

2024-2029 **STRATEGIC PLAN**



TRANSFORMING
LIVES FOR
ETERNITY

PRESIDENT'S MESSAGE

I am excited to share with you the vision and direction set forth in Southern Adventist University's 2024-2029 Strategic Plan. This is a comprehensive roadmap that is grounded in our values and propels us toward a path of continued spiritual development, academic excellence, student success, sustainable growth, financial strength, and community engagement.



I extend my deep gratitude to the many contributors who shared their passion, enthusiasm, precise analysis, and expertise to the strategic planning process. It is a testament to Southern's bold mission to transform lives for eternity.

I am confident in our ability to accomplish these benchmarks and tasks and look forward to the journey ahead. Let us move forward with faith, dedication, and a shared vision for Southern Adventist University.

Ken Shaw

President, Southern Adventist University

TABLE OF CONTENTS

Foundational Statements 4

Our Faith 5

Our Students 13

Our Faculty 26

Our Employees 27

Our Alumni 33

Our Community 35

Our Facilities 39

Our Finances 42

FOUNDATIONAL STATEMENTS

THE MISSION

Grounded in Jesus Christ and dedicated to the beliefs of the Seventh-day Adventist Church, we equip students to embrace biblical truth, embody academic and professional excellence, and pursue Spirit-filled lives of service.

THE VISION

Southern Adventist University's vision is to:

- ▶ Model the love of Jesus in every interaction.
- ▶ Invite each student into a saving relationship with Jesus.
- ▶ Inspire each student to engage with God's church and the world through service and witness.
- ▶ Provide each student with an exceptional learning experience that equips them to thrive in a fluid, global job market.

THE CORE VALUES

As Southern Adventist University employees, we:

- ▶ Embrace the Seventh-day Adventist Church's worldview and fundamental beliefs
- ▶ Love others as God loves them
- ▶ Act with integrity
- ▶ Live prayerfully
- ▶ Serve others generously
- ▶ Follow God's calling
- ▶ Pursue excellence
- ▶ Exercise responsible stewardship
- ▶ Offer an exceptional, wholistic learning experience

OUR FAITH

SPIRITUAL GROWTH

VP for Spiritual Life

- ▶ **Benchmark:** Students continue to grow spiritually. Spiritual growth supports greater student agreement with Adventist beliefs and lifestyle, as shown in the Spiritual Life Survey.

▶▶ 2024-2025

1. Fifty percent, 70%, and 55% of student respondents across the Non-Believer, Beginner, and Believer segments of the Spiritual Continuum Profile will experience spiritual growth as a result of their engagement in **LifeGroups**, **Student Missions**, and **Vision Trips**, respectively.
2. Evaluate the five-part video series created to help students process doubt and determine the viability of future social media video productions.
3. 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. Fifty-five percent, 75%, and 60% of student respondents across the Non-Believer, Beginner, and Believer segments of the Spiritual Continuum Profile will experience spiritual growth as a result of their engagement in **LifeGroups**, **Student Missions**, and **Vision Trips**, respectively.
2. 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 digital management system.
3. Continue to develop 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.
4. Invite a speaker for Vespers or Week of Prayer to deliver inspiring and insightful presentations on the beauty of our Adventist core doctrines while allowing students to ask questions about their beliefs.
5. Give study to providing comprehensive training for all students seeking to engage friends of diverse faiths with compassion and respect, reflecting Christ-like principles.

▶▶ 2026-2027

1. Fifty-five percent, 80%, and 60% of student respondents across the Non-Believer, Beginner, and Believer segments of the Spiritual Continuum Profile will experience spiritual growth as a result of their engagement in **LifeGroups**, **Student Missions**, and **Vision Trips**, respectively.
2. Determine if scriptural engagement continues to be the primary spiritual discipline that contributes most to a students' spiritual vitality

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.

2027-2028

1. Fifty-five percent, 80%, and 60% of student respondents across the Non-Believer, Beginner, and Believer segments of the Spiritual Continuum Profile will experience spiritual growth as a result of their engagement in **LifeGroups**, **Student Missions**, and **Vision Trips**, respectively.

▶ **Benchmark:** To create a spiritually vibrant and connected community within Southern Adventist University by fostering a strong ministry partnership between the Collegedale Church and the university, while serving the diverse spiritual needs of students, faculty, staff, and leadership.

2024-2025

1. Continue to have a special dedication service for Office of Ministry and Missions student leaders and the Student Association leaders at the beginning of the fall semester.
2. Schedule the senior church pastor and the associate collegiate pastor to speak at 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.
3. Have the university chaplains meet regularly with the Collegedale Church pastoral staff to facilitate collaborative planning and effective communication.
4. Partner with the Southern Union Youth Department to host a Sabbath lunch in September encouraging interaction between students and the wider church family.
5. Continue to have the Student Association president serve as a board member of the Collegedale Church, ensuring student participation and active involvement in church decisions.
6. 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.
7. Provide four summer AfterGlow Vespers experiences on August 2, 9, 16, 23.
8. Hold fellowship Sabbath lunches through Connections Café and Merge that encourage interaction between students and the wider church family.
9. Have a special dedication service in the winter semester for students who are graduating.

2025-2026

1. Continue to implement tasks 1-10 from 2024-2025.
2. Provide information aimed at helping students transition from the campus church to smaller local churches, addressing challenges and offering practical strategies for meaningful involvement and growth.
3. Intentionally seek to connect graduating seniors to churches in the areas they will be moving. This includes the utilization of exit surveys and enrollment office reports.

4. Encourage students to actively participate in local churches by volunteering in Sabbath school, children's departments, and other community outreach activities, greeters, first impressions, and deacons and deaconess ministry.
5. Develop a rotation schedule for Collegedale Church pastors to actively participate in devotionals on campus, convocations, vespers, seminars, colloquium or discussions.

▶▶ **2026-2027**

1. Continue to implement tasks 1-10 from 2024-2025.
2. Conduct a formal evaluation of spiritual programs provided by campus church pastors, involving feedback from students, faculty, and staff. Use insights to further enhance the spiritual experience on campus.
3. Launch an "Adopt-a-Student" initiative, connecting local church members with university students. This mentorship program will provide spiritual guidance, support, and a sense of belonging.

▶▶ **2027-2028**

1. Continue to implement tasks 1-10 from 2024-2025.
2. Clearly articulate the relationship between the Collegedale Church's mission, the strategic plan, and its commitment to serving the spiritual needs of the university community. Emphasize shared values and goals.

▶▶ **2028-2029**

1. Continue to implement tasks 1-10 from 2024-2025.
2. Have pastoral staff and chaplains review and streamline existing ministry programs.
3. Conduct an assessment of spiritual programs and initiatives, soliciting feedback from students, faculty, staff, and church members.

CHARACTER DEVELOPMENT

VP for Spiritual Life

- ▶ **Benchmark:** Implement five micro-credential competency-based digital badges that utilize the transformation process to aid students in developing an Adventist Worldview, Empathy, Teamwork, Resilience, and Vocational Calling, with assessment instruments to determine the modules' effectiveness and students' skill level when awarding a badge.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Total Number of Badges Issued (Adventist Worldview, Empathy, Teamwork, Resilience, Vocational Calling)	400	450	500	550	600

2024-2025

1. Ensure the infrastructure is in place to support the badging system. Establish a systematic approach to measure, assess, and approve badges through the Office of Ministry and Missions through the online platform.
2. Develop marketing materials and a communication plan for the launch of the badges. This includes branding, messaging, and communication strategies for students, staff, and faculty. Clearly articulate the “WHY” for students of badges connected with character development.
3. Conduct the initial launch of badges to students, including speaking at orientation for all first-year students/transfers and rolling out announcements to returning students.
4. Highlight involvement of students to create a sense of team and positive energy on campus.
5. Invite School of Religion faculty to review the Adventist Worldview co-curriculum before launch and creation of badge.

2025-2029

1. Focus on increasing student engagement that involves promoting activities such as LifeGroups, Vision Trips, Christian Service, Student Missions, and on-campus leadership opportunities.
2. Help students recognize how their engagement in activities contributes to the development of valuable skills and equip them to communicate these skills effectively as they prepare to enter the workforce. This includes providing resources and support for skill articulation and career readiness.
3. Make announcements promoting these badge-related activities at ministry expo, freshman orientation, convocations and other gatherings.

SMALL GROUP MINISTRIES

VP for Spiritual Life

- ▶ **Benchmark:** Increase students’ sense of belonging through transformational LifeGroups.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Percentage of student respondents who experience a sense of belonging in LifeGroups	90%	90%	90%	90%	90%

2024-2025

1. Maintain the quality of mentorship by adding two additional student coaches through the student labor budget to allow for 96 LifeGroup opportunities on campus.
2. Create automated system for processing Office of Ministry and Missions applications, LifeGroup registration, pairing LifeGroup coaches and leaders, LifeGroup time reports, and midterm assessments to increase efficiencies for the associate chaplain.

3. Assign end-of-semester assessment to LifeGroup leaders and coaches for Outside the Classroom Curriculum badging and discipleship journey. Create processes for qualitative responses within assessments to be summarized into “next step” themes.
4. Explore the idea with the Spiritual Life Committee to reward LifeGroup leaders and participants who have attended nine or more weeks with additional enrichment credits equal to the value of a student’s investment of time to increase the number of consistent participants.
5. Explore the idea for LifeGroup directors to facilitate a Smart Start vespers and AfterGlow annually to serve as a means to recruit freshmen to engage in LifeGroups.
6. Contract a recent graduate to create a resource to be distributed annually at GradFest for alumni to launch LifeGroups in local churches upon graduating.
7. Partner with Marketing and University Relations to design a LifeGroup guidebook for GradFest.
8. Seek approval for a temporary graduate assistant position to research small group ministries at private Christian universities.

2025-2026

1. Increase the number of LifeGroups to 100.
2. Explore opportunities to partner with Enrollment Services and the Southern Union to make 6-10 LifeGroup leaders/coaches/directors available as facilitators for the annual Southern Union Prayer Conference as a mechanism for recruitment to Southern Adventist University and LifeGroups.
3. Implement new policy as approved by the Spiritual Life Council to offer additional enrichment credits to LifeGroup leaders and participants who have attended nine or more weeks as an acknowledgment of the value of student’s investment of time to increase the number of consistent participants.
4. Implement annual Smart Start LifeGroup vespers and AfterGlow as a mechanism of recruiting freshmen to engage in LifeGroups throughout the academic year.
5. Hire a temporary graduate assistant to research small group ministries on private Christian universities.
6. Seek approval to hire a LifeGroup assistant (full-time hourly) to support the maintenance of the LifeGroup ministry within the 2026-2027 academic year and beyond.

2026-2027

1. Increase the number of LifeGroups to 104.
2. Partner with the Southern Union to make 6-10 LifeGroup leaders/coaches/directors available as facilitators for the annual Southern Union Prayer Conference as a means to recruit to Southern Adventist University and LifeGroups.
3. Contract with School of Visual Art and Design to create promotional materials based on the experiences of LifeGroup participants to be shared within global recruiting opportunities through Enrollment Services.
4. Hire a LifeGroup assistant (full-time hourly) to support LifeGroups to allow the associate chaplain to develop a model for university small group ministry.
5. Make recommendations to the Spiritual Life Committee based on the research findings of small groups on private Christian universities.

▶▶ **2027-2028**

1. Increase the number of LifeGroups to 108.
2. Develop a model for university small group ministry to be recommended to the Spiritual Life Committee for campus adoption.
3. Incorporate the adopted model for university small group ministry within the Spiritual Master Plan.
4. Publish the adopted model for university small group ministry within academic periodicals.

▶▶ **2028-2029**

1. Increase the number of LifeGroups to 112.
2. Facilitate focus groups of LifeGroup participants to determine the feasibility of implementing the Southern Adventist University model for small group ministries on academy campuses.
3. Explore opportunities to partner with the Southern Union to train academy chaplains and staff in the Southern Adventist University model for small group ministries.
4. Explore the creation of task force positions throughout the Southern Union to help in the creation of the Southern Adventist University model of small group ministry on Southern Union academy campuses.

STUDENT MISSIONARIES

VP for Spiritual Life

▶ **Benchmark:** Increase the number of students participating as student missionaries to experience transformation along the discipleship continuum as a result of their engagement, with the aim of training and equipping all students who seek to be missionaries.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Number of Student Missionaries	65	68	70	72	77

▶▶ **2024-2025**

1. Assess the pilot programs based on student feedback surveys, as well as with the local union/mission field. Make adjustments if needed based on assessment results.
2. Have the Vice President for Spiritual Life and Student Missions director collaborate with Vice President for Advancement to prioritize and identify missional giving opportunities.
3. Have the Student Missions director partner with the Evangelism and Resource Center (ERC) director to integrate public evangelism, vacation bible school programs, Fun Learning About God (FLAG) camp or personal Bible studies initiatives in 12% of student mission locations.
4. Conduct feasibility study of Student Missions locations.
5. Provide annual report to Southern Union Conferences of constituent students who will be serving as student missionaries.

6. Begin initial planning stages for Southern Adventist University's 60-year Student Missionary Celebration in 2027-2028 in partnership with the Alumni office and Marketing and University Relations to formulate a communication plan.

2025-2026

1. Focus on identified missional giving opportunities with Vice Presidents for Spiritual Life, Student Missions Director, and Advancement in order to increase giving by 15%.
2. Have the Student Missions Director partner with the ERC director to integrate public evangelism, vacation bible school programs, FLAG camp or personal bible studies initiatives in 15% of student mission locations.
3. Prepare for Southern Adventist University's 60-year Student Missionary Celebration including working with Marketing and University Relations.

2026-2027

1. Conduct the 60-year student missionary celebration.
2. Raise \$100,000 in partnership with Advancement to support the next generation of student missionaries.

2027-2028

1. Continue providing annual reports to the conferences within the Southern Union Conference detailing the number of constituent students serving as student missionaries, along with their respective mission locations and impact stories.
2. The Student Missions director will partner with the Evangelism Resource Center director to integrate public evangelism, vacation bible school programs, FLAG camp or personal bible studies initiatives in 17% of student mission locations.

2028-2029

1. Integrate public evangelism, vacation Bible school programs, FLAG camp, or personal Bible studies initiatives into at least 20% of student mission locations through partnerships with the Evangelism Resource Center director and Christian Service director.
2. Conduct a study of student mission locations to assess their long-term viability and sustainability, considering factors such as community needs, resources, and potential impact.

VISION TRIPS

VP for Spiritual Life

▶ **Benchmark:** Increase the number of students participating in vision trips who receive badges.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Vision Trip Participants Receiving Badges	50%	60%	70%	80%	90%

2024-2025

1. Have the Trips Committee give study to strategic methods that highlight the transformational impact of short-term mission trips on student volunteers.
2. Have the vice president for Spiritual Life collaborate with vice president for Advancement to prioritize and identify missional giving opportunities for short-term mission trips.
3. Collaborate with Alumni Relations to develop a volunteer program specifically designed for alumni and former missionaries.
4. Give study to partnering with Maranatha Missions to launch short-term missions projects.
5. Achieve 50% of Vision Trip participants receiving the empathy durable skill badge as part of the character development initiative.

2025-2026

1. Have the vice presidents for Spiritual Life and Advancement focus on identified missional short-term trip giving opportunities in order to increase giving by 15%.
2. Achieve 60% of Vision Trip participants receiving the empathy durable skill badge as part of the character development initiative.

2026-2027

1. Achieve 70% of Vision Trip participants receiving the empathy durable skill badge as part of the character development initiative.

2027-2028

1. Achieve 80% of Vision Trip participants receiving the empathy durable skill badge as part of the character development initiative.
2. Launch four department/school led Vision Trips with two serving at a repeat location.
3. Work with Advancement on strategic partnership to raise \$20,000 for Vision Trips.

2028-2029

1. Expand the reach of vision trips by launching additional trips led by departments or schools within the organization. Aim to increase the number of trips while maintaining quality and impact.
2. Continue the focus on developing empathy among vision trip participants with the goal of having 90% of participants achieving the empathy durable skill badge to further enhance their personal and professional development.



OUR STUDENTS

EMOTIONAL SUPPORT

VP for Student Development

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

▶▶ 2024-2025

1. Expand QEP programming.
 - a. Launch anxiety symposium (fall).
 - b. Launch “Know Your Brain,” event with the following goals (winter):
 1. Provide information on important structures and functions of the brain, as well as ways to increase brain health.
 2. 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 results from annual assessment results, which, after one full year, reveal that Southern students are experiencing higher levels of well-being but are not reporting lower levels of psychological distress.

▶▶ 2025-2026

1. Launch “Mental Health Toolkit” event which will be composed of educational sessions on mental health risks and challenges common to college students. The following goal will be met: to provide students with practical tools to increase well-being and resources for times of difficulty or distress. This goal will be achieved through multiple interdisciplinary sessions with student research and expert presentations.
2. Using the assessment tools noted above, continue adjusting programming and resources in response to what the data from those tools inform us of the progress or lack of progress we are making.

▶▶ 2026-2027

1. Launch sleep symposium, exploring the subject of sleep and rest through each of the 5 domains of wellness (physical, cognitive, emotional, spiritual, and social health). The goal is to provide information on the importance of sleep and rest and to provide practical tools to increase students’ well-being. These goals will be accomplished through student and expert speakers and poster presentations.
2. Launch “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.

2027-2028

1. Fully operationalize the QEP by embedding the responsibilities of the director as part-time duties of a full-time counselor.
2. Repeat the programming from year 1 and continue similar actions in subsequent years.

2028-2029

1. Having operationalized this benchmark, continue using data from annual inventories to make changes to programming and to assess resources offered to Southern students.

ACCESSIBILITY

SR VP for Financial Administration, VP for Student Development

Benchmark: Create a more accessible campus.

2024-2025

1. Create an accessibility map. Ensure that all renovations and buildings of new construction are ADA compliant.
2. Install tactile signs on all buildings.
3. Install handicap push buttons on buildings, including bathrooms inside buildings, on at least 10% of all buildings.

2025-2026

1. Installation of handicap push buttons on buildings, including bathrooms inside buildings, will have reached 25% completion.
2. Ensure crosswalks are auditory and tactile mats are built in sidewalk just before crosswalks.
3. Install elevator in Thatcher Hall.
4. Ensure all elevators have auditory capabilities to announce floors.
5. Update accessibility map.

2026-2027

1. Installation of handicap push buttons on buildings, including bathrooms inside buildings, will have reached 50% completion.
2. Address other outstanding impediments to accessibility, (e.g., heavy doors, steep inclines of ramps and walkways).
3. Update accessibility map.

2027-2028

1. Installation of handicap push buttons on buildings, including bathrooms inside buildings, will have reached 75% completion.
2. Continue addressing other outstanding impediments to accessibility, (e.g., heavy doors, steep inclines of ramps and walkways).
3. Update accessibility map.

2028-2029

1. Installation of handicap push buttons is complete throughout campus.
2. Benchmark is reached.

BADGING FOR STUDENT LEADERSHIP

VP for Student Development

- ▶ **Benchmark:** Student leaders will be recognized for acquiring the durable skills of teamwork, effective communication, leadership, and problem solving on their co-curricular transcript.

2024-2025

1. Inventory student leaders through interviews regarding what skills they use most often in their roles.
2. Create appropriate badging for 2 of the 4 Student Leadership modules.
3. Explore the possibility of a Student Leadership module on Financial Management.
4. Develop assessment tool for determining that student leaders have met the requirements for earning a badge in Student Leadership.
5. Work with Senior Vice President for Academic Administration, Online Campus, and the Vice President for Spiritual Life to create a roadmap towards accomplishing this benchmark.

2025-2026

1. Launch pilot using student government leaders.
2. Create appropriate badging for final 2 Student Leadership modules.
3. If determined to be a viable option, continue the creation of the Financial Management module.
4. Evaluate at end of year the pilot results with student government leaders and make appropriate changes, if necessary.

2026-2027

1. Create appropriate badging for final Student Leadership module in Financial Management, if determined viable.
2. Expand eligibility to earn badging to include residence hall RAs.
3. Evaluate at year's end in anticipation of allowing all student leaders of student organizations and other entities to earn badges in all 4 modules in subsequent years. Make changes if necessary.

2027-2028

1. Make available Student Leadership badges in all 4 existing modules along with a badge in Financial Management to students in all facets of student leadership across campus.
2. Operationalize full integration of Student Leadership badges available through Online Campus's platform for this sort of experiential learning.

2028-2029

1. Create a 5-year report for presentation to Board of Trustees.

ACADEMIC PROGRAMS

SR VP for Academic Administration

UNDERGRADUATE

- ▶ **Benchmark:** Increase academic programs offered in high-demand areas: begin EdD/PhD Education in fall 2026, BS in Audiology/Speech Pathology in fall in 2027, Criminal Justice in the Adult Degree Completion Program in fall 2027, Chemical Engineering fall 2027, Medical Laboratory Science (MLS) degree in 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.

2024-2025

1. Set up a team to investigate the requirements for a BS in Audiology/Speech Pathology and lay out an initial process for developing the necessary prospectus.
2. Determine the need for SACSCOC substantive change for BS Medical Laboratory Science (MLS) degree fall 2024.
3. Set up a task force to explore Blue Cross Blue Shield (BCBS) of Tennessee-like BlueSky program in business/IT with AdventHealth, Unum, etc.
4. Set up a task force to explore financially viable models for expanded technical/trade programming and develop a prospectus if warranted. Keep an eye on gainful employment rules as this area is explored.

5. Explore offering a degree in communication in collaboration with Fulton College, Fiji.
6. Track Bachelor of Science in Engineering (BSE) students, faculty, and staff as compared to the prospectus. See table below.

BSE Projections by Year	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Projected # Students	61	80	96	106	106
Projected #FTE (Faculty/Staff)	5/1	5/1	5/1	5/1	5/1

2025-2026

1. Initiate and complete ABET accreditation for BSE program.
2. Write prospectus and curriculum for BS in Audiology/Speech Pathology in winter.
3. Using Gray DI data, develop prospectus and accreditation requirements for BS in MLS in fall.
4. Determine the National Accrediting Agency for Clinical Laboratory Science (NAACLS) accreditation requirements for the MLS program.
5. Launch technical/trade programs as deemed appropriate.

2026-2027

1. Take BS in Audiology/Speech Pathology prospectus through university process: UG Curriculum Committee (fall), Faculty Senate (fall), President's Committee (fall), and Board of Trustees (winter).
2. Notify SACSCOC of BS in Audiology/Speech Pathology substantive change (winter).
3. Develop necessary program information to seek initial accreditation of Audiology/Speech Pathology (BS) program. 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), begin program in fall 2027.
4. Determine MLS degree viability including NAACLS accreditation requirements and plan accordingly for fall 2027, hire program director in fall 2026.

2027-2028

1. Launch BS in Audiology/Speech Pathology program in fall.
2. Consider adding chemical engineering as an area of emphasis.
3. Hire MLS program faculty in summer 2027. Begin MLS program in fall provided needs analysis and accreditation requirements can be met.

2028-2029

1. Start Audiology Program in fall.

ADULT DEGREE COMPLETION

▶ **Benchmark:** Increase part-time enrollment in the Adult Degree Completion (ADC) Program to 88 by winter 2026.

The following table reflects enrollments and net tuition revenue projections over the next two years. Current programs include Business, Psychology, Communication, and Integrative Studies.

ADC Projections by Year	Fall 2024	Winter 2025	Fall 2025	Winter 2026
Projected # Students	46	60	74	88
Projected #FTE (Faculty/Staff)	2	2	2	3
Net Tuition Revenue		-\$56,000		\$47,000

▶▶ 2024-2025

1. Update the prospectus for ADC programs identified in Gray Associates PES work from the prior year.
2. Develop and fill new ADC position - enrollment counselor/advisor/academic support (track program performance against prospectus).
3. Hire enrollment counselor/advisor/academic support position.

▶▶ 2025-2026

1. Develop curriculum and marketing for new ADC programs.
2. Investigate the viability of Criminal Justice in the ADC format.

▶▶ 2026-2027

1. Launch new ADC programs based on existing undergraduate programs if demand is present.
2. If warranted, develop and seek approval of curriculum and prospectus from the Academic Administration Council, Undergraduate Curriculum Committee, Board of Trustees, and SACSCOC substantive change.

▶▶ 2027-2029

1. Begin Criminal Justice in ADC format.

GRADUATE

▶ **Benchmark:** Increase the number of graduate students to 500 by fiscal year 2028.

▶▶ 2024-2025

1. Develop a Business Analytics stackable credential within the MBA program.
2. Begin writing prospectus and curriculum for EdD/PhD program and seek approval for the same from the Graduate Curriculum Committee, Faculty Senate, President's Committee, and Board of Trustees. Complete in winter semester.
3. Hire DPT director and/or explore branch DPT campus of AdventHealth University (AHU) at Southern with AHU leadership and DPT director.
4. Set up a team to investigate audiology/speech pathology (AuD/MS) program requirements and lay out an initial process for developing the necessary prospectuses and approvals from ASHA/CAA to begin these programs of study.
5. Investigate the MS/MA in Communication degree demand using Gray DI data in summer 2024.
6. Prepare prospectus based on degree demand.
7. Analyze and then improve recruiting process from inquiry to enrollment. Especially work to improve the process from application start to admission.
8. Review the strategies proposed by Online Campus to grow graduate enrollment.
9. Conduct and implement changes in the graduate enrollment processes developed by Direct Development Agency.

▶▶ 2025-2026

1. Submit SACSCOC notification/substantive change for EdD/PhD programs in fall.
2. Start Business Analytics Stackable Credential program in fall.
3. Seek approval for the MS/MA in Communication from the Graduate Curriculum Committee (fall), Academic Plans and Student Success review (fall), SACSCOC substantive change submission (winter).
4. Build out DPT offices, classrooms, and laboratory spaces.
5. Write prospectuses for Audiology/Speech Pathology (AuD/MS) programs (winter).
6. Determine accreditation requirements for Aud/MS programs and hire the first faculty member if necessary (based on accreditation requirements).

▶▶ 2026-2027

1. Launch Doctor of Education EdD/PhD program in fall.
2. Take prospectus for Audiology/Speech Pathology programs through university processes: Graduate Curriculum Committee (fall), Faculty Senate (fall), President's Committee (fall), and Board of Trustees (winter).

3. Notify SACSCOC of substantive change for Audiology/Speech Pathology in winter programs.
4. Develop necessary program information to seek initial accreditation of Audiology/Speech Pathology (AuD/MS) programs; begin Speech Pathology/Audiology MS 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. Start MA/MS in Communication program in fall.
6. Hire qualified Clinical Director required for DPT startup.

2027-2028

1. Apply for candidacy from the Commission on Accreditation in Physical Therapy Education (CAPTE) application for candidacy. Hire third core faculty member.
2. CAPTE site visit for DPT in winter.
3. Admit first DPT class by May 2028.
4. Launch Audiology/Speech Pathology program in fall.

2028-2029

1. Start DPT Program fall.

CREDENTIAL DURABLE SKILLS

SR VP for Academic Administration

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

2024-2025

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

2025-2029

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

STUDENT GRADUATION AND RETENTION RATES

SR VP for Academic Administration

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

Cohort Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
4 Year Rate (Goal 40%)	31.3	32.7	31.8	37.1	41.3	37.8	35.7	36.7	37.4	40.8
6 Year Rate (Goal 55%)	51.6	51.8	52.0	56.7	63.3	57.0	55.8	56.6		

- ▶ **Benchmark:** Maintain overall 1st year retention (retention to sophomore year) at 80% and 2nd year retention at 90% (retention to junior year).

Cohort Year	2015	2016	2017	2018	2019	2020	2021	2022
1st Year Retention (Goal 80%)	79.2	74.1	74.1	79.1	80.3	79.5	81.4	80.3
2 nd Year Retention (Goal 90%)	80.8	86.8	86.9	87.4	89.3	87.5	88.4	

▶▶ 2024-2025

1. Develop comprehensive cohort reporting in PowerBI based on cohort assignments made to existing students not currently in a cohort.
2. Complete literature review of strategies to support the success of underperforming student populations (male/Hispanic/black/first generation/Pell-eligible).
3. Consult with peer institutions that have retention and graduation rates exceeding Southern's rates for male/Hispanic/Black/first generation/Pell-eligible students.
4. Develop strategies for implementation based on literature review and peer consultation.
5. Begin implementation of DHSI grant programs to improve overall Hispanic success in STEM fields (DHSI staff).
6. Train faculty during colloquium, especially those teaching first-year students, in using the Beginning College Survey of Student Engagement (BCSSE) data to support first-year student success. In this training, the Executive Director for Institutional Planning and Research will review survey data for the current year, and the Director of the Center of Teaching Excellence will speak about how to use the data in first-year classes. Include success stories of those advisors who used BCSSE data last year.

▶▶ 2025-2026

1. Implement programs to improve overall success of underperforming populations.

2. Develop and implement models to provide support and resources for students who are food or housing insecure. Seek THEC Hunger-Free Campus Grant if the bill passes the Tennessee Legislature (fall 2025). Implement mitigation strategies as needed. (Note: This legislation failed to pass in the 2024 legislative session. It will be reintroduced in the 2025 session).

2026-2029

1. Assess programs to ensure success. Modify programs as necessary.

ENROLLMENT

VPs for Enrollment Management & Marketing and University Relations

- ▶ **Benchmark:** Identify and recruit 8800 Adventist high school students in the Southern Union that are not enrolled in the Southern Union Academy system.

2024-2025

1. Continue to build a database of Adventist high school students who are not enrolled in an academy.
2. Establish an updated communication plan targeted to encourage applications and visits.
3. Create a plan to invite these students to visit our campus.
4. Invest in FAFSA training for DHSI Outreach specialist to assist Hamilton County high school students with completing the FAFSA. The goal is to help increase financial literacy, awareness of Southern Adventist University, and applications within the Chattanooga region.

2025-2029

1. Launch non-academy high school campus visit day program and execute survey to assess effectiveness of visit on influencing likelihood to enroll.
2. Evaluate non-academy high school campus visit day program.
3. Review communication strategy for students and parents and adjust annually as needed.
4. Operationalize these strategies to become yearly programs.

- ▶ **Benchmark:** Create a plan to have an enrollment of 4000 students while also protecting the institution's strong Adventist identity.

2024-2025

1. Create a task force that includes individuals from graduate studies, online campus, Adult Degree Completion, academic administration and others to oversee the following 3 phases:
 - a. Phase 1: Determine and forecast primary target market future enrollment growth in both the Southern Union and North American Division over 10 years. Analyze Adventist population migration trends as the

first phase of a three-phase approach to strategically accomplish and sustain a 4000 total enrollment goal (Undergraduate and Graduate).

- b. Phase 2: Develop a Strategic Enrollment Plan that requires campus collaboration to numerically establish a strategic road map that includes multiple scenarios to accomplish the total enrollment goal in 5 years.
- c. Phase 3. Develop a campus resource plan to accommodate enrollment goal of 4000 total students.

2025-2029

1. Carry out the strategic enrollment plan and campus resource plan outlined in 2024-2025.

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

2024-2025

1. Establish an updated communication plan targeted to local non-academy high school students to encourage applications and visits.
2. Evaluate and develop financial aid strategies to determine affordability effectiveness for families.
3. Conduct a feasibility study for non-academy high school campus visit day and/or evening programs.
4. Increase presence at Hamilton County, Bradley County, and north Georgia college fairs in order to increase non-Academy applications.
5. Leverage DHSI Outreach Coordinator to drive inquiries and applications from financial literacy efforts in the Chattanooga region.

2025-2029

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

- ▶ **Benchmark:** Establish guaranteed job after graduation initiative for graduates who fulfill established requirements. This will support the need to meet government requirements for the gainful employment rule requiring that graduates of certain programs can afford their college debt payments and are making more money than an adult in their state with a high school diploma and no postsecondary degree.

▶▶ 2024-2025

1. Consult DHSI coordinator to determine overlapping goals and how that position might assist this item.
2. Establish cross-disciplinary task force to determine the critical considerations for Southern in implementing this type of program and to shape how the program should work. The program should be a way to express the confidence Southern has in the product it is delivering.
3. Research past related program(s) at Southern and at other universities and previous proposals.
4. Research related concept of a Loan Repayment Assistance Programs.
5. Form a task force to make a research-based proposal to President's Council for feedback and/or approval.

▶▶ 2025-2026

1. Work with areas of campus who will own a piece of the program to establish final guidelines for managing the program (internships, career coaching, records, finance, etc.).
2. Create promotional plan and materials.

▶▶ 2026-2027

1. Begin guaranteed job program and operationalize promotion.
2. Set up an ongoing tracking system to assess frequency of use and financial ramifications.

▶▶ 2027-2029

1. Continue to monitor and adjust process as necessary

STUDENT DEVELOPMENT

VP for Student Development

- ▶ **Benchmark:** Students will identify Southern's chapel and convocation programming as beneficial to their educational experience at Southern.

▶▶ 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 chapel and convocation attendance to fall 2019 totals: 82,000+ by tying enrichment credits to housing and leadership eligibility as well as pre-registration.
3. Coordinate with the Belonging task force to find ways to bring students and employees together for worship.

2025-2026

1. Land upon one of the following decisions based on the results of the 2024-25 inventory: maintain the current policies for attendance or make adjustments that are still consistent with the mission of Convocations but respond to this generation's students.
2. Begin work on incorporating chapel and Convocation attendance into the co-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 worship and Convocation attendance into the co-curriculum transcript.
2. Incorporate new measures, if those new measures are to be used to maintain attendance at worships and Convocation.

2027-2028

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

2028-2029

1. Retire this benchmark as having been achieved if all goals have been met.

▶ **Benchmark:** Complete the revamping of career services, transitioning it fully to a life-calling center.

2024-2025

1. 90% of 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.

2025-2026

1. One hundred percent of juniors and seniors will have participated in an internship, externship, or clinical training (for majors in which internship or clinical training are not required, experiential project during their tenures at Southern will have been completed).
2. Operationalize life-calling initiatives.

2026-2028

1. Eliminate this benchmark if all goals have been achieved.

OUR FACULTY

RESEARCH AND CREATIVE ENDEAVOURS

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.).

▶▶ 2024-2025

1. Increase level of internal funding from \$85,000 to \$95,000.
2. Create an online hub for university resources for research.
3. Revise university policies to clarify and support faculty participation in research.

▶▶ 2025-2026

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



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”.

▶▶ 2024-2025

1. Share previous Council for Christian Colleges and Universities (CCCU) survey results before conducting a subsequent CCCU Employee Thriving survey in the fall. Review the results of the survey and develop strategies to address areas where growth/improvement is needed.
2. Implement strategies approved by President’s Council based on recommendations/strategies of the task force working in this area.
3. Continue growing and promoting Employee LifeGroups, moving from a current employee participation rate of 15% to a targeted rate of 25% over five years.

▶▶ 2025-2029

1. Conduct the CCCU Employee Thriving survey every other year. Review the results of the survey and develop strategies to address areas where growth/improvement is needed.
2. Continue developing strategies and monitoring results regarding the Christian culture on campus. Additional strategies will be implemented as approved by the President’s Council based on task force recommendations.
3. Continue growing and promoting Employee LifeGroups toward a goal of 25% participation of regular, full-time employees by FY29 (see the Spiritual Culture section of the Strategic Plan for more details).

- ▶ **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.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Percentage of total faculty and staff involved in a LifeGroup	18% (85)	20% (95)	22% (104)	24% (114)	25% (118)

▶▶ 2024-2025

1. Expand the LifeGroup program by collaborating with additional leaders from different schools and departments, aiming to involve 18% (85 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 schools and departments, aiming to have at least 20% (95 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 departments to identify opportunities for LifeGroup involvement during campus wide faculty and staff events (e.g., 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 22% (104 faculty and staff) involvement by the end of the year.
2. Tailored marketing strategies: Customize marketing materials and messages for specific schools and departments, addressing their unique needs and concerns.
3. Invite employees who can 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 24% (114 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.

2028-2029

1. Collaborate with more leaders to accommodate the increasing number of interested faculty and staff, aiming for 25% (118 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.

CUSTOMER SERVICE

VP for Marketing and University Relations

- ▶ **Benchmark:** Improve and increase Southern's customer service orientation.

2024-2025

1. Resolve pain points identified in website journey mapping.
2. 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.
3. Analyze results of 2023-2024 student customer service survey that identified problems with campus communications to students; more specifically the Customer Service Committee will identify those problems and potential solutions.
4. Create a taskforce to develop processes and procedures that will impact campus-wide communication to parents of current students and identify a home for these processes and procedures to be operationized.
5. Operationalize schedule for regularly performing secret shop of Enrollment.

2025-2026

1. Implement findings of Enrollment Checklist journey map.
2. Identify new area to journey map.

EFFICIENT, EFFECTIVE, AND RIGHTSIZED OPERATIONS

SR VPs for Financial Administration and Academic Administration

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

▶▶ 2024-2025

1. Continue implementation of the Credo Administrative Efficiency Assessment recommendations.
2. Review all vendors to which the university pays more than \$50,000 per year and seek to negotiate savings and/or discounts.
3. Review university operations to identify areas where expenses can be reduced or eliminated and/or revenues can be increased and implemented as approved by President's Council.
4. Complete academic reorganization analysis with faculty senate.
5. Establish benchmarks for the expected contribution margin of academic programs using Net-Revenue Dashboard data.

▶▶ 2025-2029

1. Implement adjustments to operations and the budget resulting from the vendor and operations review as approved by President's Council.
2. Implement academic reorganization as appropriate.

EMPLOYEE DEVELOPMENT

SR VP Financial Administration

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

▶▶ 2024-2025

1. Implement the employee development plan as approved by senior administration.
2. Develop a schedule of employee development requirements and/or opportunities and communicate these to employees at the appropriate times.
3. Research the availability of online employee development opportunities and make available as possible.
4. Develop a means of tracking employee participation in education/development opportunities.

1. Continue implementation of the employee development plan and schedule.

EMPLOYEE/STUDENT INTERACTIONS

SR VP Financial Administration

- ▶ **Benchmark:** Develop meaningful experiences between employees and students.

1. Continue and increase promotion of the following initiatives, and seek to increase employee/departmental participation:
 - a. Promote employees hosting students in their homes.
 - b. Continue to provide free employee lunches in campus venues.
 - c. Promote mid-semester social events and seek to increase the number of academic departments participating during the year from 6 in 2023-24 to at least 8.
 - d. Promote employee utilization of the Give 'em the Pickle funding to assist students.
 - e. Expand the Christmas Angel Tree initiative to wider student and employee participation.
 - f. Promote "Prayer on the Promenade" initiative the week before final exams each semester. Increase the interactions with students by having food items at each prayer location.
2. Implement the following new initiatives on campus.
 - a. Encourage more employee attendance at weekly Thursday convocation.
 - b. Encourage campus-wide attendance at Thursday convocation during the Spiritual Weeks of Emphasis (this will provide an employee/student worship experience).
 - c. Encourage more employee attendance at vespers and student social programs.
 - d. Encourage employees to "host" Sabbath afternoon at the Bietz Center during the winter months (November through February).
 - e. Encourage "Mentoring in the Moment"/"Just-in-Time Mentoring" opportunities (Relationship Rich Education). The office of Ministry and Mission will provide a business card/bookmark sized "cheat sheet" that has possible conversation question suggestions, along with some instruction as to what this could look like on campus.
 - f. Give additional consideration to having an employee hosted potluck on campus one Sabbath lunch per semester (with perhaps the cafeteria providing a salad/haystack backup). This could be the Southern Family Fellowship meal or the Great Southern Potluck.

WAGE SCALE

SR VPs for Academic Administration and Financial Administration

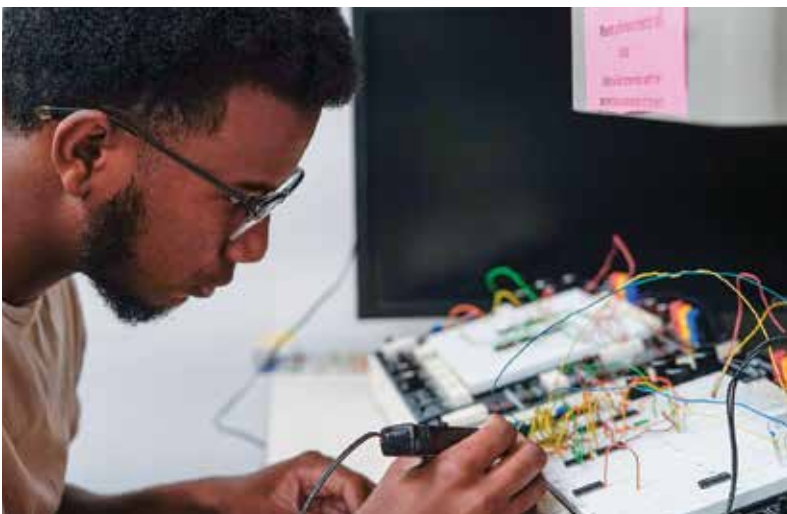
▶ **Benchmark:** Adopt and implement equitable and market-based wage approach for positions identified as most out of line with similar positions at peer institutions.

▶▶ 2024-2025

1. Implement phase 3 of wage scale adjustment.

▶▶ 2025-2029

1. Implement the remaining phases of the wage scale adjustment as budget allows.



OUR ALUMNI

ALUMNI ENGAGEMENT

VP for Advancement

▶ **Benchmark:** Increase alumni engagement with the university in three key areas: communication, experience, and volunteerism.

Overall	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Alumni Engagement	11.5%	11.5%	11.5%	12%	12%
Communication					
Interactive communication with alumni (phone calls, in-office visits)	1,000	1,035	1,080	1,120	1,150
Experiences					
Alumni engaged in Southern-related events (homecoming, regional gatherings)	2,000	2,025	2,050	2,075	2,100
Volunteerism					
Alumni volunteering in University activities (guest speakers on campus, Lights Volunteers)	185	190	195	200	205

▶▶ 2024-2025

1. Launch an Alumni LifeGroup initiative with at least three active LifeGroups.
2. Lay the groundwork for a sustainable alumni-to-alumni and alumni-to-student mentoring program.
3. Reach 400 alumni users on our newly developed online community: *The Promenade* (which includes a business a directory, alumni finder, lifestyle and education videos, and a mentoring platform).
4. Initiate alumni mission trips.

▶▶ 2025-2026

1. Increase alumni LifeGroups to 8.
2. Launch alumni mentoring program.
3. Probe possibility of alumni with student mission trips.

4. Expand *The Promenade* users to 800.

▶▶ 2026-2027

1. Increase alumni LifeGroups to 15.
2. Operationalize alumni mentoring program.
3. Operationalize alumni and alumni/student mission trips.
4. Expand *The Promenade* users to 1,200.

▶▶ 2027-2028

1. Increase alumni LifeGroups to 25.
2. Expand *The Promenade* users to 1,700.

▶▶ 2028-2029

1. Increase alumni LifeGroups to 30.
2. Expand *The Promenade* users to 2,500.



OUR COMMUNITY

CHRISTIAN UNIVERSITY OF CHOICE

VPs for Enrollment Management and Marketing and University Relations

- ▶ **Benchmark:** Increase awareness of Southern among local Adventist/non-Adventist educators and pastors.

▶▶ 2024-2025

1. Create a task force with the goal of hosting up to two ministerial annual meeting events on Southern's campus during the summer of 2025 in order to raise awareness from 30% (currently) to 35% (+40 new pastors with no SAU affinity) in year one.
2. Distribute surveys pre and post events to determine efficacy of hosting annual ministerial and educational events.
3. Assess survey data and increase/decrease frequency of events if found impactful.
4. Confirm Hamilton County annual educators visit in summer 2024 and provide programming to help raise awareness of Southern Adventist University.

▶▶ 2025-2029

1. Consider expanding ministerial and education annual meetings to non- Adventist pastors and teachers in the local Chattanooga region.

- ▶ **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.

▶▶ 2024-2025

1. Assess whether or not peer assessment marker has been improved after increased promotion campaign to relevant institutional leaders and if the peer communication campaign should continue.
2. Based on completed research into the factors that influence the rankings and on conversations with and information gathered from VPs, the VP for MUR will present to the president specific improvement recommendations for each factor influencing the rankings in which Southern is performing poorer than top 25%.

▶▶ 2025-2026

1. Continue to implement actions that were identified in 2024-2025 as having the potential to improve each ranking metric in which Southern is performing poorer than top 25%.

2027-2029

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

▶ **Benchmark:** Increase Southern awareness through existing venues and events.

2024-2025

1. Complete promotion plans for WSMC and the School of Health and Kinesiology.
2. Complete research with School of Music, Village Market, and campus museums to determine how to bring better community awareness and build connections.

2025-2026

1. Implement promotion plan for School of Music, Village Market, and campus museums.

▶ **Benchmark:** Target promotion campaign focused on the value of Adventist education and specifically a Southern education to Adventist teachers and pastors in the Southern Union.

2024-2025

1. Create and distribute a video highlighting the value of a Southern education that can be shared at Conference executive meetings and elsewhere.
2. Use the Marketing and University Relations Council to create an annual communication plan for pastors and teachers to highlight the importance of Adventist higher education and Southern Adventist University.

2025-2026

1. Implement communication plan to spread the positive points determined in the “values of an Adventist education” study.

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.

2024-2025

1. Broadcast and disseminate the presidential legacy video.
2. Complete and distribute to campus the environmental brand guidelines.

3. Identify locations where institutional decisions and historic memory is being archived and determine if more is needed to create an actively known repository.
4. Monitor campus usage of the mascot and create new tradition(s) around the bear.

2025-2026

1. Audit and assess the effectiveness of archiving processes established in 2024-2025 and make changes as appropriate to findings.
2. Audit the storage of Heritage Museum archives to ensure records are safe and protected. Adapt storage plan accordingly.
3. Create goals, proposal, and timeline for implementation for creating a physical location where Southern preserves and displays its legacy.
4. Plan and launch one meaningful new institutional tradition.

2026-2027

1. Begin implementation of creating a physical location where Southern preserves and displays its legacy.

COMMUNITY EVENTS, GUEST SERVICES, AND STRATEGIC PARTNERSHIPS

VP for Advancement

- ▶ **Benchmark:** Strategically align university mission and goals with six to eight on-campus and off-campus related events specifically related to fundraising.

2024-2025

1. Develop event orders process for on-campus events.
2. Begin transition of Illuminate conference to academic departments.
3. Partner with School of Religion (archeology comb exhibit); School of Journalism and Communications (R. Lynn Sauls Lecture); Education, Psychology, and Counseling and Student Development (Del Schutte Lecture); Enrollment (NAD Teachers' and Pastors' meetings), and others as identified by the Community Engagement Committee for community events.

2025-2026

1. Operationalize use of event order by related departments (Service, Campus Safety, A/V).
2. Submit NETVUE conference proposal for event to be held on campus in 2027.
3. Finalize transition of Illuminate conference to academic departments.

4. Execute North American Division (NAD) and Union Teachers' and Pastors' meetings with Enrollment.

▶▶ 2026-2027

1. Execute NETVUE conference in summer 2027.
2. Operationalize future NAD/Union Teachers' and Pastors' meetings with Enrollment.
3. Investigate the opportunity of hosting an NAD educational philanthropy conference on campus.



OUR FACILITIES

SCHOOL OF BUSINESS FACILITY

SR VP for Financial Administration

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

▶▶ 2024-2025

1. Continue construction of the new School of Business building with a projected completion date of December 2025.



STUDENT HOUSING

SR VP for Financial Administration

▶ **Benchmark:** Construct new student housing as determined necessary based on enrollment projections.

▶▶ 2024-2025

1. Construct 26 cottages on the hill behind Colcord Drive for student housing.
2. Construct 1 new Southern Village Apartment building (Building #11) to be ready for students fall 2024.
3. Construct 2 additional Southern Village Apartment buildings (Buildings #12 & 13) to be ready for students fall 2025.
4. Consider additional student housing needs in September 2024 based on fall 2024 enrollment and recently completed student housing costs. Present a plan to the Board of Trustees for approval if deemed necessary.
5. Design and determine a location for a social gathering and storage building for the cottages development.



▶▶ 2025-2029

1. Evaluate enrollment projections and develop plans for additional student housing as deemed appropriate.

BUILDING SPACE UTILIZATION OPPORTUNITIES

SR VP for Financial Administration

- ▶ **Benchmark:** Maximize building backfill opportunities of 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.

▶▶ 2024-2025

1. Renovate the dining hall (paint, carpet, lighting, furnishings).
2. Continue Miller Hall renovation for Nursing Simulation Lab with a target completion date of summer 2025.
3. Complete Phase 2 of Lynn Wood Hall renovation for use by Engineering (second floor offices and hallway).
4. Construct new restrooms on the 4th floor of Wright Hall.
5. Determine the best use for the old SuCasa Spanish-American Church building and design use of the space based on agreed upon usage.
6. Determine best use of the current Collegedale Academy Elementary School building and design the space accordingly.

▶▶ 2025-2026

1. Complete Miller Hall renovation for Nursing Simulation Lab by start of school in fall.
2. Renovate Human Resources space on fourth floor of Wright Hall.
3. Begin renovations of the old SuCasa Spanish-American Church building as approved.
4. Complete construction of the Ruth McKee School of Business Building.

▶▶ 2026-2027

1. Relocate Graduate and Professional Studies and Institutional Research and Planning to second floor of Wright Hall by fall 2026.
2. Begin renovation of elementary school for use by DPT, PTA, Computing, and potential Medical Laboratory Science programs.
3. Complete phase 3 of Lynn Wood Hall renovation for use by Engineering (third floor classroom).

▶▶ 2027-2028

1. Complete renovation of elementary school for use by DPT, PTA, Computing, and potential Medical Laboratory Science programs (project completion fall 2027).
2. Relocate Mathematics to the first floor of Hickman Hall.
3. Renovate third floor of Brock Hall for History, English, and Modern Languages, to be completed in fall.
4. Complete phase 4 of Lynn Wood Hall renovation to convert the chapel into a large classroom.

2028-2029

1. Expand/renovate Chemistry laboratory spaces on third floor of Hickman Hall, project completion in fall.
2. Expand Biology laboratory spaces to include human anatomy lab and cadaver storage space in either Hickman Science Center or the elementary school, project completion in fall 2029.

BEAUTIFUL AND SAFE CAMPUS

SR VP for Financial Administration

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

2024-2029

1. Repair Jones Drive in summer 2025 to include the addition of parking spaces.
2. Extend and pave WSMC parking lot.
3. Continue expanding outdoor LED lighting and installation of SALTO locks.
4. Complete the remainder of campus beautification projects over multiple years in accordance with administrative priorities.
5. Develop plans for continued campus beautification projects.

UNIVERSITY HEALTH CENTER

SR VP for Financial Administration

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

2024-2025

1. Determine the best location for the UHC and begin design.

2025-2026

1. Renovate new UHC location space.

2026-2027

1. Relocate UHC into new space.

OUR FINANCES

CASH ON HAND

SR VP for Financial Administration

- ▶ **Benchmark:** Obtain at least 135 days of cash on hand in the next five years, dependent on enrollment, changes in expenses, and capital allocations. The long-term target is 180 days.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Days Cash on Hand (by end of FY)	102	113	125	130	135

DEBT

SR VP for Financial Administration

- ▶ **Benchmark:** Reduce the university's long-term debt more quickly than the current 20-year payment schedule by increasing the principal being paid once days cash on hand reaches 120 days.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Debt Balance (beginning of year)	\$12,245,000	\$25,509,739	\$29,367,273	\$28,472,845	26,273,251
Additional Debt	\$13,500,000	\$4,700,000			
SURF Interest Added to Principal	\$847,500				
Annual Principal Payments	\$235,261	\$842,466	\$894,428	\$949,594	\$1,008,163
Additional Debt Payments				\$1,250,000	\$1,250,000

ENDOWMENT

SR VP for Financial Administration

▶ **Benchmark:** Grow endowment to over \$79 million—based on \$7.5 million in contributions and 2% net annual investment growth (after distributions).

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total
Beginning Balance	\$64,734,045	\$67,528,726	\$70,379,300	\$73,286,886	\$76,252,624	\$64,734,045
Funds Raised	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Growth (2% net)	\$1,294,681	\$1,350,575	\$1,407,586	\$1,465,738	\$1,525,052	\$7,043,632
Total Increase	\$2,794,681	\$2,850,575	\$2,907,586	\$2,965,738	\$3,025,052	\$14,543,632
Ending Balance	\$67,528,726	\$70,379,300	\$73,286,886	\$76,252,624	\$79,277,677	\$79,277,677

COMPOSITE FINANCIAL INDEX

SR VP for Financial Administration

▶ **Benchmark:** Build the CFI to greater than 5 and then maintain it at greater than 5 each year thereafter.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
CFI at year end	>3.5	>4.2	>4.5	>4.8	>5.0

DONATION INCOME

VP for Advancement

▶ **Benchmark:** Increase donated income into four channels: annual, capital, endowed, and planned.

▶▶ 2024-2025

1. Involve Advancement Committee in active solicitation of inactive alumni donors.
2. Initiate directed endowment campaign.
3. Investigate growth fund as a quasi-endowment initiative.

4. Purchase and integrate personalized thank-you video software into giving communications.
5. Define needs and organizational partnerships for church organ renovation.

2025-2026

1. Establish a new academic discipline-area magazines (e.g., MarketPlace) to cultivate for affinity asks.
2. Increase department capacity for stewardship and recruitment of new Legacy Society members.
3. Assess endowment campaign from prior year and continue.
4. Launch an initiative for church organ renovation.

2026-2027

1. Begin campaign for former elementary building school renovation.
2. Begin campaign for Thatcher elevator and 2nd floor restrooms.
3. Conduct needs assessment for additional Planned Giving position.
4. Continue church organ renovation initiative, as needed.

2027-2028

1. Continue former elementary building renovation campaign.
2. Continue campaign for Thatcher elevator and 2nd floor restrooms.
3. Begin church organ renovation.

2028-2029

1. Continue former elementary building renovation campaign.

Annual and Total Giving	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Total Number of Donors (2%↑)	3,553	3,625	3,697	3,771	3,846
Total Amount Given	\$10M	\$9M*	\$9M	\$8M	\$8M
Number of Alumni Giving	1,431	1,496	1,561	1,626	1,691
Percentage of Board Giving	100%	100%	100%	100%	100%
Percentage of Employees Giving	70%	70%	70%	70%	70%

*Decrease from prior year due to completion of major School of Business campaign.

Capital	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
School of Business (\$20M)**	\$1.5M	\$750K	\$500K	Completed	Completed
School of Engineering and Physics-Lynn Wood (\$3.5M)	\$500K	\$500K	\$400K	Completed	Completed
School of Nursing -Simulation Lab - Miller Hall (\$2.5M)	\$1M	\$340K	Completed	Completed	Completed
Cafeteria	\$300K	\$500K	\$500K	Completed	Completed
Thatcher Elevator and 2 nd Floor Restrooms	Planning	Planning	\$500K	\$500K	\$500K
Former Elementary School Renovation (\$3M)	Planning	Planning	\$1M	\$1M	\$1M
Organ Rehabilitation (\$1.2M)	Pre-Phase	Planning	\$600K	\$600K	Completed

**number in parenthesis indicates total goal, a portion of which may have been met in prior years

Endowments	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Number of New Endowments (scholarships, programing, chairs)	5	10	15	15	15
Donation Income to Endowments	\$1.5M	\$1.5M	\$1.5M	\$1.5M	\$1.5M

Planned Giving	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
New Legacy Society Members	17	20	30	40	45

FOUNDATIONS AND GRANTS

VP for Advancement

▶ **Benchmark:** Complete 14-16 federal and private grant dollars funding campus initiatives annually.

▶▶ 2024-2025

1. Establish year-out process for upcoming federal grants with principal internal stakeholders.
2. Obtain federal negotiated rate.
3. Investigate related workload buy-out for principal investigators.
4. Develop stewardship process for Foundation portfolio.

2025-2026

1. Decide on federal grant priorities for coming years.
2. Submit federal grants above and beyond those done with consultant oversight.

2026-2027

1. Research formalizing a grant office at Southern.

2027-2028

1. Review and consider Phase II submission for Improving Undergraduate STEM Education (IUSE) grant.

2028-2029

1. Review and consider renewal of DHSI grant.

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Federal Grant Dollars Raised					
DHSI (\$3M 2023-2027)	\$600K	\$600K	\$600K	\$600K	DHSI renew
IUSE (\$200K 2024-2026)	\$67K	\$67K	\$67K	Phase II	Phase II
Federal Grant Dollars (Applied For)					
PPOHA (May 2024)	\$600K	\$600K	\$600K	\$600K	\$600K
TRIO (July 2024)	\$275K	\$275K	\$275K	\$275K	\$275K
Federal Grant Dollars (to Apply for)					
HRSA NWD (2025)	\$550K	\$550K	\$550K	\$550K	Completed
HRSA SDS (2025)	\$650K	\$650K	\$650K	\$650K	\$650K
NSF (2025)	\$166K	\$166K	\$166K	\$166K	\$166K
Non-federal Grant Dollars Raised	\$300K	\$400K	\$400K	\$500K	\$500K



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