

TRANSFORMING LIVES FOR ETERNITY



2022 - 2027 STRATEGIC PLAN

Our Faith



Spiritual Growth

Benchmark: Students continue to grow spiritually

2022-2023

1. Partner with three local churches to help students feel connected to the local congregation through meaningful intergenerational relationships with three local churches to help students feel connected to the local congregation through meaningful intergenerational relationships beginning with the Collegedale Church's Connections Café (Sabbath meals, care packages, relationship building opportunities, and ministry involvement)
2. Partner with three local churches to support student church engagement: invite senior pastors to Southern's campus for a meal and strategic conversation, offer Growing Young Assessment Tool through NAD/GCCSDA to provide insights on church's effectiveness with young people
3. Invite every freshmen student to transfer their membership to local churches in order to benefit from mission trip subsidies offer by Southern Union conferences, communicate local church leadership eligibility that accompanies membership transfer, and offer expanded spiritual care from local church members and pastors through signups at Ministry Expo that takes place early in first semester with local churches exhibiting and Next Steps Vespers which takes place during second semester where students have the opportunity to connect with a welcoming local church and learn more about how they can be engaged following graduation
4. The Spiritual Life Committee will study ways to increase scriptural engagement of students to improve their spiritual vitality and to experience God through the bible by offering 100 free bibles to those without, providing a bible reading campaign, and offering a vespers program highlighting the power of God's Word
5. The Spiritual Life Committee will explore additional assessment tools to evaluate students' spiritual growth
6. The Spiritual Life Committee will monitor student cohort spiritual continuum data to evaluate spiritual growth from year to year along the spiritual continuum profile from non-believer, beginner, believer, follower, to disciple

2023-2024

1. Assess the three local church partnerships to evaluate the level of connections students are experiencing through the Growing Young Assessment Tool
2. Meet with the three local church partners to review the Growing Young Assessment report and identify growth areas and opportunities for change
3. Evaluate the number of students that moved their membership to local church in the 2022-2023 academic year and adjust plan accordingly year-to-year
4. Assess the meaningfulness of providing the 100 free bibles to those without and the bible reading campaign to determine continual implementation
5. The Spiritual Life Committee will determine the effectiveness of the additional assessment tools and decide whether to replace or enhance current assessment tool based on evaluation of the student cohort spiritual continuum data

6. Support biblical engagement through a two-day Reasonable Faith Conference where students are given the opportunity to process doubts and ask questions
7. Office of Ministry and Missions partner with the School of Visual Art and Design to study how best to connect biblical engagement and the arts which have a history of being a natural and expressive component of our faith

2024-2025

1. Continued assessment and evaluation for improved local church student engagement based on the results of the Growing Young Assessment Tool through regular meetings with partner churches and adjustment as necessary
2. Based on assessment of the meaningfulness of prior year's scriptural engagement, continue or make innovative adjustments
3. Evaluate two-day Reasonable Faith Conference and determine viability of future conferences
4. Create a Next Steps initiative that would be held during vespers to help students take practical steps toward faith development where success would be measured through an assessment survey; Next Steps initiative is an opportunity for students to actively engage in belonging and put their faith into action

2025-2026

1. The Office of Ministry and Missions working with the offices of Academic Administration and Student Development will give study to develop a spiritual growth roadmap for students based on data from the Spiritual Life Survey and possible other assessments with digital management system to be studied
2. Continued assessment and evaluation for improved local church student engagement based on the results of the Growing Young Assessment Tool through regular meetings with partner churches and edit as necessary
3. Based on assessment of the meaningfulness of prior year's scriptural engagement, continue or make innovative adjustments
4. Based on assessment of Reasonable Faith Conference, determine whether conference will continue with appropriate adjustments
5. Administer assessment survey to determine if students have experienced a sense of belonging and have integrated faith in action through the Friday night Next Steps initiative opportunities offered
6. Vice Presidents for Spiritual Life and Student Development research prospective digital management systems to support a personalized student discipleship roadmap in collaboration with selected schools/departments

2026-2027

1. Continued assessment and evaluation for improved local church student engagement based on the results of the Growing Young Assessment Tool through regular meetings with partner churches and edit as necessary
2. Determine if scriptural engagement continues to be the primary spiritual discipline that contributes most to a student's spiritual vitality and edit as needed
3. Through the Spiritual Life Survey results determine whether students are experiencing a higher degree of support with processing their doubts due to participation in the Reasonable Faith Conference
4. Review Friday night Next Steps initiative survey results to determine future viability

Character Development

Benchmark: Implement five outside-the-class curriculum (OCC) modules that utilize the transformation process to aid students in developing character reflecting the fruit of the Spirit along with assessment instruments to determine the modules' effectiveness and appropriate badging for students who complete the program

2022-2023

1. Pilot module #1 and #2 of five modules in fall 2022 and winter 2023, respectively, with 30 student participants each semester
2. Work with Financial Administration on estimated budget costs for OCC digital management and training system
3. Finalize and develop metrics for agreed upon student outcomes with Senior Vice President for Academic Administration and Vice Presidents for Student Development and Spiritual Life

2023-2024

1. Development phase for assessment and modifying piloted modules #1 and #2 (fall 2022 and winter 2023) based on feedback and assessment provided by 30 participants per module
2. Pilot module #3 and #4 of five modules (fall 2023 and winter 2024) with 30 student participants each semester
3. Determine the feasibility of the digital management and training system
4. Integrate agreed upon metrics into the OCC modules

2024-2025

1. Development phase for assessment and modifying piloted modules #3 and #4 (fall 2023 and winter 2024) based on feedback and assessment provided by 30 participants per module
2. Pilot module #5 of five modules (fall 2024) with 30 student participants
3. Determine funding source for digital management and training system
4. Create appropriate badging for four of five OCC modules
5. Recommend roadmap initiative called Experience in collaboration with Senior Vice President for Academic Administration and the Vice President for Student Development

2025-2026

1. Development phase for assessment and modifying piloted module #5 (fall 2024) based on feedback and assessment provided by 30 participants per module
2. Select appropriate technology for OCC roadmap initiative
3. Create the Experience roadmap initiative implementation team
4. Launch OCC modules #1, #2, #3, and #4 of five with appropriate badging for at least 200 participants total
5. Create appropriate badging for the fifth and final OCC module

2026-2027

1. Launch Experience roadmap initiative with goal of 1,300 students participating in the first year
2. Continued integration of OCC modules #1-#4 within the Office of Ministry and Missions through Christian Service, Student Missions, and LifeGroups for at least 200 participants total
3. Launch OCC module #5 of five modules with appropriate badging for 50 participants

Small Group Ministries

Benchmark: 1) Increase student LifeGroups for further student engagement in spiritual activities and character development

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of LifeGroups	Goal: 80	Goal: 88	Goal: 96	Goal: 100	Goal: 104

Benchmark: 2) Increase students sense of belonging through transformational LifeGroups

2022-2023

1. Maintain the quality of mentorship by providing a coach/director by adding two additional student coaches through the student labor budget subject to 80 LifeGroups meeting on campus
2. Pilot transformational learning framework with 10 LifeGroups by utilizing the four steps of disruption, reflective analysis, verify and act, and integration

2023-2024

1. Maintain the quality of mentorship by providing a coach/director ratio by adding two additional student coaches through the student labor budget subject to 88 LifeGroups meeting on campus
2. Evaluate transformational learning process implemented with the 10 LifeGroups and determine if it met expectations and goals

2024-2025

1. Maintain the quality of mentorship by providing a coach/director by adding two additional student coaches through the student labor budget subject to 96 LifeGroups meeting on campus

2025-2026

1. Maintain the quality of mentorship by providing a coach/director by adding two additional student coaches through the student labor budget subject to 100 LifeGroups meeting on campus

2026-2027

1. Maintain the quality of mentorship by providing a coach/director by adding two additional student coaches through the student labor budget subject to 104 LifeGroups meeting on campus

Student Missionaries

Benchmark: Increase the number of students participating as student missionaries

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of Student Missionaries	Goal: 42	Goal: 46	Goal: 51	Goal: 56	Goal: 65

2022-2023

1. Student Missions director to study pairing graduate students' major with mission opportunities as offered by the General Conference World Mission Tentmaker program
2. Study mission expansion opportunities through the Waldensian Student initiative housed in the General Conference Global Missions which offers the opportunity for Adventist students to study on an overseas public university/college campus for missional purposes such as the opportunity to make spiritual friendships, hold small group meetings, and share the invitation to follow Christ
3. Develop innovative methods that returning student missionaries can use to recruit their friends
4. Seek opportunity at the Collegedale SDA Church one time per semester for a "Mission Spotlight" worship service to highlight student missions

2023-2024

1. Refine student exit and reentry with improved support programs as modeled by the General Conference Missions' initiative
2. Pilot two General Conference Global Missions mission programs through Tentmaker and Waldensian Student initiative
3. Assess the impact each pilot program has on Southern in relation to efficiency and the student experience through the exit and reentry surveys completed by student missionaries
4. The Student Missions director will partner with the Evangelistic Resource Center (ERC) and Christian Service directors to integrate public evangelism or VBS programs in 10% of student mission locations

2024-2025

1. Make necessary adjustments to each pilot program based on student feedback surveys
2. Vice President for Spiritual Life to collaborate with Vice President for Advancement to prioritize and identify missional giving opportunities
3. The Student Missions director will partner with the ERC and Christian Service directors to integrate public evangelism or VBS programs in 12% of student mission locations

2025-2026

1. Vice Presidents for Spiritual Life and Advancement to focus on identified missional giving opportunities in order to increase giving by 15%
2. The Student Missions director will partner with the ERC and Christian Service directors to integrate public evangelism or VBS programs in 15% of student mission locations

Vision Trips

Benchmark: Increase the number of students participating in vision trips

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of Students Participating in Vision Trips	Goal: 60	Goal: 75	Goal: 90	Goal: 105	Goal: 120

2022-2023

1. Bring awareness of vision trip opportunities through Southern Connections' classrooms visits, highlight short-term mission trips during one worship service per semester, and digital/social media platforms
2. Hold discussions with ERC on advertising trips using the total cost (versus the subsidized cost) to achieve parity when promoting trips to the same location
3. Give study to having various departments/schools lead a vision trip

2023-2024

1. Work with the Advancement department to raise funds for vision trips in efforts to achieve ERC trip cost equivalence with a goal of \$50,000 per year
2. Develop innovative methods that returning vision trip volunteers can use to recruit their friends
3. Seek opportunity at the Collegedale SDA Church one time per semester for a "Mission Spotlight" worship service to highlight vision trips
4. Launch one department/school led vision trip

2024-2025

1. Southern Missions and Evangelism Committee (SMEC) give study to strategic methods that highlight the transformation impact short-term mission trips have on student volunteers
2. Vice President for Spiritual Life to collaborate with Vice President for Advancement to prioritize and identify missional giving opportunities for short-term mission trips
3. Partner with Alumni Relations to invite past trip participants and other alumni to join trips as professional volunteers
4. Launch two department/school led vision trip

2025-2026

1. Vice Presidents for Spiritual Life and Advancement to focus on identified missional short-term trip giving opportunities in order to increase giving by 15%

Spiritual Culture

Benchmark: Increase the number of students who indicate they agree on the Spiritual Life Survey that Southern's campus culture and environment have a positive impact on their spiritual life

2022-2023

1. Facilitate a knowledge flow session with students, asking what they believe has the greatest impact on their spiritual lives on campus
2. Study the ministries that positively impact a students' spiritual life based on the annual Spiritual Life Survey results
3. More comprehensive study on the spiritual campus culture by holding student focus groups comprised of students that completed the Spiritual Life Survey

2023-2024

1. Identify at least three employee "spiritual connectors" to serve on the Spiritual Life Committee
2. Identify and widely distribute resources for faculty and staff that nurture and equip them to initiate meaningful conversations with students
3. Expand Next Step Vespers by collaborating with NAD young adult ministry by increasing local church participation to 10 churches (up from 6 churches)

2024-2025

1. Share real-life stories of students being impacted through Southern's culture and environment – "A shared story of a future hope"; stories collected by Office of Ministry and Missions through LifeGroups, employee free meals initiative, etc.
2. Enhance residence hall worship services through student engagement and intentional incorporation of annual spiritual theme accomplished by working with deans and partnering with the Student Missions and Christian Service directors

2025-2026

1. Evaluate enhanced residence hall worship services support provided to determine if it met goals and expectations and make necessary adjustments in partnership with deans and Student Missions and Christian Service directors

2026-2027

1. Students to experience belonging and process their big questions through "mentorship-in-the-moment" by utilizing the transformational conversations framework (*now-God-how*)

Our Students



Emotional Support

Benchmark: Students will report higher levels of well-being and lower levels of psychological distress

2022-2023

1. Implement pilot Quality Enhancement Program (QEP) in fall of 2022 that focuses on mental wellness; the QEP reflects and affirms a commitment to enhance overall institutional quality and effectiveness by focusing on an issue important to improving student learning outcomes and/or student success
 - a. Create curricular content for courses taken by freshmen: Southern Connections (NOND 101), Fitness for Collegiate Life (PEAC 125), Developmental Psychology (PSYC 128)
 - b. Pilot Mental Wellness Week programming (fall)
 - c. Address mental wellness through a *Southern Accent* column
 - d. Pilot Stress Out Week programming (winter)
2. Increase access for students to mental health services by increasing the number of counseling hours available to students and continue mental wellness awareness through events, programming, social media, and online information accessibility

2023-2024

1. Operationalize QEP
 - a. Implement curricular content in NOND 101, PEAC 125, PSYC 128
 - b. Launch website
 - c. Launch “Step Forward” event (fall)
 - d. Launch Normalizing Failure video campaign with “Stories of Failure” event (winter)
2. Review student wait times for seeing a counselor, and if time consistently exceeds five working days, consider adding part-time or full-time counselor; consider budget adjustment
3. Monitor Counseling Services’ social media platforms/website and adjust as necessary
4. Hire professor(s) with expertise in these areas, as needed

2024-2025

1. Expand QEP programming
 - a. Launch anxiety symposium (fall)
 - b. Launch “Know Your Brain” event (winter)

2025-2026

1. Launch “Mental Health Toolkit” event

2026-2027

1. Launch sleep symposium
2. Launch “Let’s Talk about It” event

Academic Programs

Benchmark: Increase academic programs offered in high-demand areas: begin BS/BBA Economics/Econometrics in fall 2023, EdD/PhD Education in fall 2024, BS in Engineering (BSE) in fall 2023, BS/MS/AuD in Audiology/Speech Pathology in fall 2026, Doctorate in Physical Therapy (DPT) in fall 2027, and Criminal Justice in Adult Degree Completion in fall 2027, Chemical Engineering fall 2027, Medical Laboratory Science (MLS) degree fall 2027 if feasibility study from prior years shows demand and likely program success; as a result of new program launches, expect an increase in enrollment

2022-2023

1. Seek SACSCOC approval for BS in Engineering
2. Hire economics professor to support the program

2023-2024

1. Begin writing prospectus for DPT program and EdD program and seek approval for the same from Graduate Council, Strategic Planning and Budget Committee, and Board of Trustees
2. Begin hiring Engineering faculty members based on prospectus to develop the program; guide development of office, teaching, and laboratory space on campus and develop an equipment list for the program
3. Add BS/BBA in Economics to curriculum (dependent on hiring economics professor in year one)
4. Begin process of writing curriculum and documents necessary to seek initial accreditation of DPT program

2024-2025

1. Set up a team to investigate audiology/speech pathology (AuD/MS/BS) program requirements and lay out an initial process for developing the necessary prospectuses and approvals to begin these programs of study
2. Hire first DPT professor to continue program development

2025-2026

1. Hire second DPT instructor (and perhaps others based on prospectus and work in prior years); submit initial application to CAPTE for initial approval to begin program
2. Build out DPT offices, classrooms, and laboratory spaces
3. Write prospectuses for Audiology/Speech Pathology (AuD/MS/BS) programs and take through university and SACSCOC approval processes

4. Investigate viability of Criminal Justice in Adult Degree Completion (ADC) format
5. Consider establishment of an MLS degree in 2027 as a contingency plan for Biology students who are not going to be admitted to medical school using feasibility data for decision making

2026-2027

1. Hire remaining faculty members required for DPT startup and begin first class
2. Develop necessary program information to seek initial accreditation of Audiology/Speech Pathology (AuD/MS/ BS) programs; begin Speech Pathology/Audiology MS/BS programs fall 2026 if all antecedents are successfully achieved (organization for licensure of both is American Speech-Language Association, ASHA.org; accreditor is Council on Academic Accreditation in Audiology and Speech-Language Pathology, CAA.ASHA.org)
3. Determine MLS degree viability and plan accordingly for fall 2027
4. Hire professor(s) with expertise in these areas, as needed

2027-2028

1. Begin DPT program
2. Begin Criminal Justice in ADC format
3. Chemical Engineering (once ABET accreditation is in place)

Credential Durable Skills

Benchmark: Ensure graduates possess durable skills that employers identify as most important for workplace success

2022-2023

1. Complete curriculum map of durable development in current curriculum
2. Set up taskforces to develop rubrics for each durable skill area that defines introduction, reinforcement, and master

2023-2024

1. Work with faculty leadership to identify ways to fill any gaps found in year one
2. Test badging system and finalize co-curricular transcript process; work with Information Technology

2024-2025

1. Implement system developed in prior-year work with faculty and test badging and co-curricular transcript concept

2025-2026

1. Provide graduates with badges and co-curricular transcript for durable skills demonstrated at Southern

Graduation Rates

Benchmark: Improve ability to determine graduation rates by student type, whether seeking AS or BS degrees and whether enrolled full- or part-time; move four-year rate to 40% and six-year rate to 55%

2022-2023

1. Develop better graduation rate tracking ability through comprehensive coding of cohorts and report development
2. Identify sub-cohort members (race, need, etc.) who are not succeeding as well as others and focus more attention there to get students into years two, three, and four
3. Evaluate degree completion patterns for 4- and 6-year completions to see if certain degree types are dragging the 4-year rates; based on this analysis, we will consider evaluating this benchmark
4. Revise PUB4001 to no longer double count graduates and accurately provide retention reporting
5. Reports showing graduation rates of various types to be available May 2023

2023-2024

1. Develop faculty training for improved and effective academic advising

Student Retention

Benchmark: 1st-to-2nd-year retention rate goal 80%, 2nd-to-3rd-year retention rate goal 90%

2022-2027

1. Develop and apply a system to assign a unique cohort to all incoming students no matter if first-time, transfer, fall term, winter term, or summer term
2. Apply this system to all prior, new, and transfer students
3. Develop reports that accurately show retention rates by term by student type



Enrollment

Benchmark: Identify and recruit every Adventist high school student in the Southern Union, including those not in the academy system

2022-2023

1. Create alumni ambassador program in churches and public schools within Southern Union
2. Develop online inquiry portal/form for pastors to enter prospective high school-aged member information for Southern to add to communication flow and recruit; utilize ambassadors in this effort
3. Collect birth data from e-Adventist list in Southern Union to cross reference with enrollment funnel data
4. Provide Southern Union pastors with contact information for recent (<5 years) alumni who live in their area
5. Increase awareness of Southern in Asia, Caribbean, and Latin American areas

2023-2024

1. Implement new awarding and pricing strategies that prioritize enrollment growth and overall net tuition revenue
2. Evaluate peer-to-peer initiative (WISR) success rate of increasing non-academy applications and yield rate
3. Implement a redesigned leadership scholarship model that is inclusive and designed to increase yield
4. Evaluate efficacy of digital marketing initiative (CAPTURE) for identifying prospective students who visit southern.edu

2024-2025

1. Coordinate non-academy events in Southern Union with churches and virtual and in-person college fairs

Benchmark: Identify prospective non-academy Adventist students in Asia, Caribbean, and Latin American areas

2022-2027

1. Execute additional memorandums of understanding with Adventist colleges and universities outside the NAD to increase non-academy transfer enrollment as we have with Antillean Adventist University

Benchmark: Increase by 20% the number of applications from non-academy Adventist students in greater Chattanooga region

2022-2023

1. Recruit public school and homeschooled high school Adventist students in the greater Chattanooga region
2. Attend and collect inquiries at college fairs in the greater Chattanooga region that Adventist non-academy high school students attend
3. Conduct financial aid workshops in the Hamilton County high school system
4. Showcase Southern to rising ninth graders through summer camp programming
5. Attend conference ministerial meetings within Southern Union to bring awareness as well as offer partnerships with recent alumni to help grow church membership

2023-2024

1. Create at least three new pathways for prospective students to interact with academic departments, faculty, and respective alumni to promote Southern's value proposition and added benefits
2. Secure grant funding as a Hispanic Serving Institution (HSI) to support underserved students

Benchmark: Increase recruitment and promotion to public schools and homeschools in the greater Chattanooga region in order to achieve a 20% enrollment increase

2022-2023

1. Establish value proposition for local non-Adventist students and adapt messaging for prospective GenZ students
2. Implement new non-academy campus visit day program
3. Research additional advertising opportunities (digital/social media, local print media, TV, radio ads) targeted to reach local non-academy high school students; create promotional plan and schedule
4. Identify existing or create new campus programming such as concerts, convocations, and special events that can be provided online or in person to local non-academy high school students
5. Determine budget and needs for additional resources

2023-2024

1. Finalize content and schedule for local high school campus visit days and begin promoting campus visit days to constituents
2. Implement advertising plan targeted to local non-academy high school students
3. Create a schedule and promotion plan for inviting non-academy high school students to campus events
4. Create surveys that can be used for campus visit days and for campus events to assess their effectiveness on influencing a prospective student to enroll

2024-2025

1. Launch non-academy high school campus visit day program and execute survey to assess effectiveness of visit on influencing likelihood to enroll
2. Review advertising strategy and adjust annually as needed
3. Begin offering campus event programming to non-academy high school students and execute survey to assess effectiveness of visit on influencing likelihood to enroll
4. Coordinate with the School of Education and Psychology to request classroom time from alumni who teach in public high schools in both the Chattanooga region and the Southern Union
5. Operationalize these strategies to become yearly programs

Benchmark: Students will identify convocation programming as beneficial to their education experience at Southern

2022-2023

1. Increase attendance at convocation by 20% of the fall 2021 total which would be a minimum of 33,670 students
2. Evaluate the capacity of the current system to meet the demands of higher enrollments, especially those who are non-Adventists
3. Promote to campus that the convocation hour is a no-committee, no student employment hour
4. Create more synergy between academic schools and departments and convocation so as to emphasize the co-curricular element of convocation
5. Put together student focus groups to identify what specifically students approve of and disapprove of in convocation programming
6. Identify or create inventory that measures students' feelings towards convocation

2023-2024

1. Revamp the enrichment credit system to make it sensitive to non-Adventist students who would be less inclined to go to vespers or residence hall chapels
2. Adjust convocation programming to reflect increase in non-Adventist population
3. Increase convocation attendance by another 20% of the fall 2022 total which would be a minimum of 40,000 students
4. Launch inventory that measures students' feelings towards convocation

2024-2025

1. Evaluate convocation programming and attendance requirements using the results from the 2023-2024 inventory to measure students' feelings towards convocation
2. Increase convocation attendance to fall 2019 totals: 82,000+

Benchmark: Complete the revamping of career services, transitioning it fully to a life-calling center (VP Student Development)

2022-2023

1. Hire a Human Resources and Internship Specialist
2. Meet with all academic schools and departments to determine internship gaps on campus
3. Develop a scaffolding approach to life-calling/vocational counseling
4. Relaunch the Sophomore Success Program
5. Promote the use of Handshake among all academic schools and departments

2023-2024

1. Evaluate the information learned regarding internship gaps to begin filling them
2. Insert the Clifton Strengths Inventory into the sophomore curriculum as part of the Sophomore Success Program
3. Develop the life-calling initiative (to be decided in 2022-2023) for juniors
4. Integrate Handshake fully among all academic schools and departments

2024-2025

1. 90% of our juniors and seniors perceive their internships, externships, or clinical training as a valuable part of their education experience as reflected in their exit survey
2. Life-calling initiative for juniors launched

2025-2026

1. 100% of juniors and seniors participated in an internship, externship, or clinical training during their education experience
2. Life-calling initiatives fully operational

Benchmark: Increase Adult Degree Completion (ADC) enrollment

2022-2023

1. Increase memorandums of understanding with businesses
2. Launch BS Psychology in ADC program

2023-2024

1. Phase in delivery modes/options, as feasible and affordable
2. Explore certificate, AS, and BS programs (e.g. Criminal Justice, Information Technology, or Pharmacy Tech) for possible inclusion in ADC using Gray Associates Program Evaluation Services to determine program demand and to determine if we should do any additional work

2024-2025

1. Enroll minimum of 60 students by fiscal year 2024
2. Develop new program prospectus for ADC programs identified in Gray Associates PES work from prior year

2025-2026

1. Develop curriculum and marketing for new ADC programs

2026-2027

1. Launch new ADC programs

Benchmark: Increase the number of graduate students to 500 by fiscal year 2025

2022-2023

1. Begin Master of Arts in Teaching (MAT) degree in fall 2022 with goal of five students for fall 2022 and eight students for winter 2023
2. Continue development of graduate program digital inbound marketing strategies to include write and publish 20 blog posts, execute 24 paid social media ad campaigns, create three premium content pieces, and execute eight content marketing campaigns
3. Expand in-person recruiting opportunities with a goal of 16 graduate recruiting event-days
4. Develop and seek Board of Trustees approval of DPT program by February 2023

2023-2024

1. Submit Notification of Intent and Developing Program Information Form to CAPTE for DPT program
2. Hire qualified DPT Program Director
3. Explore doctoral program possibilities in School of Education and Psychology
4. Explore master's and doctoral program possibilities in the areas of speech pathology and audiology

2024-2025

1. Begin DPT program curriculum development
2. Begin Application for Candidacy development for CAPTE
3. Develop and seek internal approval of prospectus for new education program
4. Develop and seek internal approval of prospectus for new speech pathology and audiology program

2025-2026

1. Hire second core faculty member for DPT program
2. Build/renovate DPT program facilities and equip laboratories



2026-2027

1. Hire third core faculty member for DPT program
2. Submit Reconfirmation of Intent and Application for Candidacy to CAPTE
3. Host CAPTE on-site visit
4. Begin admission of fall 2027 cohort after CAPTE approval

Student Philanthropy

Benchmark: Facilitate a culture of philanthropy among our students

2022-2027

1. Formalize active annual education and collaboration with Student Association
2. Create one philanthropic focused convocation during the year
3. Tailor meaningful philanthropic opportunities for students
4. Give study to higher education student giving metrics

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of Students Giving	Goal: 290	Goal: 305	Goal: 320	Goal: 335	Goal: 350

Our Faculty



Wage Scale

Benchmark: Adopt and implement equitable and market-based wage approach for positions identified as most out of line with similar positions at peer institutions

2022-2023

1. Implement the first phase of the pay increase plan by adjusting the deans and chairs bonus structure
2. Phase in salary increases over four years, beginning with year two

2023-2024

1. Add second year of salary increase

2024-2025

1. Add third year of salary increase

2025-2026

1. Add fourth year of salary increase

Research and Creative Endeavors

Benchmark: Create a structure to support more research, creative, and professional endeavors (faculty assignments, university promotion and recruitment, etc.)

2022-2023

1. A university senate taskforce is working on this and will bring back recommendations to administration by May 2023
2. Consider using a portion of income from endowed chairs to purchase release time for research, research-related travel, and publication
3. Explore the developing and expanding of research centers on campus to increase research capacity

Research Funding

Benchmark: Increase level of funding for stipends by \$50,000 to \$115,000

2022-2023

1. Increase level of internal funding from \$65,000 to \$75,000
2. Advancement's grant writer to help identify grants that are available that may be germane to various academic areas to assist in funding research
3. Increase adjunct support to allow for an increase in faculty paid research participation
4. Provide within current loading policy provision for release time for research which should be paid from internal or external funding

2023-2024

1. Increase level of internal funding from \$75,000 to \$85,000

2024-2025

1. Increase level of internal funding from \$85,000 to \$95,000

2025-2026

1. Increase level of internal funding from \$95,000 to \$105,000

2026-2027

1. Increase level of internal funding from \$105,000 to \$115,000



Our Employees



Christian Culture

Benchmark: Create a robust Christian culture where love and kindness emanate through every interaction with students, colleagues, and guests; Southern’s culture will be defined by our positive and healthy interactions and relationships so that we may collectively “transform lives for eternity”

2022-2023

1. Increase employees hosting students in their home (includes home vespers and Adopt-a-Student)
2. Implement free lunches for employees on campus; this was a highly appreciated benefit in years past that helped to naturally build relationships among employees and between employees and students (dependent on sufficient Food Service staff to implement)
3. Fund additional departmental gatherings with students not in the home (vespers, socials, etc.)
4. Promote employee LifeGroups during lunch or outside of work times; these are to be spiritual or relationally based discussions with an estimate of 50 participating employees for 12 weeks per semester
5. Develop appropriate measurement tools (e.g. surveys) for measuring campus Christian culture

2023-2024

1. Communicate and implement an “Open Our Eyes” campaign on campus as approved by administration

Benchmark: Improve and increase Southern’s campus service orientation

2022-2023

1. Begin study of journey map website: Test/optimize pathways used in the application process, including using data to personalize messages to encourage prospects to take next step in enrollment process
2. Begin study of journey map enrollment experience: Select key processes such as the Enrollment Checklist to test/optimize the path a student or parent takes to enrollment

Workforce

Benchmark: Attract, develop, and retain a highly talented and diverse workforce

2022-2023

1. Develop a plan, implementation timeline, and benchmarks by December 2022; this initial work will include defining what is meant by a diverse workforce, and how this objective would best be measured

Efficient, Effective, and Rightsized Operations

Benchmark: Implement innovative solutions to make university operations more efficient, effective, and right-sized

2022-2023

1. Implement more efficient and effective governance structure as recommended by Credo
2. Complete and report the academic cost and margin analysis and determine how these data can best be used
3. Perform non-academic program and department review to determine areas where efficiencies may be gained
4. Review the AACU 2021 Annual Financial Comparisons and Benchmarking Report and the 2021 Adventist Higher Education (departmental) Benchmarking Report as prepared by BKD CPAs and Advisors and address any determined areas of deficiency; this will include the high percentage of payroll and benefits to net tuition revenue

2023-2024

1. Utilize academic cost and margin analysis and consultant's evaluation of cost, fit, and employability metrics to grow, reduce, or sunset existing academic programs and adjust degree and course offerings as appropriate
2. Implement academic and non-academic program and department adjustments as deemed appropriate
3. Implement strategies to address areas of deficiencies as identified in the BKD CPAs' benchmarking reports

Benchmark: University Health Center (UHC) will be an incoming-generating service to Southern's campus

2022-2023

1. Give study to implementing a UHC general fee
2. Conduct a UHC efficiency study to explore what size staff is appropriate for our size campus population
3. Reconnect with McKee Foods Corporation to explore health center partnership

2023-2024

1. As appropriate, implement UHC general fee
2. Right size the UHC staff, if study determines need
3. Utilize partnerships as appropriate to support UHC

2024-2025

1. Evaluate UHC's operation on the overall university budget

Employee Development

Benchmark: Promote a continuous learning culture by delivering strategies focused on motivating, engaging, and educating a high-performing workforce

2022-2023

1. Study how to promote a continuous learning culture; preliminary work available for review in September 2022
2. Develop a plan, implementation timeline, and benchmarks by December 2022

2023-2027

1. Implement the employee development plan

Employee Giving

Benchmark: Encourage existing culture of philanthropy among employees to maintain 70-75% annual giving

2022-2023

1. Advancement work with Human Resources to plan and implement activities during employee appreciation week
2. Articulate affinity-based employee giving opportunities
3. Evaluate existing employee stewardship program and adjust as needed
4. Give study to higher education employees' giving metrics across North American Division (NAD) institutions

Employee/Student Interactions

Benchmark: Develop meaningful experiences between employees and students through Sabbath lunches, service projects, mission projects/trips, advising, etc.

2022-2023

1. Develop a plan, implementation timeline, and benchmarks
2. Increase employees hosting students in their home (includes home vespers and Adopt-a-Student)
3. Implement free lunches for employees on campus; this was a highly appreciated benefit in years past that helped to naturally build relationships among employees and between employees and students (dependent on sufficient Food Service staff to implement)
4. Fund additional departmental gatherings with students not in the home (vespers, socials, etc.)

Wage Scale

Benchmark: Adopt and implement equitable and market-based wage approach for positions identified as most out of line with similar positions at peer institutions

2022-2023

1. Implement the first phase of the pay increase plan by adjusting the administrative and perk packages

2023-2025

1. By fiscal year 2024 (proposed October 2023) begin implementing the next phases of the multi-year plan for compensation enhancement for all applicable employees as is feasible based on the budget

Our Alumni



Alumni Engagement

Benchmark: Increase alumni engagement by providing opportunities for alumni to participate in communication, experiences/events, financial giving, and volunteer opportunities

1. Create alumni chapters in strategic areas
2. Restart the Lights Volunteer program under Alumni Relations
3. Provide affinity-based opportunities for giving financially
4. Help each academic area to tell their stories to alumni through multimedia channels
5. Give study to CASE engagement metrics/goals

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Alumni Participating in Interactive Communications	Goal: 590	Goal: 620	Goal: 650	Goal: 680	Goal: 715
Alumni Participating in Experiences/Events	Goal: 1,952	Goal: 2,011	Goal: 2,071	Goal: 2,133	Goal: 2,197
Alumni Volunteering	Goal: 295	Goal: 325	Goal: 358	Goal: 394	Goal: 433
Percentage of Alumni Giving Financially	Goal: 9%	Goal: 10%	Goal: 11%	Goal: 12%	Goal: 13%

Our Community



Christian University of Choice

Benchmark: Increase general print, radio, and online advertising in Chattanooga/Cleveland area in effort to become the Christian university of choice for our region

2022-2023

1. Launch full promotional plan for increasing local advertising; radio and online advertising

2023-2024

1. Evaluate ad relevance and update promotional strategy as appropriate

Benchmark: Create visit days for local Adventist/non-Adventist educators and pastors

2022-2023

2. Research interest among local Adventist/non-Adventist pastors and local Adventist/non-Adventist teachers
3. Based on research, create outline of themes and schedule for campus visit days
4. Determine budget and needs for additional resources

2023-2024

1. Enhance campus visit days to connect with and yield more Adventist and non-Adventist students
2. Revise current exit survey to assess effectiveness of campus visit such as their likelihood to enroll and to recommend Southern

2024-2025

1. Launch campus visit day rotations for local Adventist/non-Adventist pastors and local Adventist/non-Adventist teachers
2. Implement and track annual survey
3. Assess data and increase frequency of events if found impactful

Benchmark: Become a top 25% regional university in the South, as ranked by US News; be in the top 10 in social mobility of regional universities in the South, as ranked by US News

2022-2023

1. Establish ad hoc group to work on increasing ranking
2. Review methodology and current baseline for ranking (Success of increasing ranking is contingent on campus areas improving statistics used in methodology)
3. Utilize subscription to “Academic Insights” to identify Southern rankings, including breakdown of peer assessment
4. Schedule and roll out plan to effect increase in ranking
5. Determine budget and needs for additional resources

2023-2024

1. Create specific targets for improving each area of methodology to affect increase in rankings in years three-five
2. Enact any changes identified as immediately possible to implement

2024-2025

1. Implement changes as scheduled
2. Track methodology and institution assessment data against yearly goals; adapt plan accordingly

Benchmark: Increase Southern awareness through existing venues and events

2022-2023

1. Determine what community-invite efforts might be better used to promote Southern; examples to research: group swim lessons, musical performances, trails, museums, Village Market, Guest Services and Lodging, high school sports groups visiting Collegedale Academy, etc.
2. Create promotion plans for each identified area

2023-2024

1. Implement promotion plan for each identified area

Benchmark: Utilize campus call center to market campus and university initiatives to community, current and prospective students, and alumni

2022-2023

1. Vice Presidents for Advancement and Enrollment Management collaborate to create a campus call center
2. Grow call center staffing up to 10 student employees
3. Develop metrics for call center growth

2023-2024

1. Onboard Retention call center in collaboration with Retention Services Coordinator
2. Implement metric measurements developed in prior year



Our Facilities



Facility Master Plan

Benchmark: Update the facility master plan

2022-2023

1. By September 2022, finalize with Board Facilities Committee a comprehensive, in-house facility master plan
2. Board of Trustees vote approval of finalized facility master plan in October 2022
3. Finalize facility master plan funding sources and timeline by December 31, 2022

Student Housing Capacity

Benchmark: Give study to increasing student housing capacity

2022-2023

1. By September 15, 2022, senior administration and the Vice President for Student Development assess updated student housing projections to determine if additional student housing is needed – If it is, then see “II” and “III” below
2. By September 30, 2022, present plans to Board Finance Committee to vote a recommendation to the Board of Trustees
3. By October 2022, Board of Trustees vote authorization to proceed as deemed appropriate

2023-2027

1. Plan and build additional student housing as approved by the Board of Trustees

School of Business Facility

Benchmark: Build a new School of Business facility with funds raised

2022-2023

1. By September 30, 2022, have single line/floor plan of building
2. By June 2023, have detailed drawings and cost estimates for the building

2023-2026

1. Begin construction subject to meeting fundraising goals
2. Projected to open for use fall 2025

Building Backfill Opportunities

Benchmark: With vacancies created by the Bietz Center for Student Life, the new Spanish-American Church, a new School of Business building, and potentially the Collegedale Academy elementary school building, we need to maximize building backfill opportunities

2022-2023

1. Summer 2022 complete area in Lynn Wood Hall for Modern Languages
2. By December 31, 2022, complete renovations of 4th floor of Wright Hall for Advancement
3. By December 31, 2022, complete Wright Hall 1st and 2nd floor restrooms
4. By January 31, 2023, complete top floor McKee Library

2023-2024

1. By July 31, 2023, complete renovations of 4th floor of Wright Hall for Human Resources
2. By July 31, 2023, complete phase one of Lynn Wood Hall area for Engineering
3. By July 31, 2023, complete entrances for McKee Library
4. Continue Wright Hall renovations and transitions

2024-2025

1. Complete renovation of current Human Resources suite for Graduate Studies in summer 2024
2. Complete Miller Hall renovation for Graduate Nursing Simulation Lab by July 31, 2024
3. Complete Spanish-American Church renovation for School of Computing

Beautiful and Safe Campus

Benchmark: Maintain a beautiful and safe campus

2022-2023

1. Complete replacement of sidewalks in front of Thatcher Hall, railroad ties between Wright Hall and Thatcher Hall, and stairs in front of Thatcher Hall
2. Complete Erhard patio project by December 31, 2022

2023-2027

1. Complete the remainder of campus beautification projects complete the remainder of campus beautification projects in accordance with administrative priorities

University Health Center

Benchmark: University Health Center (UHC) will be located on campus at a venue more convenient to students and employees

2022-2023

1. Explore and eventually identify a new home for the UHC closer to campus with possible locations being the old Spanish-American SDA church, Collegedale Academy Elementary, or Fleming Plaza

2023-2024

1. Begin renovation of new home for UHC

2024-2025

1. UHC moves into new home

Our Finances



Cash on Hand

Benchmark: Obtain 180 days of cash on hand dependent on enrollment, debt liquidation, and capital allocations

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Days Cash on Hand (by end of FY)	140	150	160	170	180

Endowment

Benchmark: Grow Endowment to \$74 million—based on \$10 million in contributions and 2% net annual investment growth (after distributions)

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total
Beginning Balance	57,795,000	60,950,900	64,169,918	67,453,316	70,802,383	57,795,000
Funds Raised	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Growth (2%)	1,156,500	1,219,018	1,283,398	1,349,066	1,416,048	6,423,430
Total Increase	3,156,500	3,219,018	3,283,398	3,349,066	3,416,048	16,423,430
Ending Balance	60,950,900	64,169,918	67,453,316	70,802,383	74,218,430	74,218,430

Debt

Benchmark: Be debt free by December 2025 (fiscal year 2026) which assumes not taking on additional debt in the next five years and making a double payment in December 2025

	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Balance	6,815,000	5,450,000	4,085,000	2,720,000
Payments (Dec.)	(1,365,000)	(1,365,000)	(1,365,000)	(2,720,000)
Ending Balance	5,450,000	4,085,000	2,720,000	0

Composite Financial Index (CFI)

Benchmark: Maintain a composite financial index (CFI) greater than 5 each year

1. May 31, 2023 to May 31, 2027 goal: 5.0 or higher

Legacy Society

Benchmark: Add new members to the Legacy Society annually

1. Increase diversity of attorney and advisor pool for Legacy members
2. Give study to criteria for Legacy Society membership
3. Complete 100 visits and or two-way substantive with members or prospects
4. Annually plan and execute seven to ten targeted events for Legacy Society membership recruitment and retention
5. Develop plan for intentional follow-up with prospects who show interest via Pantera website

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
New Members Added to Legacy Society	Goal: 13	Goal: 17	Goal: 20	Goal: 20	Goal: 20

Donation Income to Endowments

Benchmark: Increase endowment gifts annually

1. Solicit gifts to existing endowments
2. Create online presence for active endowment gifts
3. Solicit new endowment gifts
4. Create academy alumni endowment program to fund scholarships for academy graduates at Southern
5. Research new endowment opportunities and funding instruments

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of New Endowments (scholarships, programs)	Goal: 13	Goal: 15	Goal: 16	Goal: 16	Goal: 16
Donation Income to Endowments	Goal: \$2M	Goal: \$2M	Goal: \$2M	Goal: \$2M	Goal: \$2M

Major Gifts (\$10,000+)

Benchmark: Retain existing and renew former major donors while growing annual donors into major givers

1. Work with Alumni Relations to tell missional stories from academic departments and communicate affinity needs
2. Major gift officers complete 220 unique visits with donors or donor prospects
3. Structure major giving proposals around affinity need
4. Give study to additional major gift staffing

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of repeat major donors	Goal: 36	Goal: 38	Goal: 40	Goal: 44	Goal: 50
Number of renewed major donors	Goal: 20	Goal: 22	Goal: 25	Goal: 28	Goal: 30
Number of new major donors	Goal: 35	Goal: 37	Goal: 40	Goal: 43	Goal: 45

Foundations and Grants

Benchmark: Develop new and maintain existing foundation and local business relationships and make annual grant applications

1. Coordinate with campus leadership, departments on grant needs
2. Identify and apply for federal, national, and community grants
3. Assist with SDA or alumni grant applications as needed
4. Oversee and ensure stewardship of grants awarded
5. Facilitate or help facilitate community events (gala, concert, speakers, etc.) for the purpose of strengthening local business partnerships

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of Federal, National, Community Grant Proposals	Goal: 10	Goal: 14	Goal: 18	Goal: 20	Goal: 24
Grant Dollars Raised	Goal: \$750K	Goal: \$750K	Goal: \$750K	Goal: \$1.55M	Goal: \$1.55M
Number of Community Strategic Events	Goal: 6	Goal: 8	Goal: 10	Goal: 10	Goal: 10

Repeat, Renewed, and New Donors

Benchmark: Increase the number of donors who give annually and retain existing donors

1. Solicit segmented groups based on affinities
2. Examine acquisition methods, strategies, and frequencies
3. Evaluate and adjust stewardship methods

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Number of Repeat Donors	Goal: 1,474	Goal: 1,489	Goal: 1,519	Goal: 1,549	Goal: 1,580
Number of Renewed Donors	Goal: 571	Goal: 577	Goal: 589	Goal: 601	Goal: 613
Number of New Donors	Goal: 1,472	Goal: 1,487	Goal: 1,517	Goal: 1,547	Goal: 1,578
Total Number of Donors	Goal: 3,517	Goal: 3,553	Goal: 3,625	Goal: 3,697	Goal: 3,771

Overall Giving

Benchmark: Increase the overall giving each year to the university

1. Execute annual giving solicitation including Giving Day and affinity-based appeals
2. Align major gifts and capital asks around university funding needs
3. Intentionally grow new donors through acquisition, prospecting, and solicitation
4. Formalize President Circle plan
5. Increase Legacy Society membership and deferred gifts

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Overall Giving	Goal: \$10.5M	Goal: \$12.5M	Goal: \$12M	Goal: \$8M	Goal: \$8M

Capital Funding

Benchmark: Continue \$20M capital campaign for School of Business (\$15M for bricks and mortar, \$5M for endowments)

2022-2023

1. Achieve capital campaign commitments of \$5-10M during silent phase

2023-2024

1. Launch public phase of \$20M capital campaign

2024-2025

1. Campaign continuation and/or completion per plan

Benchmark: Continue \$1.5M capital funding solicitation for School of Nursing simulation lab

2022-2023

1. Secure capital funding commitments of \$1.5M

2023-2024

1. Finalize capital funding

Benchmark: Solicit capital funding for School of Engineering

2022-2023

1. Finalize financial needs for project
2. Complete initial asks

Benchmark: Solicit capital funding for Doctorate of Physical Therapy (DPT) program

2025-2026

1. Finalize financial needs for project
2. Complete initial asks



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