



The Graduate School

2022 – 2027 Strategic Plan

Transitioning the Graduate School to a New Level of Excellence



**Baton Rouge, Louisiana
June 1, 2021**



The Graduate School

Table of Content

Table of Content.....	2
Strategic Plan Steering Committee.....	3
Introduction.....	4
Vision, Mission Statement and Core Values.....	5
SUBR Graduate Programs Self-study and SWOT Analysis.....	6
Strategic Goals	7
Strategic Goals, Objectives, Action Steps and Outcome Metrics.....	8
Strategic Goal 1.....	9
Strategic Goal 2.....	10
Strategic Goal 3	12
Strategic Goal 4	13
Strategic Goal 5	14
Strategic Goal 6.....	16
Strategic Goal 7.....	17
Financial Strategy and Budget.....	25



The Graduate School

The Graduate School Strategic Planning Steering Committee

The Graduate School Strategic Planning Steering Committee (SPSC) consists of the following individuals that play a key role in providing guidance, expertise, and leadership in the development and implementation of the Graduate School 2022-2027 Strategic Plan (in alpha order).

Charlotte Henderson, Chair - Graduate Policy Standing Committee

Madan Kundu, Chair - Faculty Affairs, and Professional Development Standing Committee

Patrick Mensah, Chair - Student Affairs and Financial Support Standing Committee

Dr. Zhu H. Ning, Chair - Program Review and Assessment Standing Committee

Derrick Warren, Chair - Strategic Planning Standing Committee

Ashagre Yigletu, Interim Dean & Chair Strategic Planning Steering Committee

Strategic Plan – 2022-2027

Introduction

his draft strategic plan is developed based on the Southern University Baton Rouge (SUBR)

graduate programs' self-evaluation and SWOT (Strength, Weakness, Opportunities, and Threats) analysis results. The draft five-year plan was distributed in advance to graduate program chairs/directors, strategic plan taskforce chairs and members, and the Graduate Council members to serve as a working document. The document helped generate maximum input and buy-in of the participants at the one-day Graduate School Strategic Planning retreat held on April 9, 2021.

The Graduate School strategic plan describes the goals, objectives, action items, and assessment measures essential for the Graduate School to meet its goals by the end of the five-year planning period, i.e., the 2026/2027 academic year. The baseline year will be 2021-2022, and year one starts in 2022-2023. The baseline year will provide the Graduate School and the academic units and their graduate departments to prepare foundational components of the strategic plan for implementation starting 2022-2023.

The strategic goals of the Graduate School are aligned with the following goals of the SUBR 2018-2030 Strategic Plan:

- X** Goal 1 - Commitment to Student Access and Affordability
- X** Goal 2 - Commitment to Academic Excellence and Student Success
- X** Goal 3 - Commitment to Institutional Effectiveness and Accountability
- X** Goal 4 - Commitment to Scholarly Research, Discovery, and Entrepreneurship
- Goal 5 - Commitment to Fundraising and Philanthropic Support
- Goal 6 - Commitment to Improve Campus Life through Infrastructural Development
- X** Goal 7 - Commitment to Promote the SUBR Brand through Outreach and Global
- X** Goal 8 - Engagement Commitment to Enhance Campus Technology
- X** Goal 9 - Commitment to Invest in Human Capital and Strengthen Human Resources
- Goal 10 - Operations Commitment to Quality Customer Service

The Graduate School 2022-2027 first five-year Strategic Plan seeks to enhance improvements and growth, bringing Southern University to a new height in graduate education. By revitalizing existing structure and policies, building on current strengths, seizing on potential opportunities,

and implementing innovative strategies that ensure graduate programs aligned with student demand, lead to employment opportunities, and differentiate the University from its peers.

The Graduate School Strategic Plan is a valuable road map that will change over time as needed. It offers a common framework and flexible guide for managing the Graduate School and overseeing the SUBR graduate programs, graduate faculty and graduate students over the next five years. As such, it should foster greater academic and administrative coherence, coordination, and collaboration with academic units that offer graduate programs across the campus. At the same time, however, it is designed to be adaptable enough to leave significant room for individual graduate programs to develop their departmental Strategic plan and pursue academic excellence in important and applicable ways.

The draft 2022-2027 Strategic Plan working document benefited from a dedicated group of Graduate Council members, academic Deans, graduate program Chairs/Directors, graduate faculty, graduate students, staff, university administrators, and strategic planning task force members. The draft strategic plan would have been incomplete without the valuable support and contribution of Dr. Vladimir Alexander Appeaning, Vice Chancellor for Academic Compliance & Institutional Accreditation Liaison and System Vice President for Strategic Planning, Policy, and Institutional Effectiveness. He graciously co-facilitated the strategic planning retreat by engaging strategic planning retreat Taskforce Chairs consisting of Dr. Charlotte Henderson, Dr. Toni Manogin, Dr. Zhu H. Ning, Dr. Madan Kundu, Dr. Patrick Mensah, Dr. Yaw Twumasi, and Dr. Derrick Warren.

Institutional Mission and Vision Statements

Southern University and A&M College – Baton Rouge Mission and Vision Mission Statement

The mission of Southern University and A&M College, an historically black, 1890 land grant institution, in Baton Rouge, Louisiana is to provide a student-focused teaching and learning environment that creates global leadership opportunities for a diverse student population where teaching, research, service, scholarly and creative expectations for students and faculty are achieved through the bachelor's, master's, and doctoral programs offered at the institution via different instructional modalities and via public service.

Vision Statement

To provide access and opportunity to students and matriculate graduates who are equipped to excel in a 21st century, knowledge-based, global economy.

The Graduate School Mission and Vision

Current Mission

The mission of the Graduate School at Southern University Baton Rouge is to provide resources, services, and leadership that support and guide the graduate academic programs across the University.

Revised Mission

The Graduate School's mission at Southern University Baton Rouge is to promote and provide academic excellence to the University's diverse graduate students, provide leadership that supports and guides graduate education across the University, and prepare the next generation of global leaders to serve society.

Vision

Current Vision

The vision of the Graduate School at Southern University Baton Rouge is to become nationally and internationally recognized for the high quality of its graduate programs, compassionate graduate faculty and scholarly achievement, while producing competitive and intellectually stimulated individuals who can provide bold leadership in new directions and excel in their respective future careers.

Revised Vision

The vision of the Graduate School at Southern University Baton Rouge is to become one of the leading HBCU graduate schools recognized regionally, nationally, and globally for its graduate academic excellence, research and services, and productive graduate faculty committed to producing innovative and high-caliber leaders with the ability to compete in the workforce of the future.

Core Values

Integrity
leadership Service
Excellence
Collaboration respect
Access and affordability

SWOT Analysis of current SUBR Graduate School and Graduate Programs

1. For the SUBR Graduate School to achieve its mission of providing resources, services, and leadership to graduate academic programs, it was necessary to conduct a Strengths,

Weaknesses, Opportunities, and Threats (SWOT) analysis for the 15 masters and seven doctoral programs. The SWOT analysis's primary objective was to identify and assess the programs' internal and external advantages and disadvantages. Further, the SWOT analysis results will be input for developing the necessary strategic goals and 2022-2027 Graduate School Strategic Plan.

2. A request was sent to all graduate program chairs/directors to complete a SWOT analysis matrix on September 23, 2020, and return findings by October 9, 2020. The graduate program chairs completed the templates and returned them to the Graduate School as requested.
3. The SWOT information prepared by each graduate program chair was further processed and analyzed in the graduate School. The result was compared across programs to identify the commonality of indicators for the SWOT analysis categories. The composite results of the SWOT analysis are summarized as follows:

a. Strengths

- Southern University ranks among the leading HBCU social mobility innovators that advance economic opportunity
- Availability of wide-ranging graduate programs
- Maintenance of regionals and professional accreditations
- Program affordability
- Highly qualified and committed faculty and staff
- Distinct institutional legacy in providing access to higher education and nurturing minority students

b. Weakness

- Low/declining enrollment
- Inefficient recruitment and marketing strategies
- Limited graduate assistantship, fellowship, and tuition scholarship funds to attract and retain graduate students
- Insufficient HBGI - Title III support fund
- Inadequate general fund budgetary support for maintenance of research equipment in the STEM graduate programs
- Shortage of graduate faculty and increasing dependence on adjunct faculty
- Low graduate faculty salary
- Inadequate graduate student support services
- Limited graduate student professional development opportunities and career services support
- Limited access to current instructional technologies
- Little relationship with the industry
- Limited faculty engagement in research and research grant writing activities

- Significantly understaffed and less funded graduate school

c. Opportunities

- Utilize online delivery opportunity of existing programs or developing new types of online graduate programs.
- Developing new high-demand graduate programs that are in growth mode vs. declining programs to increase enrollment.
- Possible areas of academic partnership with both domestic and international institutions.
- Developing graduate certificate programs.
- Developing interdisciplinary graduate programs
- The growing favorable trend for federal support funds to HBCUs through grant proposals.

d. Threats

- Declining graduate enrollment and completion.
- Continued decreased funding.
- Program cancellation by the Board of Regents due to low enrollment.
- Growing competition in the graduate student market - within the state, nationally, and internationally.
- Continued changes in accreditation standards.
- Graduate School is highly understaffed.

Strategic Goals

Distinctive Goals and accompanying objectives and action steps were developed from the graduate programs' review results and the composite SWOT analysis findings. To enhance its internal and external advantages and minimize or eliminate its internal and external disadvantages the Graduate School plans to implement the following seven Strategic Goals that are aligned with the SUBR Strategic Goals:

- Goal 1:** Attract, recruit, retain and graduate students of diverse background and prepare them to succeed in the 21st Century rapidly changing professional and academic workforce environment. **(SUBR Goal 1)**
- Goal 2:** Foster adequate support services to improve graduate student academic success in response to the increasingly competitive graduate student market. **(SUBR Goal 2)**
- Goal 3:** Strategically expand distinctive and high-demand graduate programs and enhance existing programs through strategic planning, periodic program review, curricula revision, and effective learning outcome assessment system. **(SUBR Goal 3)**

- Goal 4:** Attract and retain qualified graduate faculty by promoting a conducive academic environment for effective teaching, impactful research, and professional development opportunities. **(SUBR Goal 2)**
- Goal 5:** Promote applied and basic research and innovation across graduate programs to advance SUBR towards a Research Two Carnegie doctoral classification level. **(SUBR Goal 4)**
- Goal 6:** Reform Graduate School's internal operation by using technology-based resources to improve efficiency and ensure cutting edge customer satisfaction. **(SUBR Goal 8)**
- Goal 7:** Promote collaborative partnerships with the industry, public sector, organizations, alumni, domestic and foreign academic institutions and other constituencies. **(SUBR Goal 7)**

1. By implementing the above strategic goals, the graduate School will strengthen its organizational structure and internal operation; review and amend existing policies on graduate admission, Graduate Council; improve graduate student support services; enhance traditional and online graduate student recruitment and marketing strategies to increase enrollment; develop the quality and rigor of graduate programs through periodic review and assessment of learning outcome; encourage graduate faculty engagement in research to create a conducive environment for research grant proposal development and help the University move towards research two Carnegie classification institutions; retain graduate student and faculty through professional development, career services support, etc., revise policy on graduate assistantships, fellowships, and tuition scholarships; and elevate external collaborative academic partnerships with the public sector, significant firms, industries, alumni, etc., nationally and globally.
2. The Graduate School will use the following primary annual outcome assessment measures to evaluate its progress in meeting its mission, vision, and goal of becoming one of the top peers HBCU graduate schools:
 - i. Graduate students' recruitment, completers, and placement rates.
 - ii. Number and the total amount of graduate assistantships, fellowships, and scholarships awarded.
 - iii. Quality and number of research productivity and value of funded research grants.
 - iv. Survey results of student satisfaction in support services and on-campus experience.
 - v. Number of experiential learning activities and student engagements (internships, coops, case competition, guest speaker series, orientation and workshops, professional conferences, study abroad, community services, etc.); and
 - vi. Faculty development on-campus and off-campus seminars, workshops, professional conferences, sabbatical leaves, Fulbright Scholar opportunities, etc.

Strategic Goals, Objectives, Action Steps and Outcome Metrics

Goal 1: Attract, recruit, retain and graduate students of diverse background. and prepare them to succeed in the 21st Century rapidly changing workforce environment.
(SUBR Goal 1)

Objective 1.1 Enhance effective graduate student recruitment and marketing by ___ from baseline_____ in Fall/Spring 2021- 2022 to_____ in Fall/Spring 2026 - 2027.

- 1.1.1 Organize at least one recruitment workshop annually for graduate programs chair/directors and graduate faculty to build skills and learn best practices in recruiting quality graduate students.
- 1.1.2 Require graduate departments to develop recruiting strategies, promotional talking points and marketing materials.
- 1.1.3 Organize one graduate Recruitment Open House per semester to recruit undergraduate students for graduate programs.
- 1.1.4 Hire a graduate recruiter to work on behalf of the University and the individual graduate departments and who will also be responsible for external graduate professional development activities.
- 1.1.5 Work with graduate program chairs/directors to develop a comprehensive, targeted marketing campaign plan.
- 1.1.6 Finalize Policy and Procedure for Graduate Assistantships, Fellowships and tuition Scholarships for implementation in the Fall/Spring 2021- 2022 semester.
- 1.1.7 Solicit additional University fund for graduate assistantships, fellowships, and tuition scholarships to attract highly qualified graduate students.
- 1.1.8 Expand graduate recruitment outreach to undergraduate programs in Louisiana and beyond.
- 1.1.9 Develop and implement Graduate Recruitment Fairs to conduct onsite graduate admissions to include the ability to offer assistantships, fellowships and scholarships onsite.
- 1.1.10 Develop strategic marketing materials to target recruitment of business and government executives, police, nurses, teachers, principal, and administrators for masters and doctoral programs.
- 1.1.11 Utilize geo-fencing to attract undergraduate, post-baccalaureate, and professionals to graduate programs.
- 1.1.12 Recruit and mentor graduate students representing a variety of academic perspectives and racial, ethnic, gender, and geographic backgrounds.
- 1.1.13 Engage faculty and staff in graduate recruitment by linking recruiting activities with their involvement in professional associations and other venues.

- 1.1.14 Secure funds to provide marketing materials in order to promote graduate programs and provide opportunities for students to attend, workshops, conferences in preparation for work readiness.
- 1.1.15 Organize a comprehensive orientation session at least twice per academic year to newly admitted masters and doctoral students on the processes and students' responsibilities from admission to commencement.

Key Performance Indicators (KPIs)/Measures of Success: Recruitment and Marketing

- Graduate Recruitment Marketing Plan
- Number of recruiting open house programs
- Policy for Graduate Assistantships, Fellowships, tuition Scholarships
- Number of graduate students awarded assistantships, fellowships and tuition scholarships.
- Number of students, amount and level of graduate assistantships, fellowships and tuition scholarships awarded to graduate students.

Objective 1.2 Increase graduate student enrollment by ___ from baseline _____ in Fall/Spring 2021- 2022 to _____ in Fall/Spring 2026-2027.

- 1.2.1 Increase graduate enrollment by at least 10% annually over the 2021-2022 baseline level of total students.
- 1.2.2 Improve course offering sequences and scheduling to increase enrollment.
- 1.2.3 Conduct a feasibility study for introducing new outreach sites for offering masters programs such as MBA, Masters in Criminal Justice, etc., to increase enrollment in collaboration with graduate program chairs/directors and academic deans of sister campuses.
- 1.2.4 Develop baseline and monitor key performance indicators for the recruitment of graduate students in collaboration with the University Office of Institutional Effectiveness.

Key Performance Indicators/Measures of Success: Enrollment

- Total number of Graduate students enrolled at SUBR (Cumulative)
- Total number of Graduate students enrolled at SUBR, disaggregated by:
 - Race ○ Gender
 - Age
 - In-State/Out-of-State ○ International
- Total number of Graduate students enrolled at SUBR by Graduate Program (Cumulative)
- Total number of Graduate students enrolled at SUBR by Graduate Program, disaggregated by:
 - Race ○ Gender
 - Age
 - In-State/Out-of-State ○ International

Objective 1.3 Increase graduate student retention by __from baseline _____in Fall/Spring 2021- 2022 to _____in Fall/Spring 2026 - 2027.

- 1.3.1 In collaboration with the graduate departments chairs/directors, increase retention rates by at least 5% annually over the 2021 - 2022 baseline level.
- 1.3.2 Identify at-risk graduate students and provide appropriate academic assistance in collaboration with the graduate department chairs/directors.
- 1.3.3 Develop and implement a broad-based graduate student mentorship program in collaboration with the graduate department chairs/directors.
- 1.3.4 Provide adequate resources needed to support graduate education, research capacity, compensation for faculty and staff, and stipends for graduate students.
- 1.3.5 Expand Graduate School fellowships, scholarships, teaching and research assistantships.

Key Performance Indicators/Measures of Success: Retention

- Retention rate (percentage of students that return for the next semester)

Objective 1.4 Increase number of Master’s degree completers by _from baseline _____in Fall/Spring 2021- 2022 to _____in Fall/Spring 2026 - 2027.

- 1.4.1 In collaboration with the graduate departments chairs/directors, increase graduation rates by at least 5% annually over the 2021 - 2022 baseline level.
- 1.4.2 Provide recognition to high performing graduate students and award for the best Thesis of the year at the Annual Graduate School Award event.
- 1.4.3 Develop more masters’ programs using online and face-to-face modalities in high demand disciplines.

Key Performance Indicators/Measures of Success: Masters Completion

- Graduation rate
- Number of graduate students – masters, awarded annually for the best thesis and dissertation.
- Total number of Master’s degree completers at SUBR (Cumulative)
- Total number of Master’s degree completers at SUBR, disaggregated by:
 - Race ○ Gender ○ Age
 - In-State/Out-of-State ○ International
- Total number of Master’s degree completers at SUBR by Graduate Program (Cumulative)
- Total number of Master’s degree completers at SUBR by Graduate Program, disaggregated by:

Key Performance Indicators/Measures of Success: Student Satisfaction Survey Scores

- Graduation rate
- Number of graduate students –doctoral, awarded annually for the best thesis and dissertation.
- Total number of Doctoral degree completers at SUBR (Cumulative)
- Total number of Doctoral degree completers at SUBR, disaggregated by:
 - Race
 - Gender
 - Age
 - In-State/Out-of-State
 - International
- Total number of Doctoral degree completers at SUBR by Graduate Program (Cumulative)
- Total number of Doctoral degree completers at SUBR by Graduate Program, disaggregated by:
 - Race
 - Gender
 - Age
 - In-State/Out-of-State
 - International

Objective 1.7 Increase enrollment of international students by ___from baseline ___in Fall/Spring 2021- 2022 to _____in Fall/Spring 2026 - 2027

- 1.7.1 Conduct a feasibility study to identify the countries to be targeted for recruitment of foreign students (Asia, Africa, and the Caribbean etc.).
- 1.7.2 In collaboration with the respective University units, enhance on-campus international student experience by providing adequate living, wrap around support and other necessary services.
- 1.7.3 Review and improve current Graduate School policy on international student admission criteria and processes.
- 1.7.4 Review, streamline, and make student friendly the processes involving admission of international students, support services, Human Resources processes and graduate assistantships.
- 1.7.5 Actively recruit international students as part of Southern University’s defining mission and global outreach; create Ambassador Program leveraging faculty, students and stakeholders dedicated to international student recruitment.

- 1.7.6 Create semester-end surveys for international students' satisfaction about their experience at Southern University; create mechanism for assessment and evaluation of such surveys; and create a feedback loop to correct deficiencies, if applicable.
- 1.7.7 Develop dedicated resources within the Graduate School that support international student admission criteria and processes; work with programs on campus that provide support to international students; perform analysis of leading program practices in this and other areas for possible adoption and implementation at the SU Graduate school.

Key Performance Indicators/Measures of Success: Enrollment

- Total number of international graduate students enrolled at SUBR (Cumulative)
- Total number of international graduate students enrolled at SUBR, disaggregated by:
 - Race
 - Gender
 - Age
 - Nationality
- Total number of international graduate students enrolled at SUBR by Graduate Program (Cumulative)
- Total number of international graduate students enrolled at SUBR by Graduate Program, disaggregated by:
 - Race
 - Gender
 - Age
 - Nationality

Goal 2: Foster adequate support services to improve graduate student academic success in response to the increasingly competitive graduate student market. (SUBR Goal 2)

Objective 2.1 Enhance graduate student mentoring, career and professional development skills

- 2.1.1 Organize necessary mentorship program for graduate students in collaboration with the graduate program chairs/directors.
- 2.1.2 In collaboration with the Office of Career Services, improve the graduate student academic and non-academic job opportunities through professional and personal development workshops and activities.

Key Performance Indicators/Measures of Success: Professional development

- Number of students participating in mentorship programs
- Number of professional development workshops

Objective 2.2 Review and enhance the current thesis/dissertation process guideline

- 2.2.1 Review and implement the Graduate School revised Thesis/dissertation Process Guidelines to eliminate inefficiencies and discrepancies.
- 2.2.2 Review and enhance current thesis/dissertation committee structure, procedures and deadlines.
- 2.2.3 organize at least one workshop per semester to help graduate students with thesis/dissertation process, and ProQuest as repositor in collaboration with the John B. Cade Library.

Key Performance Indicators/Measures of Success

- Revised Thesis/Dissertation Process Guidelines
- Revised Thesis/Dissertation Committee structure, duties and responsibilities

Objective 2.3 Enhance on-campus graduate student Experience

- 2.3.1 Provide advice and support to the Graduate Student Council (GSC) and their effort to promote student professional activities and community engagement.
- 2.3.2 Engage GSC representative in the governance of the Graduate School.
- 2.3.3 Support graduate student research and provide funds for students that present papers or participate in poster/case competitions at professional conferences.
- 2.3.4. Conduct exit survey of graduate students on their perception about their non-academic experience at SUBR.

Key Performance Indicators/Measures of Success

- Number of students that participated in professional conferences, case and poster competitions
- Type of support provide to Graduate Student Council
- Exit survey of graduate student non-academic experience results.
- Survey result of current students (at least once per year.)

Goal 3: Expand high-demand graduate programs to meeting the need of the continuously changing national and global workforce demand. (SUBR Goal 1 & 2)

Objective 3.1 Develop new and/or enhance existing graduate programs to complement the University strategic plan (SUBR Goal 2)

3.1.1 conduct periodic review of existing masters and doctoral programs and develop enhancement strategies in collaboration with the graduate department chairs/directors.

3.1.2 Provide adequate academic and research support to existing graduate programs.

3.1.3 Conduct feasibility study of possible new Graduate Certificate, Masters and Ph.D. programs in collaboration with the graduate department chairs/director

3.1.4 Develop new interdisciplinary graduate programs that create high demand opportunities.

3.1.5 Develop, promote, and market seamless pathways to graduate programs for undergraduate students (e.g., 3+3 or 3+2 joint undergraduate/graduate programs) in collaboration with the graduate department chairs/director.

Key Performance Indicators/Measures of Success

- Number of existing graduate programs increased in funding support
- Number of graduate programs reviewed
- Number of new graduate programs
- Number of new graduate certificate programs
- Number of new pathways to graduate programs
- Number of New interdisciplinary graduate programs created

Objective 3.2 Designing guideline for maintaining innovative and competitive graduate programs and curricula

3.2.1 Develop guidelines for a systematic and periodic curricula program review and curricula revision.

3.2.2 Assist graduate departments in designing and implementing program learning outcome assessment plan and process at the program level.

3.2.3 Assist graduate departments in curriculum revisions to ensure currency relevance and program rigor.

Key Performance Indicators/Measures of Success

- Graduate program periodic curricula review and revision guideline

Objective 3.3 Promote Development of online Graduate programs

- 3.3.1 Provide adequate academic and student support services available for online graduate students in collaboration with graduate program departments and the Office of eLearning.
- 3.3.2 Identify and launch new online graduate programs in collaboration with graduate program departments and Office of eLearning.
- 3.3.3 Provide advanced professional development and assessment of learning outcome support to graduate faculty in online teaching in collaboration with graduate program departments and Office of eLearning.

Key Performance Indicators/Measures of Success

- Survey results of online graduate student on support services
- Number of online programs learning outcome assessments
- Number of new online graduate programs launched.

Goal 4: Attract and retain qualified graduate faculty by promoting a conducive academic environment for effective teaching, impactful research, and professional development opportunities. (SUBR Goal 2)

Objective 4.1 Develop projection of a five-year graduate faculty needs for each program in collaboration of graduate programs chairs/directors

- 4.1.1. Collect data on the existing number and qualifications of graduate faculty and based on average turnover and expected retirements, prepare a five-year graduate faculty needs projection.
- 4.1.2 Collect data on the existing number and qualifications of part time and adjunct graduate faculty, review existing policy and prepare a projection and a draft guideline for hiring part-time and adjunct faculty Including maximum percentage of assignment, compensation and appointment process and duration.
- 4.1.3 Recruit and train strong teaching and research graduate students to assist full-time graduate faculty in their area of expertise and research interest.
- 4.1.4 Recognize high-achieving graduate faculty' efforts in different areas at the Graduate School Annual Award event.

Key Performance Indicators/Measures of Success

- Five-year graduate faculty needs projection
- Number of graduate assistants trained in teaching and research
- Number and category of graduate faculty recognized

Objective 4.2 Design and implement innovative faculty development programs

- 4.2.1 Conduct needs assessment survey of graduate faculty to identify the areas of faculty development priorities.
- 4.2.2 Provide off-campus faculty development opportunities for at least 40 graduate faculty annually.
- 4.2.3 Organize on-campus, off-campus and international graduate faculty development programs for continuous improvement, in collaboration with the Deans, chairs/directors of graduate departments and the Center for International Affairs.
- 4.2.4 Coordinate short-term Fulbright international faculty development opportunities for at least two graduate faculty annually through the U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA) and the SUBR Center for International Affairs and University Outreach.
- 4.2.5 Review and modify the current policy on sabbatical leave in collaboration with the graduate program chairs/directors and Faculty Senate to incentivize high achieving research graduate faculty to increase their intellectual contributions in cooperation with the graduate program department and other stakeholders.
- 4.2.6 Promote and support development of MOUs between SUBR and overseas academic institutions in collaboration with academic units and the Center for International Affairs and University Outreach to collaborate and form partnerships in research, and graduate faculty and student exchange activities.

Key Performance Indicators/Measures of Success

- Graduate faculty areas of professional development assessment result
- Number of graduate faculty attending off-campus professional development programs (workshops, seminars, conferences etc.)
- Number of graduate faculty attending international faculty development programs (Fulbright, CIBER, research grant projects etc.)
- Number of exchange Fulbright Scholar opportunities from other countries to SUBR
- Number of sabbatical leaves awarded to graduate faculty.
- Number of MOUs signed annually

Goal 5: Promote applied and basic research and innovation across graduate programs to advance SUBR towards a Research Two Carnegie doctoral classification level. (SUBR Goal 4).

Objective 5.1 Encourage graduate faculty to increase the quality and quantity of their intellectual contributions

- 5.1.1 Improve the research environment of the SUBR by organizing research seminars, workshops, conferences and creating research clubs to stimulate graduate faculty and students engage in research activities.
- 5.1.2 Explore endowed chairs and endowed professorships funding opportunities, in collaboration with the Academic Affairs, SUS Foundation, SU Alumni Federation, academic Deans and program directors.
- 5.1.3 Solicit additional funds from the University Administration to support graduate faculty in increasing their research activities and publications to promote the SUBR towards Research two institutions.
- 5.1.4 Encourage graduate faculty to present papers at professional conferences, publish their research results in peer-reviewed journals and engage in consulting activities, in consultation with the Deans and chairs/directors of graduate departments.
- 5.1.5 Enhance role of SUBR graduate faculty in professional organizations.

Key Performance Indicators/Measures of Success

- Number of books published, and edited.
- Number and type of peer-reviewed journal articles published
- Number of research workshops, seminars and research clubs created
- Number of endowed chairs and endowed professorships awarded annually
- Other forms of intellectual contributions and creative works by graduate faculty annually.
- Number of faculty appointed to editorial and member of peer-review journals
- Number of best research recognitions received by graduate faculty
- Number of citations in Google Scholar, ResearchGate, and Science Citation Index (SCI).
- Number of annual peer reviewed presentations and proceedings at professional conferences

Objective 5.2. Promote and encourage graduate faculty engagement in research grant projects development

5.2.1 Encourage graduate faculty to attend grant writing workshops organized by the Office of Grants and Sponsored Programs, the Graduate School, graduate program departments or other institutions.

5.2.2 Encourage graduate faculty to actively develop research projects supported by state, federal, private, and nonprofit funding agencies.

Key Performance Indicators/Measures of Success

- Number of graduate faculty attending grant writing workshops
- Number of research grant proposals submitted by graduate faculty annually.
- Number of funded research grant projects
- Number of consulting activities performed by graduate faculty annually.

Goal 6: Reform the Graduate School's organizational structure, policies and internal operation by using technology to improve efficiency and ensure cutting edge customer satisfaction. **(SUBR Goal 8)**

Objective 6.1 Improve the efficiency of the Graduate School internal operation

6.1.1 Enhance the existing internal operation of the Graduate School by using a technology-based system that is responsive to the needs of the new generation of graduate students and supports the effectiveness of faculty and staff.

6.1.2 Conduct search and fill the Executive Assistant to the Dean position.

6.1.3 Conduct search and fill the Graduate Records Coordinator position.

6.1.4 Conduct search and fill the Graduate recruitment and marketing Coordinator position.

6.1.5 Conduct search and fill the Graduate Program Review and Assessment Coordinator position.

6.1.6 Assign a senior faculty to fill the Academic Progress, Research and Professional Development Support Services Director position in collaboration with one of the graduate program departments and support of the Office of Academic Affairs.

6.1.7 Provide efficient operation of graduate admissions, graduate record-keeping, admission status and academic progress tracking system and graduation reviews.

6.1.8 Conduct technological and training needs assessment of staff.

6.1.9 Solicit and allocate funds for staff development.

Key Performance Indicators/Measures of Success

- Access to technologically-based resource for admission, communication with existing and prospective graduate students as well as graduate program chairs/directors
- Improved internal operation manual for admission, graduate student admission status and academic progress tracking system and access to academic progress data of graduate students
- Revised Graduate School organizational structure, manpower needs, job descriptions and budget
- Number of staff development training workshops and number of staff trained.
- Number of additional staff hired.
- Improved graduate admission process /workflow and graduate records manual

Objective 6.2 Review and improve the current organizational structure of the Graduate School

6.2.1 Revise the current Graduate School organizational structure to make it compatible to the revised mission, vision and strategic goals.

6.2.2 Conduct annual performance review of staff

6.2.3 Conduct survey of staff satisfaction.

Key Performance Indicators/Measures of Success

- Improved Graduate School Organizational structure
- Performance review of staff
- Staff satisfaction survey result

Objective 6.3 Improve the graduate record-keeping and dissemination service of the Graduate School

6.3.1. Develop and implement a system for efficient graduate record keeping

6.3.2 Collaborate with the University Office of Institutional Effectiveness to generate, maintain, review and disseminate reliable data on graduate students, faculty and degrees awarded annually.

6.3.3 Work with academic deans, the graduate program chairs/directors in exchanging graduate data on graduate programs, graduate students and graduate faculty.

Key Performance Indicators/Measures of Success

- Graduate record keeping and data dissemination manual.

Goal 7: Foster collaborative partnerships with the industry, government organizations, alumni, domestic and foreign academic institutions and other constituencies.
(SUBR Goal 7)

Objective 7.1 Develop partnerships with major industries, public sector, domestic and foreign higher educational institutions.

- 7.1.1 Identify potential partnering firms, public sector organizations, domestic and foreign educational institutions, and establish relationships through a memorandum of understandings (MOUs) in collaboration with the Academic Deans, graduate programs chairs/directors, and Center for International Affairs and University Outreach.
- 7.1.2 Collaborate with graduate program chairs/directors, to determine the viability of offering programs jointly with the industry in workplace locations.
- 7.1.3 Establish formal and informal relationships with firms, public sector and nonprofit organizations to increase internships and permanent employment opportunities for graduate students.
- 7.1.4 Formulate recruitment channels focused on Military, Alumni, Corporate, Underrepresented four year program and incomplete graduate school populations.
- 7.1.5 Coordinate to reestablish the SU Business Industry Cluster to further develop partnerships with major industries and public sector; ensure assigned ownership and dedicated resources that drive optimal outcomes for all stakeholders.

Key Performance Indicators/Measures of Success

- Number of new relationships (MOUs) created with the industry, government and domestic and foreign academic institutions.
- Number of graduate students that participated in internship programs.
- Number of students that were employed upon completion of programs.
- Number of members of the reestablished Southern University Business and Industry Cluster

Objective 7.2 Enhance the visibility of SUBR Graduate School, graduate programs, graduate students and faculty

- 7.2.1 Assess the Graduate School website to determine current and future use and maximize its values to different user groups to promote the Graduate School, graduate programs, graduate students and faculty.
- 7.2.2 Enhance the use of technology and social media to reach prospective domestic and international students.
- 7.2.3 Engage Graduate Council members, graduate program chairs/directors, graduate students, and faculty, staff and SU alumni in the effort of promoting graduate programs.
- 7.2.4 Dedicate resources to marketing, communications and business development in the SU Graduate School; leverage and share student and alumni success stories broadly via social media, the press and other public relations forums.
- 7.2.5 Designate remote offices in priority locations (New Orleans and Shreveport) to encourage student recruitment.

Key Performance Indicators/Measures of Success

- Modified Graduate School Website
- Number and type of graduate programs promotional materials
- Number of designated remote locations for graduate student recruitment.

Objective 7.3 Promote the experiential learning and global awareness opportunity for SUBR graduate students

- 7.3.1 Organize at least one study abroad program annually for interested masters and doctoral graduate students in collaboration with the University's Center for International Affairs,
- 7.3.2 enhance the global awareness and leadership skills of graduate students, by organizing at least four speaker series programs annually in collaboration with the graduate program chairs/directors,
- 7.3.3 Build a strategy that provides all courses in traditional, hybrid and online in support of 'SU GLOBAL, SU EVERYWHERE' concept.

Key Performance Indicators/Measures of Success

- Number of graduate students that participate in study abroad programs annually
- Number of guests that participated in the Graduate School Speaker Series Program

Objective 7.4 Collaborate with the Office of eLearning for using distance education to promote and foster collaborative partnerships with the industry, government organizations, alumni, domestic and foreign academic institutions and other constituencies.

- 7.4.1 Develop feasibility study on how to use distance education to promote collaborative partnerships with the industry, government organizations, alumni,

domestic and foreign academic institutions, and the Office of eLearning and graduate program offering academic units.

7.4.2 Harmonize onsite and online instruction so that the students at Southern University campus and outside the campus (e.g., New Orleans, Michigan, New Delhi) can attend the same class, synchronously or asynchronously, without loss of quality or contents.

7.4.3 Use videoconferencing and teleconferencing tools to create interactions with industry, government organizations, alumni, domestic and foreign academic institutions, and other constituencies.

7.4.4 Build infrastructure to support Objectives 7.5.2 and 7.5.3

Key Performance Indicators/Measures of Success

- Number of academic exchange partnerships created
- Number of relationships established with partnering firms, public sector organizations of nonprofits
- Number of graduate students participating in internship/coop programs
- Number of students placed in the private sector/public sector or academic career
- Number of international students recruited from the targeted countries
- Number of guests that participated in the Graduate School Speaker Series Program



Strategic Financial Plan

Operation Budget for 2021-2022 Academic Year

The Table in *Appendix A* represented the detailed budget request for the Graduate School's operations for the academic year 2021-2022. The Graduate School will require additional financial support during the 2021-2022 Academic Year for implementing its strategic initiatives. During the past five years, the graduate School budget has almost been frozen except for some salary adjustments. Since the unit's revitalization activities will begin in the 2021-2022 academic year, increasing the budget for personnel and operations and the budget that supports graduate students will be imperative. This operation budget adjustment is necessary to stop the declining graduate enrollment, retain current students, attract prospective graduate students, enhance our research environment, and implement the Graduate School's other revitalization initiatives. Under its operating budget for the 2021-2022 academic year, the Graduate School requests funds for hiring at least four additional staff members to fill the critical vacant positions: Executive Assistant to the Dean; Recruitment and Marketing Coordinator; Program Review and Assessment Director; and Academic Progress, Research, and Professional Development Director. In addition, additional funds are requested to slightly increase the graduate assistantships, fellowships, and tuition scholarships budget that was static for the past several years and digitalize/modernize the admissions and graduate records.

The Table in *Appendix B* shows the projected budget requirements for implementing the 2022-2027 Strategic Plan, respectively. These funding requests are critical to improving the role and efficiency of the Graduate School and for transitioning the unit to a premiere graduate school that will help SUBR join other research two Carnegie classification institutions.

Appendix A

2021-2022 Budget

The Budget request submitted aligns with the following highlighted strategic goals of the University:

1. **Commitment to Student Access and Affordability**
2. **Commitment to Academic Excellence and Student Success**
3. **Commitment to Institutional Effectiveness and Accountability**
4. **Commitment to Scholarly Research, Discovery, and Entrepreneurship**
5. **Commitment to Fundraising and Philanthropic Support**
6. **Commitment to Improve Campus Life through Infrastructural Development**
7. **Commitment to Promote the SUBR Brand through Outreach and Global**
8. **Engagement Commitment to Enhance Campus Technology**
9. **Commitment to Invest in Human Capital and Strengthen Human Resources** 10.
Operations Commitment to Quality Customer Service

DEPARTMENT PRIORITIES

Please list your top three (3) priorities based on the needs of your department

Top three priorities:

1. Hiring Executive Assistant to the Graduate School Dean
2. Hiring Recruitment and Marketing Coordinator
3. Hiring Program Review and Assessment Director
4. Assigning Academic Progress, Research and Professional Development Director (transferring a senior graduate faculty from an academic unit with reduced teaching load and \$10,000 extra compensation for additional responsibilities).

Department Name:	Graduate School - Graduate Assistantship Budget
Department Code:	211001-22302-21000
Budget Head:	Ashagre Yigletu
Date of Request:	06/01/2021
Meeting Time:	
Presiding:	
Attendees:	

REQUESTED BUDGET

Category	2020 - 2021 Budget Year	2021 - 2022 Proposed Budget Year	Difference
Salaries	\$ 515,000	\$ 565,000	\$ 50,000
Fringes (@38.52%)	-	-	-
Travel	-	5,000	5,000
Operating Services (digitalization)	11,000	15,000	4,000
Supplies	1,500	5,000	3,500
Professional Services (Council of Graduate Schools membership fee)	-	5,500	5,500
Other Charges	-		
Equipment	-		
Totals	\$ 527,500	\$ 595,500	\$ 68,000

The Budget request submitted aligns with the following highlighted strategic goals of the University:

- 11. Commitment to Student Access and Affordability**
- 12. Commitment to Academic Excellence and Student Success**
- 13. Commitment to Institutional Effectiveness and Accountability**
- 14. Commitment to Scholarly Research, Discovery, and Entrepreneurship**
- 15. Commitment to Fundraising and Philanthropic Support**
- 16. Commitment to Improve Campus Life through Infrastructural Development**
- 17. Commitment to Promote the SUBR Brand through Outreach and Global**
- 18. Engagement Commitment to Enhance Campus Technology**
- 19. Commitment to Invest in Human Capital and Strengthen Human Resources** 20.
Operations Commitment to Quality Customer Service

DEPARTMENT PRIORITIES

Please list your top three (3) priorities based on the needs of your department

Top three priorities:

1. \$50,000 increase in graduate assistantship annual budget.
2. \$4,000 requested for digitalization of the unit's operations.
3. \$5,500 requested for Professional Services (Council of Graduate Schools annual membership fee).
4. \$5,000 requested for travel.

Appendix B

The Graduate School 2022-2027 Strategic Plan Budget Projection



The Graduate School

The Graduate School Strategic Financial Plan 2022 - 2027 Budget Projection

Category	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Salaries*	557,628	579,933	603,130	627,255	652,345
Fringes (@38.52%)	214,798	223,390	232,326	241,619	251,283
Graduate Assistantships, Fellowships and Tuition Scholarship	585,000	595,000	605,000	615,000	625,000
Travel	5,000	6,000	7,500	8,500	10,000
Operating Services	15,000	17,000	19,000	21,000	25,000
Supplies	2,500	3,000	3,500	4,500	5,500
Professional Services	16,000	16,500	17,000	17,500	18,000
Other Charges	1,500	2,000	2,500	3,000	3,500
Equipment	-	-	-	-	-
Totals	\$1,387,426	\$1,432,823	\$1,489,956	\$1,538,374	\$1,590,628

* The salaries projected for each year includes a 4% cost of living adjustment.