TRANSFORMING LIVES FOR ETERNITY

SOUTHERN ADVENTIST UNIVERSITY
Power for Mind & Soul

2023 - 2028
STRATEGIC PLAN

MESSAGE FROM **PRESIDENT KEN SHAW**

As we usher in the next chapter of Southern Adventist University's journey, I am humbled and excited to present our 2023-2028 Strategic Plan. This plan embodies our shared dreams, aspirations, and the path we envision for our beloved institution.

Crafting a strategic vision is more than just plotting a course for the future; it's about acknowledging our rich heritage and forging ahead with a renewed sense of purpose. Over the years, our community at Southern Adventist University has shown an unwavering commitment to excellence, service, and faith. This strategic plan aims to amplify those values that make us unique by identifying benchmarks and tasks that will advance our University.

I am deeply grateful to everyone who contributed their insights, expertise, and passion in shaping this blueprint for our future. It is a testament to our collective spirit and our dedication to further our students' transformative educational and faith-enriching experiences.

Ken Shaw
President, Southern Adventist University

TABLE OF CONTENTS

OUR FAITH

SPIRITUAL GROWTH

VP for Spiritual Life

▶ **Benchmark:** Each year, students will continue to grow spiritually

2023-2024

1. Reach the goal that 45% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their engagement in **LifeGroups**

2. Reach the goal that 65% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Student Missions**

3. Develop a survey instrument to assess volunteers' spiritual growth experience along the discipleship continuum while engaged in **Vision Trips**

4. Conduct a two-day Reasonable Faith event to help students process their doubts

2024-2025

1. Reach the goal that 50% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their engagement in **LifeGroups**

2. Reach the goal that 70% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Student Missions**

3. Reach the goal that 55% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Vision Trips**

4. Evaluate the two-day Reasonable Faith Conference and determine viability of future conferences

5. Create a Next Steps initiative that would be held during vespers to help students take practical steps toward faith development, providing an opportunity for students to actively engage in belonging and put their faith into action; success would be measured through an assessment survey

2025-2026

1. Reach the goal that 55% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their engagement in **LifeGroups**

2. Reach the goal that 75% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Student Missions**

3. Reach the goal that 60% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Vision Trips**

4. The Office of Ministry and Missions will develop a spiritual growth roadmap for students based on data from the Spiritual Life Survey and other assessments with a digital management system

5. Continue or make innovative adjustments based on the assessment of the meaningfulness of the prior year's scriptural engagement

6. Determine, based on the assessment, whether the Reasonable Faith Conference will continue with appropriate adjustments

7. Vice presidents for Spiritual Life and Student Development will research prospective digital management systems to support a personalized student discipleship roadmap to complement the durable skills rubric

▶▶ 2026-2027

1. Maintain that 55% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their engagement in **LifeGroups**

2. Reach the goal that 80% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Student Missions**

3. Maintain that 60% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Vision Trips**

4. Continue 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

5. Determine if scriptural engagement continues to be the primary spiritual discipline that contributes most to a students' spiritual vitality

6. 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

7. Review Friday night Next Steps initiative survey results to determine future viability

▶▶ 2027-2028

1. Maintain that 55% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their engagement in **LifeGroups**

2. Maintain that 80% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Student Missions**

3. Maintain that 60% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Vision Trips**

Benchmark: Create a spiritually vibrant and connected community within Southern Adventist University by fostering a strong ministry partnership between the Collegedale Church of Seventh-day Adventists and the university, while serving the diverse spiritual needs of students, faculty, staff, and leadership

2023-2024

1. Arrange for the senior church pastor and associate collegiate pastor to each preach for vespers at least once per school year, providing students with direct exposure to church leadership and fostering a deeper connection between the church and the university community

2. The university chaplains will meet regularly with the Collegedale Church pastoral staff to facilitate collaborative planning and effective communication by

3. Partner with the Southern Union Youth Department to host a Sabbath lunch encouraging interaction between students and the wider church family

4. Continue to have the Student Association president serve as a board member at Collegedale Church, ensuring student representation and active involvement in church decisions

2024-2025

1. Implement a program where students can lead and participate in Sabbath school classes and church services, fostering a sense of ownership among students

2. Invite local churches to prepare fellowship meals for students after services, encouraging interaction between students and the wider church family

3. Request the Collegedale Church to highlight the university's Student Missions, Vision Trips, and ERC missions programs during the worship service to foster missional collaboration

2025-2026

1. Organize a seminar aimed at helping students transition from the Collegedale Church to smaller local churches, addressing challenges and offering practical strategies for meaningful involvement and growth

2. Encourage students to actively participate in local churches by volunteering in Sabbath school, children's departments, and other community outreach activities

3. Develop a rotation schedule for Collegedale Church pastors to actively participate in devotionals on campus, convocations, vespers, seminars, or discussions

2026-2027

1. Conduct a formal evaluation of spiritual programs provided by Collegedale Church pastors, involving feedback from students, faculty, and staff; use insights to further enhance the spiritual experience on campus

2. Launch an "Adopt-a-Student" initiative, connecting local church members with university students in order to provide spiritual guidance, support, and a sense of belonging

1. Clearly articulate the relationship between the Collegedale Church's mission and strategic plan and its commitment to serving the spiritual needs of the university community. Emphasize shared values and goals.

CHARACTER DEVELOPMENT

VP for Spiritual Life

▶ **Benchmark:** Implement five outside-the-class curriculum (OCC) rubrics that utilize the transformation process to aid students in developing an Adventist Worldview, Empathy, Teamwork, Resilience, and Calling, with assessment instruments to determine the modules' effectiveness and appropriate badging for students who complete the program

2023-2024

1. Continue the development of piloted modules #1 Adventist Worldview and #2 Vocational Calling (Fall 2022 and Winter 2023), modifying based on feedback and assessment provided by students and faculty

2. Pilot module #3 Empathy and #4 Teamwork (Fall 2023 and Winter 2024)

3. Give study to co-curricular rubrics to identify which durable skills are naturally cultivated within LifeGroups, Vision Trips, and Student Missions

4. Create and pilot mechanisms to assess durable skills being cultivated within LifeGroups, Vision Trips, and Student Missions participants and leaders

5. Determine the feasibility of the digital management and training system

2024-2025

1. Continue the development of piloted modules #3 Empathy and #4 Teamwork (Fall 2023 and Winter 2024), modifying based on feedback and assessment provided by 30 participants per module

2. Pilot module #5 Resilience 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. Continue the development of piloted module #5 Resilience (Fall 2024), modifying based on feedback and assessment provided by 30 participates per module

2. Select appropriate technology for OCC roadmap initiative

3. Create the Experience roadmap initiative implementation team

4. Launch OCC modules #1 Adventist Worldview, #2 Vocational Calling, #3 Empathy, and #4 Teamwork with modules completed by a total of 200 participants

5. Create appropriate badging for the final OCC module, #5 Resilience

2026-2027

1. Launch Experience roadmap initiative with the goal of 400 students participating in the first year

2. Continue the 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

3. Launch OCC module #5 Resilience, with appropriate badging, for 20 participants through the Student Missions program

2027-2028

1. Continue Experience roadmap initiative with the goal of 500 students participating in the second year

2. Continue the integration of OCC modules #1-5 within the Office of Ministry and Missions through Christian Service, Student Missions, and LifeGroups for at least 300 participants

SMALL GROUP MINISTRIES
VP for Spiritual Life

▶ **Benchmark:** Increase the number of student LifeGroups, where participants can experience transformation along the discipleship continuum as a result of their engagement

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Number of Student Missionaries	88	96	100	104	104

▶ **Benchmark:** Increase students' sense of belonging through transformational LifeGroups

2023-2024

1. Maintain the quality of mentorship by maintaining the coach/director ratio by adding two additional student coaches through the student labor budget; subject to 88 LifeGroups meeting on campus

2. Evaluate the transformational learning process implemented previously with 10 LifeGroups and determine if it met expectations and goals

3. Create a training resource specific for LifeGroup coaches to elevate the LifeGroup leader mentorship experience

4. Give study to co-curricular rubrics to identify which durable skills are naturally cultivated within LifeGroups

5. Create strategies for increasing the number of consistent LifeGroup participants

6. Encourage a more representative demographic of student LifeGroup coaches and leaders in order for LifeGroups to be more reflective of the demographics of the entire student population

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

2. Implement mechanisms to assess durable skills being cultivated within LifeGroup participants and leaders

3. Hire additional student leader(s) to process LifeGroup durable skills assessments

4. Implement resources for alumni to launch LifeGroups in local churches and to share at GradFest

5. Continue to build a database of local church members interested in opening their home to LifeGroups

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

2. Continue to strategically target incoming freshmen as LifeGroup leaders and participants

3. Continue to build a database of local church members interested in opening their home to LifeGroups

4. Continue to diversify LifeGroup participants by empowering more students of color as LifeGroup coaches and leaders

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

2. Continue to strategically target incoming freshmen as LifeGroup leaders and participants

3. Continue to build a database of local church members interested in opening their home to LifeGroups

2027-2028

1. Continue to build a database of local church members interested in opening their home to LifeGroups

2. Maintain the number of LifeGroups at 104

STUDENT MISSIONARIES

VP for Spiritual Life

▶ **Benchmark:** Increase the number of students participating as student missionaries, helping them experience transformation along the discipleship continuum as a result of their engagement

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Number of Student Missionaries	46	51	56	65	72

▶▶ 2023-2024

1. Provide additional mental health and spiritual well-being support to enhance students' exit and reentry experience, following the example of the General Conference missions' initiative

2. Pilot two General Conference Global Missions mission programs through Tentmaker and Global Missions Initiative to provide a greater range of mission opportunities to students

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

3. Prepare for the Southern Adventist University 60-Year Student Missions anniversary celebration

▶▶ 2026-2027

1. Celebrate the 60-year anniversary of Southern sending out its first student missionaries

2. Raise $100,000 in partnership with Advancement to support the next 60 years of student missions

VISION TRIPS
VP for Spiritual Life

▶ **Benchmark:** Increase the number of students participating in vision trips

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Student Participating in Vision Trips	75	90	105	120	135

2023-2024

1. Develop a newsletter to serve as an impact report for donors
2. Develop innovative methods that returning vision trip volunteers can use to recruit their friends
3. Seek opportunities at the Collegedale Church once per semester for a "mission spotlight" worship service to highlight vision trips
4. Launch one vision trip led by an academic area
5. Give study to co-curricular rubrics to identify which durable skills are naturally developed in Vision Trips.
6. Create and pilot mechanisms to assess durable skills being cultivated in the area of empathy
7. Launch Go Method Trips platform for Vision Trips
8. Measure transformation by modifying and implementing a survey for vision trips

2024-2025

1. Work with the Advancement department to raise funds for Vision Trips in an effort to achieve Evangelistic Resource Center trip cost equivalence, with a goal of $50,000 per year
2. Trips Committee give study to strategic methods that highlight the transformational impact that short-term mission trips have on student volunteers
3. Vice president for Spiritual Life to collaborate with vice president for Advancement to prioritize and identify missional giving opportunities for short-term mission trips
4. Collaborate with Alumni Relations to develop a volunteer program specifically designed for alumni and former missionaries
5. Launch two vision trips led by academic areas

2025-2026

1. Vice presidents for Spiritual Life and Advancement to focus on identified short-term mission trip giving opportunities in order to increase giving by 15%
2. Reach the goal of 10% of Vision Trip participants achieving the empathy badge

2026-2027

1. Reach the goal of 15% of Vision Trip participants achieving the empathy module as part of the character development initiative

1. Reach the goal of 25% of Vision Trip participants achieving the empathy module as part of the character development initiative

2. Launch four Vision Trips led by academic areas, with two serving at a repeat location

3. Work with Advancement on a strategic partnership to raise funds for Vision Trips (goal $20,000)

SPIRITUAL CULTURE

VP for Spiritual Life

Benchmark: Support a robust Christian culture through Faculty and Staff LifeGroups that encourage love and kindness to 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"

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Percentage of total FTE faculty and staff involved in a LifeGroup	9% (n=45)	12% (n=60)	15% (n=75)	18% (n=90)	20% (n=100)

2023-2024

1. Collaborate with a core group of LifeGroup leaders from various campus departments and academic areas, aiming to have at least 9% (45 faculty and staff) involved in LifeGroups by the end of the year

2. Partner with the Spiritual Life Committee, Marketing and University Relations, and Human Resources to develop marketing materials, including brochures, posters, and online promotions, to raise awareness about the LifeGroup program

3. Utilize the university's communication channels (such as email listservs and staff meetings) to share information about LifeGroups and encourage participation

4. Encourage Spiritual Life Committee members to lead or participate in a LifeGroup

5. Integrate LifeGroup promotion into Colloquium, through a biblical devotional and sharing testimonials from faculty and staff who have benefitted from participating in LifeGroups

6. Present information during New Employee Orientation for faculty and staff, emphasizing the impact and value of LifeGroups in fostering community, support, and spiritual growth

7. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant

8. Establish regular feedback mechanisms, such as surveys and focus groups, to gather input from faculty and staff regarding their LifeGroup experiences and suggestions for improvement

2024-2025

1. Expand the LifeGroup program by collaborating with additional leaders from different campus departments and academic areas, aiming to involve 12% (60 faculty and staff) in LifeGroups by the end of the year

2. Present information during New Employee Orientation for faculty and staff, emphasizing the impact and value of LifeGroups in fostering community, support, and spiritual growth

3. Engage deans, chairs, and administrators to support and encourage LifeGroups within their respective areas

4. Assign Spiritual Life Committee members to personally reach out to faculty and staff, sharing their own LifeGroup experiences

5. Provide information and resources to committee members to help them promote LifeGroups among faculty and staff

6. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant

2025-2026

1. Collaborate with a core group of LifeGroup leaders from various campus departments and academic areas, aiming to have at least 15% (75 faculty and staff) involved in LifeGroups by the end of the year

2. Enhance marketing efforts by using social media platforms, creating engaging videos, and leveraging testimonials from faculty and staff who have experienced the positive outcomes of LifeGroups

3. Encourage collaboration between the Spiritual Life Committee and academic areas to identify opportunities for LifeGroup involvement during campus-wide faculty and staff events, such as Colloquium, Sabbath worship, prayer walks at the start of the school year, and Southern Union events

4. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant

2026-2027

1. Collaborate with more leaders to accommodate the increasing number of interested faculty and staff, aiming for 18% (90 faculty and staff) involvement by the end of the year

2. Tailor marketing strategies: Customize marketing materials and messages for specific campus departments and academic areas, addressing their unique needs and concerns

3. Invite employees to share personal stories and insights about the transformative experiences gained through LifeGroups at Sabbath worship service during Colloquium.

4. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant

2027-2028

1. Collaborate with more leaders to accommodate the increasing number of interested faculty and staff, aiming for 20% (100 faculty and staff) involvement by the end of the year

2. Foster a culture of LifeGroup participation by recognizing and celebrating the achievements of faculty and staff who actively engage in LifeGroups

3. Evaluate the effectiveness of the LifeGroup program through comprehensive assessments and make necessary adjustments to ensure continuous improvement and sustained growth

4. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant

5. Evaluate the effectiveness of the LifeGroup program through comprehensive assessments and make necessary adjustments to ensure continuous improvement and sustained growth

6. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant

OUR **STUDENTS**

EMOTIONAL SUPPORT
VP for Student Development

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

▶▶ 2023-2024

1. Operationalize the Quality Enhancement Plan (QEP)

    a. Implement curricular content in NOND 101, PEAC 125, PSYC 128

    b. Launch the QEP webpage, giving students content on resiliency skills, resources on where and how to access help, links to past events, and advertisement of future events

    c. Launch "Step Forward" event (Fall 2023)

    d. Launch Normalizing Failure video campaign with "Stories of Failure" event (Winter 2024)

2. Review student wait times for seeing a counselor, and if time consistently exceeds five working days, consider adding a 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

5. Begin annually assessing levels of well-being, stress, and psychological distress using three different scales: the PANAS-GEN (Watson, 1988), the Perceived Stress Scale (Cohen et al., 1988), and the Kessler Psychological Distress Scale, (Kessler and Mroczek, 1992).

▶▶ 2024-2025

1. Expand QEP programming

    a. Launch an anxiety symposium: (Fall 2024)

    b. Launch the "Know Your Brain" event in Winter 2025 with the following goals:

        1. To provide information on important structures and functions of the brain, as well as ways to increase brain health

        2. To provide practical steps towards mental well-being through multiple interdisciplinary sessions with student research and expert presentations

2. Adjust current programming and resources in response to the annual assessment results

▶▶ 2025-2026

1. Launch the "Mental Health Toolkit" event, which will be composed of educational sessions on mental health risks and challenges common to college students, including multiple interdisciplinary sessions with student research and expert presentations, meeting the following goals:

    a. To provide students with practical tools to increase well-being

  b. To provide students with resources for times of difficulty or distress

2. Using the assessment tools noted above, continue adjusting programming and resources in response to what the data from those tools informs us of the progress or lack of progress we are making

1. Launch a "Sleep Symposium," exploring the subject of sleep and rest through each of the five domains of wellness (physical, cognitive, emotional, spiritual, and social health) with the goal of providing information on the importance of sleep and rest and to provide practical tools to increase students' well-being; this will be accomplished through student and expert speakers and poster presentations

2. Launch the "Let's Talk About It" event, featuring expert speakers and student panels discussing the importance of help-seeking and ways to reduce barriers to healthy practices of sharing and communicating on the subject of mental health

1. Maintain that 55% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their engagement in **LifeGroups**

2. Maintain that 80% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Student Missions**

3. Maintain that 60% of student survey respondents will experience spiritual growth along the discipleship continuum as a result of their service in **Vision Trips**

ACADEMIC PROGRAMS

SR VP for Academic Administration

▶ **Benchmark:** Increase academic programs offered in high-demand areas: begin BS in Engineering (BSE) in Fall 2023, BS/BBA Economics/Econometrics in Fall 2024, EdD/PhD Education in Fall 2026, BS/MS/AuD in Audiology/Speech Pathology in Fall 2027, Doctorate in Physical Therapy (DPT) in Fall 2028, 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
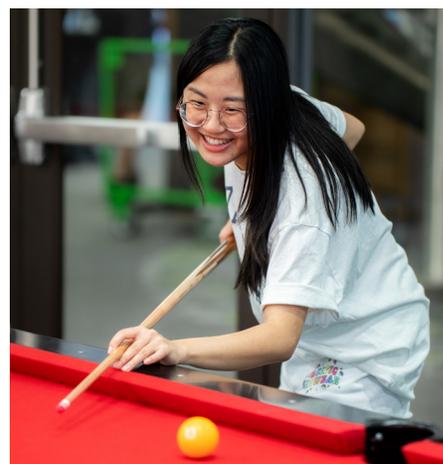
1. BSE: Launch program (Fall 2023)

2. BSE: Hire additional Engineering faculty members based on prospectus to continue program development

3. DPT: Based on preliminary university board approval, hire DPT program director (Summer 2023)

4. DPT: Develop DPT prospectus (Summer 2023)

5. DPT: Submit Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) prospectus for DPT program (Summer 2023)

6. DPT: Seek admission to the Commission on Accreditation in Physical Therapy Education (CAPTE) developing program agenda through submission of "Developing Program Information Form" (Fall 2023)

7. DPT: Begin process of writing curriculum and documents necessary to seek initial accreditation of DPT program

8. Economics: Develop BS/BBA in Economics and gain approval through university processes

9. Business Analytics: Develop MS/Certificate curriculum for business analytics (Fall 2023)

10. Business Analytics: SACSCOC notification/substantive change (December 2023)

11. Technical/Trade Certifications and Certificates: Explore financially viable models for technical/trade programming, develop program prospectus if warranted

1. Business Analytics: Launch program (Fall 2024)

2. EdD: Begin writing prospectus and curriculum for EdD program and seek approval for the same from the Graduate Curriculum Committee, Faculty Senate, President's Committee, and Board of Trustees

3. Audiology/Speech Pathology: 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 from ASHA/CAA to begin these programs of study

4. Technical/Trade: Launch programs if indicated

1. EdD: SACSCOC notification/substantive change (Fall 2025)

2. DPT: Build out DPT offices, classrooms, and laboratory spaces

3. BSE: Initiate and complete ABET accreditation for BSE program

4. Audiology/Speech Pathology: Write prospectuses for Audiology/Speech Pathology (AuD/MS/BS) programs (Winter 2026)

5. Audiology/Speech Pathology: Hire first faculty member

6. Criminal Justice: Investigate viability of Criminal Justice in Adult Degree Completion (ADC) format

7. MLS: 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

1. EdD: Launch program (Fall 2026)

2. Audiology/Speech Pathology: Take the prospectus through university processes; Undergraduate Curriculum Committee (Fall 2026), Graduate Curriculum Committee (Fall 2026), Faculty Senate (Fall 2026), President's Committee (Fall 2026), and Board of Trustees (Winter 2026)

3. Audiology/speech Pathology: Send notification/substantive change to SACSCOC (Winter 2026)

4. DPT: Hire qualified clinical director required for DPT startup

5. Audiology/Speech Pathology: Develop necessary program information to seek initial accreditation of Audiology/Speech Pathology (AuD/MS/BS) programs; begin Speech Pathology/Audiology MS/BS programs in 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)

6. MLS: Determine MLS degree viability including NAACLS accreditation requirements and plan accordingly for Fall 2027

1. DPT: Submit CAPTE application for candidacy; hire third core faculty member

2. DPT: Host CAPTE site visit (Winter 2028)

3. DPT: Admit first class in May 2028 (program starts Fall 2028)

4. Audiology/Speech Pathology: Launch program (Fall 2027)

5. Criminal Justice: Begin Criminal Justice in ADC format

6. Chemical Engineering: Consider adding chemical engineering as an area of emphasis

7. Master's in Library Science (MLS): Begin MLS program provided needs analysis and accreditation requirements can be met

CREDENTIAL DURABLE SKILLS

SR VP for Academic Administration

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

1. Develop a curriculum map and data visualization based on rubrics completed in the past year

2. Test the badging system and finalize co-curricular transcript process; work with Information Technology

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

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

GRADUATION RATES

SR VP for Academic Administration

▶ **Benchmark:** Maintain a four-year graduation rate of 40% and a six-year graduation rate of 55%

1. Implement changes necessary to improve overall male graduation rates to match female rates
2. Identify other disaggregated groups needing analysis for graduation success, such as African American students

1. Begin implementation of the Department of Education's Developing Hispanic-Serving Institutions (DHSI) grant programs to improve overall Hispanic success in STEM fields
2. Implement plans and programs identified in 2023-2024 by a group working on male success

STUDENT RETENTION

SR VP for Academic Administration

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

1. Use the cohorting system developed in the prior year to develop reporting on retention rates of all cohorts (prior, new, and transfer)

ENROLLMENT

VP for Enrollment Management

▶ **Benchmark:** Identify and recruit every Adventist high school student in the Southern Union, including approximately 2,300+ academy students and 8,800+ Adventist high school students who are not enrolled in the Southern Union academy system

2023-2024

1. Finalize the content, schedule, and promotion for local high school campus visit days and events

2. Implement targeted communication plans for local non-academy high school students

3. Continue collaborating with the associate vice president for Academic Administration and the special advisor to the president to build inclusive strategies and conduct a feasibility study for campus visit programs

4. Implement new awarding and pricing strategies that prioritize enrollment growth and overall net tuition revenue

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

2023-2024

1. Finalize the content and schedule for local high school campus visit days and begin promoting campus visit days to constituents

2. Implement an updated communication plan targeted to local non-academy high school students

3. Start a new pathway for prospective students to interact with academic areas and faculty: Obtain agreement from 2-3 faculty members in strategic academic programs to teach in Hamilton County public schools, with the goal of promoting Southern's value proposition and added benefits

4. Implement financial aid strategies to leverage grant funding as a Hispanic-Serving Institution (HSI) to support underserved students

2024-2025

1. Evaluate financial aid strategies to determine affordability effectiveness for families

2. Create a survey that can be used for campus visit days and/or evening campus events to assess their effectiveness on influencing a prospective student to enroll

3. Conduct a feasibility study for non-academy high school campus visit days and/or evening programs

2025-2026

1. Launch the non-academy high school campus visit day program and execute the survey to assess the effectiveness of a visit on influencing a student's likelihood to enroll

2. Review the communication strategy for students and parents and adjust annually as needed

3. 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

4. Operationalize these strategies to become yearly programs

2026-2027

1. Evaluate the non-academy high school campus visit day program

2. Develop a detailed plan and timeline for organizing and executing the campus visit day program

3. Create a survey to assess the effectiveness of the campus visit day program in influencing likelihood to enroll

4. Establish collaboration with high schools in the Chattanooga region and Southern Union for participation in the campus visit day program

5. Execute the campus visit day program which will showcase academics, spiritual life, and affordability for prospective students and parents. Gather feedback through the survey to evaluate its impact

2027-2028

1. Analyze the feedback and data collected from the campus visit day program's survey to identify areas for improvement

2. Make necessary adjustments and enhancements to the campus visit day program for the upcoming year

3. Expand the scope of the campus event programming to offer a wider range of activities and engagement opportunities for non-academy high school students

4. Develop a new survey to assess the efficacy of the campus event programming in influencing likelihood to enroll

5. Implement the revised campus visit day program and campus event programming, and collect feedback through the survey

▶ **Benchmark:** Students will identify convocation programming as beneficial to their educational experience at Southern (VP for Student Development)

2023-2024

1. Increase student convocation attendance to a minimum of 40,000

2. Launch an inventory that measures students' feelings towards convocation

2024-2025

1. Evaluate convocation programming and attendance requirements using the results from the 2023-2024 inventory that measures students' feelings toward convocation

2. Increase convocation attendance to Fall 2019 totals (82,000+) by tying enrichment credits to housing and leadership eligibility as well as pre-registration

1. Land upon one of the following decisions based on the results of the 2024-2025 inventory:
    a. Maintain the current policies for attendance or
    b. Make adjustments that are still consistent with the mission of convocations but respond to this generation's students
2. Begin work on incorporating convocation attendance into the non-curriculum transcript
3. Evaluate attendance at this point to determine if further measures need to be taken
4. Identify what those measures will be based on issues such as demands upon student time, student population growth, and demographics of the student population

2026-2027

1. Fully incorporate convocation attendance into the non-curriculum transcript
2. If new measures are to be used to maintain attendance at convocation, incorporate new measures

2027-2028

1. Re-evaluate Convocation programming–attendance requirements, programming–based on current attendance levels, student population growth, and demographics of the student population

▶ **Benchmark:** Complete the revamping of Career Services, transitioning it fully to a life-calling center (VP for Student Development)

2023-2024

1. Evaluate the information learned regarding internship gaps to begin filling them:
    a. Insert the Clifton Strengths Inventory into the sophomore curriculum as part of the Sophomore Success Program
    b. Develop the life-calling initiative for juniors
    c. Integrate Handshake fully among all academic schools and departments

2024-2025

1. Reach the goal that 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. Launch the life-calling initiative for juniors

1. Reach the goal that 100% of juniors and seniors participate in an internship, externship, or clinical training during their education experience
2. Make the life-calling initiatives fully operational

2026-2028

1. Eliminate this benchmark if all goals have been achieved

▶ **Benchmark:** Increase Adult Degree Completion (ADC) enrollment (SR VP for Academic Administration)

2023-2024

1. Reach goal of 46 (Fall 2023) and 60 (Winter 2024) part-time students enrolled
2. Phase in delivery modes/options, as feasible and affordable
3. Explore certificate, AS, and BS programs (such as Criminal Justice, Information Technology, or Pharmacy Tech) for possible inclusion in ADC using Gray Associates Program Evaluation Services (PES) to determine program demand and to determine if we should do any additional work
4. Hire ADC academic adviser to support program enrollment

2024-2025

1. Reach goal of 74 (Fall 2024) and 88 (Winter 2025) part-time students enrolled
2. Develop new program prospectus for ADC programs identified in Gray Associates PES work from prior year
3. Hire office manager for ADC

2025-2026

1. Continue to grow ADC enrollment
2. 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 2028 (SR VP for Academic Administration)

2023-2024

1. DPT: Hire qualified DPT Program Director (Summer 2023)

2. DPT: Develop DPT prospectus and submit to SACSCOC (Summer 2023)

3. DPT: Seek admission to CAPTE developing program agenda through submission of "Developing Program Information Form" (Fall 2023)

4. DPT: Begin process of writing curriculum and document necessary to seek initial accreditation of DPT program

5. Business Analytics: develop MS/Certificate curriculum for business analytics (Fall 2023)

6. Explore doctoral program possibilities in School of Education and Psychology

7. Explore master's and doctoral program possibilities in the areas of speech pathology and audiology

8. Develop explicit plans for enrollment growth for each existing graduate program

2024-2025

1. EdD: Begin writing prospectus and curriculum for EdD program and seek approval for the same from the Graduate Curriculum Committee, Faculty Senate, President's Committee, and Board of Trustees.

2. Audiology/Speech Pathology: 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 from ASHA/CAA to begin these programs of study

3. Business Analytics: launch program Fall 2024

2025-2026

1. EdD: SACSCOC notification/substantive change (Fall 2025)

2. DPT: Build out DPT offices, classrooms, and laboratory spaces

3. Audiology/Speech Pathology: Write prospectuses for Audiology/Speech Pathology (AuD/MS/BS) programs, Winter 2026

4. Audiology/Speech Pathology: Hire first faculty member

2026-2027

1. Doctor of Education (EdD): Launch program (Fall 2026)

2. Audiology/Speech Pathology: Take prospectus through university processes; Undergraduate Curriculum Committee (Fall 2026), Graduate Curriculum Committee (Fall 2026), Faculty Senate (Fall 2026), President's Committee (Fall 2026), and Board of Trustees (Winter 2026)

3. Audiology/Speech Pathology: Notification/substantive change to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) (Winter 2026)

4. Audiology/Speech Pathology: 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)

5. Doctor of Physical Therapy (DPT): Hire qualified Clinical Director required for DPT startup

▶▶ 2027-2028

1. DPT: Submit Commission on Accreditation in Physical Therapy Education (CAPTE) application for candidacy; hire third core faculty member

2. DPT: Host CAPTE site visit (Winter 2028)

3. DPT: Admit first class, May 2028 (program starts Fall 2028)

4. Audiology/Speech Pathology: Launch program Fall 2027

STUDENT PHILANTHROPY

VP for Advancement

▶ **Benchmark:** Maintain a culture of philanthropy among students at 10% annual giving

▶▶ 2023-2028

1. Sponsor a student club to gain more understanding of their needs and processes

2. Intentionally message philanthropy related to Southern and the community to students throughout the year

3. Research student-led philanthropic initiatives on campus

4. Research new process for senior class giving/project

OUR **FACULTY**

RESEARCH AND CREATIVE ENDEAVORS

SR VP for Academic Administration

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

2023-2024

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

2. Revise the following policies to clarify the expectation for research in faculty work and how this interacts with faculty loads and faculty evaluation:

   a. Policy 5120 - Assignment and Documentation of Faculty Loads

   b. Policy 5130 - Guidelines for Faculty Loads

   c. Policy 5150 - Job Description for Full-Time Faculty

   d. Policy 5170 - Evaluation of Faculty

   e. Policy 5300 - Research and Policy

3. Establish guidelines for deans and chairs to use when reviewing/approving research-based teaching load reduction requests from faculty members

2024-2025

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

2. Create an online hub for university resources for research

2025-2026

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

2. Hire a full-time research methodologist to provide research support for faculty research

2026-2027

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

2. Hire a full-time research methodologist to provide research support for faculty research

OUR **EMPLOYEES**

CHRISTIAN CULTURE

SR VP for Financial Administration, VP for Student Development, VP for Spiritual Life

▶ **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"

⏵⏵ 2023-2028

1. Communicate and implement an "Open Our Eyes" campaign on campus as approved by administration; a version of this will be the theme of the August 2023 colloquium:

   a. VP for Spiritual Life will provide worship thought with this focus

   b. Guest speaker Charity Johansson will present and lead discussion on Relationship Rich Education

   c. All employees will receive shirts with the message "God is using me to transform lives for eternity" to reinforce the idea that fulfilling this goal requires all employees

2. Identify/develop more employee LifeGroup leaders, with the goal of increasing employee participation from 35 in 2022-2023 (the launch year) to at least 45 in 2023-2024. The ultimate goal would be to have at least 20% of our regular employees (approximately 500), or 100 employees participating in a LifeGroup in five years.

CUSTOMER SERVICE

VP for Marketing and University Relations

▶ **Benchmark:** Benchmark: Improve and increase Southern's campus service orientation

⏵⏵ 2023-2024

1. Launch the new Customer Service Committee and engage the committee in identifying broad areas for service improvement and making recommendations for improvement

2. Reinstate secret shopping of prospective student processes

3. Begin journey map for the university website, testing/optimizing pathways used in the application process, including using data to personalize messages to encourage prospects to take the next step in the enrollment process

4. Begin journey map for the Enrollment Checklist, testing/optimizing the path a student and parent takes in working through the process through to the first day of class

1. Resolve pain points identified in website and Enrollment Checklist journey mapping
2. Identify new area to journey map

WORKFORCE

SR VP for Financial Administration

▶ **Benchmark:** Attract and retain a highly talented and diverse workforce

1. Senior administration to review the proposal submitted by the associate vice president for Human Resources and approve implementation as deemed appropriate
2. Implement the proposal approved by President's Council regarding hiring for missional fit, which included:

   a. automating the employee application process,

   b. requiring assent by applicants to the university's Mission, Vision, Values, Code of Ethics, and Christian Standards of Conduct as part of the application process,

   c. improving communication with applicants through the application, interview, and hiring process,

   d. providing a "welcome box" to newly hired employees highlighting Southern's Christ-centered Mission,

   e. having new employees meet with President's Council when first on campus to be introduced and receive a talk by the president and a shirt that reinforces their role in fulfilling the university's goal to Transform Lives for Eternity, and

   f. including in a Financial Administration/Human Resources employee's job description stewarding this whole process

EFFICIENT, EFFECTIVE, AND RIGHTSIZED OPERATIONS

SR VP for Financial Administration

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

▶▶ 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. Under the direction and oversight of Credo, complete the Administrative Efficiency Assessment of selected non-academic programs/departments, develop and review recommendations, and implement strategies as deemed appropriate by administration

▶▶ 2024-2028

1. Continue implementation of academic and non-academic program and department adjustments as deemed appropriate from the analysis conducted in 2023-2024

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

▶▶ 2023-2024

1. As appropriate, implement a UHC general fee

2. Right size the UHC staff, if the Credo study recommends doing so

3. Utilize partnerships as appropriate to support the UHC

▶▶ 2024-2025

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

2. Eliminate this benchmark if UHC has accomplished a balanced budget

EMPLOYEE DEVELOPMENT

SR VP for Financial Administration

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

2023-2024

1. Senior administration to review the proposal submitted by the associate vice president for Human Resources and approve implementation as deemed appropriate

2024-2028

1. Implement the employee development plan as approved by senior administration

EMPLOYEE GIVING

VP for Advancement

▶ **Benchmark:** Maintain the existing culture of philanthropy among employees at 70% annual giving

2023-2028

1. Advancement/Human Resources to host employee appreciation week
2. Articulate affinity-based employee giving opportunities
3. Invite and provide learning opportunities for planned giving

EMPLOYEE/STUDENT INTERACTIONS

SR VP for Financial Administration

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

2023-2028

1. Develop additional strategies to increase the number of employees who are regularly hosting students in their homes
2. Continue and expand the periodic offering of free lunches to employees to promote greater interaction and community building with other employees and with students from across campus

3. Increase the number of departments that participate in holding mid-semester social events with students in their department, with funding coming from administration

4. Increase the number of employees who utilize the "Give 'em the Pickle" fund for acts of kindness and support to students

WAGE SCALE

SR VPs for Academic Administration and Financial Administration

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

⏩ **2023-2028**

1. Implement phase II, phase III, and phase IV of the multi-year plan for compensation enhancement for all applicable employees

OUR ALUMNI

ALUMNI ENGAGEMENT

VP for Advancement

▶ **Benchmark:** Increase alumni engagement by creating meaningful experiences/events, offering value-added communications, strategically supporting giving opportunities, and creating deeper engagement and more opportunities for volunteers

1. Establish one regional alumni chapter and identify and begin to develop a second

2. Facilitate affinity-based connections through 10 or more events and specific communication

3. Develop an alumni resource hub and populate it with at least 25 valuable resources (including but not limited to videos, webinars, white papers, and books)

4. Establish a new alumni engagement platform with at least 250 alumni members

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Alumni Engagement	Goal: 11%	Goal 11%	Goal 11.5%	Goal 11.5%	Goal 11.5%

OUR **COMMUNITY**

CHRISTIAN UNIVERSITY OF CHOICE

▶ **Benchmark:** Create visit days for local Adventist/non-Adventist educators and pastors (VP for Enrollment Management)

▶▶ 2023-2024

1. Enhance campus visit days to connect with and yield more Adventist and non-Adventist students

2. Create exit survey to assess effectiveness of campus visits, such as participants' likelihood 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 and World Report; be in the top 10 in social mobility of regional universities in the South, as ranked by US News (VP for Marketing and University Relations)

▶▶ 2023-2024

1. Increase communication campaign to influence the peer assessment marker among presidents, provosts, and enrollment VPs for regional universities in the South

2. Determine if the institution wants to move forward with decreasing the percent of classes with 50 or more students to pull Southern in line with peer schools; if yes, establish a taskforce to begin assessing and planning how to improve this area

3. Determine if the institution wants to move forward with increasing the numbers of Pell and first-generation students enrolled and retaining to graduation; if yes, establish a taskforce to begin assessing and planning how to improve this area

▶▶ 2024-2025

1. Assess whether or not the peer assessment marker has been affected by increased promotion and if the communication campaign should continue

2. Begin implementing actions identified as affecting class size and/or Pell/first-generation students based on recommendations in year 2023-2024

1. Track methodology and institution assessment data against yearly goals; adapt plan accordingly

▶ **Benchmark:** Increase Southern awareness through existing venues and events (VP for Marketing and University Relations)

1. Create promotion plans for reaching those in the community using/attending: musical performances, group swim lessons, trail system, museums, Village Market, and high school students visiting C.A. for competitions

1. Fully implement promotion plan for each area identified above

HERITAGE AND LEGACY

VP for Marketing and University Relations

▶ **Benchmark:** Improve and increase institutional focus on Southern's heritage through preservation of history, identification/creation of institutional traditions, and showcasing Southern's legacy

1. Launch a taskforce to implement tactics to improve this area, including participants from Marketing, Advancement, History, and McKee Library
2. Create a presidential legacy video
3. Create a draft of environmental brand guidelines that incorporate Southern tradition into a sense of place
4. Explore the feasibility of creating a physical location where Southern preserves and displays its legacy and create a timeline for implementation
5. Identify locations where institutional decisions and historic memory are being archived and determine if more is needed to create an actively known repository

1. Broadcast and disseminate the presidential legacy video
2. Print and distribute the environmental brand guidelines to campus
3. Identify existing traditions and/or work to start a meaningful new one

CALL CENTER

VP for Advancement

▶ **Benchmark:** Utilize the campus call center to market campus and university initiatives: enrollment, retention, giving, and stewardship

⏵⏵ 2023-2024

a. Develop metrics for the call center, including operational statistics and growth for three areas: enrollment, retention, and advancement

b. Grow the call center staffing up to 16 student employees

c. Implement calls to parents for Enrollment and Alumni Relations

d. Onboard incoming and outgoing calls in collaboration with the Retention Services Coordinator

e. Provide solicitation training for call center staff and create more solicitation campaigns

⏵⏵ 2024-2025

a. Track measurable metrics developed in the prior year

b. Make operational adjustments based on three-area implementation: enrollment, retention, and advancement

COMMUNITY EVENTS, GUEST SERVICES, AND STRATEGIC PARTNERSHIPS

VP for Advancement

▶ **Benchmark:** Strategically align university mission and goals with on-campus and off-campus related events specifically related to fundraising; intentionally seek, augment, and create opportunities to engage the community with campus and the campus in the community

a. Develop a banquet event orders process for on-campus events

b. Operationalize summer-only guest housing / turnover / staffing / booking

c. Complete professional event management training

d. Operationalize Community Engagement Committee goals and processes

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Number of Community Strategic Events	8	8	12	12	12

OUR **FACILITIES**

SCHOOL OF BUSINESS FACILITY

SR VP for Financial Administration

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

▶▶ 2023-2024

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

BUILDING BACKFILL OPPORTUNITIES

SR VP for Financial Administration

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

▶▶ 2023-2024

1. By August 15, 2023, complete renovations of the conference room on 4th floor of Wright Hall
2. By July 31, 2023, complete phase one of the Lynn Wood Hall area for Engineering
3. By October 31, 2023, complete the entrances for McKee Library
4. Continue Wright Hall renovations and transition

▶▶ 2024-2025

1. Complete renovations of the Human Resources suite on the 4th floor of Wright Hall
2. Complete Miller Hall renovation for the graduate nursing simulation lab by July 31, 2024
3. Complete the Spanish-American Church renovation in accordance with planned uses

▶▶ 2025-2028

1. Complete renovations of the current Human Resources suite for Graduate and Professional Studies
2. Purchase the Collegedale Academy elementary school building and renovate based on planned uses

BEAUTIFUL AND SAFE CAMPUS

SR VP for Financial Administration

▶ **Benchmark:** Maintain a beautiful and safe campus

▶▶ 2023-2028

1. Complete the sidewalks in front of Wright Hall (Summer 2023)
2. Complete the sidewalk from the duck pond to Brock Hall in 2023-2024
3. Repair Jones Drive (Summer 2024)
4. Complete the remainder of campus beautification projects over multiple years in accordance with administrative priorities

UNIVERSITY HEALTH CENTER

VP for Student Development/SR VP for Financial Administration

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

▶▶ 2023-2024

1. Begin renovation of a new home for UHC

▶▶ 2024-2025

1. Move UHC into its new home

▶▶ 2025-2028

1. Eliminate this benchmark if move has been completed

ACCESSIBLE CAMPUS

VP for Student Development

Benchmark: Make Southern Adventist University a more accessible campus

2023-2024

1. Undertake a comprehensive campus-wide assessment to ensure all facilities, services, and programs are fully accessible and inclusive to every university stakeholder.

    • Analyze data from the accessibility assessment spearheaded by the Disability Support Services office in 2021.

    • Consider broadening the evaluation by collaborating with external accessibility groups for a comprehensive study.

    • Collect feedback from the university community, encompassing students and employees, regarding accessibility needs.

    • Compile a preliminary report outlining discoveries and recommendations, then have the Student Development Counsel review and submit recommendations to the President's Council.
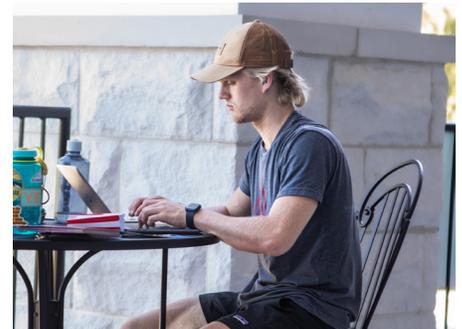
OUR FINANCES

CASH ON HAND
SR VP for Financial Administration

▶ **Benchmark:** Obtain 130 days of cash on hand, dependent on enrollment, changes in expenses, and capital allocations

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Day Cash on Hand (by end of FY)	95	100	110	120	130

ENDOWMENT
SR VP for Financial Administration

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

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total
Beginning Balance	57,688,904	60,842,682	64,059,536	67,340,726	70,687,541	58,000,000
Funds Raised	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Growth (2% net)	1,153,778	1,216,854	1,281,191	1,346,815	1,413,751	6,412,388
Total Increase	3,153,778	3,216,854	3,821,191	3,346,815	3,413,751	16,412,388
Ending Balance	60,842,682	64,059,536	67,340,726	74,101,292	74,101,292	74,101,292

COMPOSITE FINANCIAL INDEX (CFI)
SR VP for Financial Administration

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

1. May 31, 2024 to May 31, 2028 goal: 5.0 or higher

LEGACY SOCIETY
VP for Advancement

▶ **Benchmark:** Add new members to the Legacy Society annually

1. Develop and implement a marketing plan to include direct mail, email, and events targeting Planned Giving prospects
2. Promote estate planning through Thompson and Associates
3. Collaborate with major gift officers and the alumni office to increase blended and irrevocable gifts
4. Complete 75 visits with new or established clients

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
New Members Added to Legacy Society	15	17	20	20	20

DONATION INCOME TO ENDOWMENTS
VP for Advancement

▶ **Benchmark:** Increase endowment gifts annually

1. Market online presence for endowment gifts
2. Create a robust impact report process ("thank you" from students to donors)
3. Add program endowment opportunities to capital projects
4. Create an academy alumni endowment program to fund scholarships for academy graduates at Southern
5. Identify endowment grant opportunities—create matching vehicles as needed

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Number of New Endowments (scholarship, progams)	10	13	15	15	15
Donation Income to Endowments	$2M	$2M	$2M	$2M	$2M

MAJOR GIFTS ($10,000+)

VP for Advancement

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

1. The Advancement Committee will actively create affinity-based task forces; Biology to begin
2. Facilitate Business, Engineering, and Nursing project asks
3. Include program endowments in project asks above
4. Partner with alumni on area events with planned group or personal asks

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Number of Repeat Major Donors	36	38	40	40	40
Number of Renewed Major Donors	20	22	23	25	25
Number of New Major Donors	35	37	40	40	40

FOUNDATIONS AND GRANTS

VP for Advancement

▶ **Benchmark:** Increase campus emphasis on and application to federal and private grants

1. Develop a working process with McAllister and Quinn and Southern's faculty
2. Develop a working knowledge of Federal grant reporting processes
3. Apply for $3-4M in grants annually (federal, corporate, foundational)

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Number of Federal, National, Community Grant Proposals	14	16	16	16	16
Grant Dollars Raised*	$1M	$1.5M	$1.5M	$1.5M	$2M
Non-federal Grant Dollars Raised	$300k	$300k	$400k	$400k	$500k

*Reflects federal dollars received in fiscal year, not awarded amount

REPEAT, RENEWED, AND NEW DONORS

VP for Advancement

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

1. Analyze new donor affinity groups and implement a retargeting plan
2. Analyze renewed and repeat donor affinity groups and implement a retargeting plan
3. Develop a communication plan to donors without an affinity designation ("SAU friend")
4. Operationalize the President Circle plan
5. Increase affinity appeals
6. Increase appeals at group events such as homecoming and lecture series

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Number of Repeat Donors	1,474	1,489	1,519	1,549	1,580
Number of Renewed Donors	571	577	589	601	613
Number of New Donors	1,472	1,487	1,517	1,547	1,578
Total Number of Donors	3,517	3,553	3,625	3,697	3,771
Total Amount Given*	$10.5M	$11M	$9M**	$9M	$9M
Percentage of Alumni Giving	9%	10%	11%	12%	13%

*Total Amount Given includes Major Gifts, which has its own task force

**Decrease due to completion of School of Business capital campaign; additions of other capital goals may adjust that number in future years' iterations of this document

CAPITAL FUNDING

VP for Advancement

▶ **Benchmark:** Solicit funding for capital projects (capital campaigns and projects)

▶▶ 2023-2024

1. School of Business: Complete targeted appeals by alumni for naming opportunities
2. School of Business: Complete goal of $20M in pledges and gifts in hand
3. School of Engineering and Physics: Complete targeted appeal by alumni for naming opportunities
4. School of Engineering and Physics: Invite the local engineering firms to partner financially
5. School of Engineering and Physics: Reach $2.5M in pledges and gifts in hand
6. Nursing: Identify departmental partners and create appeal and naming opportunities
7. Nursing: Reach $800k in pledges and gifts in hand

1. School of Business: Complete naming opportunities and stewardship/recognition
2. School of Engineering and Physics: reach $1M in pledges and gifts in hand
3. Nursing: reach $300K in pledges and gifts in hand
4. Begin a case for support for the Doctor of Physical Therapy capital funding needs
5. Renovation: Research fundraising opportunities for the Spanish-American Church renovation

2025-2026

1. Renovation: Research fundraising opportunities for the elementary school
2. Campaign: Give study to next capital campaign project

NOTES