p>significant grant that the department received, aimed at enhancing its research capabilities. This grant facilitates various opportunities for students: firstly, it supports the Summer Undergraduate Research Experience, a program inviting students across Louisiana to engage in summer research projects, accompanied by a \$3000 stipend. Secondly, the department offers a research-intensive curriculum track that culminates in a senior thesis, providing students with a deep dive into scientific inquiry. Additionally, the grant allocates funds for students to acquire necessary research materials, ensuring they have access to the tools needed for their studies. Lastly, it includes provisions for students to attend and present their research at conferences, fostering their professional development and expanding their academic network. These research opportunities not only enrich the students' educational journeys, but also prepares them for future scientific endeavors.</p> <p>The university's annual Scholar Day, an event that provides an opportunity for LSUA students to present their own research, scholarly writing, and creative activity, has grown from year to year since its inauguration in 2019. The most recent Scholar Day event was held on May 2, 2024, and consisted of 140 student research presentations. The presentations, which spanned a range of disciplines--from nursing and biological sciences to education and psychology, included poster presentations, oral presentation of scholarly papers, and displays of creative activity. In addition to student presentations, six faculty members presented their scholarly work during lunch-and-learn sessions, offering further learning opportunities and fostering an interactive academic environment. The event was supported by 77 faculty and staff members who served as mentors and judges.</p>
Vibrant Campus Environment	III-D: Athletics	<p><i>Recruiting</i></p> <p>The university will leverage its athletic programs to</p>	<p>The Athletics Department has continued to recruit some of the brightest and best student-athletes to LSUA. Our success both in the</p>

		recruit to LSUA students who would otherwise attend other institutions.	classroom and on the field of competition have proven that we are getting the best of the best to attend LSUA.
Vibrant Campus Environment	III-D: Athletics	<p><i>Student Athlete Success</i></p> <p>Student athletes will excel not only in intercollegiate competition but also in the classroom, in campus activities, and in the local community.</p> <p><i>Success will be achieved when at least 90% of the student athletes on LSUA's intercollegiate athletic teams cite the athletics program as the primary reason for attending the university.</i></p>	<p>In June 2024, the Red River Athletic Conference recognized the LSUA Generals with the Barnes and Noble College GPA award after student athletes achieved a cumulative GPA of 3.26 with 99 athletes receiving RRAC Scholar-Athlete distinction having a 3.0 grade average or better.</p> <p>Student-athletes have also excelled in their field of play with 4 of our 7 teams moving on to NAIA championships this past year. We have also broken records in the classroom. In the community our teams are serving in 3-4 events a year, giving back to local elementary schools and local youth.</p>
Vibrant Campus Environment	III-D: Athletics	<p><i>Club Sports</i></p> <p>In addition to NAIA Intercollegiate teams, LSUA will add new club sports that will compete against other universities and colleges.</p> <p><i>Success will be achieved when three new club sports, comprising at least 30 student athletes, are in place.</i></p>	<p>LSUA has a great tradition of clubs. Our cheer team has been successful in recruiting and retaining student-athletes. We have started a successful Esports team that has helped recruit students to LSUA.</p>
Vibrant Campus Environment	III-D: Athletics	<p><i>Budgetary Stability</i></p> <p>In order to remain viable and establish a sustainable financial basis for ongoing success, the athletic program will continue to pursue fiscal efficiencies while pursuing increased revenue to support operations with assistance from the Generals Athletic Association.</p> <p><i>Success will be achieved when the annual budget of the athletic program generates a surplus of \$50,000.</i></p>	<p>This past year we successfully paid back the 1.3 million dollars that the department was in debt. With the debt paid off, better budgeting practices, and increased funds coming into the Generals Athletic Association through events like Shrimp Jam and the LSUA Golf Tournament we are on solid ground moving forward.</p>

Strategic Goal	Objective	Strategy	Progress Made since Plan Launch
Infrastructure and Operations	IV-A: Budget	<p><i>Budget Model</i></p> <p>In an effort to incentivize innovation and entrepreneurial endeavors, LSUA will develop a hybrid budget model that includes a foundational base budget with aspects RCM (Responsibility Center Management) built in.</p> <p><i>Success will be achieved when: (a) a hybrid budget model is in place and reviewed annually for potential adjustments to the assumptions and inputs; (b) the model includes incentives in the form of RCM-type factors (e.g., revenue generation, retention and related enrollment success); and (c) budget managers of cost centers have the autonomy and corresponding ability to make strategic budgetary decisions and implement those decisions directly.</i></p>	<p>Despite the initial efforts to implement the hybrid budget model, progress was put on hold due to a combination of factors, including limited time and resources, as well as changes in university administration. Moreover, the university has not yet reached the overall revenue levels necessary for an RCM budget model to function effectively. As a result, the project has been temporarily paused. However, the development and implementation of this budget model remain a priority, and it will be revisited in the future when conditions are more favorable.</p>
Infrastructure and Operations	IV-A: Budget	<p><i>Planning Process</i></p> <p>Going forward, LSUA will improve the coherence and timing of establishing the university budget, taking into account all relevant factors and data.</p> <p><i>Success will be achieved when: (a) a program review process is established that will provide vital data for (b) university-wide budget allocations that will be determined earlier each year than was the case in the previous year, with an ultimate goal of (c) having the following year's budget in place by September 30 of the previous year.</i></p>	<p>While LSUA has made significant strides in improving the budget planning process, certain constraints have made it challenging to fully realize the intended goals. Program reviews are indeed conducted across all areas as part of the University budgeting process, providing essential data for informed decision-making. However, a critical factor affecting the timeline for budget allocations is the timing of state appropriations, which are typically not provided to institutions until May or June of each year during the legislative session. This delay inherently limits the university's ability to finalize budget allocations earlier in the year.</p> <p>Given this constraint, LSUA will continue to prioritize the completion of self-generated revenue projections and program reviews as early as possible within the fiscal year. This proactive</p>

			<p>approach ensures that when state appropriations are eventually received, they can be integrated promptly, allowing for the swift finalization of departmental budgets. The original goal of having the following year's budget in place by September 30 of the previous year was based on the anticipation that state funding information would be available sooner. However, since this expectation did not materialize, LSUA will maintain its current process while remaining flexible and prepared to adjust once state appropriations are known. With this unlikely to change in the foreseeable future, this goal will likely never be fully achieved.</p> <p>Looking ahead, LSUA remains committed to improving the coherence and timing of the budget planning process and will continue to explore ways to expedite these efforts, with the understanding that some factors are beyond the university's control. The process is revisited regularly to identify potential improvements and ensure alignment with the university's strategic objectives.</p>
<p>Infrastructure and Operations</p>	<p>IV-A: Budget</p>	<p><i>Dissemination / Communication</i></p> <p>Once established, the university budget for the following year will be communicated to all units in a timely manner, thereby allowing those units to begin developing strategies for pursuing and attaining their strategic objectives.</p> <p><i>Success will be achieved when every unit on campus receives its budget for the following year by November 15 of the previous year.</i></p>	<p>LSUA has made significant progress in improving the budget dissemination and communication process. In line with our commitment to ensuring that all units have the necessary resources to develop and pursue their strategic objectives, the institution has successfully met the goal of distributing the university budget for the following year by November 15. In fact, over the past two years, LSUA has exceeded this target by making budgets available to every department by the end of August—two months earlier than the original goal.</p> <p>This achievement reflects the institution's commitment to enhancing the coherence and timing of the budget planning process. By completing program reviews and self-generated data analysis early in the fiscal year and integrating state appropriations as soon as they are available, we have been able to streamline the budget finalization process. This early communication of budgets has allowed units to begin</p>

			<p>strategizing and aligning their goals with available resources well in advance, thereby supporting the overall strategic objectives of the university.</p> <p>LSUA will continue to prioritize timely and transparent budget communication and remains committed to maintaining or even further improving this timeline in the future, ensuring that every unit is well-equipped to succeed in its strategic planning and execution.</p>
Infrastructure and Operations	IV-B: Technology	<p><i>Student Information System</i></p> <p>In order to remain competitive and manage the university with maximum effectiveness and efficiency, LSUA must change or significantly upgrade its current SIS (PowerCampus).</p> <p><i>Success will be achieved when an updated SIS has been fully implemented.</i></p>	<p>Currently, LSUA uses the Workday platform for procurement, hiring, and staff evaluation. For the last few years, the LSU System, of which LSUA is a member institution, has been planning to deploy Workday Student Solution as the student information system for the following degree-granting LSU institutions: Louisiana State University and A&M College (LSU A&M), LSU of Alexandria (LSUA), LSU Eunice (LSUE), and LSU Shreveport (LSUS). Discussions among representatives from all four institutions have been occurring regularly for some time now.</p> <p>In October 2023, deployment efforts were intensified. LSUA professional staff and administrators have been engaged in multiples meetings each week to ensure that the deployment deadline is met. LSUA recently hired a Workday Project Manager to oversee the deployment of the new SIS. Anticipated completion date is Fall 2025.</p>
Infrastructure and Operations	IV-B: Technology	<p><i>Classroom/Student Technology</i></p> <p>Updated technology in the classroom is a prerequisite for effective instruction.</p> <p><i>Success will be achieved when technology is updated and remains no more than three years out of date in all classrooms and computer labs on campus.</i></p>	<p>In 2022/2023, LSUA updated its classroom technology to enhance the learning experience for both on-campus and remote students. The refresh involved replacing the aging lamp-based projectors with brighter and more powerful Sony VLP-PHZ51 projectors, upgrading the classroom computers and screens, adding new digital video equipment, and installing a 27-inch touch screen conference monitor in every classroom. The monitor, called Newline Flex, has a built-in 4K webcam, a 2.1 stereo microphone, and a touch screen that allows instructors to display and write</p>

			<p>various content. Moreover, every classroom has a movable webcam for extra needs, such as sharing documents, including students on Zoom/Teams, or focusing on the whiteboard. Additionally, ten classrooms were equipped with a side monitor, an auto-tracking/zoom camera, a ceiling-mounted microphone, a glass dry erase board, and the Huddly IQ Canvas system. These advanced rooms provide a more immersive feeling for remote participants and help ensure that all students are engaged.</p> <p>The classroom technology refresh that LSUA underwent in 2022/2023 was a significant improvement that enhanced the quality and flexibility of teaching and learning. The new equipment and features provided more options and opportunities for instructors and students to interact, collaborate, and engage in various activities and modalities. The refresh also ensured that the classroom technology was up to date, reliable, and user-friendly.</p>
<p>Infrastructure and Operations</p>	<p>IV-B: Technology</p>	<p><i>Back-Office Technology</i></p> <p>LSUA will escalate its efforts to maintain the various equipment and programs needed to effectively manage such tasks as payment methods, record retention, document scanning, schedule drops for nonpayment and nonattendance, security, and risk mitigation.</p> <p><i>Success will be achieved when at least one major improvement or upgrade is identified and implemented annually.</i></p>	<p><i>Network Security Improvements</i></p> <p>LSUA has implemented several network security improvements to strengthen its defense against cyberattacks and to ensure optimal network performance. These improvements include the following:</p> <ul style="list-style-type: none"> • Next-generation Cisco firewalls: LSUA has replaced its old firewalls with new Cisco firewalls that offer advanced features and capabilities. These firewalls can detect and prevent various types of cyber threats, such as malware, phishing, denial-of-service, and zero-day attacks. They also allow for granular traffic control, enabling LSUA to manage network access and bandwidth allocation based on user roles, applications, and protocols. Additionally, these firewalls provide enhanced visibility and reporting, allowing LSUA to monitor and analyze network activity and security incidents. • Linewize web filter: LSUA has upgraded its web filter to a Linewize model that has a more accurate and

			<p>comprehensive traffic classification system. This web filter can block malicious and inappropriate websites, such as those that host malware, pornography, gambling, or illegal content. It can also optimize network performance by reducing bandwidth consumption and improving network speed.</p> <ul style="list-style-type: none">• Darktrace network security appliance: LSUA has deployed Darktrace, an AI-driven network security appliance that monitors local network traffic and can perform automated actions against suspected threats. Darktrace uses machine learning and anomaly detection to identify and respond to cyberattacks in real time, without relying on predefined rules or signatures. Darktrace can detect and stop threats that may evade traditional security tools, such as insider threats, data exfiltration, or compromised devices. Darktrace can also generate alerts and reports on network security events and provide insights and recommendations for network security improvement.• Crowdstrike endpoint protection: LSUA has upgraded its system endpoint protection to a new detection and response product called Crowdstrike. Crowdstrike provides comprehensive protection against malware, ransomware, and other advanced threats, as well as visibility and remediation capabilities. Crowdstrike can prevent, detect, and respond to attacks on endpoints, such as laptops, desktops, servers, or mobile devices. Crowdstrike can also collect and analyze endpoint data and provide threat intelligence and forensic analysis. <p><i>Risk Mitigation Initiatives</i></p> <p>LSUA is in the process of implementing a risk mitigation initiative that will enhance its security monitoring, incident response, and threat intelligence capabilities. This initiative involves the following:</p> <ul style="list-style-type: none">• Security Operations Center (SOC): LSUA is partnering with its internet provider, LONI, to establish a SOC that
--	--	--	--

			will provide 24/7 security monitoring, incident response, and threat intelligence services to LSUA. The SOC will have several Security Analysts on staff who will use a product called Splunk to monitor and log network security events. Splunk is a powerful tool that can collect, analyze, and visualize data from various sources, such as firewalls, web filters, network security appliances, endpoint protection, and other security tools. The SOC will use Splunk to identify and investigate security incidents, as well as to provide threat intelligence and recommendations for security improvement. Expected go-live date: Fall of 2024.
Infrastructure and Operations	IV-B: Technology	<p><i>Personnel</i></p> <p>Because technology cannot be effective without trained, qualified personnel overseeing the operations, LSUA will hire additional staff members who will implement and utilize new systems, interpret data, and effectively serve the university's faculty, staff and students.</p> <p><i>Success will be achieved when five new positions have been added and distributed among Informational and Educational Technology, Registrar, Institutional Research, and Admissions.</i></p>	<p>Five new staff members have been added to the university's IET Services team since the beginning of 2022.</p> <p>A full-time Data and Reporting Analyst was added in April 2022.</p> <p>A full-time System Analyst & Developer was added in December 2020.</p> <p>A full-time PC Support Specialist was added in February 2023.</p> <p>A full-time Help Desk Specialist was added in October 2023.</p> <p>A full time Systems Analyst and Developer was added in June 2024.</p>
Infrastructure and Operations	IV-C: Facilities	<p><i>Deferred Maintenance</i></p> <p>With an ever-increasing backlog of maintenance that needs to be addressed, LSUA will proactively take steps to ensure that campus buildings and items crucial to the physical infrastructure will be repaired or renovated as needed.</p> <p><i>Success will be achieved when, in the university</i></p>	<p>Over the past two years the university has invested major dollars in deferred maintenance projects such as roofs, sidewalks, new roofs, renovations of various sections of buildings roadway improvements, lighting improvements, etc. Much of the additional revenue available to address deferred maintenance is the result of increased student enrollment.</p> <p>In addition, ACT 751 of the Louisiana Legislature will provide LSUA with some additional funds to complete some rather large deferred maintenance projects. For FY 2025 the</p>

		<p><i>budgeting process, 1.5 % of the projected budget is set aside for the purpose of addressing deferred maintenance.</i></p>	<p>university will receive \$613,000 and is scheduled to receive additional annual funds to address the backlog of deferred maintenance issues.</p> <p>With the additional revenue generated by increased enrollment, we have been able to tackle some deferred maintenance needs that had been on the books for many years.</p> <p>FY 2025</p>
<p>Infrastructure and Operations</p>	<p>IV-C: Facilities</p>	<p><i>Space Allocation</i></p> <p>Because space is a crucial resource on campus, the university must develop a process for determining an inclusive method of assigning or reassigning space as it becomes available.</p> <p><i>Success will be achieved when a formal space allocation process is developed collaboratively, disseminated transparently through appropriate outlets, and utilized in accordance with the university's strategic goals.</i></p>	<p>Although the university has not yet developed a formal process for allocating space in a collaborative and transparent way, it has become much more attuned to the need to make better use of available space for important student support services and for faculty development resources and activities. Over the course of the last year, the following reassignments of existing space have taken place:</p> <ol style="list-style-type: none"> 1. Use of existing space on the first floor of Bolton Library to house a full-staffed Tutoring Center. Space had been previously used for book storage, but significant weeding of the physical book collection meant the space could be repurposed. 2. Use of existing space on the second floor of Bolton Library to house the Mary Boone Treuting Center for Teaching Excellence, a unit that provides services to faculty members who wish to undergo professional development so that they can better meet the needs of their students and meet the university's requirements for promotion and tenure. Space was previously comprised of mostly unused library staff offices. 3. Use of existing space on the first floor of the West Wing of the Student Center to house the university's Career Center and the office of the Assistant Vice Chancellor for Holistic Education and Career Development. The space previously housed a small art gallery that was rarely open to students or faculty and a copy center, the services of which had been outsourced to individual departments and colleges.

			These and other space re-allocations were the result of thorough discussions among both current (or former) users of space and proposed new users and among members of the Chancellor's Cabinet and the university's Senior Leadership Team.
Infrastructure and Operations	IV-C: Facilities	<p><i>Course Scheduling / Classroom Usage</i></p> <p>Due to the increase in classroom usage resulting from higher enrollments and more activity on campus, diligent attention is required in order to optimize the usage of these important spaces.</p> <p><i>Success will be achieved when (a) a thorough review of existing classroom usage occurs biannually; (b) course scheduling is based on student needs and is completed for the next semester by the end of week 6 of the current semester; and (c) a new process is developed and implemented regarding reservations for classroom space not related to academic courses.</i></p>	<p>The following process has been adopted by the Office of the Registrar, in collaboration with the Office of Academic Affairs, to ensure optimization of the use of available classroom space,</p> <ol style="list-style-type: none"> 1. The Office of the Registrar runs a report of all sections that require classroom space. 2. Rooms are first assigned to sections that need a specialized space or that have to be in a certain room (e.g., Aviation, Biology, Chemistry, Nursing, Computer Science). 3. Rooms with high capacity are then assigned to all sections with high seat caps. 4. A space-optimization tool (Optimizer) is then run for the remaining sections that require classroom space. The tool, which is part of LSU System's 25-Live initiative, provides recommendations for rooms based on days/times/head count. 5. If there are any sections that have not been assigned rooms after this process, a report is generated in in PowerCampus to identify unused classroom space and rooms are assigned manually. <p>The reservation of space for purposes other than classroom instruction has been updated. The old tool, SchoolDude, has been replaced by a new online system that is part of the 25-Live implementation. The tool can be accessed and used by both on-campus and off-campus requesters.</p>
Infrastructure and Operations	IV-C: Facilities	<p><i>Master Plan</i></p> <p>During the time that this strategic plan is in effect, ongoing assessments will</p>	<p>The university's current Campus Master Plan, adopted in 2014, anticipates and provides direction regarding improvements to existing campus infrastructure and the</p>

		<p>be made regarding the usage of all campus buildings and grounds, with an eye towards the long-term future management of all properties and related assets.</p> <p><i>Success will be achieved when (a) the previous version of the campus master plan has been reviewed and revised; and (b) the next building or major addition to campus has been identified.</i></p>	<p>development of additional infrastructure that will accommodate future growth of the university's programs and activities.</p> <p>Significant progress has made in each of the priority areas identified in the plan:</p> <p><i>Drainage Project</i> Flooding on the LSUA campus had been an issue for many years and, as noted in the 2014 Master Plan, had become an ever more serious issue as campus facilities have expanded and student enrollment has increased. With each heavy rainfall, sidewalks, ditches, and roads became inundated and buildings flood. There had been no less than 10 insurance claims in 12 years as a result of flooding on campus. When ditches and sidewalks flooded, students were forced to walk through standing water, creating a safety hazard in many places on campus. In 2012, Phase I of the LSUA Drainage project was completed, as anticipated by the Master Plan. The purpose of this phase was to construct a large drainage canal from the edge of campus, through the LSU Ag Center property, to a local bayou.</p> <p>The second phase, which was completed in August 2022, focused on placing drainage systems throughout campus to direct water to the canal constructed in Phase I. The new system efficiently draws water away from the heart of campus, rendering roads and sidewalks accessible even in inclement weather. Phase II also included the development of an entrance and circle drive in to campus, covering all ditches, repaving roads around the center portions of campus, and creating a walking plaza near Abrams Hall, the campus administration building.</p> <p><i>Student Success Center</i> A second priority of the 2014 Campus Master Plan is the development of "facilities that will be needed to accommodate the university's goal of expanding programs and increasing enrollment and retention." To meet this priority, a new Student Success</p>
--	--	--	--

			<p>Center was proposed in 2018 and a capital campaign initiated to fund the project. The Center will house various support units that are of particular importance to new students. These units include Recruiting, Admissions, Advising, Career Development, Financial Aid, and First Year Experience. The design of the two-story, 30,000 square foot structure was completed with assistance from a local architecture firm, Ashe, Broussard and Weinzettle. A ground-breaking ceremony attended by the Louisiana Governor took place in April 2023 and construction has been underway since early Spring 2023.</p> <p><i>Downtown Health Education Facility</i> In Spring 2024, LSUA proposed the construction of an advanced instructional technology center in downtown Alexandria to address the growing demand for skilled healthcare workers. The new facility will provide students with modern technology and training facilities, giving them a comprehensive and integrated education across multiple disciplines. Central Louisiana needs to provide training at a level that meets or exceeds institutional standards across major Louisiana cities. Substantial funds from both federal and state sources have already been committed to the project, and a firm of architects is currently working on a plan and design for the proposed facility.</p>
<p>Infrastructure and Operations</p>	<p>IV-D: Alternative Revenue Streams</p>	<p><i>Grants</i></p> <p>Recognizing that LSUA historically has not directed resources towards the attainment of grant funds that would generate student-centered programming, this is an opportunity that must be pursued, especially with the year-to-year uncertainty surrounding the university's regular operating budget.</p>	<p>Although the university has not yet hired a full-time grant writer, it did create and fill a related full-time professional staff position in Fall 2021: Coordinator of Sponsored Programs.</p> <p>The coordinator is required not to write grants but to provide support and training to faculty and professional staff members who wish to explore and learn about grant opportunities and develop the skills needed to apply for grant funding. The coordinator also provides crucial help in identifying grant sources, navigating the logistics of grant submissions, and ensuring</p>

		<p><i>Success will be achieved when LSUA (a) hires a full-time grant writer; (b) improves its process for institutional management of grants; and (c) brings in \$1 million annually in grant revenue.</i></p>	<p>that required grant reporting is completed in a timely manner</p> <p>The first holder of the position began work on 10/25/21 and by all accounts provided very substantial and willing help to faculty and professional staff.</p> <p>The position has been vacant since February 2024 and is currently advertised on the university's HRM website.</p> <p>Ultimately, the university does intend to hire a full-time grant writer.</p>
Infrastructure and Operations	IV-D: Alternative Revenue Streams	<p><i>Auxiliaries</i></p> <p>The university's auxiliary operations, which jointly comprise the reserve accounts at LSUA, will be strengthened so as to ensure a firm and stable financial foundation that will ensure sustainability and enable investment in growth opportunities.</p> <p><i>Success will be achieved when (a) all auxiliary accounts show a positive balance, and (b) the total amount across all auxiliaries is 50% greater than what the cumulative balance was at the end of the 2021 fiscal year.</i></p>	<p>All of the university's auxiliary accounts currently have a positive balance. The combined revenue generated by Auxiliary accounts was \$1,364,001.00 for Fall 2019. For Fall 2023, the combined revenue was \$5,400,624.00. The revenue, in other words has quadrupled over the four years.</p>
Infrastructure and Operations	IV-D: Alternative Revenue Streams	<p><i>Development/Fundraising</i></p> <p>Given the competitive nature of fundraising, LSUA must invest more resources towards a consistent, intentional, comprehensive strategy for attracting corporate, foundation and alumni support.</p> <p>Success will be achieved when LSUA: (a) hires a full-time staff member committed to development, to complement the existing position of Director of Institutional Advancement;</p>	<p>Although the university has not hired a full-time staff member that complements the Foundation leadership position, it has enhanced the Foundation position with a new title, President of the LSUA Foundation. The title change, it was anticipated, would help to raise the profile of the Foundation and the central role it plays in generating revenue for the university's educational enterprises. The adoption of the new title coincided with the hiring of a new Foundation leader, Kelly Pepper, in May 2022.</p> <p>Previously, Ms. Pepper had served as the Executive Director of Institutional Advancement for SOWELA Technical</p>

		<p>and (b) brings in an additional \$300,000 yearly for an annual fund that will support LSUA operations.</p>	<p>Community College in Lake Charles, Louisiana.</p> <p>Under Ms. Pepper's leadership, the following gifts and donations have been made to the Foundation:</p> <p>August 23, 2022: The Alexandria Business Foundation awarded LSUA \$600,000 toward funding an endowed chair of Accounting. The LSUA College of Business applied for a gift from the Foundation with the purpose of seeking Board of Regents matching funds.</p> <p>December 2, 2022: Shira and Joseph Lipsey, III donated \$1,000,000 to the LSUA Foundation to establish a perpetual endowment fund for the benefit of the Alexandria Museum of Art, an affiliate of the LSUA Foundation.</p> <p>December 20, 2022: Dr. David and Nicole Holcombe donated \$10,000 to the LSUA Foundation to support the local students in the study abroad program</p> <p>May 2, 2023: Louisiana artist Morris Taft Thomas donated \$10,000 to the LSUA Foundation to establish a scholarship fund in honor of his late wife, Willola Johnson-Sigur Thomas.</p> <p>October 16, 2023: The Estate of Hugh C. Smith Establishes a \$338,000 Endowed Scholarship for Biological Sciences at LSUA.</p> <p>February 27, 2024: CHRISTUS St. Frances Cabrini committed one million dollars in Academic Support and Tuition Reimbursement for LSUA Nursing Graduates.</p> <p>March 25, 2024: LSUA honored four incoming first year students with the coveted \$20,000 Mulder Scholarship.</p> <p>June 13, 2024: LSUA announced the establishment of the George M. Simmons Jr. Post 3 of the American Legion Aviation Scholarship, dedicated to benefiting aviation students within the College of Natural Sciences &</p>
--	--	---	--

			Mathematics. The endowed scholarship is fully funded at \$25,000.
--	--	--	---