



LSU SHREVEPORT

Strategic Plan, January 1, 2018

LSU Shreveport Strategic Plan

The overarching theme of Louisiana State University Shreveport's strategic plan is to be transformative in all that we do, from education to healthy communities, to preparing students for their future careers. There are six strategic themes where LSUS will focus and build both its academic programs and ties to the community. For each of those strategic themes there will be an explanation of components, goals and steps to achieve goals, and the ways in which the theme links to the LSU strategic plan. Woven throughout the six areas of focus are four "cross-bars" that transcend all programming at LSUS: Innovative Communication, Entrepreneurial Thinking, Leadership, and Career Success. The overarching theme of being transformative is held together by a strong foundation of "telling the LSUS story" because if we do not communicate our purpose our efforts are meaningless.



Overview

LSU Shreveport Strategic Challenges

This LSU Shreveport Strategic Plan has been developed in sync and aligned with the LSU Strategic Plan. In doing so, the resulting Strategic Plan is broader in scope than the original proposed draft presented to the LSUS Planning Council on April 21, 2017 by the **Strategy Facilitation Team**. However, the LSUS Strategic Plan still represents what is most important for LSUS as we commit to continue to be transformative in all that do (and how we do it) as a comprehensive, public, urban university serving the world, focused on Northwest Louisiana.

The LSU Shreveport Strategic Plan consists of four sections.

- **Our Values.** The statement of values developed by LSU A&M are adopted for the LSUS Strategic Plan.
- **Supporting Cross-Bars.** The supporting cross-bars focus cut across all that we do at LSUS, including with the strategic themes of this strategic plan.
- **Strategic Themes.** Our seven Strategic Themes align to and are in sync with the six LSU Strategic Challenges.
- **Institutional Framework.** The three Institutional Framework goals developed by LSU A&M are adopted and an additional LSUS goal are proposed.

There are four **Strategic Challenges** confronting LSU Shreveport that must be successfully factored and addressed in implementing the LSUS Strategic Plan.

- **Enrollment/Graduation.** LSU Shreveport has achieved record enrollment, primarily the result of online graduate enrollment, primarily in the MBA Program. However, LSUS has continued to experience a continuing decline in undergraduate on-campus enrollment. LSUS must develop and sustain a Strategic Enrollment Management Plan that sets forth comprehensive processes designed to help the university to achieve and maintain the optimum recruitment, retention, and graduation rates of students. LSUS seeks to achieve 7,500 enrolled students (40% enrolled on campus) by August, 2020.
- **Financial Resources.** LSU Shreveport continues to be impacted from the very significant reductions of state support since 2008 and face uncertainty

concerning future institutional funding and support of TOPS. LSUS must very strategically manage our existing financial resources, seek new revenue/support opportunities and invest in matters most important to sustain the overall high quality and success of our academic programs and the graduation of well-prepared students.

- **Faculty/Staff Attraction/Support/Retention.** LSU Shreveport's most valuable asset is our highly dedicated faculty and staff, devoted to serving our students. Unfortunately, after over a decade of no salary increases, decreased levels of staffing, and significant reductions in support for both professional development and research activities, this valuable asset is at-risk. Through a combination of funding and support initiatives, LSUS must achieve the means to very strategically improve faculty/staff compensation, build staffing capacity and appropriately support professional development and research activities.
- **Student Housing/Campus Life.** For LSU Shreveport to achieve and sustain strong on-campus enrollment it is necessary for the university to repurpose the present student housing site and successfully build appropriate new student housing in proximity to the University Center. Through a combination of student fee revenue and/or external collaboration/support, LSUS must also expand dining services, provide better fitness activities, strengthen athletic activities and provide for student health.

In addition to the challenges, there are strategic opportunities that must be incorporated into the strategic plan in order to elevate the institution. These opportunities represent ways the institution can impact the community, increase enrollment, and raise the profile of faculty research.

- **Nimble to enact change** – LSUS is very (nimble in terms of administrative layers which allows the institution to enact change rapidly. This ability to react to market forces positions the institution in a rich environment to offer niche programming, certificates, and targeted services to benefit the community.
- **Partnership with LSUHSC-S** – The opportunity to partner with the Health Science Center to expand the collaboration of both faculty and student research will enhance the reputation of both institutions in the region, State, and nationally. Additionally, working together with the skill-sets of

faculty and staff from both institutions will enhance the educational experience and programming opportunities for all students.

- **Shreveport/Bossier Higher Education Alliance** – with four institutions of post-secondary education in the cities of Shreveport and Bossier an alliance between these schools for the sharing of resources and knowledge exchange will be of benefit to faculty, staff, students, and the local community.
- **Summer Programs for Students.** Using our existing real estate (grounds, labs, and classroom), we should capitalize on the need that working parents have in the summer for quality day-care/educational programs by expanding and enhancing summer courses and camps for K-12 children. These could be both athletic and academic, run from 7:30 a.m.- 5:00 pm Monday through Friday, and be robust in their offerings. This exposure to the LSUS campus and facilities as well as faculty would enhance the relationship between LSUS and the community.
- **Hub/Engagement.** In most communities where there is a public comprehensive university, the university is highly embraced and valued by the community. This continues to be an emerging reality for LSU Shreveport, albeit our graduates have always been highly valued by employers and active in community leadership roles. To become more strongly embraced and valued, there must exist a stronger community sense of belonging to a vibrant and academically productive community. To achieve this, LSUS must strategically leverage the quality of our people, our beautiful, welcoming campus, our alumni and our many university/community resources and spaces to become recognized as the hub for Northwest Louisiana for cutting-edge academic programs, thought leadership, entrepreneurial thinking, transformative action, and community engagement, collaboration and support. To demonstrate our commitment to place, LSUS is committed to achieving the elective Carnegie Classification for Community Engagement in the Class of 2025.

Our Values

The following statement of values developed by LSU A&M have been adopted by the LSUS Planning Council for LSU Shreveport.

Collaborative. We foster a culture that values and rewards collaboration at all levels of the university: across disciplines; among faculty, staff, and students; with other universities and institutions; and those we serve.

Creative. We nurture ingenuity throughout all areas of the university by creating a culture that encourages excellence, risk-taking, and an open-minded approach to challenges, while also recognizing and rewarding emerging talent.

Culturally Adept. We celebrate our own uniqueness combined with an awareness and respect of local and global values and beliefs, which help to strengthen the intellectual environment and support our commitment to diversity and inclusion.

Globally Engaged. We understand that global events and culture affect our university, just as our scholarship, discovery, and experiences contribute to the world around us. Only through a conscious and consistent effort to connect with our global neighbors can we ensure that we advance the greater good for our entire planet.

Innovative. We innovate in the classroom, through discovery, and during engagement with the community. Innovative thinking across the university can help solve the challenges of those we serve and enhance LSU's role as a global leader.

Transformative. We are a catalyst for transformation; a force for good that changes lives and makes a significant, positive impact on the world around us.

LSU Shreveport Supporting “Cross- Bars”

LSUS is committed to transformation. It is critical to the success of LSUS overall and the achievement of the LSUS Strategic Plan. Transformation involves resources, both people and financial resources. The manner in which LSUS approaches transformation will help determine what resources are ultimately needed for success of the LSUS Strategic Plan, achieving the strategic themes. Four supporting “cross-bar” will transcend all of the strategic themes on which LSUS will focus, providing competencies promoting the success of LSUS students and graduates:

Innovative Communication

To be able to communicate in the age of technology is a skill that is vital for any graduate of LSUS. Innovative communication can include, but is not limited to infographic development, 3-D printing, video messaging, virtual reality, and animation. Students in all degree programs will be exposed to some form of innovative communication which will prepare them to effectively communicate content specific to their major and a skill-set transferable to any career.

Entrepreneurial Thinking

Mirroring innovative communication, 21st-century skills require students to think critically, problem-solve, and be creative all of which are encompassed by entrepreneurial thinking. Students in all disciplines will be exposed to problem-solving situations where they can use their analytical, critical, and creative thinking skills to identify solutions and/or market opportunities in their respective fields and capitalize on them. LSUS will create the multidisciplinary suite/area for Innovation and Entrepreneurial Thinking.

Leadership

As a comprehensive university, LSUS needs to be the thought-leader in the community. To establish this role, LSUS will offer programming to its students and community in effective leadership as well as providing leadership opportunities for K-12 students and business partners. Such opportunities will include hosting conferences and speakers and offering leadership summits and student summer camps. To facilitate building competency in leadership, and to meet the needs of the campus and community, LSUS will examine the potential and cost associated with developing a new conference center.

Career Development/Graduate Education

It is imperative to our success that students graduating from LSUS are equipped with the skills and emotional intelligence for further educational opportunities or workplace readiness. To do this, students will be offered service-learning opportunities, internship opportunities, and experiential learning opportunities across all disciplines, as well as readiness through competency mastery in general education courses and content-based “major” focused courses. Students also will be trained in “soft” skills employers seek beyond discipline-based knowledge and skills. The Office of Career Services will serve an important role in conjunction with academic and student life programming to prepare students for their career success.

LSU Strategic Challenge: Advancing Arts and Culture

LSU Shreveport Strategic Theme #1: Advancing Arts and Culture

Arts and Culture are an important component of a well-rounded education and provide teaching methodologies that underpin the entire university, especially in our General Education requirements. As part of the strategic opportunity of engaging the community, LSU Shreveport fosters and preserves the arts and culture of this region and beyond through faculty outreach projects that are integrated into curricula and through bringing the public to campus for cultural events such as public lectures, research forums, art exhibits, film series, and poetry readings. Additionally, students showcase their written creative work in a variety of student publications and through avenues accessible to the community. Faculty members in History are actively engaged in local projects and publications preserving the architecture, cemeteries, and folk-ways of nineteenth-century Shreveport. The Red River Regional Studies Center conducts primary research into historic and geographic issues within the Red River Valley in the Ark-La-Tex region. The Pioneer Heritage Center, consisting of seven plantation structures, offers the public and K-12 students hands-on experience of the daily activities of settlers who lived in the region from the 1830s to the 1930s. The Northwest Louisiana Archives of the Noel Memorial Library offer the public a rich research facility for genealogical and civic study. Additionally, housed on the LSUS campus is the comprehensive and multidisciplinary International Lincoln Center for American Studies, the LSUS Multicultural Center, The India Studies Program, and Red River Radio, the regional public radio network licensed to LSUS. In addition, the Noel Collection, the largest private collection of antiquarian books in the United States, is on permanent loan to LSUS in the Noel Memorial Library.

Goals for Advancing Arts & Culture:

1. Achieve a reputation as a regional repository for arts and culture that encourages the public to come to campus for both information and entertainment.
2. Collaborate with non-profit and city groups to offer exhibits, conventions, and other arts and cultural programming.
3. Use the arts to promote literacy and critical thinking at the K-12 and adult level.
4. Promote an understanding, awareness, and appreciation of cultural diversity on campus and in the community.
5. Promote the Noel Collection, Pioneer Heritage Center and Red River Radio as services that LSUS provides to the community and region.

Tie to LSU's strategic plan

"Through collaborations across the university, and by coordination among arts and cultural leaders in Louisiana communities, LSU will proudly continue to educate new generations to become leaders in preserving and advancing the arts, humanities, and our cultural heritage."

LSU Strategic Challenge: Bridging the Coast, Energy, and Environment

LSU Shreveport Strategic Theme #2: Bridging Waterways, Energy, and Environment

Although LSUS is geographically distant from the coast, LSUS owns 47 acres of land directly across King's Highway and beyond the levy that surrounds the western shore of the horseshoe lake within C. Bickham Dickson Park (that is immediately adjacent to the Red River). LSUS has a marine biology lab, the Anderson Watershed Research Station, that is used for both scientific research and educational study, including for K-12 students. LSUS is actively engaged in educating its students about waterway issues given the importance of this area to the state and national economy. LSUS offers an increasing number of courses that address coastal issues which incorporate hands-on field experiences to such places as the LA coast, FL, and overseas. LSUS also has fostered a relationship with the Louisiana Universities Marine Consortium (LUMCON) and will endeavor to establish ties with LSU's Institute for Coastal Preservation, significantly increasing opportunities for LSUS students to gain knowledge, skills, and experience through coursework, research, and internship opportunities. A forthcoming collaborative project centers on the new Shreveport Aquarium. This partnership will align LSUS curricula, especially in marine biology but also in aquatic biology, with a close-up study of salt- and fresh-water ecosystems and their inhabitants. LSUS's collaboration with the Aquarium will involve an exchange of knowledge and sharing of resources, which will promote awareness and appreciation of state and local ecosystems and cultivate a culture focused on the conservation and sustainability of local aquatic ecosystems as they are of significant economic and ecological value and an indicator of health and well-being. LSUS also focuses on local waterways and conservation of ecosystems by hosting the LSUS Red River Watershed Management Institute (RRWMI). In addition to being an important asset to LSUS, the Institute also assists in creating regional STEM education initiatives focused on K-12 education, and the research conducted in this area translates into the health and well-being of the community. The D. T. MacRoberts Herbarium, specializing in northwest Louisiana and southwest Arkansas vascular flora, consists of about 17,000 specimens, including valuable specimens of flora gathered from Cross Lake that are continuing to disappear as a result of environmental impact.

Goals for Bridging Waterways, Energy, and Environment:

1. Use the RRWMI to promote awareness and appreciation of coastal and freshwater ecosystems locally and within the state.
2. Contribute scientifically-proficient LSUS students and graduates to the environmental workforce.
3. Develop RRWMI into a regional leader in the study of freshwater ecosystems and their conservation, as well as the study and impact of floodplain mapping.
5. Leverage the Anderson Watershed Research Station and surrounding land for scientific research, study and possible controlled recreational purposes.

Tie in to LSU's strategic plan

"LSU's study of the coast, energy and the environment is reflective of the increasingly complex relationship humans face with land, sea, and air. A large percentage of the earth's population shares the common challenges of living near coasts and within close proximity of a delta. The world's energy needs and the

pursuit of traditional fossil fuels and emerging renewable and efficiency resources remains at the national forefront.”

LSU Strategic Challenge: Fostering Research and Catalyzing Economic Development

LSU Shreveport Strategic Theme #3: Fostering Applied Research and Economic Development

The breadth and quality of research at LSU Shreveport, performed by both faculty and students, often with faculty, significantly differentiates this university from both the mission of a community college and the reality of many other comprehensive universities. LSUS is also a major catalyst and contributor to the economic development and vitality of Northwest Louisiana.

Research focus and productivity at LSU Shreveport is led by the faculty of the School of Mathematics and Science but is present across the university in most other academic disciplines, also often with strong faculty/student research collaboration/efforts. Applied research is particularly practiced, including efforts to commercialize research discoveries and/or creations. Student research is emphasized. The university annually spotlights such research in the LSUS Student Scholars Forum, for graduate and undergraduate students from universities from Louisiana and surrounding states to present oral papers or posters on their scholarly activity, and the Business Student Research Forum, that includes virtual research presentations by online MBA students. LSUS seeks to become a leader in student research efforts and activities. To support research priorities, LSUS must identify and/or secure funds to provide for appropriate research infrastructure capacities and baseline support of faculty and students for research.

As identified in LSUS' strategic opportunities, collaboration is important in research, across disciplines and institutions. The most important collaboration for LSU Shreveport as an institution is with LSU Health Sciences Center-Shreveport. In all ways, LSUS seeks to be closely aligned and associated with LSUSC-S. However, collaboration in research is especially important in support of both health-related discoveries and support.

Economic development is critical for both the state and this region. LSUS primarily supports economic development through the offering of critical academic programs, preparing successful graduates for the workforce, and supporting the socio-economic, business, cultural, health and educational needs of the region. The Division of Continuing Education and Public Service has traditionally provided the leadership for LSUS non-credit professional and business training and support. The university is currently considering the establishment of the LSUS Regional Engagement Center to be the umbrella entity focused on regional engagement, including the Division of Continuing Education and Public Service. It would also be linked to other campus entities or programs focused upon outreach programs and/or support, including the Institute for Nonprofit Administration and Research, Center for Business and Economic Services and, if restored, the Small Business Development Center.

Goals for Fostering Applied Research and Economic Development:

1. Provide appropriate research infrastructure capacities and baseline support of faculty and students in research.
2. Create the LSUS Center for Regional Engagement (to include Continuing Education) to serve as a catalyst for economic development for Northwest Louisiana.

3. Create new position of Associate Vice Chancellor for Research.
4. Secure return of the Small Business Development Center to LSUS.
5. Restore the capacity and impact of the Center for Business and Economic Research, including the presentation of annual economic outlook conference.

LSU Strategic Challenge: Fostering Research and Catalyzing Economic Development

LSU Shreveport Strategic Theme #4: **Fostering Information Systems/Technology**

Developing the skills to embrace and enhance the use of technology through innovation and entrepreneurial thinking is the cornerstone of success for many students. LSU Shreveport currently offers several programs of strength in this area: Computer Science (both undergraduate and graduate), the sciences, digital arts, as well as various business-related fields. LSUS will develop areas of analytics of “big data” (spanning throughout disciplines), programming, simulations/modeling, virtual reality/artificial intelligence, nanotechnology, applied engineering, and cyber advancements (Cybersecurity, cybercrime, fraud examination etc). Additionally, a focus will be placed on app development, wearable technology, IFTT technology/product development, and analytics across multiple academic disciplines. Additionally, there will be development of creative spaces on campus that promote design-thinking and knowledge exchange to assist in student-centered problem solving of real-world issues. Working with community members to identify and solve industry/business problems through knowledge-exchange and practical technological solutions, students will participate in entrepreneurial and innovative active-learning enterprises, under the guidance of faculty, that drive economic development.

Goals for Fostering Information Systems/Technology:

1. Develop a Cyber Collaboratory for creative problem-solving and innovation in teaching, learning, and community transactions.
2. Develop partnerships with local industry to provide technology-driven solutions that empower economic development.
3. Be the regional leader in the study and instruction of Artificial Intelligence and Robotics.
4. Lead the region as provider of K-12 summer programs in emerging STEM disciplines.

Tie-In to LSU’s strategic plan

“LSU is uniquely positioned to facilitate economic vitality and opportunity on a state, national and global scale through the research work of its faculty. Pivoting off of established and emerging areas of research expertise, the university will promote an ecosystem of collaboration focused on basic and translational research that spurs job growth and enhances competitiveness of industry heavily invested in our state. In partnership with the state of Louisiana and local economic development organizations, LSU will lay the foundation for building a 21st century innovation economy for Louisiana...”

LSU Strategic Challenge: Fostering Research and Catalyzing Economic Development

LSU Shreveport Strategic Theme #5: Fostering Business and Professional Administration

LSU Shreveport provides graduates for careers in professional administration at the managerial level in positions such as Directors, Assistant Directors, Managers, and high-level executives. These positions span multiple career fields and as such many academic programs are represented in this area. At the forefront is the business school and its suite of degree programs and certifications. There will be a continued emphasis on developing professionals who possess high levels of administrative and leadership skills, a continued focus on professional certifications, and a new focus on logistics and supply-chain management. The newly formed Department of Leadership studies hosts the doctoral program that furthers the education and development of leaders in multiple industries within the community and surrounding areas, additionally, this unit hosts the LEAD Certificate that provides undergraduate students with core leadership skills and preparation. Additionally, the LSUS Continuing Education Division consults with regional businesses and industries and customizes training programs based on their needs. This division works with state and local workforce development agencies to identify and respond to the training and professional development needs of the regional industries.

Goals for Fostering Business and Professional Administration:

1. Become the customized-training leader and preferred provider of workforce and professional training needs.
2. Expand the University's role in the economic development of the region through partnerships with the Chamber of Commerce and workforce-development agencies.
3. Establish a conference series on leadership and economic development.
4. Develop a partnership with CoHab to provide space on campus for knowledge and resource exchange.

Tie to LSU's strategic plan

LSU is uniquely positioned to facilitate economic vitality and opportunity on a state, national and global scale through the research work of its faculty. Pivoting off of established and emerging areas of research expertise, the university will promote an ecosystem of collaboration focused on basic and translational research that spurs job growth and enhances competitiveness of industry heavily invested in our state. In partnership with the state of Louisiana and local economic development organizations, LSU will lay the foundation for building a 21st century innovation economy for Louisiana..."

LSU Strategic Challenge: Improving Health and Wellbeing

LSU Shreveport Strategic Theme #6: Improving Health and Wellbeing

LSU Shreveport has a strong commitment to improving the health and well-being of our region, state, and nation through a variety of strong health-related programs. The undergraduate programs in Community Health and Biological Sciences, as well as the Master of Public Health (offered jointly with LSUHSC-S), Master of Biological Sciences, and Master of Health Administration, Master of Counseling, and Master in Non-profit Leadership enable strategic partnerships with LSUHSC-S, other LSU entities, and LBRN. Additionally, a non-credit LPN program with strong enrollment and a high NCLEX passage rate is offered under the Continuing Education division. LSUS takes a holistic view on health and wellbeing and includes “healthy communities” as a target for this theme. “Healthy communities” includes the direct and economic support of regional health outcomes through the training of healthcare professionals, working with K-12 education (see transforming education), reducing crime-rates in communities which will be a strategic initiative through our Criminal Justice and Sociology programs, and the development of healthy lifestyle opportunities on campus and within the city. The continuation and growth of these health programs will be segmented into three tracks:

- A) The first track of the continuation and growth of LSUS health programs will focus on training of health care professionals. Currently, the School of Science and Mathematics provides pre-medical, pre-dental, and pre-allied health students with curricular and extracurricular activities that fully support their pursuit of a professional health career. With few exceptions, LSUS provides students with all required coursework to apply to medical, dental, veterinary, pharmacy, and allied health programs nationwide. Furthermore, in the Department of Biological Sciences, we provide students with three student organizations that facilitate the acquisition of leadership, clinical experiences, professional mentorship, and community service activities. These organizations: Alpha Epsilon Delta Honor Society, the Minority Association of Pre-health Students, and the Pre-Dental Society have become a valuable asset to students applying for admission to a health professional school.
- B) The second track will focus on health and well-being and data analytics. This will combine the efforts of both the health, computer science, and business programs to collect and analyze “big” data in order to assist in the solution of disease eradication, prevention, and improved holistic wellness. Additionally, partnerships will be sought with the Health Science Center to serve the community, region, and nation on health solutions. Funding through grants will be sought to develop this area.
- C) The third track will focus on community well-being with the development of a health and wellness center. This center will function as a traditional health and wellness center for LSUS students, but will be expanded to include areas of focus to improve health in the community. It creates opportunities for partnerships with local hospitals and offers opportunities to LSUS students to gain practical experience. This will be done by using technology from multiple disciplines to help solve and improve community health problems. Academic areas involved would be digital arts (virtual reality, medical animation and visualization), computer programming and applied physics (motion sensors and lasers), and community health/exercise science (nutrition, biomechanics, exercise physiology, baseline

health testing), public health (health testing, problem identification). Research funding through grant opportunities is a large component of the success of this area.

Goals for Improving Health and Well-Being:

1. Be a regional leader in the training of health-related professionals and thought-leaders.
2. Be the provider of resources that communicate positive health and wellness behaviors within the community.
3. Develop partnerships with local health systems to implement a wellness center serving the LSUS and community populations through experiential learning and research.
4. Conduct high-impact biomedical research that will advance disease prevention, diagnosis, and treatment.

Tie-In to LSU Strategic Plan –

“Quality of life issues affect all aspects of the socio-economic outlook for not only Louisiana, but for citizens across the globe. The need is great as evidenced by health issues ranging from an alarming rate of low-weight births to early onset of disabilities caused by diabetes, heart disease, cancer and obesity. LSU will use collaborative approaches to move forward with the design and implementation of a One Health initiative. Given the University’s vast expertise and research capabilities in the health care arena encompassing all Colleges and LSU partners, it is imperative to seize the opportunity to create and implement strategies to transform health and wellbeing through research, education, clinical studies, interventions, and outreach.”

LSU Strategic Challenge: Transforming Education

LSU Shreveport Strategic Theme #7: Transforming Education

To transform education, LSU Shreveport is focused on holistic aspects of both higher education and K-12 education. In terms of higher education, LSUS will ensure that the face-to-face experience for students is transformative and prepares them for their future career success. Over the next five years, each program will conduct a peer review to evaluate currency and relevance to ensure students are being effectively prepared to be 21st century citizens. Supplementing this curriculum review will be the development of cross-curricula general education competencies that reinforce the skills and knowledge-base required of future graduates. In addition to learning in the classroom, experiential learning is also an important component of a transformational education. The development and improvement of co-curricular programming in areas such as first-year experience, service-learning, and internship/job training/opportunities are vital to equipping students with the experience and related skill-set needed for graduate school or employment. The LSUS Student Success Center will support students in meeting their educational goals by providing advising and tutoring services that employ metacognitive approaches; additionally, the Career Services component will help prepare students for life after their LSUS experience.

In addition to face-to-face learning, LSUS is transforming students' lives by providing opportunities to further education through online learning. In order to provide a quality online learning environment LSUS must continue to invest resources in support and accessibility services to enhance the learning environment. Such services include: training, certification, and mentoring in online teaching; incentives and instructional designers/technicians to promote and assist with course development, respectively; and continuing education and professional development opportunities for faculty members. For students, services include online tutoring accessibility, synchronous course delivery options, test-taking facilities, research guides, and participation in video conferencing. In addition, LSUS will offer social opportunities to its online population, such as live-streaming of athletic events and campus lectures, conferences, and ceremonies.

To filter students into higher education, there needs to be a transformation at the K-12 level. LSUS will focus its undergraduate and graduate Education programs on providing expertise in "Urban" education. Urban education relates to the preparation of student teachers or education professionals to excel in urban or metropolitan school zones. This is done by providing student teachers access to and mentoring from experts in this area, to prepare them to improve the lives and education of those students enrolled in urban schools. This type of preparation is beneficial to all student-teachers regardless of where they eventually teach as it is focused on improving the learning environment. In addition, urban education draws from areas covered in the sociology and criminal justice programs as well as public/community health programs. There is a great deal of overlap between transforming K-12 education and sustaining healthy communities. Greater emphasis will be placed on student social-emotional learning. Such a focus should lead to increased enrollment of first-generation college students, transforming not just education but the local economy.

Goals for Transforming Education:

1. Provide continuous Professional Development to optimize faculty engagement with students and programs.
2. Deliver an exceptional learning experience for LSUS students.
3. Provide a variety of culturally diverse learning opportunities for LSUS stakeholders and the community.
4. Lead the region in preparing K-12 teachers for an urban environment through a comprehensive multidisciplinary approach.

Tie in to LSU Strategic Plan –

“As the leader in teaching and research in Louisiana, LSU must pursue scholarship to transform the educational experience through enhanced teacher quality and leadership development, improvements in course standards and access to university expertise. As prospective students matriculate to LSU, we believe that the foundation of the undergraduate student experience should be rooted in a curriculum that embodies the values of the University—not just through traditional classes but also through the synthesis of traditional teaching, co-curricular experiences, and experiential learning opportunities. As such, LSU will modernize its general education curriculum requirements to better prepare students for the 21st century work force. In addition, as the number of nontraditional students continue to grow, LSU must develop online and distance programs, protocol, and educational opportunities that meet the needs of this population.”

LSU Strategic Challenge: Developing Leaders

**LSU Shreveport: Integrated into other Strategic Themes and Supporting
“Cross-Bars”**

LSUS believes that Leadership traverses all areas of the strategic plan, without a strong leadership component the plan fails. Particularly in the area of developing leaders, ethical leadership is interlaced within the general education core competencies and scaffolded into other courses throughout academic programs, and is emphasized in student life programming. As a “value-added” institution, training students to be leaders, whether that is in the classroom, the student-body in general, in the workforce, community, or even at home, is paramount to our mission.

Institutional Framework

The first three statements of Institutional Framework, developed by LSU A&M, and the additional statement, developed at LSUS, have been adopted by the LSUS Planning Council for LSU Shreveport.

- **Encouraging Career Excellence and Enrichment.** LSU Shreveport will recruit a diverse workforce including nationally and internationally competitive faculty, increase support for its faculty and staff in their respective roles, and create a community in which all are valued and encouraged to reach their full potential.
- **Establishing a Culture of Service and Operational Excellence.** Exceptional customer service is the cornerstone of every successful enterprise. Through continual process improvement, LSUS will invest deeply in its people and modernize operations and organizational structures to ensure maximum accountability, efficiency, and productivity. All of these efforts are designed to enhance the overall campus experience, encourage creativity and discovery, and enhance the delivery of exceptional customer service to all who interact with the university.
- **Supporting Student Success.** LSU Shreveport's primary goal is the successful retention and graduation of students who inherit our fundamental values during their studies at LSUS. The university will work to address collectively the needs of the contemporary student through the deployment of effective student retention practices and scholarship that focuses on career development combined with critical thinking and communication skills.
- **Telling the LSUS Story.** LSU Shreveport has compelling stories to tell our constituents, from prospective students to key stakeholders to the public at large. We tell our stories to transform ourselves. They provide a bold assertion of who we are and what all that we do. Such stories need to be disseminated in the best, most compelling and appropriate way possible at all times.