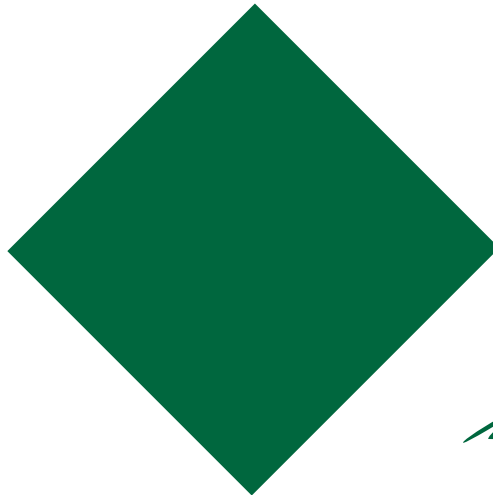
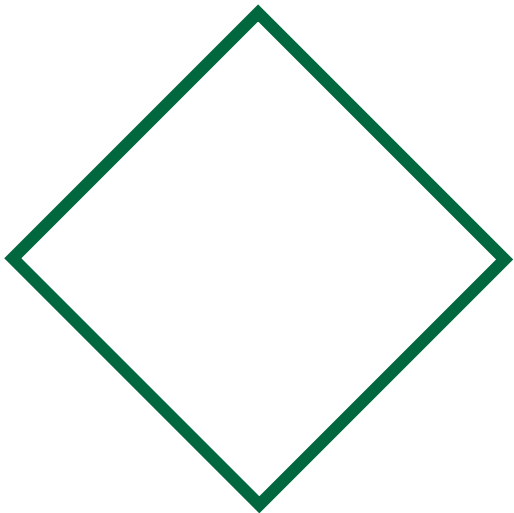


# 2021-2026 STRATEGIC PLAN

## Year-End Summary 2021-2022



SOUTHERN  
ADVENTIST UNIVERSITY





# Our Faith

## ◇ Students will grow spiritually

**Benchmark:** Each year, students will move upwards along the spiritual continuum profile from non-believer, beginner, believer, follower, to disciple

### 2021-2022

a. Study factors that contribute to spiritual growth on the discipleship continuum

+ Following review of the 2021-2022 Spiritual Life Survey results (1,114 students participants in 2021-2022, an increase of 400 participants from 2020-2021), the Office of Ministry and Missions determined the spiritual growth factors identified are: worship attendance (vespers, residence hall worships), view the Sabbath as holy, reflect on the meaning of scripture in their personal lives, have parents spiritually engaged in their lives, participate in LifeGroups once a month+, meet/talk with an adult spiritual mentor, exhibit academic honesty, partake in meaningful spiritual conversation regularly, have a presence or search for calling, and lives centered in scripture

b. Partner with local churches to help students feel connected to the local congregation through meaningful intergenerational relationships

+ Senior pastor of the Collegedale SDA Church and vice president for spiritual life identified two churches to partner with in the 2022-2023 academic year  
+ By invitation, local area church pastors spoke to students early in the academic year which allowed for greater visibility and opportunity for area church connections

### 2022-2023

a. Reach goal of 80% of freshmen, sophomores, juniors, and seniors taking the spiritual life survey each year

b. Discuss with the senior vice president for academic administration the possibility of having students take the spiritual life survey in core curriculum classes for all grades to accurately measure the spiritual growth of students within a cohort (survey length: 15-25 minutes)

c. Study ways to increase scriptural engagement of students to improve their spiritual vitality; this is not merely to get students to read the Bible more, but to help students experience God through the Bible

### 2023-2024

a. Create a Next Steps initiative that would be held during Vespers to help students take practical steps toward faith development

b. Study the opportunity to develop a personalized spiritual growth plan for students based on data from the spiritual life survey

### 2024-2025

c. Research prospective management systems to support a personalized student discipleship pathway for each profile in the spiritual continuum



# Create an outside-the-class curriculum (OCC) that utilizes the transformation process to aid students in developing character reflecting the fruit of the Spirit

**Benchmark:** Create eight modules along with assessment instruments to determine the modules' effectiveness and appropriate badging for students who complete the program

## 2021-2022

a. Create the first OCC module to pilot on campus

+ Created two modules (Adventist Biblical Worldview and Christian virtues) with implementation of the first pilot program in fall 2022 and the second pilot program in winter 2023 with 30 student participants each semester; the preliminary transformation roadmap for these OCC modules is called "Experience"

b. Develop a set of agreed-upon student outcomes with senior vice president for academic administration, vice president for student development, and vice president for spiritual life

+ This collaborative work identified the durable skills/outcomes/Christian virtues desirable to employers as compassion, self-regulation, perseverance, and humility

c. Ensure that OCC complements agreed-upon student outcomes created in collaboration with academics and student development

+ The OCC modules, Adventist Biblical Worldview and Christian virtues, provide transformational learning through participation in Christian service learning, worship services, LifeGroups, student missions and vision trip opportunities

d. Work with financial administration on budget for future years

+ Created two modules (Adventist Biblical Worldview and Christian virtues) with implementation of the first pilot program in fall 2022 and the second pilot program in winter 2023 with 30 student participants each semester; the preliminary transformation roadmap for these OCC modules is called "Experience"

## 2022-2023

a. Pilot first OCC module

b. Study the potential of an OCC honors program to incentivize students

c. Map student outcomes to OCC

d. Update academic deans, department chairs, and staff about OCC

e. Develop software tracking system and web page for OCC

f. Create appropriate badging for each OCC module

## 2022-2023

a. Launch eight OCC modules campus wide

b. Reach 5% student participation within the first year

## 2024-2025

• Reach 10% student participation within the second year

## 2025-2026

• Reach 15% student participation within the third year

## ◆ Increase small group ministries across campus

**Benchmark:** Increase student LifeGroup retention (consistent participation) by 10% each year

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Number of LifeGroups</b>	50	80	88	96	104

### 2021-2022

- Improve the quality of mentorship by decreasing the coach/director ratio from 9:1 to 5:1; this will require an increase in the student labor budget to add 2 additional student coaches and 2 additional student directors

+ LifeGroup participation far exceeded the estimated goal of 50 LifeGroups; our students positively responded (even with COVID lingering) with 93 LifeGroups active in the fall 2021 semester and 83 in the winter 2022 semester

### 2022-2023

- Maintain the quality of mentorship by providing a coach/director ratio of 5:1; add 2 additional student coaches through the student labor budget subject to 88 LifeGroups meeting on campus

### 2022-2023

- Maintain the quality of mentorship by providing a coach/director ratio of 5:1; add 2 additional student coaches through the student labor budget subject to 96 LifeGroups meeting on campus

### 2023-2024

- Maintain the quality of mentorship by providing a coach/director ratio of 5:1; add 2 additional student coaches through the student labor budget subject to 104 LifeGroups meeting on campus

## ◆ Increase the number of students participating as student missionaries

**Benchmark:**

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Number of Student Missionaries</b>	38	42	46	51	56

### 2021-2022

- Study the benefits of using the General Conference's Vivid Faith digital student missionary processing platform to help streamline the registration process and free up resources in Student Missions

+ With study by the student missions department, there are many benefits of using Vivid Faith's digital platform such as it provides a simplified registration process, user friendly and smartphone compatibilities, plus an improved online student experience

- Continue conversations with the Board of Trustees Spiritual Life Committee regarding subsidies to constituent students who serve as student missionaries

+ During the February 2022 Board of Trustees meeting, the Southern Union conference presidents were solicited for their partnership in providing subsidies to constituent student missionaries through financial support, care packages, etc.

- c. Seek to have every conference in the Southern Union reserve funds in its budget to financially assist constituent student missionaries (as per the North Carolina Conference)

+ During the February 2022 Board of Trustees meeting, the Southern Union conference presidents were solicited for their partnership to provide financial subsidies and to designate a budget to monetarily support their constituent students who serve in short-term mission trips

- d. Study offering graduate student mission opportunities through the General Conference Tentmaker program

+ Southern's student missions director met with the General Conference Adventist Mission to seek opportunities for graduates to serve as student missionaries; Adventist Mission agreed to partner with Southern and provide a \$4,000 budget to fund a student worker position to promote the Tentmaker and Waldensian initiatives.  
+ Both initiatives (Tentmaker and Waldensian) seek missionaries for frontline mission work where there is no Adventist presence in the 10/40 window; this new partnership involves collaborative work between Southern's student missions and Adventist Mission to spearhead the program, create parameters to serve in the 10/40 window, and program refinement which will ultimately provide support for the broader number of NAD colleges and universities who seek to participate in these programs

- e. Study the expansion of missions by partnering with the General Conference Global Missions through the Tentmaker initiative, also known as Total Employment Tentmaking, and the Waldensian Student initiative

+ The General Conference Adventist Mission has partnered with Southern through their initiatives, Tentmaker and Waldensian, which seek to send missionaries where there is no Adventist presence in the 10/40 window; Adventist Mission provided a \$4,000 budget to fund a new student worker position for promoting new to Southern mission opportunities provided through Adventist Mission

### 2022-2023

- a. Meet with Collegedale Church pastors to provide a "Mission Spotlight" opportunity during the worship service that would feature returning student missionaries
- b. Develop innovative methods that returning student missionaries can use to recruit their friends

### 2023-2024

- a. Pilot two General Conference Global Missions and Tentmaker mission programs using Total Employment Tentmaking and the Waldensian Students initiative
- b. Assess the impact each pilot program has on Southern and other North American Division universities in relation to efficiency and the student experience

### 2024-2025

- a. Measure the success of and adjust each pilot program through student feedback surveys and budget savings.
- b. Increase donor contributions by 15%



# Increase the number of students participating in Vision Trips

## Benchmark:

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Number of Students Participating in Vision Trips</b>	100	160	200	240	300

### 2021-2022

- a. Foster awareness of vision trips on campus through promotion in classrooms, Vespers, and digital platforms.

+ Student missions' representatives visited Southern Connections classes and met with academic departments and schools inviting faculty to lead a vision trip with the intention of connecting mission with students' major; due to COVID, the goal of 100 participants was not realistic and was not met

- b. Continue conversations with the Board of Trustees Spiritual Life Committee regarding subsidies to constituent students who serve on a vision trip

+ During the February 2022 Board of Trustees meeting, the Southern Union conference presidents agreed to designate a budget to financially support constituent students who serve as student missionaries on short-term mission trips

- c. Hold discussions with ERC on advertising trips using the total cost (versus the subsidized cost) to achieve parity when promoting trips to the same location

+ Humanitarian engagement and ERC directors achieved cost parity for summer 2022 Romania short-term mission trip; continue collaborative work with humanitarian engagement and evangelism resource center (ERC) directors and Southern's mission and evangelism committee (SMEC) to achieve desired trip cost parity

### 2022-2023

- a. Develop innovative methods that returning vision trip volunteers can use to recruit their friends
- b. Meet with Collegedale Church pastors to provide a "Mission Spotlight" opportunity during the worship service that would feature returning vision trip volunteers
- c. Seek to persuade every conference in the Southern Union to assist constituent students with vision trip costs

### 2023-2024

- a. Raise \$100,000 towards vision trips through the Advancement office
- b. Collaborate with the Southern Missions and Evangelism Committee to discuss strategic ways to promote missions at Southern to students to create synergy
- c. Partner with Alumni Relations to invite past trip volunteers and other alumni to join trips as professional volunteers (i.e., doctors, general contractors, educators, etc.)

### 2024-2025

- Increase donor contributions by 25%



# Campus culture and environment have positive impact on students' spiritual life

## Benchmark:

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Percentage of students who indicate they agree with the "positive impact" statement on the Spiritual Life Survey	68%	72%	76%	80%	84%

### 2021-2022

- a. Study the key drivers that lead students toward a positive spiritual experience at Southern

+ The key drivers leading students to have positive spiritual experiences on campus include multiple worship opportunities (church, vespers, resident hall worships), regularly meet with likeminded peers (LifeGroups), have meaningful spiritual conversation during the week with an adult spiritual mentor, have teachers/faculty that model and reinforce how to grow spiritually

- b. Facilitate a knowledge flow session with students, asking what they believe has the greatest impact on their spiritual lives on campus

+ 30-student knowledge flow session scheduled for 2022-2023 where questions asked will include the impact peer-to-peer friendships have on their spiritual life and perspectives on policies and guidelines regarding their spiritual life

- c. Study the ministries that positively impact a student's spiritual life

+ Our study of the results from the Spiritual Life Survey show that students attending church, vespers, residence hall worships, LifeGroups, spiritual mentorship program, and having teachers/faculty that model and consistently reinforce how to grow spiritually have positive impacts on their lives

### 2022-2023

- a. Identify at least three employee "spiritual connectors" to serve on the Spiritual Life Committee
- b. Identify and widely distribute resources for faculty and staff that nurture and equip for them to initiate meaningful conversations with students

### 2023-2024

- a. Arrange for a faculty or staff member to pray for each student on campus at least once during the school year
- b. Share real-life stories of students being impacted through Southern's culture and environment – "A shared story of a future hope"

### 2024-2025

- a. Celebrate acts by employees that highlight spiritual connection with students
- b. Create a book that highlights faculty and staff stories of spiritual connection with students

# Our Students

## ◇ Support emotional development

**Benchmark:** Decrease the number of students who drop out due to mental health issues

### 2021-2022

- a. Increase access for students to mental health services Counselor wait time improved: less than 48 hours (moved from 2 weeks; triaged suicidal students seen immediately)

+ Counselor support: 3 fulltime mental health counselors and 4 part-time counselors (moved from 2 fulltime and 2 part-time counselors)  
+ New Quality Enhancement Plan (QEP) includes funding for an additional part-time counselor

- b. Strengthen content on social media platforms to increase awareness of the mental health resources available on campus as well as added psychoeducational content

+ Southern's Instagram presence is active and alerts students of helpful resources and special mental health awareness campus events; considered operationalized and will be REMOVED from the strategic plan

- c. Increase self-serve resources on Counseling Services' website

+ In addition to social media self-service resources, 24-hour access to self-help articles on anxiety and other mental health online support services available via links on Southern's website; considered operationalized and will be REMOVED from the strategic plan

- d. Develop QEP

+ The QEP pilot program, Living in Balance: Healthy Minds, implemented in fall 2022 with continued efforts to fight against students dropping out due to mental health; the new QEP received glowing compliments from SACSCOC's visitation team.

+ Because tracking the number of university dropouts due to mental health is a difficult number to quantify, the number of increased student mental health counselor visits are a good representation of student mental health needs on Southern's campus: 2016-17=1744, 2017-18=2124, 2018-19=2356, 2019-20=2010, 2020-21=2157, 2021-2022=2117

### 2022-2023

- a. Review student wait times for seeing a counselor, and if time consistently exceeds five working days, consider adding part-time or full-time counselor; consider budget adjustment  
b. Monitor Counseling Services' social media platforms/website and adjust as necessary  
c. Roll out QEP  
d. Hire professor(s) with expertise in these areas, as needed





## Increase academic programs offered in high-demand areas

**Benchmark:** Begin BS/BBA economics in F22, MAT in F22, EdD/PhD education in F23, BSE in F23, BS/MS/AuD in audiology/speech pathology in F25, DPT in F26. As a result of new program launches, expect an increase in enrollment

### 2021-2022

- a. Seek approval from Undergraduate/Graduate Council, Strategic Planning and Budgeting Committee, Board of Trustees, and SACS COC for BS in Engineering and Masters of Art in Teaching

+ In February 2022, the Board of Trustees voted the addition of the BSE program to the 2023-2024 academic catalog; the substantive change submitted to SACSCOC in Fall 2022

- a. Hire economics professor to support the program

+ Economics professor not hired yet due to reevaluation of moving forward with BS economics

- b. Get an estimate of engineering laboratory costs for fundraising efforts of the president, senior vice president for Academic Administration, and vice president for Advancement; the latter will be part of the BSE proposal for Strategic Planning and Budget Committee review

+ Total preliminary cost of the BSE program included in the proposal and approved by the Board of Trustees in February 2022 is estimated to be \$2M (\$800,000 equipment, \$1.2M space renovation, faculty, and other incidental expenses required to start the program)

- c. Seek approval from UG/GR Council, strategic planning and budgeting, Board of Trustees, State of TN Department of Education, and SACSCOC for MAT

+ In February 2022, the Board of Trustees voted approval of the MAT program as an addition to the 2022-2023 academic catalog, SACSCOC notification given, and the State of TN Department of Education gave approval to begin the degree as a licensure program

### 2022-2023

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



## 2023-2024

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

## 2024-2025

- Hire second DPT instructor (and perhaps others based on prospectus and work in prior years); submit initial application to CAPTE for initial approval to begin program
- Build out DPT offices, classrooms, and laboratory spaces
- Write prospectuses for audiology/speech pathology (AuD/MS/BS) programs and take through university and SACS-COC approval processes

## 2025-2026

- Hire remaining faculty members required for DPT startup and begin first class (Note: this may be delayed by one year, depending on what happens in prior years)
- Develop necessary program information to seek initial accreditation of audiology/speech pathology (AuD/MS/BS) programs
- Hire professor(s) with expertise in these areas, as needed



## ◆ Ensure graduates possess durable skills that employers identify as most important for workplace success

### Benchmark:

## 2021-2022

- Complete curriculum map of durable development in current curriculum

+ Curriculum map completed in 2021-2022 with analysis of the map to follow in order to identify next steps in development of assessment rubrics in 2022-2023

## 2022-2023

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

## 2023-2024

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

## 2024-2025

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

## ◆ Improve graduation rates: four-year rate to 40% and six-year rate to 55%

**Benchmark:** Improve ability to determine graduation rates by student type, whether seeking AS or BS degrees and whether enrolled full- or part-time

### 2021-2022

- a. Develop better graduation rate tracking ability through comprehensive coding of cohorts (every new student that begins at the university will be placed in a cohort based on their student type so that graduation rates for all student types can be tracked and reported) and report development

+ Because the current tracking of graduation rates does not capture all graduates, a new reporting model is currently under construction; the new cohort assignment model accounts for every new student regardless of their status, i.e. transfer, freshmen, etc. with expected completion and implementation of this model in May 2023

### 2022-2023

- a. Identify sub-cohort members (race, need, etc.) who are not succeeding as well as others, and focus more attention there to get students into years 2, 3, and 4
- b. Develop faculty training for improved and effective academic advising

### 2023-2024

- Evaluate what is learned in year 1 and year 2

## ◆ Improve retention rates: 1<sup>st</sup>-to-2<sup>nd</sup>-year retention to 80% and 2<sup>nd</sup>-to-3<sup>rd</sup>-year retention to 90%

**Benchmark:**

### 2021-2022

- a. Develop and apply a system to assign a unique cohort to all incoming students no matter if first-time, transfer, fall term, winter term, or summer term
- b. Apply this system to all prior, new, and transfer students

+ The new system will be applied to all students as far back as 2003 by December 2022

- c. Develop reports that accurately show retention rates by term by student type

+ Expected completion by May 2023

+ Retention rates by term: 2014: 77.5%, 2015: 79.2%, 2016: 74.1%, 2017: 74.1%, 2018: 79.1%, 2019: 80.3%, 2020: 79.5%

## Increase enrollment

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

### 2021-2022

- a. Create alumni ambassador program in churches and public schools within Southern Union

+ There are 1,176 churches within the Southern Union; Georgia Cumberland Conference has 178 churches; with study being given to those churches with over 100 members; Atlanta metro, Orlando, and North Carolina areas have been identified as hubs for a Southern ambassador

- b. Deploy non-academy focused recruiter to identify, contact, and encourage every Adventist high school senior in Southern Union to enroll

+ New non-academy recruiter hired in November 2021 has successfully converted 35% of non-academy admitted students which exceeded the university's 32% yield rate

- c. Develop online inquiry portal/form for pastors to enter prospective high school-aged member information for Southern to add to communication flow and recruit

+ Online portal available summer 2022

- d. Collect date of birth data point from e-Adventist list in Southern Union to cross reference

+ Information available summer 2022

+ At the February 2022 Board of Trustees meeting, the vice presidents for enrollment and spiritual life requested the Southern Union conference presidents share conference constituent information with Southern

- e. Compile recent (<5yrs) alumni contact information that reside within Southern Union to provide to conference pastors

+ 93% of Southern's 2022 graduating class consented to share their contact information in exit survey

- f. Complete value proposition research and train recruiters on agreed-upon messaging for conversations

+ Enrollment department utilizing the new Adventist undergraduate audience value proposition statements and messaging effective March 8, 2022; expectations of completing non-Adventist undergraduate audience value proposition by December 2022

### 2022-2023

- a. Deliver processes and systems that make it easy for prospective students to apply and enroll  
b. Implement new awarding and pricing strategies that prioritize enrollment growth and overall net tuition revenue  
c. Evaluate peer-to-peer initiative (WISR) success rate of increasing non-academy applications and yield rate  
d. Implement a redesigned leadership scholarship model that is inclusive and designed to increase yield  
e. Evaluate efficacy of digital marketing initiative for identifying prospective students who visit southern.edu

### 2023-2024

- a. Execute additional memorandums of understanding with Adventist colleges and universities outside the NAD (i.e., Antillean Adventist University) to increase non-academy transfer enrollment  
b. Coordinate non-academy events in Southern Union with churches and (virtual/in-person) college fairs

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

### 2021-2022

- a. Research approximate number of public school and homeschooled high school Adventist students in the Southern Union

+ There are approximately 600 public school and home school high school Adventist students in the greater Chattanooga region

- b. Attend and collect inquiries at college fairs in Southern Union that Adventist non-academy high school students attend

+ 58 students registered for fall 2022 of the 150 applications received from non-academy high school students in the greater Chattanooga region; this is a 39% yield rate which exceeds the university's 32% rate

### 2022-2023

- Attend conference ministerial meetings within Southern Union to bring awareness as well as offer partnerships with recent alumni to help grow church membership

**Benchmark:** Increase recruitment and promotion to non-academy Adventist students in the greater Chattanooga region in order to achieve a 20% enrollment increase

### 2021-2022

- a. Establish value proposition and adapt messaging for prospective Generation Z students

+ Expectations of completing non-Adventist undergraduate audience value proposition by December 2022

- b. Create outline of possible content and schedule for launching a new non-academy campus visit day program

+ Contact 21 Hamilton County high school college counselors and invite their seniors for a half-day campus visit during fall 2022; there are approximately 4,200 high school seniors with goal of 50% visiting

- c. Identify existing (or create new) campus programming (i.e., concerts, convocations, special events) that can be provided online or in person to local non-academy high school students

+ Research additional advertising opportunities (digital/social media, local print media, TV, radio ads) targeted to reach local non-academy high school students; create promotional plan and schedule  
New academic summer camp advertisements resulted in 110 summer camp participants from the Southern Union

- d. Determine budget and needs for additional resources; plans will be contingent on funding

+ Resources requested to support specific components of the revenue analysis work with Ruffalo Noel Levitz

## 2022-2023

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

## 2023-2024

- a. Launch non-academy high school campus visit day program and execute survey to assess effectiveness of visit on influencing likelihood to enroll
- b. Review advertising strategy and adjust annually as needed
- c. Begin offering campus event programming to non-academy high school students and execute survey to assess effectiveness of visit on influencing likelihood to enroll
- d. 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
- e. Operationalize these strategies to become yearly programs

## Benchmark: Increase adult degree completion (ADC) enrollment

## 2021-2022

- Increase memorandums of understanding with businesses

+ 1 MOU executed with Chattanooga State and another MOU with Cleveland State anticipated by fall 2022  
+ 16 students enrolled for at least one course in W22  
+ Broad marketing awareness for the ADC program includes social media presence, Tidings article, paid Google search, open house advertisement in local media (newspapers, radio in Cleveland), email campaigns to alums with uncompleted degrees, blog posts, landing page, two billboards in greater Chattanooga (Brainerd Road, Amnicola Hwy near Chattanooga State)

## 2022-2023

- Phase in delivery modes/options, as feasible and affordable.

## 2023-2024

- Enroll minimum of 60 students by fiscal year 2024; overall goal is 150 at program maturity

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

### 2021-2022

- a. Grey Associates study areas of growth (MAT-Masters of Arts in Teaching, Data Science/Analytics, Cyber Security, DPT, PhD/EdD Education, Audiology/Speech Pathology)

+ Academic programs could yield a growth of 200 students when programs are fully implemented

- b. Improve search engine optimization refers to how well our pages rank when conducting a Google search

+ DD Agency marketing firm moved the graduate program search results from page 5 to pages 1 or 2 in Google

- c. Implement revised MBA delivery modality - i.e. accelerated program

+ With the enhancement of the MBA program to the 8-week accelerated class schedule, we expect shortened time to degree and plan to leverage this advantage in both graduate recruitment and retention (enrollment goal 65 students by 2026)

### 2022-2023

- Begin Master of Arts in teaching degree in Fall 2022

### 2023-2024

- a. Study doctoral program possibilities in education
- b. Begin doctorate in physical therapy by end of year 5



# Our Faculty

## ◆ Adopt an equitable and market-based wage approach for positions identified as most out of line with similar positions at peer institutions

### Benchmark:

#### 2021-2022

- Develop a model for this initiative using Council of Independent's Colleges (CIC) Key Indicator Tools and the College and University Professional Association's Human Resources data
- Develop a plan for implementation following approval by the Board of Trustees. The goal is to have all academic ranks between the 40<sup>th</sup> and 60<sup>th</sup> percentile for the average of CIC southeast region on four comparisons (Carnegie Class, CIC enrollment size 2,001-3000, financial resources, and southeast region all institutions); estimated cost for full implementation not accounting for cost of living increases: \$1,031,862

+ Following voted approval from the Board of Trustees in February 2022, the first phase of salary increases has been implemented based on CIC KIT and CUPA-HR data with the goal to have our academic ranks at the 20th percentile for private religiously affiliated institutions included in CUPA-HR data

#### 2022-2023

- Phase in salary increases over four years, beginning with year 2 (year 1 of implementation cost: ~\$258,000)

#### 2023-2024

- Add second year of salary increase (year 2 implementation cost: ~\$516,000)

#### 2024-2025

- Add third year of salary increase (year 3 implementation cost: ~\$774,000)

#### 2025-2026

- Add fourth year of salary increase (year 4 implementation cost: ~\$1,032,000)

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

### Benchmark:

#### 2021-2022

- Study how to create better structure for supporting research, professional and creative endeavors

+ No work to date



## Increase funding available for research

**Benchmark:** Increase level of funding for stipends by \$50,000; increase number of faculty participating in paid research

### 2021-2022

- Study how Advancement's grant writer can best collaborate with academic areas to assist in funding research

+ A \$10,000-\$12,000 grant was submitted to the National Association of Long-Term Care Administrator Boards (NAB) for long term care research – funding was declined



# Our Employees

## ◆ Create a robust Christian culture where love and kindness emanate through every interaction with students, colleagues, and guests

Benchmark:

2021-2022

- Study how to best proceed with this effort and determine who will lead it; complete this groundwork by May 31, 2022

+ In February 2022, first steps were taken with the approval for the addition of a half FTE and the restructuring of human resources to allow the associate vice president to focus attention on more strategic initiatives; next steps are to bring vice president for spiritual life and associate vice president for human resources together to work on this collaboratively

## ◆ Attract, develop, and retain a highly talented and diverse workforce

Benchmark:

2021-2022

- Develop a plan, implementation timeline, and benchmarks by December 20, 2022; this initial work will include defining what is meant by a diverse workforce and how this objective would best be measured

+ In February 2022, first steps were taken with the approval for the addition of a half FTE and the restructuring of human resources to allow the associate vice president to focus attention on more strategic initiatives; next steps are to bring senior vice president for academic administration and associate vice president for human resources together to work on this collaboratively

## ◆ Implement innovative solutions to make operations more efficient and effective

Benchmark:

2021-2022

- a. During FY2022 work with Credo to complete recommendations on a more efficient and effective governance structure

+ In winter semester 2022, the president hired Credo to study the current governance structure to determine a more streamlined university committee structure for efficiency

- b. During FY2022 complete the academic cost and margin analysis and determine how this data can best be used

+ The ability to compute the academic cost and margin analysis is completed; we are now working to understand how to use the data to make financially informed decisions about academic programs

### 2022-2023

- a. 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
- b. Perform non-academic program and department review to determine areas where efficiencies may be gained

### 2023-2026

- Implement non-academic program and department adjustments as deemed appropriate

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

### Benchmark:

### 2021-2022

- Study how to promote a continuous learning culture

+ In February 2022, first steps were taken with the approval for the addition of a half FTE and the restructuring of human resources to allow the associate vice president to focus attention on more strategic initiatives; associate vice president for human resources will develop a plan for the ongoing development of our employees

### 2022-2023

- Develop a plan, implementation timeline, and benchmarks by December 20, 2022

## **Increase number of employees financially giving back to the university**

Benchmark: (2021 fiscal year employee giving was 70%)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Annual Goals for Employee Giving</b>	73%	75%	77%	80%	83%

+ Reached 66% employee giving total for fiscal year 2021-2022; though, we fell short of our 73% goal, this percentage is high compared to employee giving industry standards  
 + Advancement and human resources partnered to create a new employee appreciation initiative taking an affirmative approach to encourage employees to give based on how excellent they are already doing

## ◇ **Develop meaningful experiences between employees and students (Sabbath lunches, service projects, mission projects/trips, advising, etc.)**

### Benchmark:

#### 2021-2022

- By May 31, 2022 senior vice president for financial administration work with the vice president for spiritual life, the vice president for student development, and the associate vice president for human resources to develop a plan, implementation timeline, and benchmarks

+ In February 2022, first steps were taken with the approval for the addition of a half FTE and the restructuring of human resources to allow the associate vice president for human resources to focus attention on more strategic initiatives; next steps begun through collaborative meetings with the vice presidents for spiritual life and student development and associate vice president for human resources

## ◇ **Adopt an equitable and market-based wage approach for positions identified as most out of line with similar positions at peer institutions**

### Benchmark:

#### 2021-2022

- a. Finalize a preliminary compensation study of faculty and administrative/staff wages by October 31, 2021; senior administration will review then recommend a preferred path forward as outlined below
- b. Conduct meeting by November 15, 2021, of university's senior administration and Southern Union senior administration to discuss the process for addressing the compensation issues that have been verbalized by the Board of Trustees
- c. Present to Board Finance Committee a phased proposal for rolling out the compensation plan; by January 31, 2022, the committee will make its recommendation to the Board of Trustees
- d. Present the recommendation from the Finance Committee to the Board of Trustees at its February 2022 meeting; the Board will then vote as deemed appropriate; this vote might include a request of the NAD for authorization to implement a compensation plan in accordance with NAD policy Y 05 05 6 (c) (Alternate Remuneration Plans)

+ First stage completed with voted approval from the Board of Trustees in February 2022

#### 2023-2025

- Implement by fiscal year 2024 (proposed October 2023) the first phase of a multi-year plan for compensation enhancement, as is feasible based on the budget

# Our Alumni

◆ **Increase alumni giving financially to Southern by involving the Alumni Council in reaching goals, targeting an appeal campaign to alumni, and engaging current students in a giving campaign**

Benchmark: (2021 fiscal year alumni giving was 7.6%)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Annual Targets for Alumni Giving</b>	8%	8.5%	9%	10%	11%

+ Alumni giving goal exceeded by .6% with a total 8.6% alumni giving for fiscal year 2021-2022

◆ **Increase alumni participation in Southern projects by developing and promoting an active alumni-owned business directory, involving the Alumni Council in reaching goals, increasing alumni-to-student mentorship, increasing future alumni program participants, re-establishing in-person regional alumni chapters, restarting the Lights Volunteer program, and increasing alumni presence at on-campus events**

Benchmark: (2021 fiscal year alumni participation was 9.5%)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Annual Targets for Alumni Participation</b>	10.5%	11.5%	13%	14%	15%

+ Alumni participation 9.9% was just short of yearend goal of 10.5% - lower than expected participation directly tied to inactive Lights Volunteer program during fiscal year 2021-2022





# Our Board of Trustees

## ◆ Be “thought partners” to administration

**Benchmark:** During and between board meetings, share relevant ideas to foster and promote strategic visioning and operational success

+ The board committees are heavily engaged in strategic planning conversations; the board committees will make recommendations to the larger board

## ◆ Increase giving of board members to 100% each year

**Benchmark:** Each year 100% of board members will contribute financially to Southern

+ Reached 100% board member giving goal; announced goal reached at the February 2022 board meeting

## ◆ Increase the frequency of board committee meetings to focus on strategic initiatives

**Benchmark:** Board of Trustees will meet at least four times per year to consider strategic outcomes

+ Currently implemented





# Our Community

## ◇ Create a speaker's bureau for our Adventist and non-Adventist communities

**Benchmark:** Expand the existing Resource Guide into audience-specific communications: (1) Southern Union schools, conference offices, churches, (2) local public schools, (3) local media, and (4) local civic groups; distribute and promote the revised guides

### 2021-2022

- a. Gather new speakers/topics and update the existing guide on Southern's website
- b. Create schedule for distributing all guides
- c. Mail printed guides to Southern Union schools, conference offices, and churches
- d. Increase advertising promotion of guides
- e. Email guides to the above four groups

+ Mailed by end of May 2022; copies will be shared with the president, senior vice president for academic administration, and vice president for advancement for local (Rotary, Kiwanis) distribution

### 2022-2023

- a. Begin annual standardized process to update, distribute, and promote guides
- b. Mail printed guides to local schools, media outlets, and civic groups

### 2023-2024

- a. Conduct survey of guide recipients to determine usefulness and suggestions; apply the recommendations in updates to guide
- b. Begin bi-annual rotation for print mailings, alternating between Adventist and local community guides

## ◇ Become the Christian university of choice for our region

**Benchmark:** Increase general print, radio, and online advertising in Chattanooga/Cleveland area

### 2021-2022

- a. Establish a promotional plan for increasing local advertising
- b. Determine budget and needs for additional resources; plans will be contingent on funding
- c. Begin creating and placing advertising where funds/resources are available

+ During 2021-2022, increased Southern's advertising presence in the greater Chattanooga area with MUR adding to the advertising/promotion portfolio: Ooltewah Living magazine, CityScope magazine, Chattanooga Lookouts outfield sign, Chattanooga Visitors Guide, Chattanooga Symphony and Opera Season Program Book, Choose Chattanooga, City Lifestyle, plus additional social media homeschool regional college insert and banner, Facebook, etc.

## 2022-2023

- Launch full promotional plan

## 2023-2024

- d. Continue the promotion plan.
- e. Evaluate ad relevance and update promotional strategy as appropriate

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

## 2021-2022

- a. Research interest among local Adventist/non-Adventist pastors and local Adventist/non-Adventist teachers
- b. Based on research, create outline of themes and schedule for campus visit days
- c. Determine budget and needs for additional resources; plans will be contingent on funding

+ Enrollment management visit days during academic year 2022-2023; pastors and Southern Union influencers invited to learn about the value of Adventist higher education and role Southern plays

## 2022-2023

- a. Establish the general content for campus visit days
- b. Create schedule for rotating visit days between groups, one or two groups per year
- c. Begin promoting campus visit days to various groups
- d. Create survey that can be used after visit to assess effectiveness of the visit on influencing each guest's likelihood to recommend Southern to young people

## 2023-2024

- a. Launch campus visit day rotations
- b. Implement and track annual survey
- c. Assess data and increase frequency of events if found impactful

**Benchmarks:** 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

## 2021-2022

- a. Establish ad hoc group to work on increasing ranking
- b. Review methodology and current baseline for ranking (Success of increasing ranking is contingent on campus areas improving statistics used in methodology)
- c. Acquire subscription to "Academic Insights" to study Southern rankings, including breakdown of peer assessment.
- d. Schedule and roll out plan to effect increase in ranking
- e. Determine budget and needs for additional resources; plans will be contingent on funding

+ Researching the methodology behind the rankings and what additional resources will be needed to positively impact our rankings; acquired subscription to US News data tool (Academic Insights)



### 2022-2023

- a. Create specific targets for improving each area of methodology to affect increase in rankings in years 3-5
- b. Enact any changes identified as immediately possible to implement

### 2023-2024

- a. Implement changes as scheduled
- b. Track methodology and institution assessment data against yearly goals; adapt plan accordingly

## ◆ Increase the number of student internships in the region

### Benchmark:

#### 2021-2022

- Complete survey of the number of internships finished by graduates; ascertain which academic areas need to implement internships

+ Internship coordinator hired in spring of 2022 to facilitate finding internship opportunities and connecting students with internship opportunities

#### 2022-2023

- a. Implement full use of Handshake app for better coordination with area and out-of-area internship providers
- b. Implement internships in majors that currently do not require them but need to

#### 2023-2024

- a. Consider adding help in the career advising area to oversee internships and help increase number of internships available for students

## ◆ Increase the number of community events in the region

### Benchmark:

#### 2021-2022

- Conduct a review of current university programming that could be made available to public audiences such as (1) at least one ensemble concert each year at a large venue downtown, (2) E.A. Anderson Lecture series and E.O. Grundset Lecture series events at larger venues on campus and promote them locally, (3) Archaeology Lecture series events are already open to the public and advertised, as is the Archaeological Museum, (4) Add resources to Marketing and University Relations so that the university is able to advertise these events and resources in local media on an ongoing basis

+ Campus events are promoted through press releases, social media outlets, and signage; free advertising resources



## Conduct and share results of an economic impact study

### Benchmark:

#### 2021-2022

- Identify firm to conduct study

+ Economic impact study completed and press release issued on February 3, 2022; featured articles in Chattanooga Times Free Press, Chattanooga, Adventist Today, and NAD Newspoints (weekly North American Division email newsletter) shared the Chattanooga link to the story

#### 2022-2023

- Conduct and begin use of study



# Our Facilities

## ◇ Update Facility Master Plan

### Benchmark:

#### 2021-2022

- Share with Board Facilities Committee a comprehensive, in-house facility master plan by May 31, 2022

+ This is substantially completed with expected finalization with the Board of Trustees Facilities Committee by September

#### 2022-2023

- Achieve approval of finalized, formal facility master plan document from the Board Facilities Committee, including proposed funding sources and timeline, by December 31, 2022

## ◇ Give study to increasing student housing capacity

### Benchmark:

#### 2021-2022

- a. Determine timing of a potential student housing shortage and strategies to mitigate a shortage; complete by December 20, 2021
- b. Determine the preferred location and style of student housing that would best meet Southern's future needs; complete by January 31, 2022
- c. Determine a timeline for building new student housing (if needed) and proposed funding source(s) by March 31, 2022

+ Administration has determined that the university has sufficient student housing for the 2022-23 school year; further evaluation of student housing needs will be performed after the fall 2022 census date

#### 2022-2023

- a. Present housing plans to the Board Finance Committee by August 31, 2022, and vote a recommendation that will go to the Board of Trustees
- b. Vote at October 2022 Board of Trustees meeting on authorization to proceed with housing plan as appropriate

## Give study to building a School of Business facility

### Benchmark:

- a. Establish an ad hoc committee by November 30, 2021
- b. Determine the need for a School of Business building and, as appropriate based on that determination, develop a general plan for type of structure (i.e. stand-alone building or addition/annex to Brock Hall); if a stand-alone building, determine the proposed location for the building; complete this work by March 31, 2022
- c. Develop rough plans for what would be needed, including approximate size and initial cost for the building, by May 31, 2022
- d. Develop more formal, preliminary, architectural drawings by October 31, 2022, for consideration by the Board Facilities Committee
- e. Determine by October 31, 2022, the feasibility of fundraising for the building
- f. Determine by December 20, 2022, a fundraising and building timeline
- g. Vote at February 2023 Board of Trustees meeting on authorization to proceed with fundraising and a building based on appropriate criteria/parameters

+ At the February 2022 meeting, the Board of Trustees voted and approved proceeding with the school of business project; fundraising has begun

## Maximize backfill opportunities created by the Bietz Center for Student Life, the new Hispanic Church, and (potentially) a new School of Business building

### Benchmark:

- a. Determine by December 20, 2021, the priorities for departmental location in Wright Hall based on administrative needs and space constraints

+ Completed

- b. Determine by January 31, 2022, the space needs for new academic programs that are being developed

+ Some items still under discussion

- c. Determine by March 31, 2022, the proposed uses for the following (in order of priority):
  1. Vacated spaces in Lynn Wood Hall and the fourth floor of Wright Hall resulting from the move of departments to the Bietz Center for Student Life

+ Completed

2. To-be-vacated Hispanic-American Church building on Colcord Drive

+ Plan determined

3. Potentially vacated space in Brock Hall, if a new School of Business building is built

+ Under consideration

4. Old (Spalding) elementary school building (under consideration)

- + Under consideration
- + On schedule with the timeline set

## **Maintain a beautiful and safe campus**

### Benchmark:

#### 2021-2022

- Determine by February 28, 2022, the areas in greatest need of campus beautification
- Develop a timeline for implementation of campus beautification projects, with appropriate budgets, to be presented to President's Cabinet for consideration and approval by April 30, 2022

- + With the work completed on the front of Wright Hall, Talge Hall and Thatcher Hall in 2021-2022, the desired beautification of campus is on target with priorities set

#### 2022-2025

- Complete the campus beautification and safety projects, based on highest to lowest priority

# Our Finances

SOUTHERN ADVENTIST UNIVERSITY

## ◆ Obtain 200 days of cash on hand (dependent on enrollment, debt liquidation, and capital allocations)

Benchmark:

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
<b>Days of Cash on Hand</b> (by end of fiscal year)	160	155	160	170	180	200

+ Ended fiscal year 2021-22 with 132 days cash on hand, and have adjusted future goals to better reflect the current reality; long-term goal by 2027 is to have 180 days cash

## ◆ Grow Endowment to \$80 million—based on \$15 million in contributions and 2% net annual investment growth (after distributions)

Benchmark:

	2021-2022	2022-2023	2023-2024	2024-2025	Total
<b>Beginning Balance</b>	\$60,719,730	\$63,934,125	\$68,212,807	\$73,577,063	\$60,719,730
<b>Funds Raised</b>	\$2,000,000	\$3,000,000	\$4,000,000	\$6,000,000	\$15,000,000
<b>Growth (2%)</b>	\$1,214,395	\$1,278,682	\$1,364,256	\$1,471,541	\$5,328,874
<b>Total Increase</b>	\$3,214,395	\$4,278,682	\$5,364,256	\$7,471,541	\$20,328,874
<b>Ending Balance</b>	\$63,934,125	\$68,212,807	\$73,577,063	\$81,048,604	\$81,048,604

+ Because of financial market losses and less funds raised than expected, we ended up short of the goal of an ending balance for 2021-22 of \$63.9M. Instead we ended up with a balance of approximately \$57.8M. We have therefore

adjusted the target for the endowment to be to reach \$74.2M by the end of FY 2027

**Be debt free by December 2025 (fiscal year 2026) – Assumes taking on no additional debt in the next five years and making a double payment in December 2025**

Benchmark:

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Beginning Balance</b>	\$8,180,000	\$6,815,000	\$5,450,000	\$4,085,000	\$2,720,000
<b>Payments (Dec.)</b>	(1,365,000)	(1,365,000)	(1,365,000)	(1,365,000)	(2,720,000)
<b>Ending Balance</b>	\$6,815,000	\$5,450,000	\$4,085,000	\$2,720,000	-

+ On schedule with debt payments and could be debt free by December 2025

**Maintain a composite financial index (CFI) each year greater than 6**

Benchmark: May 31, 2021 score: 6.91. May 31, 2022 to May 31, 2025 goal: 6.0 or higher

+ Because of market losses in the endowment fund and a lower operating gain than expected, the CFI for FY2022 dropped to 5.2

**Increase Legacy Society membership each year by involving the Planned Giving Committee in meeting this goal, establishing a new promotion program, conducting visits with prospective members, increasing alumni and employee awareness of university programs, and recruiting additional attorneys and financial planners affiliated with the university**

Benchmark: (fiscal year 2021 membership was 736)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Annual Goal for total Legacy Society Members</b>	756	776	796	816	836

+ 10 new Legacy Society members with the goal of 20 not met; began new marketing campaign in 2021-2022 that included Legacy Society recruiting events with intentional cultivation of relationships from prior director to new director

◆ **Add new endowed scholarships each year by soliciting individuals, developing academy endowments, articulating specific program needs, partnering with specific schools and departments, and pitching need at annual gala**

Benchmark: (fiscal year 2021 number of scholarships was 278)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Annual Goal for total Endowed Scholarships	286	294	302	310	318

+ Exceeded goal with 10 new endowed scholarships; initiating formal website marketing for all endowed scholarships

◆ **Submit new grant proposals each year by meeting with schools and departments on a set schedule to stay abreast of current needs and opportunities, researching available and corresponding grants, and working with each school and or department to complete application and follow-up reporting**

Benchmark:

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
New Grant Proposals Goal	10	10	10	10	10





+ 11 new grants were submitted, exceeded the goal by 1 with 5 grants approved

◆ **Increase the number of annual donors each year by including philanthropy as campus-wide philosophy, developing menu of giving options, telling impact and need stories to constituents, revamping call center process, involving Advancement Committee in reaching annual goals, increasing board member annual giving, increasing alumni annual giving, increasing employee annual giving, and hosting an annual gala**

Benchmark: (fiscal year 2021 total number of annual donors was 2,286)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Number of Annual Donors</b>	2,332	2,379	2,426	2,475	2,525

+ 2667 annual donors for fiscal year 2021-2022, exceeded the goal by 335 donors

◆ **Increase the overall giving each year (excluding future capital project goals to be determined) by including philanthropy as campus-wide philosophy, using missional messaging for asks, and articulating university needs to donors**

Benchmark: (fiscal year 2021 total giving was \$6,121,019)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Annual Giving Goals</b>	\$6.2 million	\$6.4 million	\$6.75 million	\$7.1 million	\$7.5 million

+ Ended 2021-2022 fiscal year at \$4.2M with several significant capital gifts in the pipeline; funds raised were lower than goal amount due to elementary stages of new capital campaign in progress

◆ **Endow professors/chairs each year by soliciting individuals, articulating specific program needs, partnering with specific schools and departments, and pitching need at first annual gala**

Benchmark: (No endowed professors/chairs were endowed in fiscal year 2021)

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Number of annual professor/chairs added</b>	2	2	2	2	2

+ Unable to acquire a new endowed professor/chair; half-time professorship was created from existing funds in the school of business with reallocation of funds



## **Launch a new campaign by identifying project scope and feasibility, securing initial commitments for campaign, and creating stewardship opportunities**

**Benchmark:** (Last campaign ended fiscal year 2021, calendar year 2020)

### **2021-2022**

- Launch campaign for fiscal year 2022

+ At the February 2022 meeting, the Board of Trustees voted and approved the next fundraising campaign for the school of business

### **2022-2023**

- Campaign phases well developed and in process

### **2023-2024**

- Campaign continuation and/or completion per plan





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