

2025-2030 **STRATEGIC PLAN**

TRANSFORMING LIVES **FOR ETERNITY**



PRESIDENT'S MESSAGE

As we look to the future of Southern Adventist University, I am filled with a deep sense of gratitude for how God has led this institution through seasons of growth, challenge, and transformation. Our commitment to Christ-centered education remains unwavering, and it is with prayerful intention that we present this strategic plan—a vision rooted in our mission to nurture students for a life of service and leadership grounded in the Adventist faith. This document is more than a roadmap; it reflects who we are, where we are going, and how we will continue to serve our students, church, and world in the years ahead.



This five-year plan is the result of collective effort, informed by many individuals. It outlines key benchmarks and tasks focused on academic excellence, spiritual growth, campus life, and institutional sustainability. We move forward with confidence, knowing that we do not journey alone as God is our guide. I invite each member of the Southern family, students, faculty, staff, alumni, and friends, to join us in this shared mission. May we continue to seek wisdom, foster innovation, and remain steadfast in our calling to educate with purpose as we help shape lives for eternity.

Ken Shaw, EdD

President, Southern Adventist University

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FOUNDATIONAL STATEMENTS

THE MISSION

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

THE VISION

Southern Adventist University's vision is to:

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

THE CORE VALUES

As Southern Adventist University employees, we:

- ▶ Embrace the Seventh-day Adventist Church's Worldview and Fundamental Beliefs
- ▶ Love Others as God Loves Them
- ▶ Act with Integrity
- ▶ Live Prayerfully
- ▶ Serve Others Generously
- ▶ Follow God's Calling
- ▶ Pursue Excellence
- ▶ Exercise Responsible Stewardship
- ▶ Offer an Exceptional, Wholistic Learning Experience

OUR FAITH

SPIRITUAL GROWTH

VP for Spiritual Life

- ▶ **Benchmark:** Grow student spiritual vitality by maintaining a campus spiritual vitality score of 65% for all students taking the Spiritual Life Survey and achieving 50% among participating student cohorts demonstrating a measurable positive change in their Spiritual Vitality Gauge, measured by the yearly Spiritual Life Survey.

▶▶ 2025-2026

1. Research and develop a comprehensive discipleship process by
 - a. Assessing existing Office of Ministry and Missions (OMM) programs and opportunities that contribute to spiritual growth through the lens of a comprehensive discipleship process.
 - b. Evaluating worship programs and events, such as Vespers, Fall Week of Worship, and Student Week of Worship, to determine whether they align with discipleship goals.
 - c. Developing purpose statements for all worship programs, clarifying their role within the discipleship process.
 - d. Designing the *Next Steps* initiative to provide students with the necessary tools and opportunities to identify and take their next step in the discipleship process.
 - e. Launching the OMM/Student Association (SA) Bible studies initiative to integrate it as a key component of the discipleship process.
2. Plan and lead a week-long evangelistic series on campus that spiritually engages students, fosters community involvement, and provides opportunities for decision-making.

▶▶ 2026-2027

1. Integrate existing OMM programs into a unified and comprehensive discipleship process by:
 - a. Implementing the *Next Steps* initiative to encourage active participation and spiritual growth among students by providing the necessary tools and opportunities to identify and take their next step in the discipleship process.
 - b. Developing an instrument to measure progress and movement within the discipleship process across OMM programs and opportunities.
2. Foster spiritual growth and enhance the in-person worship experience for programs such as Vespers, Fall Week of Worship, and Student Week of Worship.

▶▶ 2027-2028

1. Strengthen alignment among OMM programs to ensure maximum impact within the discipleship process.

2. Identify gaps or missing links within the discipleship process and develop strategies to address them.
3. Roll out and use the discipleship growth instrument to evaluate and monitor development and positive movement across OMM programs.
4. Elevate production quality for worship experiences like Vespers, Fall Week of Worship, and Student Week of Worship to meet broadcasting standards for television.
5. Expand the reach and scope of the OMM/SA Bible studies initiative.

2028-2029

1. Focus OMM programs more intentionally around the discipleship process to deepen spiritual growth by:
 - a. Conducting a comprehensive SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) of the discipleship process.
 - b. Addressing identified gaps in the discipleship process by implementing targeted solutions.
 - c. Evaluating the effectiveness of the “Next Steps” initiative and refine it as needed.
2. Explore potential partnerships for broadcasting worship experiences such as Vespers, Fall Week of Worship, and Student Week of Worship.
3. Collaborate with partners to develop a plan for live broadcasts of key worship experiences.

2029-2030

1. Identify opportunities to extend the discipleship process to other departments outside OMM, fostering a campus-wide spiritual growth initiative.
2. Create a new five-year strategic plan informed by the analysis of strengths, weaknesses, opportunities, and threats within the discipleship process.
3. Enhance the “Next Steps” initiative based on feedback and evaluations from previous years.
4. Begin systematic broadcasting of worship experiences such as Vespers, Fall Week of Worship, and Student Week of Worship in collaboration with partners. (Add steps along the way)

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

2025-2026

1. Make plans with the Collegedale Church to hold an evangelistic series during the fall 2026 semester in partnership with the Office of Ministry and Missions, Soul-Winning and Leadership Training (SALT), and the evangelism coordinator at the Georgia Cumberland Conference.

2026-2027

1. Hold an evangelistic series with the Collegedale Church during the fall 2026 semester in partnership with the OMM, SALT, and evangelism coordinator at the Georgia Cumberland Conference.

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

2027-2028

1. Launch an "Adopt-a-Student" initiative, connecting the local church members with university students. This mentorship program will provide spiritual guidance, support, and a sense of belonging.

2028-2029

1. Have pastoral staff and chaplains review and streamline existing ministry programs.
2. Continue the "Adopt-a-Student" initiative, connecting the local church members with university students. This mentorship program will provide spiritual guidance, support, and a sense of belonging.
3. Assess spiritual programs and initiatives, soliciting feedback from students, faculty, staff, and church members.

CHARACTER DEVELOPMENT

VP for Spiritual Life

- **Benchmark:** Cultivate a culture of character development across all co-curricular programs, strengthening students' moral, spiritual, and civic development through a shared institutional language, enhanced collaboration, and alignment with Southern's mission.

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|--|-----------|-----------|-----------|-----------|-----------|
| Cumulative number of Co-curricular programs assessed for character integration | 5 | 10 | 12 | 15 | 20 |
| Participants completing values-based micro-credentials | 200 | 250 | 300 | 350 | 400 |

2025-2026

1. Form 2 working groups to assess co-curricular programs for character education alignment.
2. Implement pilot values-based micro-credentialing initiatives. A micro-credential is a digital badge system to formally recognize students' proficiencies in core durable skills.
3. Implement the first round of support for existing character-focused campus programs.
4. Implement 5 co-curricular programs assessed for character integration with a minimum of 200 participants completing values-based micro-credentials.

2026-2027

1. Scale values-based micro-credentialing program.

2. Host guest lectures on holistic character formation and student virtue development.
3. Collaborate with Residence Life, Missions, and Campus Ministries to infuse character values.
4. Implement 10 co-curricular programs assessed for character integration with a minimum of 250 participants completing values-based micro-credentials.

2027–2028

1. Broaden cross-departmental engagement in character discussions.
2. Launch a Character Education Advisory Board composed of students, faculty, and staff.
3. Create an online resource hub for virtue literacy and character development materials.
4. Expand co-curricular assessments to include mentoring and student leadership programs.
5. Implement 12 co-curricular programs assessed for character integration with a minimum of 300 participants completing values-based micro-credentials.

2028–2029

1. Host campus-wide “Character in Action” symposium.
2. Collaborate with CLIR to evaluate the long-term outcomes of the initiative.
3. Deepen integration of service-based learning and spiritual life programming.
4. Structure new chapel themes around institutional values and virtues.
5. Prepare Institutional Impact Grant proposal.
6. Implement 15 co-curricular programs assessed for character integration with a minimum of 350 participants completing values-based micro-credentials.

2029–2030

1. Assess initiative impact and share findings with the President’s Council and Board.
2. Publish a second-generation strategy for sustained character integration.
3. Launch a university-wide communications campaign sharing the character model.
4. Ensure alignment with the revised mission statement.
5. Secure long-term funding and institutional support through new grant opportunities.
6. Implement 20 co-curricular programs assessed for character integration with a minimum of 400 participants completing values-based micro-credentials.

SMALL GROUP MINISTRIES

VP for Spiritual Life

▶ **Benchmark:** Maintain students' sense of belonging through transformational LifeGroups at 90%.

▶▶ 2025-2026

1. Provide the opportunity for 70% of undergraduate students to engage in a LifeGroup by increasing the maximum enrollment per LifeGroup from 12 students to 20 students, thereby expanding the capacity to between 1,920 and 2,080 students.
2. Increase consistent (attend 6 out of 9 weeks) LifeGroup participation from 28% to 31% of undergraduates to strengthen student belonging.
3. Explore opportunities to partner with the Southern Union to make 6-10 LifeGroup leaders/coaches/directors available as facilitators for the annual SU Prayer Conference as a mechanism for recruitment to Southern Adventist University and LifeGroups.
4. Implement annual SmartStart LifeGroup Vespers & AfterGlow as a mechanism for recruiting freshmen to engage in LifeGroups throughout the academic year.
5. Support Alumni Relations alumni LifeGroups to sustain connections and encourage continued spiritual growth after graduation.

▶▶ 2026-2027

1. Continue to provide the opportunity for 70% of undergraduate students to engage in a LifeGroup.
2. Cultivate a campus environment that encourages consistent LifeGroup participation from 34% of undergraduates to strengthen student belonging.
3. Partner with the Southern Union to make 6-10 LifeGroup leaders/coaches/directors available as facilitators for the annual SU Prayer Conference as a mechanism for recruitment to Southern Adventist University and LifeGroups.
4. Collect and share LifeGroup success stories and testimonies, highlighting how LifeGroups are transforming students' lives and shaping campus culture.
5. Make recommendations to the Spiritual Life Committee based on the researched findings of small groups in private Christian universities.

▶▶ 2027-2028

1. Continue to provide the opportunity for 70% of undergraduate students to engage in a LifeGroup.
2. Cultivate a campus environment that encourages consistent LifeGroup participation from 37% of undergraduates to strengthen student belonging.
3. Develop a model for a university small group ministry to be recommended to the Spiritual Life Committee for campus adoption.

4. Incorporate the adopted model for university small group ministry within the Spiritual Master Plan.
5. Publish the adopted model for university small group ministry within academic periodicals.

2028-2029

1. Continue to provide the opportunity for 70% of undergraduate students to engage in a LifeGroup.
2. Cultivate a campus environment that encourages consistent LifeGroup participation from 40% of undergraduates to strengthen student belonging.
3. Write materials and resources for LifeGroups.
4. Collect and share LifeGroup success stories and testimonies, highlighting how LifeGroups are transforming students' lives and shaping campus culture.
5. Conduct a feasibility study of facilitating periodic spiritual retreats or leadership summits for LifeGroup leaders to deepen their own faith and leadership capacities, which would require additional staffing support.
6. Publish journal articles on LifeGroups ministry structure, belonging, and transformational leadership.

2029-2030

1. Continue to provide the opportunity for 70% of undergraduate students to engage in a LifeGroup.
2. Cultivate a campus environment that encourages consistent LifeGroup participation from 43% of undergraduates to strengthen student belonging.
3. Launch periodic spiritual retreats or leadership summits for LifeGroup leaders to deepen their own faith and leadership capacities.

EVANGELISTIC OUTREACH

Senior VP for Academic Administration, VP for Spiritual Life

- ▶ **Benchmark:** Maintain 150 students and faculty involved in a message-based evangelistic outreach and provide 1,500 Lay Certifications for Bible work and preaching.

2025-2030

1. Provide students, faculty, and church members with opportunities to be trained in evangelism through:
 - a. The SALT Program.
 - b. Boot camps for Vision Trips, Student Missions, and Evangelistic Resource Center (ERC) Missions.
 - c. Lay Certifications for Bible work and preaching.
 - d. Launching an international evangelism training school.
 - e. Creating video and book resources for equipping church members.

2. Grow the number of students and faculty involved in message-based evangelistic outreach:
 - a. Double the number of participants in ERC Mission Trips from 5% to 10% of the student body.
 - b. Increase the number of theology students involved in summer-in-ministry internships and in evangelism field schools.
 - c. Encourage all School of Religion faculty to preach at least one evangelistic series a year.
3. Give consideration to creating a Center for Mission that would encompass all the mission work across campus.
 - a. Coordinate recruiting, training, and deployment for Vision Trips, Student Missions, SALT, and ERC Mission Trips.
 - b. Encourage a culture of missions and service on campus.
 - c. Engage in mission and evangelism research.
 - d. Produce resources.
 - e. Establish a cohesive academic and co-curricular plan for mission and service involvement.
 - f. Establish an advisory board for the Center for Mission.

STUDENT MISSIONARIES

VP for Spiritual Life

- **Benchmark:** Increase student leadership influence for the campus and church by empowering students to return from Student Missionary (SM) service as lifelong influencers for the mission of Jesus.

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|--|-----------|-----------|-----------|-----------|-----------|
| Number of students annually serving as SMs | 65 | 80 | 90 | 100 | 120 |
| Number of returned SM's active in leadership | 50 | 100 | 150 | 200 | 250 |
| Collective Faith Bank* Balance | 1000 | 1400 | 1700 | 2000 | 2500 |

* This measurement includes students working at OMM, Lifegroup leaders, SA leaders, student deans, and club officers. The Faith Bank is a strategic effort to increase the student missionaries qualitative spiritual experience while serving by helping them to be intentional about identifying God's empowerment and involvement in their year. Digital "FaithCoins" are deposited in a collective digital bank with a written explanation of what the SM has seen and experienced. The aim is to increase the collective Faithbank balance using gamification and a group challenge goal for increasing spiritual impact. Numbers on the chart above are based on an estimation of the number of actions each student will record. All numbers are self-scored. The scores provided during the 2025-2026 year will be used to determine what can be accomplished in future years.

►► 2025-2026

1. Study of future SM locations with consideration to safety, mentoring, and accomplishment.

2. Identify mission funding for expanding Southern Adventist University sending capacity and normalizing launch costs.
3. Organize returned SMs to expand global mission interest on campus and accountability for ongoing leadership development.
4. Prepare for Southern Adventist University's 60-year Student Missionary celebration, including collaboration with Advancement, Marketing and University Relations, and Alumni Relations.
5. Partner with the North American Division (NAD), conferences, and SALT to launch NAD evangelistic SM calls.
6. Research the development of a discipleship and mentoring guide for deployed SMs.
7. Beta test the Faith Bank system, a system to stretch SMs to intentionally make their SM year a walk with the Holy Spirit. It includes a team goal of recording five areas of spiritual advancement including character development, faith-sharing conversations and Bible studies, discipleship/mentoring successes, transformational experiences, and God moments and miracles experienced.

2026-2027

1. Focus on communication with Southern SM Alumni as donors toward student Missions through the development of a database of Southern Alumni.
2. Raise \$100,000 in partnership with Advancement to support the next generation of student missionaries.
3. Partner with the English department to increase the number of English as a Second Language (ESL) teachers enrolled who go as SMs.
4. Partner with the Middle East North Africa Union to adopt several ESL schools.
5. Expand global mission awareness among the student body through integration with existing school departments.
6. Prepare for Southern's 60th year Student Missionary celebration, including collaboration with Marketing, University Relations, and Alumni Relations.
7. Organize Student Missions club for "He Said Go" mission conference leadership, recruitment, and mission awareness.
8. Publish an SM leadership handbook.
9. Utilize the Faith Bank system.

2027-2028

1. Conduct the 60-year student missionary celebration.
2. Partner with sister universities and NAD to hold a national young adult mission "He Said Go" conference over 4 days.
3. Collaborate with ERC to integrate SALT graduates into an international SM and evangelism experience.
4. Continue fundraising in collaboration with the Advancement Office for expanded mission sending with a goal of \$100,000.

2028-2029

1. Form partnerships to expand the number of SM locations, with consideration for unreached languages and peoples.
2. Review and refine the implementation of the new SALT-SM international service pilot program, ensuring alignment with the broader goal of integrating SALT graduates into global student mission and evangelism initiatives in collaboration with ERC.
3. Expand global mission awareness among the student body through communication efforts and integration with existing school departments.

2029-2030

1. Begin planning for the second “He Said Go” international four-day conference.
2. Assess the progress made over the past five years and set new benchmarks for the future of SAU’s Student Missionary program, ensuring continued growth and effectiveness in global mission work.

VISION TRIPS

VP for Spiritual Life

- ▶ **Benchmark:** Increase the number of students receiving the empathy micro-credential by participating in vision trips.

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|--|-----------|-----------|-----------|-----------|-----------|
| Students Vision Trip Volunteers who achieve the empathy micro-credential | 60% | 70% | 80% | 90% | 90% |

2025-2026

1. Have Vice Presidents for Spiritual Life and Advancement focus on identified missional short-term trip-giving opportunities in order to raise \$100,000.
2. Have 60% of Vision Trip participants achieve empathy micro-credential as part of the character development initiative.

2026-2027

1. Have Vice Presidents for Spiritual Life and Advancement focus on identified missional short-term trip-giving opportunities to raise \$100,000.
2. Have 70% of Vision Trip participants achieve empathy micro-credential as part of the character development initiative.

2027-2028

1. Have 80% of Vision Trip participants achieve empathy micro-credential as part of the character development initiative.
2. Launch four department/school-led Vision Trips with two serving at a repeat location.
3. Have Vice Presidents for Spiritual Life and Advancement focus on identified missional short-term trip-giving opportunities to raise \$100,000.

2028-2029

1. Expand the reach of vision trips by launching additional trips led by departments or schools within the organization. Aim to increase the number of trips while maintaining quality and impact.
2. Continue to focus on developing empathy among vision trip participants, with the goal of having 90% of participants achieve the empathy durable skill badge, to enhance their personal and professional development further.
3. Have Vice Presidents for Spiritual Life and Advancement focus on identified missional short-term trip-giving opportunities to raise \$100,000.

2029-2030

1. Continue to focus on developing empathy among vision trip participants, with the goal of having 90% of participants achieve the empathy durable skill badge, to enhance their personal and professional development further.
2. Have Vice Presidents for Spiritual Life and Advancement focus on identified missional short-term trip-giving opportunities to raise \$100,000.



OUR STUDENTS

EMOTIONAL SUPPORT

VP for Student Development

- ▶ **Benchmark:** Increase the levels of well-being and lower the levels of psychological distress reported by students.

2025-2026

1. Launch the “Mental Health Toolkit” event, which will be composed of educational sessions on mental health risks and challenges common to college students. The following goals will be met: to provide students with practical tools to increase well-being and resources for times of difficulty or distress. The goals are to be achieved through multiple interdisciplinary sessions with student research and expert presentations.
2. Adjust programming and resources in response to what the data from the Kessler Distress Scale, the Positive and Negative Affect Schedule Well-Being Scale, and the Perceived Stress Scale inform us of the progress being made towards accomplishing this benchmark.
3. Launch a sleep symposium one year earlier than originally planned, as students have expressed that a lack of sleep is one of the stressors negatively affecting their mental wellness. The symposium will explore the subject of sleep and rest through each of the 5 domains of wellness (physical, cognitive, emotional, spiritual, and social health). The task is to provide information on the importance of sleep and rest and to provide practical tools to increase students’ well-being. The tasks will be accomplished through student and expert speakers and poster presentations.

2026-2027

1. Launch the “Let’s Talk about It” event, featuring expert speakers and student panels discussing the importance of help-seeking and ways to reduce barriers to healthy practices of sharing and communicating on the subject of mental health.
2. Continue adjusting programming and resources in response to what the data from the Kessler Distress Scale, the PANAS Well-Being Scale, and the Perceived Stress Scale inform us of the progress or lack of progress we are making towards accomplishing this benchmark.

2027-2028

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

INTRAMURALS

VP for Student Development

- ▶ **Benchmark:** Establish Southern's intramural program as a top 10 university program in the United States by Princeton Review and Intelligent.com.

▶▶ 2025-2026

1. Research the criteria by which Princeton Review and Intelligent.com assess intramural programs and determine their quality.
2. Create the rubric by which this benchmark's success will be measured.

▶▶ 2026-2030

1. Add sports to the current line-up of intramural sports and begin making needed modifications to facilities, as needed.
2. Invite alumni to participate in intramurals, one of the criteria by which Intelligent.com rates university intramural programs.
3. Improve and expand outdoor sports facilities to respond to a higher number of students and the community.

ACCESSIBILITY

SR VP for Financial Administration, VP for Student Development

- ▶ **Benchmark:** Make Southern Adventist University a more accessible campus.

▶▶ 2025-2026

1. Continue installation of handicap push buttons with the goal of having at least 25% of all buildings and bathrooms inside buildings fitted.
2. In collaboration with Associate VP for Financial Administration develop plans, cost estimates, and timeline for installing Accessible Pedestrian Signals (APS) on the crosswalks on University Drive to make them safer for the visually impaired.
3. In collaboration with Associate VP for Financial Administration develop plans and cost estimates for installing an elevator in Thatcher Hall.
4. In collaboration with Associate VP for Financial Administration develop plans and cost estimates to place APS in all elevators on campus.
5. Update accessibility map.

2026-2027

1. Continue installation of handicap push buttons with the goal of having on at least 50% of all buildings and bathrooms inside buildings fitted.
2. Begin installation of APS on University Drive crosswalks.
3. Begin installation of APS in elevators on campus.
4. Complete installation of elevator in Thatcher Hall.
5. Address other outstanding impediments to accessibility, e.g., heavy doors, steep inclines of ramps and walkways.
6. Update accessibility map.

2027-2028

1. Continue installation of handicap push buttons with the goal of having at least 75% of all buildings and bathrooms inside buildings fitted.
2. Complete installation of APS on University Drive crosswalks.
3. Complete installation of APS in elevators on campus.
4. Continue addressing other outstanding impediments to accessibility, e.g. heavy doors, steep inclines of ramps and walkways.
5. Update accessibility map.

2028-2029

1. Continue installation of handicap push buttons with the goal of having all buildings and bathrooms inside buildings fitted.

BADGING FOR STUDENT LEADERSHIP

VP for Student Development

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

2025-2026

1. Launch a pilot using solely student government leaders.
2. Create appropriate badging for the third and fourth badges: Leadership and Effective Communication.
3. Continue the creation of the Financial Management module.
4. At year end, evaluate the pilot results with student government leaders and make appropriate changes, if necessary.

2026-2027

1. Create appropriate badging for Financial Management.
2. Expand eligibility to earn badging to include residence hall RAs.
3. At year end, evaluate all 5 badges. Make changes if necessary.

2027-2028

1. Offer Student Leadership badges in all 5 modules available to students in all facets of student leadership across campus.
2. Fully integrate Student Leadership badges through Online Campus's platform.

ACADEMIC PROGRAMS

SR VP for Academic Administration

UNDERGRADUATE

- ▶ **Benchmark:** Increase academic programs offered in high-demand areas: Begin adding tech/trade programs in fall 2026, BS in Communication Science Disorders (Audiology/Speech Pathology) in fall 2027, Chemical Engineering in fall 2027, Medical Laboratory Science (MLS) degree in fall 2027 if feasibility study from prior years shows demand and likely program success. As a result of new program launches, expect an increase in enrollment.

2025-2026

1. Communication Science Disorders (Audiology/Speech Pathology)
 - a. Write prospectus and curriculum in winter term.
2. Medical Laboratory Science (MLS)
 - a. Develop prospectus and accreditation requirements Using Gray DI data in fall.
 - b. Determine the National Accrediting Agency for Clinical Laboratory Science (NAACLS) accreditation requirements.
 - c. Write a prospectus and take it through university processes (UG Curriculum Committee, Faculty Senate, Academic Administration Council, President's Committee, and Board of Trustees during the winter term.
 - d. Determine the State of Tennessee requirements to start the program.
3. Bachelor of Science in Engineering

- a. Initiate and complete ABET accreditation.
 - b. Track students, faculty, and staff as compared to the prospectus. See table below.
4. Continue planning to add Tech Trade Programs in fall 2026.

| BSE Projections by Year | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 |
|--------------------------------|-------------------------------|-----------|-----------|-----------|-----------|
| Projected # Students | 61 | 80 | 96 | 106 | 106 |
| Projected #FTE (Faculty/Staff) | 5/1 | 5/1 | 5/1 | 5/1 | 5/1 |
| Actual | 98 (includes 10 AS) 5/1 | | | | |

2026-2027

1. Begin tech/trade programs as indicated by work in prior year.
2. Communication Science Disorders (Audiology/Speech Pathology)
 - a. Take prospectus through university processes: UG Curriculum Committee (fall 2026), Faculty Senate (fall 2026), Academic Administration Council (fall 2026), President's Committee (fall 2026), and Board of Trustees (winter 2026) and notify SACSCOC of substantive change (fall 2026).
3. Medical Laboratory Science (MLS)
 - a. Determine degree viability including initial NAACLS accreditation requirements and plan accordingly for fall 2027, hire program director during fall 2026.

2027-2028

1. Communication Science Disorders (Audiology/Speech Pathology)
 - a. Launch program fall 2027.
2. Chemical Engineering:
 - a. Consider adding chemical engineering as an area of emphasis.
3. Medical Laboratory Science
 - a. Hire program faculty during summer 2027.
 - b. Begin MLS program fall 2027 provided needs analysis and accreditation requirements can be met.

2028-2029

1. Start Communication Science Disorders program fall 2028.

▶ **Benchmark:** Address AI in the undergraduate curriculum by fall 2026.

▶▶ 2025-2026

1. Consider incorporating an AI thread in the General Education program.

GRADUATE

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

| Graduate Programs | Fall 2025 | Fall 2029 |
|-----------------------------|-----------|-----------|
| Business MBA | | |
| Business/Nursing MBA | 11 | 40 |
| Business/Social Work MBA | | |
| Computer Science MS | 4 | 15 |
| Applied Computer Science MS | 4 | 15 |
| Professional Counseling MS | 64 | 70 |
| Education MS | 21 | 25 |
| Master of Arts in Teaching | 30 | 35 |
| Doctorate of Education EdD | | 15 |
| Nursing MS | 58 | 90 |
| Doctor of Nursing Practice | 40 | 55 |
| Entry Level MSN | | 30 |
| Religion MA | 9 | 15 |
| Master of Ministry | 33 | 40 |
| Master of Social Work | 47 | 55 |
| Total | 321 | 500 |

▶▶ 2025-2026

1. EdD: Innovation in Leadership and Learning
 - a. Submit SACSCOC notification/substantive change in fall 2025.
2. Provide a financial/tuition discount incentive for Southern Adventist University undergraduates to pursue graduate education at Southern Adventist University.
4. MS/MA in Communication
 - a. Prepare prospectus based on degree demand.
5. Audiology/Speech Pathology
 - a. Write prospectuses for Audiology/Speech Pathology (AuD/MS) programs in fall.

6. Audiology/Speech Pathology

- a.** Take prospectus through university processes (Graduate Curriculum Committee, Faculty Senate, Academic Administration Council, and President's Committee in fall 2025) and Board of Trustees in winter term.
- b.** Submit the notice of intent form to the Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) in winter term.
- c.** Notify SACSCOC of substantive change in winter term.

7. Entry-level MSN

- a.** Form a team for the initial investigation of an entry-level MSN.
- 8.** Develop and implement processes to understand and improve the online graduate student experience.
- 9.** Add online teaching strategies to the weekly faculty development events.
- 10.** Develop systems to track graduate student retention and graduation rates by program.
- 11.** Create a data-driven intervention plan to boost student retention rate.
- 12.** Update the marketing plan and streamline the admission and enrollment processes.
- 13.** Set enrollment goals for both new and returning students annually.
- 14.** Enhance website.
- 15.** Feature graduate faculty research interests on the university website.

2026-2027

1. EdD: Innovation in Learning and Leadership

- a.** Launch program in fall.

2. Entry-level MSN

- a.** Write an entry-level MSN prospectus and take it through all university approval processes (Graduate Curriculum Committee, Academic Administration Council, Faculty Senate, President's Committee, Board of Trustees).
- b.** Submit SACSCOC notification and seek TN Board of Nursing and ACEN approval of the program.

3. MS/MA in Communication

- a.** Seek approval of the Graduate Curriculum Committee, Academic Administration Council, Faculty Senate, President's Committee, Board of Trustees (fall 2026/winter 27), SACSCOC substantive change submission (winter 2027).
- 4.** Explore the need to diversify program offerings such as new concentrations and stackable credentials.
- 5.** Broaden student reach and program recognition by expanding marketing campaigns and storytelling around student success.
- 6.** Monitor and evaluate student engagement with strategies designed to improve their experience.

7. Explore the possibility of implementing a peer mentorship program to increase connection and community.

2027-2028

1. Entry-level MSN Program
 - a. Begin Entry-Level MSN program in the fall.
2. MS/MA in Communication
 - a. Launch program in the fall.
3. Strengthen academic quality by conducting a comprehensive program evaluation based on student learning outcomes, enrollment trends, and course effectiveness.
4. Update student engagement strategies to enhance student experience and retention.

2028-2029

1. Conduct market and competitor analyses to determine new graduate programs.
2. Develop new programs, as needed.

2029-2030

1. Audiology/Speech Pathology
 - a. Develop necessary program information to seek accreditation of Audiology/Speech Pathology.
 - b. Hold site visit in 2030.
 - c. Begin Speech Pathology/Audiology MS program in fall of 2031, if all antecedents are successfully achieved (organization for licensure of both is American Speech-Language Association, ASHA.org; accreditor is Council on Academic Accreditation in Audiology and Speech-Language Pathology, CAA.ASHA.org).

CREDENTIAL DURABLE SKILLS

SR VP for Academic Administration

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

2025-2026

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

2026-2027

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

RETENTION AND GRADUATION RATES

SR VP for Academic Administration

- **Benchmark:** Maintain an overall four-year graduation rate of 40% and a six-year graduation rate of 55%. [In the 2024 Council of Independent Colleges (CIC) Key Indicators Toolkit (KIT), the six-year graduation rate national median (n=806) for the fall 2016 cohort is 59.3%. The southeast region's (n=211) third quartile is 61.7, and the second quartile (median) is 49.2. These are the most recent benchmark data available from CIC.]

| Cohort Year | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------|------|------|------|------|------|------|------|------|------|------|
| 4 Year Rate (Goal 40%) | 32.7 | 32.4 | 37.7 | 41.8 | 37.8 | 36.5 | 37.0 | 38.0 | 41.2 | 42.1 |
| 6 Year Rate (Goal 55%) | 53.1 | 53.1 | 57.5 | 64.4 | 56.7 | 56.8 | 57.0 | 56.5 | 58.6 | |

- **Benchmark:** Maintain 1st-to-2nd-year retention rate goal of 80%, 2nd-to-3rd-year retention rate goal of 90%. [In the 2024 KIT, the first to second-year retention rate national median (n= 806) for the fall 2021 cohort is 75%. For the southeast region (n=213), the first to second-year retention rate for this cohort is 77%.]

| Cohort Year | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------------|------|------|------|------|------|------|------|------|
| 1st Year Retention (Goal 80%) | 74.1 | 74.1 | 79.1 | 80.3 | 79.5 | 81.4 | 80.3 | 80.3 |
| 2nd Year Retention (Goal 90%) | 86.8 | 86.9 | 87.4 | 89.3 | 87.5 | 88.4 | 92.5 | |

2025-2026

1. Implement programs to improve overall success of under performing populations beginning with males.
 - a. Explore the feasibility of implementing a guided service through which male students receive individual guidance on how to access external scholarships and internships related to their majors, considering how this was implemented at Montgomery County Community College in Maryland.
2. Explore the ability of eClass and Attendance Tracking System to track students' first three classes, and flag students with two missing assignments or two or more absences.
3. Explore coaching certification opportunities for faculty and residence hall deans to leverage support and maximize successful outcomes for male students.
4. Explore possible expansion of the "Barber Shop" model currently in place through (DHSI) to include mental health, academic, and wellness coaching.
5. Explore external sources of funding for the male success white paper.

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

2027 – 2028

1. Implement tracking of students' first three classes and flag students with two missing assignments or two or more absences.
2. Implement one other exploratory item from the previous year.
3. Develop and implement professional and leadership coaching opportunities that enable male students to recognize their strengths and opportunities for growth, and identify, develop, and use leadership skills that promote success in their academic and professional contexts. These opportunities could be included as co-curricular opportunities.
4. Include training opportunities for faculty that focus on pedagogical practice of culturally responsive instruction during colloquium sessions and Summer Institute.
5. Expand the "Barber Shop" model currently in place through (DHSI) to include mental health, academic, and wellness coaching.
6. Explore external sources of funding for the male success white paper.

2028 - 2029

1. Implement two additional exploratory items from 2025 – 2026.
2. Explore external sources of funding for the male success white paper.

ENROLLMENT

VP for Enrollment Management & VP for Marketing and University Relations

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

2025-2026

1. Create a customized communication plan (in-person and digital) with the estimated 8,800 non-Academy high school-aged students in the Southern Union to include smart mail in addition to conference support.
2. Launch customized communication (in-person and digital) to 8th graders who did not matriculate to Southern Union or Atlantic Union Academies.
3. Increase total visits by 5% from identified non-academy high school students within the Southern Union.
4. Attend 5-10 Southern Union Conference and NAD events, youth conferences, and youth rallies and leverage ENGAGE worship ministries to increase new inquiries.

2026-2030

1. Evaluate and operationalize strategies to become annual programs.
2. Identify and recruit 100% of the estimated total Adventist high school students in the Southern Union not enrolled in the Southern Union Academy system.
3. Generate 1700 new Non-Academy Adventist applications in both the local, Southern Union, and Atlantic Union.

▶ **Benchmark:** Create a plan to have an enrollment of 4000 students that will include more online students, more graduate students, and more local students while also protecting the institution's strong Adventist identity.

2025-2026

1. Have the Enrollment Council, President's Council, and President's Committee provide input into the following phases to achieve 4000 total enrollments:
 - a. Finalize a risk adverse numerical pathway that includes increasing volume to 5000 applications to accomplish the 4000 total enrollment goal by 2030.
 - i. Finalize strategic digital enrollment partnership to help accomplish overall goal.
 - ii. Outline additional enrollment activities such as campus visits and admits to accomplish the total goal.
 - b. Develop a campus resource plan to accommodate more local, online, and graduate students to achieve 4000 total students. Consider:
 - i. Consider faculty impact
 - ii. Housing
 - iii. Online undergraduate programs
 - iv. Infrastructure
2. Increase overall applications by 10% of the prior year total (2600).
3. Leverage the Nearpeer online app to foster peer-to-peer connections among incoming students, enhancing their sense of belonging and increasing enrollment yield rates as well as first-year retention by fall 2025.

2026-2030

1. Carry out a campus resource plan to prepare for enrollment growth that considers faculty, staff, housing, and online infrastructure implications.
2. Implement strategies to diminish the melt rate to less than 10% (90% + students that deposit register) and increase the yield rate to 40% (percentage of admitted students that register).
3. Achieve the following Undergraduate Enrollment targets by year:
 - a. 2026 – 3,350
 - b. 2027 – 3,400

- c. 2028 – 3,500
 - d. 2029 – 3,580
 - e. 2030 – 3,650
4. Reduce dependency on Academy enrollment fluctuations, maintain 10% total non-SDA students, and increase growth within Adventist non-Academy communities domestically.
 5. Continue a strong focus on the Southern and Atlantic Unions to promote and engage new audiences at Southern Adventist University.

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

▶▶ 2025-2036

1. Continue church-centric focus within the Chattanooga region by hosting events, contributing to Sabbath programming, and offering music ministry.
2. Increase recruitment presence at non-academy schools in Hamilton County, TN, to 100%.

▶▶ 2026-2030

1. Review communication strategy for students and parents and adjust annually as needed.
2. Coordinate with the School of Education, Psychology, and Counseling to request classroom time from alumni who teach in public high schools in both the Chattanooga region and the Southern Union.
3. Operationalize strategies to become yearly programs.

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

▶▶ 2025-2026

1. Make a research-based proposal to President's Council for feedback and/or approval that may include adoption of a Loan Repayment Assistance Program (LRAP).

▶▶ 2026-2027

1. Work with areas of campus who will own a piece of the program to establish final guidelines for managing the program (internships, career coaching, records, finance, etc.) if approved in 2025-2026.
2. Create a promotion plan.

2027-2028

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

2028-2029

1. Continue to monitor and adjust process as necessary.

STUDENT DEVELOPMENT

VP for Student Development

- ▶ **Benchmark:** Increase the proportion of students who identify Southern's chapel and convocation programming as beneficial to their educational experience at Southern.

2025-2026

1. Maintain the current policies for attendance or make adjustments that are still consistent with the mission of convocations but respond to this generation's students, based on the results of the 2024-25 inventory.
2. Begin work on incorporating chapel and Convocation attendance into the co-curriculum transcript.
3. Evaluate attendance by percentage of class attending to determine if further measures need to be taken.
4. Identify what those measures will be based on such as demands upon student time, student population growth, and demographics of the student population.

2026-2027

1. Fully incorporate worship and Convocation attendance into the co-curriculum transcript.
2. Incorporate new measures, if new measures are to be used to maintain attendance at worships and Convocation.

2027-2028

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

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

2025-2026

1. Have 100% of juniors and seniors participate in an internship, externship, or clinical training during their education experience.
2. Fully operationalize Life-calling initiatives.

OUR FACULTY

RESEARCH AND CREATIVE ENDEAVOURS

SR VP for Academic Administration

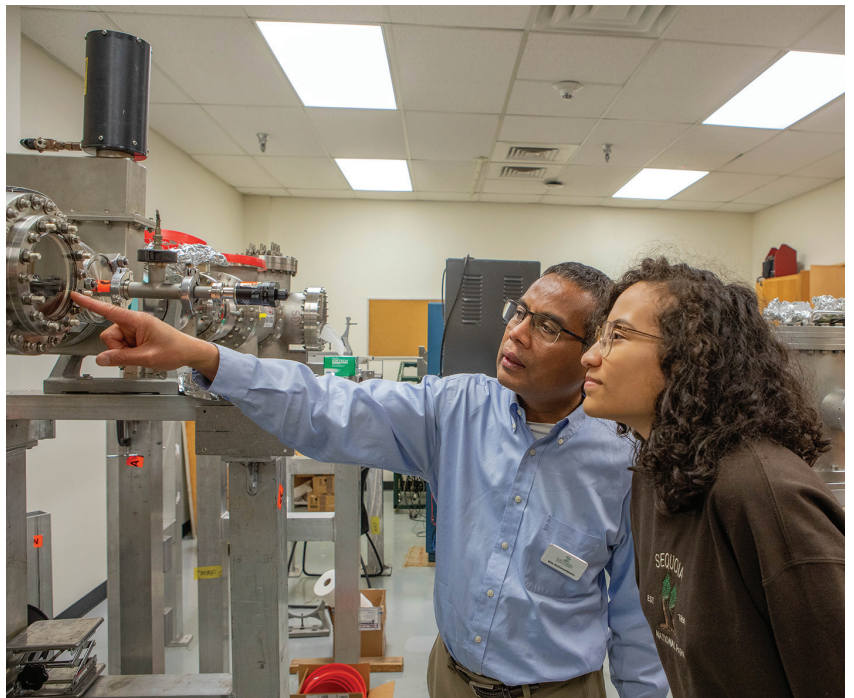
- ▶ **Benchmark:** Create a structure and financing to support more research, creative, and professional endeavors (faculty assignments, university promotion and recruitment, etc.).

2025-2026

1. Increase level of internal funding from \$95,000 to \$105,000.
2. Create an online hub for university resources for research.

2026-2027

1. Increase level of internal funding from \$105,000 to \$115,000.
2. Hire a full-time research methodologist to provide research support for faculty research.



OUR EMPLOYEES

CHRISTIAN CULTURE

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

- ▶ **Benchmark:** Support a robust Christian culture where love and kindness emanate through every interaction with students, colleagues, and guests; Southern's culture will be defined by our positive and healthy interactions and relationships so that we may collectively "transform lives for eternity".

2025-2026

1. Review the results of the Council for Christian Colleges and Universities (CCCU) and the Belonging surveys conducted in fall 2024 and develop strategies to address areas where growth/improvement is needed.
2. Share with employees the results from these surveys and the steps being taken when this has been developed. This could occur at colloquium or a town hall meeting.
3. Have the task force working in this area continue developing strategies and monitoring results regarding the Christian culture on campus. Additional strategies will be implemented as approved by the President's Council.
4. Grow and promote Employee LifeGroups from a current employee participation rate of 20% toward a goal of 25% participation by FY2030.
5. Collaborate with a core group of LifeGroup leaders from various schools and departments, aiming to have at least 20% (95 faculty and staff) involved in LifeGroups by the end of the year.
6. Enhance marketing efforts by using social media platforms, creating engaging videos, and leveraging testimonials from faculty and staff who have experienced the positive outcomes of LifeGroups.
7. Encourage collaboration between the Spiritual Life Committee and academic departments to identify opportunities for LifeGroup involvement during campus wide faculty and staff events e.g. colloquium, Sabbath worship, prayer walks at the start of the school year, Southern Union events.
8. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant.

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|---|-----------|-----------|-----------|-----------|-----------|
| Percentage of total faculty and staff involved in a LifeGroup | 20% (95) | 22% (104) | 24% (114) | 25% (118) | 25% (118) |

2026-2030

1. Conduct the CCCU Employee Thriving survey every other year. Review the results of the survey and develop strategies to address areas where growth/improvement is needed.
2. Continue developing strategies and monitoring results regarding the Christian culture on campus. Additional strategies will be implemented as approved by President's Council based on task force recommendations.

3. Continue growing and promoting Employee LifeGroups from a current employee participation rate of 20% toward a goal of 25% participation by FY2030.
 - a. Customize marketing materials and messages for specific schools and departments, addressing their unique needs and concerns.
 - b. Invite employees who can share personal stories and insights about the transformative experiences gained through LifeGroups at Sabbath worship service during colloquium.
 - c. Continue to provide incentives to LifeGroups through lunch meal vouchers and resources for each participant.
 - d. Foster a culture of LifeGroup participation by recognizing and celebrating the achievements of faculty and staff who actively engage in LifeGroups.
 - e. Evaluate the effectiveness of the LifeGroup program through comprehensive assessments and make necessary adjustments to ensure continuous improvement and sustained growth.

CUSTOMER SERVICE

VP for Marketing and University Relations

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

▶▶ 2025-2026

1. Implement findings of Enrollment Checklist journey map.
2. Have the Customer Service Committee identify new areas to journey map.
3. Study and create a plan for improving communications of campus services and events for prospective/current students and their parents in specific partnership with Enrollment and Student Development.
4. Research types and costs for existing software and apps that have been created for this type of communication initiative.
5. Identify the person on campus who will implement the campus-wide initiative in #3, OR acquire a new position to run the initiative, and by doing that, free other specific areas of campus from certain communication duties to focus on other responsibilities.
6. Have the Customer Service Committee use latest student customer service survey results to identify top of area of concern related to the institution's service level and begin laying out a plan for improving that area of concern.

▶▶ 2026-2027

1. Create name, visuals, processes, and overall framework for cross-platform communications about campus services and events.
2. Hire and/or train an individual who will be managing this new responsibility.
3. Implement improvements based on findings of journey map identified in 2025-2026, and determine if this process is ready to be operationalized in the near future.

2027-2028

1. Operationalize the campus services and events communication initiative and consider that aspect of the benchmark as complete.

EFFICIENT, EFFECTIVE, AND RIGHTSIZED OPERATIONS

SR VP for Financial Administration/ SR VP for Academic Administration

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

2025-2030

1. Review university operations to identify areas where activities or expenses can be reduced or eliminated and/or revenues can be increased and implement as approved by President's Council or Executive President's Council.
2. Complete the academic reorganization analysis with faculty senate and implement as appropriate.
3. Establish benchmarks for the expected contribution margin of academic programs using the Net Revenue Dashboard data.

EMPLOYEE DEVELOPMENT

SR VP Financial Administration

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

2025-2026

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

2026-2030

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

EMPLOYEE/STUDENT INTERACTIONS

SR VP Financial Administration

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

▶▶ 2025-2030

1. Implement the following new initiatives on campus.
 - a. Encourage more employee attendance at weekly Thursday convocation.
 - b. Encourage campus-wide attendance at a Thursday convocation once per semester with a great speaker/worship experience.
 - c. Encourage more employee attendance at vespers and student social programs.
 - d. Provide more employee worship opportunities during the school year (in addition to the two implemented by the Staff Advisory Council).
 - e. Give additional consideration to additional Sabbath lunch opportunities with employees and students. This might include reinstituting the Adopt-a-Student program and/or having an employee hosted potluck on campus one Sabbath lunch per semester (with perhaps the cafeteria providing a salad/haystack backup).

WAGE SCALE

SR VPs for Academic Administration and Financial Administration

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

▶▶ 2025-2030

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

OUR ALUMNI

ALUMNI ENGAGEMENT

VP for Advancement

- ▶ **Benchmark:** Increase alumni engagement with the university in three key areas as measured by Council for Advancement and Support of Education (CASE): communication, experiences, and volunteerism.

| Overall | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|--|-----------|-----------|-----------|-----------|-----------|
| Alumni Engagement | 13% | 13.5% | 13.5% | 13.5% | 14% |
| Communication | | | | | |
| Interactive communication with alumni (phone calls, in-office visits) | 1,300 | 1,325 | 1,350 | 1,375 | 1,400 |
| Experiences | | | | | |
| Alumni engaged in SAU events and programs (homecoming, regional gatherings, future alumni program, Southern Sweethearts, etc.) | 2,250 | 2,275 | 2,300 | 2,325 | 2,350 |
| Volunteerism | | | | | |
| Alumni volunteering for SAU (campus guest speakers, Lights Volunteers, volunteer committee members, etc.) | 170 | 170 | 175 | 175 | 180 |

- ▶ **Benchmark:** Create meaningful opportunities for current and future alumni to stay engaged with the university.

2025-2026

1. Create an interactive space for current and future alumni to remember university milestones. Remember history, and leave their Southern memories and aspirations in collaboration with the heritage task force, marketing, and facilities.
2. Offer first alumni mission trip in partnership with Maranatha Volunteers International.

2026-2027

1. Develop and launch a program built to mentor current student seniors regarding opportunities, responsibilities and privileges as future alumni: Seniors Today, Alumni Tomorrow.
2. Expand destination events to add an alumni-led adventure component option, such as rock climbing, camping trip, rafting, etc.

2027-2028

1. Create and promote a Life After Southern resource video series for alums. Created by alums and hosted on southern.edu/promenade, the videos will provide educational vignettes by alumni on topics such as gardening, investing, exercise, culinary, bird watching, writing, coding. In addition to being educational and instilling a sense of pride for the alums featured, the videos can be used to inspire internship opportunities, career mentorship, and enrollment.



OUR COMMUNITY

CHRISTIAN UNIVERSITY OF CHOICE

VPs for Enrollment Management and Marketing and University Relations

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

▶▶ 2025-2030

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

- ▶ **Benchmark:** Maintain a top 25% regional university in the South, as ranked by US News; and become a top 25% regional university in the South for Social Mobility.

▶▶ 2025-2026

1. Determine whether to continue with communication campaign to leaders at other institutions, based on whether the current effort has made a difference in the US News Peer Assessment marker.
2. Reassess each marker that influences Southern's ranking based on US News fixing the reporting data in the Academic Insights tool.
3. Continue to implement actions that have the potential to improve each ranking metric in which Southern is performing poorer than top 25%.

▶▶ 2027-2028

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

- ▶ **Benchmark:** Increase Southern awareness through existing venues and events that operate with the general public.

▶▶ 2025-2026

1. Implement promotion plan for WSMC and School of Health and Kinesiology.
2. Complete research with School of Music, Village Market, and campus museums to determine how to bring better community awareness and build connections.
3. Determine if there are other areas on campus that should be evaluated, based on their work with the general public.

2026-2027

1. Implement promotion plans for School of Music, Village Market, and campus museums.
2. Complete research for any new areas identified in 2025-2026.

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

2025-2026

1. Assess the promotion plan for these specific audiences that was completed in 2024-2025 and begin to implement initiatives as resources are available.
2. Distribute video created in 2024-2025, using Southern digital channels, to teachers and pastors using accessible contact information.
3. Increase “Southern achievements” advertising in the Southern Union Tidings.
4. Add positive points determined in the “values of an Adventist education” study (once study is acquired) to messaging in promotions.
5. Explore expanding this benchmark to the Atlantic Union.

2026-2027

1. Evaluate the success of initiatives implemented in 2025-2026 and adjust accordingly.
2. Identify resources and create a plan to update the content for promotion video every other year.

HERITAGE AND LEGACY

VP for Marketing and University Relations

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

2025-2026

1. Print and distribute the new environmental brand guidelines.
2. Identify locations where institutional decisions and historic memory are being archived and determine if more is needed to create an actively known repository.
3. Create new tradition(s) around the bear mascot and create brand guidelines that direct consistent use of the bear images in ways that protect and do not overtake the institution’s official logo.
4. Audit the storage of Heritage Museum archives to ensure records are safe and protected. Adapt storage plan accordingly.

2026-2027

1. Audit and assess the effectiveness of archiving processes established in 2025-2026 and make changes as appropriate to findings.
2. Create goals, proposal, and timeline for creating a physical location where Southern preserves and displays its legacy.
3. Plan and launch one meaningful new institutional tradition.

2027-2028

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

2028-2030

1. Promote the use and attendance at heritage location.

COMMUNITY EVENTS, GUEST SERVICES, AND STRATEGIC PARTNERSHIPS

VP for Advancement

- ▶ **Benchmark:** Create a structured, revenue-generating, multi-affinity program that fully utilizes facilities and drives potential students, community, and donors to our campus for meaningful, engaging, value-based events.

2025-2026

1. Develop business plan for community engagement program to include camps, conference space rental, and Southern-offered programming.
2. Begin partnerships with outside entities (such as Association of Adventist Camp Professionals, AACCP).
3. Develop conference space rental website and launch formal offerings.
4. Pilot use of venue management software with campus facilities' departments.

2026-2027

1. Partner with camp organizations to launch camps; research integrating academic summer camps.
2. Hire position to create and facilitate community engagement programming.

2027-2028

1. Launch Southern specific programs developed in the prior year.

OUR FACILITIES

SCHOOL OF BUSINESS FACILITY

SR VP for Financial Administration

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

▶▶ 2025-2026

1. Continue with constructing of the new Ruth McKee School of Business building with a projected completion date of July 2026.

▶▶ 2026-2027

1. Hold Grand Opening Ceremony in summer/fall 2026.

STUDENT HOUSING

SR VP for Financial Administration

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

▶▶ 2025-2026

1. Complete construction of Southern Village building 12 to be ready for students fall 2025.
2. Construct Southern Village building 13 to be ready for students fall 2026.
3. Design, determine a location for, and provide cost estimates for an outdoor social gathering space for the cottages development. Construction timing will be based on funding.

▶▶ 2026-2030

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

BUILDING SPACE UTILIZATION OPPORTUNITIES

SR VP for Financial Administration

► **Benchmark:** Maximize utilization of building spaces on campus.

►► 2025-2026

1. Complete Miller Hall renovation for Nursing Simulation Lab by July 2025.
2. Determine the best use for the old SuCasa Spanish-American Church building and develop drawings based on agreed upon usage.
3. Begin renovation of the current Collegedale Academy Elementary School building based upon agreed upon uses, phased plans, and funding.
4. Develop plans for a welcome center.
5. Develop plans and cost estimates in 2025-2026 for the Hickman Science Center renovation.
6. Construct new restrooms on the 4th floor of Wright Hall.

►► 2026-2027

1. Complete renovation of elementary school building based on phased plans and funding. Relocate Math and Computing, (and perhaps Construction Management) to this building.
2. Begin renovation of Hickman Science Center for new lab space for Biology and Chemistry in the areas vacated by Math and Computing (this includes a human anatomy lab and cadaver storage space).
3. Develop plans to fill the space left by the School of Business to expand the sense of presence for the academic programs remaining in Brock Hall.

►► 2027-2028

1. Renovate third floor of Brock Hall for History, English, and Modern Languages. (project completion Fall 2028).
2. Complete phase 3 of Lynn Wood Hall renovation (third floor classroom).
3. Begin renovation of the old SuCasa Spanish-American Church building as approved.
4. Renovate Human Resources space on 4th floor of Wright Hall.
5. Complete renovation of Hickman Science Center for new lab space for Biology and Chemistry in the areas vacated by Math and Computing. Projected completion for Fall 2028.

►► 2028-2029

1. Renovate current Human Resources suite for Graduate and Professional Studies and relocate Graduate and Professional Studies and Institutional Research to the second floor of Wright Hall by fall 2029.
2. Complete phase 4 of Lynn Wood Hall renovation (chapel conversion to a large classroom as needed).

2029-2030

1. Continue building renovations and new building projects as deemed appropriate.

BEAUTIFUL CAMPUS

SR VP for Financial Administration

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

2025-2026

1. To reinforce Jones Drive, complete engineering and cost estimates for potential future expansion of this area to create additional parking.
2. Continue installation of CCTV cameras and SALTO locks.
3. Develop plans for continued campus beautification projects.

2026-2030

1. Complete the remainder of campus beautification projects over multiple years in accordance with administrative priorities.

SAFE CAMPUS

VP for Student Development, SR VP for Financial Administration

▶ **Benchmark:** Ensure a safe and secure campus environment

2025-2026

1. Review recommendations from Sem Consulting and identify what recommendations best work for Southern's campus.
2. Develop cost estimates and timeline for effecting recommendations of Sem Consulting.
3. Enhance and continue to build safety awareness and ownership by employees and students.
4. Fill out the Campus Safety Plan.
5. Identify safe rooms/shelters in employee and public spaces.
6. Plan and implement campus lock down policy and process.
7. Consider and implement campus safety/law enforcement arming policy and process.

2026-2027

1. Expand conflict management and response training for employees.
2. Plan and implement emergency communications process.
3. Consider and implement employee risk assessment process, similar to CARE.
4. Continue to add lighting in darker areas.

2027-2030

1. Develop procedure for problematic terminations.
2. Refine Domestic Violence Management Policy and Procedure.
3. Add video camera coverage.
4. Identify and implement enhanced panic/duress alarm system.

UNIVERSITY HEALTH CENTER

SR VP for Financial Administration

- ▶ **Benchmark:** Relocate University Health Center (UHC) to a venue more convenient to students and employees.

2025-2026

1. Develop plans and cost estimates on moving UHC to the top floor of the old SUCASA Church.

2026-2030

1. Pending work in 2025-2026 and favorable renovation budgets, begin renovations of the top floor of the old SUCASA church and relocate UHC.

OUR FINANCES

CASH ON HAND

SR VP for Financial Administration

- ▶ **Benchmark:** Maintain at least 100 days cash on hand and allocate excess annual excess cash to reducing debt more quickly than the amortization schedule and for special projects (e.g., construction and renovations).

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|
| Days Cash on Hand (by end of FY) | 100 | 100 | 100 | 100 | 100 |

DEBT

SR VP for Financial Administration

- ▶ **Benchmark:** Reduce the university's long-term debt more quickly than the current 20-year payment schedule by allocating excess cash to debt reduction while maintaining days cash on hand of 100 days. The goal is to have the overall debt balance at approximately \$22 million within 5 years.

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Debt Balance (beginning of year) | \$25,966,684 | \$29,824,218 | \$28,113,790 | \$26,264,195 | \$24,756,032 |
| Additional Debt | \$4,700,000 | | | | |
| Annual Principal Payments | \$842,466 | \$894,428 | \$949,594 | \$1,008,163 | \$1,070,344 |
| Additional Debt Payments | | \$816,000 | \$900,000 | \$500,000 | \$1,600,000 |
| Debt Balance (end of year) | \$29,824,218 | \$28,113,790 | \$26,264,195 | \$24,756,032 | \$22,085,688 |

ENDOWMENT

SR VP for Financial Administration

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

| | 2025- 2026 | 2026- 2027 | 2027-2028 | 2028- 2029 | 2029- 2030 | Total |
|-------------------|------------|------------|------------|------------|------------|------------|
| Beginning Balance | 64,627,702 | 67,420,256 | 70,268,661 | 73,174,034 | 76,137,515 | 64,627,702 |
| Funds Raised | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Growth (2%) | 1,292,554 | 1,348,405 | 1,405,373 | 1,463,481 | 1,522,750 | 7,032,563 |
| Total Increase | 2,792,554 | 2,848,405 | 2,905,373 | 2,963,481 | 3,022,750 | 14,532,563 |
| Ending Balance | 67,420,256 | 70,268,661 | 73,174,034 | 76,137,515 | 79,160,265 | 79,160,265 |

COMPOSITE FINANCIAL INDEX

SR VP for Financial Administration

- ▶ **Benchmark:** Maintain the CFI at greater than 5 each year.

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|-----------------|-----------|-----------|-----------|-----------|-----------|
| CFI at year end | >5 | >5 | >5 | >5 | >5 |

DONATION INCOME

VP for Advancement

- ▶ **Benchmark:** Increase donor participation in focused areas as measured by the following metrics:

| Annual and Total Giving | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Total Amount Given | \$10M | \$10M | \$10M | \$10M | \$10M |
| Total Number of Donors (2%↑) | 3,624 | 3,697 | 3,771 | 3,846 | 3,923 |
| Number of Alumni Giving (2%↑) | 1,250 | 1,275 | 1,300 | 1,326 | 1,353 |
| Percentage of Board Giving | 100% | 100% | 100% | 100% | 100% |
| Percentage of Employees Giving | 60% | 60% | 60% | 60% | 60% |
| New Legacy Society Members | 10 | 12 | 12 | 15 | 15 |

| Capital | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|
| School of Business (\$24M)* | \$2M | \$700K | Completed | Completed | Completed |
| Engineering - Lynn Wood (\$3.5M) | \$250K | \$250K | \$250K | Completed | Completed |
| Simulation Lab - Miller Hall (\$2.5M) | \$600K | Completed | Completed | Completed | Completed |
| Applied Technology (\$?) | Planning | \$ TBD | \$ TBD | \$ TBD | \$ TBD |
| Elementary School Reno (\$?) | Planning | \$ TBD | \$ TBD | \$ TBD | \$ TBD |
| Organ Rehabilitation (\$?) | Planning | \$ TBD | \$ TBD | Completed | Completed |

*number in parenthesis indicates total goal, a portion of which was met in prior years

| Endowments | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|---|-----------|-----------|-----------|-----------|-----------|
| Number of New Endowments (scholarships, programing, chairs) | 7 | 7 | 9 | 9 | 11 |
| Donation Income to Endowments | \$1.5M | \$1.5M | \$1.5M | \$1.5M | \$1.5M |

- ▶ **Benchmark:** Investigate feasibility of removing Southern student dependence on federal funding for tuition including the establishment of a \$500M endowment:

▶▶ 2025-2026

1. Have stakeholders visit Hillsdale College for research into their model.
2. Research and determine plan to achieve federal funding independence as indicated.

FOUNDATIONS AND GRANTS

VP for Advancement

- ▶ **Benchmark:** Build grant processes and structure with the aim to operationalize a full-time grant position.

▶▶ 2025-2026

1. Host grant training session on campus for faculty by contracted consultants.
2. Expand to new academic departments and affinity areas for grant proposals (also likely increasing the number of grant proposals over the 2024-2025 year).

▶▶ 2026-2027

1. Investigate and create plans to formalize a full-time grant position.

2. Determine synergy and avoid duplication of tasks between Academic Research Center (ARC) and Center for Learning Innovation and Research (CLIR).

| | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 |
|--------------------------------------|-----------|-----------|-----------|------------|------------|
| Federal Grant Dollars Raised | | | | | |
| DHSI (\$3M 2023-2027) | \$600K* | \$600K | \$600K | DHSI renew | DHSI renew |
| IUSE EI (\$200K 2024-2026) | \$67K | \$67K | Level 1 | Level 1 | Level 1 |
| TRIO (\$1.3 2025-2027) | Pending | Pending | Pending | Completed | Completed |
| Federal Grant Dollars (Applying For) | | | | | |
| DOL ETA (\$2M/5 yrs) | Applying | TBD | TBD | TBD | TBD |
| Federal Grant Dollars (to Apply for) | | | | | |
| Renew DHSI | — | — | — | Renew | TBD |
| IUSE HSI IEP (Level I, \$500k) | — | — | Apply | TBD | TBD |
| Non-federal Grant Dollars Raised | \$1M | \$1M | \$1.25M | \$1.25M | \$1.5M |

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

