



**GRAMBLING STATE UNIVERSITY
FIVE-YEAR STRATEGIC PLAN
FY 2016 - 2021**



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"ONE GRAMBLING: Honoring History, Keeping Promises, and Fulfilling Dreams"



Grambling State University



Grambling, Louisiana

“Where Everybody Is Somebody”

www.gram.edu

TABLE OF CONTENTS

5	Introduction
7	Executive Summary
8	Vision Statement
8	Mission Statement
10	Overview of Five Year Goals
11	What We Believe
12	Our Changing Environment
14	Goals and Initiatives
14	Goal 1: Strengthening Culture
15	Goal 2: Diversifying Enrollment
15	Goal 3: Providing High-Quality
16	Goal 4: Creating Partnerships
17	Goal 5: Improving Resources
17	Goal 6: Ensuring Increase
18	Assessment





INTRODUCTION



The Strategic Plan 2016-21 sets a clear direction for the next phase of the development of Grambling State University.

Grambling State University is a university dedicated to people, ideas and culture, where we work together as a scholarly community to inquire and discover, to teach and learn, to create, conserve, disseminate and apply knowledge, and to engage with the problems and challenges that face modern society; through all these things in combination, we are central to innovation, economic growth, social development and cultural vibrancy, and are essential to a free, open, equal, democratic and sustainable society.

The following principles inform the development and implementation of our Strategic Plan:

- The university community has an obligation to put its capacities, insights, knowledge and learning at the service of society in facing the challenges of today and tomorrow.
- Mass participation in higher education requires constant attention to the effectiveness of our approaches to teaching and learning, to engage and challenge a more diverse student body, with very different backgrounds, abilities, interests, goals and aspirations, supporting each to achieve her or his full potential.
- The university relies on the knowledge and practices of different disciplines: strong disciplines are essential to rigorous scholarship and learning, to effective interdisciplinary, and to the vitality of the university.
- A collegial learning community is established and maintained by achieving an appropriate balance between our individual interests and the common good of the university community, realizing the benefits of academic autonomy and collegial interaction.







EXECUTIVE SUMMARY

Following his appointment as President, Dr. Willie D. Larkin, invited the faculty, students, staff, alumni as well as members of the local civic and business community to engage in a dialogue about a new vision and mission for Grambling State University by posing a series of “what if” questions. Chief among the questions Dr. Larkin asked the Grambling community of stakeholders to consider is What if:

- Grambling State University was identified as America’s best university and prospective students viewed Grambling as their university of choice?
- Administrators responded to all inquiries, questions, comments or complaints with the same zeal, tenacity and innovation as the best customer-service administrators nationally?
- Faculty made the learning environment more engaging, exciting and thrilling and students participated in classroom discussions more openly, freely and with confidence and Grambling’s retention, progression and graduation rates increased 100 fold?
- Grambling secured private-sector funding to sponsor and support endowed Chairs, Directors and/or Scholars and faculty wrote more research proposals in order to increase the amount of indirect cost funds awarded to Grambling from foundations and from federal and state agencies?
- All faculty and staff contributed to the Grambling State University foundation annually, all alumni made a minimum contribution of \$20 per month to the annual campaign, and greater numbers of alumni created fundraising campaigns?
- The media and businesses in the local and surrounding community partnered more to support Grambling’s vision and mission and the State of Louisiana funded Grambling State University as a vital asset?
- Grambling State University no longer existed....?



Led by a Steering Committee reflective of those identified in the “what if” questions posed above, the Grambling State University community of stakeholders has accepted Dr. Larkin’s invitation by engaging in an intense, extensive, and transparent strategic planning process. Based on feedback from numerous stakeholders, the Strategic Plan Steering Committee developed a Proposed Outline for the development of *The Strategic Plan for Grambling State University, 2016 -2021*. A Calendar of Events highlighting strategic planning activities has also been prepared. The Proposed Outline and the Calendar of Events as well as drafts of the Strategic Plan, supporting documents, and a list of members of the Steering Committee may be found on the Strategic Plan web site at www.gram.edu/strategicplan.



After reviewing the Proposed Outline, the Steering Committee conducted a series of open listening sessions in order to encourage input from faculty, staff, students, alumni, and community representatives regarding the Strategic Plan’s goals and initiatives. Subsequently, a public open meeting with the University’s Strategic Plan’s consultant was streamed in order that a maximum number of Grambling’s stakeholders were able to participate in the strategic planning process. That the public planning meeting is archived on You Tube at:

<https://www.youtube.com/watch?v=susjubRd4Ng> and at <https://www.youtube.com/watch?v=E7A5Tq75PBO>.

After receiving feedback from the listening sessions and the open meetings and after a thorough discussion of the goals, initiatives, topics and questions raised during the meetings and listening sessions, the Steering Committee agreed that the University’s current vision and mission statements, as well as the following list of core values, goals and strategic initiatives will direct Grambling State University’s growth over the next five years.

VISION STATEMENT

To be one of the premiere universities in the world that embraces educational opportunity and diversity.

MISSION STATEMENT

Grambling State University is a comprehensive, historically-black, public institution that offers a broad spectrum of undergraduate and graduate programs of study. Through its undergraduate major course of study, which are undergirded by a traditional liberal arts program, and through its graduate school, which has a decidedly professional focus, the University embraces its founding principle of educational opportunity. With a commitment to the education of minorities in American society, the University seeks to reflect in all of its programs the diversity present in the world. The University advances the study and preservation of African American history, art, and culture.





Grambling State University is a community of learners who strive for excellence in their pursuit of knowledge and who seek to contribute to their respective major academic disciplines. The University prepares its graduates to compete and succeed in careers related to its programs of study, to contribute to the advancement of knowledge, and to lead productive lives as informed citizens in a democratic society. The University provides its students a living and learning environment which nurtures their development for leadership in academics, athletics, campus governance, and in their future pursuits. The University affords each student the opportunity to pursue any program of study provided that the student makes reasonable progress and demonstrates that progress in standard ways. Grambling fosters in its students a commitment to service and to the improvement in the quality of life for all persons.

The University expects that all persons who matriculate and who are employed at Grambling will reflect through their study and work that the University is indeed a place where all persons are valued, "where everybody is somebody."





**GRAMBLING STATE UNIVERSITY
ON TARGET
FOR FY 2016-2021**

OVERVIEW OF GRAMBLING STATE UNIVERSITY'S FIVE YEAR GOALS

Six broad goals represent the foundation of Grambling's strategic plan. Over the next five years, these goals will guide the enhancement of existing and the development of new academic programs, university services, and institutional budgets that are designed to illuminate the path of Grambling's future growth. The goals are:

Goal 1. Strengthening the Student Centered Culture

Grambling will strengthen the student centered culture by enhancing recruitment efforts and increasing retention and graduation rates of both undergraduate and graduate students.

Goal 2. Diversifying Student Enrollment

Grambling State University will diversify its student enrollment by enhancing efforts to recruit a more adult and non-traditional students as well as more international students and students from different cultures and geographic regions in the United states. Grambling will also enhance efforts to retention and graduation rates among of both undergraduate and graduate students.

Goal 3. Promote High-Quality Instruction, Research, and Service

Grambling will promote high quality instruction, research, and service by providing resources that will increase the number of research projects, scholarly articles and creative works generated by the faculty and students as well as continue the integration of service-learning into the educational programs of the university.

Goal 4. Create Partnerships with Business and Industry, Workforce Development and Strengthen External Relations

Grambling will create partnerships with business and industry, workforce development and strengthen external relations by collaborating with business and industry to establish curricula and educational programs, internships and cooperative learning experiences that are tightly linked to regional economic development and national and statewide labor force needs.

Goal 5. Improve Grambling's Physical and Technological Resources

Grambling will improve its physical and technological resources by working closely with the state to secure the necessary skilled personnel and financial resources to improve the physical plant and secure the technological infrastructure needed for the campus.

Goal 6. Ensuring Steady Increases in Alumni Gifts, Private Donations and Grant Writing

Grambling will ensure steady increases in alumni gifts, private donations and grant writing by providing additional professional personnel to support fundraising through alumni giving, planned giving, affiliation agreements, targeted giving campaigns, by increasing the number of proposals submitted to private donors, and by the steady progression in the number of grants written for external funding.



WHAT WE BELIEVE

Grambling State University endeavors to achieve excellence in higher education through teaching, research, and service governed by the principles of academic freedom. The University believes that education is the cornerstone of an enlightened, creative and productive society.

At Grambling State University, “Where Everybody is Somebody,” our most important resources are the core values that guide our vision for the future, our current institutional mission and our interaction with current and prospective students, alumni, faculty, staff and friends of Grambling State University. Our core values guide our interaction with all of the University’s stakeholders including, but not limited to, the Louisiana Board of Regents, University of Louisiana System Board of Supervisors, officials at the Southern Association of Colleges and Schools, federal, state, and local government officials, vendors and donors.

During the planning process for the University, the community agreed that the following core values reflect Grambling’s fundamental beliefs.

Integrity.

At Grambling integrity means promoting ethical values and always doing what is in the best interest of the University.

Student Centered.

Student Centered at Grambling means that the University provides the necessary resources and empowerment to develop students who are competent credentialed capable citizens.

Academic Excellence.

Academic excellence is the guiding tenant that forms the foundation for teaching, learning, and research at Grambling.

Pride.

Pride is the source of our strength and tenacity.

Commitment.

Grambling is committed to providing educational opportunities to those who seek the truth.

Accountability.

Grambling State University promotes accountability at all levels.





OUR CHANGING ENVIRONMENT

Grambling State University emerged from the desire of African-American farmers in rural northern Louisiana wanting to educate Black children in their region. Since its early agrarian origins, Grambling has now become a major comprehensive university but retains the personality of a small college, allowing students to grow and learn in a nurturing, serene and positive environment with academically rigorous educational programs. More than 45-degree programs are offered at Grambling State University in three colleges, the College of Education, Professional and Graduate Studies, the College of Arts and Sciences and the College of Business. In addition, Grambling recognizes stellar academic students through the Earl Lester Cole Honors College. Local, regional, national and international employers recruit graduates from Grambling State University's academic programs, including but not limited to its excellent nursing, computer science, mass communication, teacher education and science, technology, engineering and mathematics (STEM) programs. A wide variety of student associations, clubs and organizations ensure that each student has the opportunity to find an activity of interest. Honor societies, sports, art, religion, politics and Greek organizations are some of the organizations appealing to its diverse student body.



Like most colleges and universities in the United States, Grambling faces a number of challenges, both internal and external, to its future growth and development. These challenges include:

- changes in the traditional demographic sources for recruiting students;
- reductions in both federal and state public funding;
- greater accountability and demonstrated compliance with regulations governing financial aid for students;
- greater variability in teaching modalities;
- tighter scrutiny of institutional policies, procedures and student outcomes by regional accrediting bodies; and,
- more sophistication among parents and students in their selection of colleges and/or universities.

As a public historically Black college and university (HBCU) Grambling faces unique challenges. Chief among these challenges are the cost to students and their families of a bachelor's education, sufficient pay for a first class faculty and student support services, and the ways and means of providing first class facilities and grounds. Notwithstanding the challenges facing higher education in general and HBCUs, in particular, Grambling enjoys a number of strengths that has it poised to take advantage of opportunities to enhance its growth and development.

As part of the strategic planning process, five focus groups comprised of students, faculty, staff, alumni, administrators, and community persons were convened in March 2016 to identify major strengths, weaknesses, opportunities and threats likely to impact Grambling's growth and development over the next five years. The focus groups' SWOT analysis identified in relevant part the following:

Table 1
Grambling State University SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Academics Programs 2. Grambling's Brand 3. Student-Teacher Relationships 4. Successful Alumni 5. Family Environment 	<ol style="list-style-type: none"> 1. Lack of Funding 2. Communication 3. Enrollment-Retention 4. Faculty Shortage 5. Customer Service
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Program Development 2. Fundraising 3. Recruitment 4. Athletic Tradition 5. Alumni Giving 	<ol style="list-style-type: none"> 1. Loss of Funding 2. Decline in Enrollment 3. Qualified-professional faculty/staff 4. Facilities-Infrastructure 5. Merger-Closure

The goals and initiatives identified in this Strategic Plan represent Grambling's systemic steps towards maximizing its strengths and opportunities and minimizing the impact of its weaknesses and the threats it faces to the University's future growth and development.





GOALS & INITIATIVES

Five broad goals represent the foundation of Grambling’s strategic plan. Over the next five years, these goals will guide the enhancement of existing and the development of new academic programs, university services, and institutional budgets by implementing the strategic initiatives outlined for each of the goals in the Strategic Plan for Grambling State University, 2016 -2021 including:

- Strengthening the Student Centered Culture
- Diversifying Student Enrollment
- Providing High-Quality Instruction, Research, and Service
- Create Partnerships with Business and Industry and Workforce Development and Strengthen External Relations
- Improve Grambling’s Physical and Technological Resources
- Ensuring Steady Increase in Alumni Gifts, Private Donations and Grant Writing



Goal 1: Strengthening the Student Centered Culture

Goal Statement

Grambling State University will strengthen the student centered culture by making the climate hospitable for student success through improving customer services, enhancing the quality of life on campus, and maintaining a safe living and learning environment.

Strategic Initiatives

Grambling will strengthen the student centered culture by implementing the following strategic initiatives:

1. Grambling will assign an office within Student Affairs with the responsibility of implementing a program to improve customer services received by students as well as faculty and staff. The responsibility will focus on developing professional development activities for all University personnel engaged in providing instructional, room and board, and health care services to students. The professional development activities may include, but are not necessarily limited to training programs, surveys, and monitoring functions.
2. Grambling will establish a Clery Act Campus Security Authority Task Force (CSA Task Force) of students, faculty, staff, and alumni to review the University’s campus safety policies, procedures, and protocols and to prepare a report to the president on recommendations to improve the safety in all of the University’s living and learning venues. The CSA Task Force will consider the University’s policies and protocols related to battery, cyber bullying, sexual assault, theft, and other behaviors that interfere with the safety of the campus community. The CSA Task Force may be guided in its research and recommendations by federal, state, and organizational reports including, but not limited to, the proposed Bipartisan Campus Accountability and Safety Act, Not Alone: The First Report of the White House Task Force to Protect Students From Sexual Assault, and the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

Goal 2: Diversifying Student Enrollment

Goal Statement

Grambling State University will diversify its student enrollment by enhancing efforts to recruit more adult and non-traditional students as well as more international students and students from different cultures and geographic regions in the United States. Grambling will also enhance efforts to increase retention and graduation rates among both undergraduate and graduate students.

Strategic Initiatives

Grambling will diversify its student enrollment by implementing the following strategic initiatives:

1. Increase the number of students admitted and enrolled each academic year, improve undergraduate first to second year retention rate, and improve the undergraduate four year graduation rate as well as the six year graduation rate by enhancing programs and practices at Grambling that are successful recruitment and retention strategies and by identifying and implementing statewide and national “best practices” shown to improve retention and graduation among undergraduate students.
2. Reduce time to degree and enhance graduate student success by expanding online course offerings, facilities, and the technological infrastructure.
3. Increase undergraduate and graduate student enrollment by expanding recruitment initiatives and increasing articulation agreements with other institutions.
4. Support extra-curricular programs in the arts and athletics that allow students to perform at the highest levels and to excel in SWAC and NCAA competitions by establishing an endowment to support travel, student artists, and student athletes.

Goal 3: Providing High-Quality Instruction, Research, and Service

Goal Statement

The University will provide high-quality instruction, research, and service by promoting excellence among its faculty by increasing the resources needed to support an increase the number of research projects, scholarly articles and creative works generated by the faculty and students as well as continue the integration of service-learning into the educational programs of the university.

Strategic Initiatives

Grambling will provide high-quality instruction, research, and service among its faculty by implementing the following strategic initiatives:

1. Enhance academic departments by retaining faculty and recruiting “rising stars” and “seasoned professionals” to provide and maintain a balanced and mentoring environment in academic departments.
2. Create resources to support faculty excellence at Grambling through fund-raising particularly focusing on identifying funds for endowed chairs, faculty development, and research start-up support; by internal institutional reallocation of funds within Grambling; and by establishing a central fund in the Office of the Provost to support faculty excellence in outstanding teaching, research, service, scholarship and creative activities.



Goal 3: Providing High-Quality Instruction, Research, and Service (continued)

3. The Office of Sponsored Programs will expand the support services available to faculty and staff to: identification of grant opportunities; assistance in the preparation of the proposal by providing data that includes an overview of the academic program, data related to the percent of faculty in each discipline with the recognized terminal degree, information related to the research infrastructure (buildings, equipment); assistance in the editing of proposals; assistance with the preparation of budgets; providing professional development activities that focus on grant writing; providing professional development activities such as a seminar series that will support researchers external to Grambling State University being invited onto campus; and providing a competition for faculty to apply for small seed money research grants.



Goal 4: Create Partnerships with Business and Industry, Workforce Development and Strengthen External Relations

Goal Statement

Grambling will create partnerships with business and industry and workforce development and strengthen external relations by collaborating with business and industry to establish curricula and educational programs, internships and cooperative learning experiences that are tightly linked to regional economic development and national and statewide labor force needs.

Strategic Initiatives

Grambling will create partnerships with business and industry and workforce development by implementing the following strategic initiatives:

1. The University will add a new academic major and concentrations within appropriate existing majors in local, state, regional and national workforce development with the goal of increasing internships, cooperative education and permanent employment opportunities for our students and developing additional relationships with business and industry.
2. The University will establish an Institute for Continuing Education and Professional Studies in order to offer professional certification for employees of local, state, regional and national business and corporations in Microsoft, Cisco, Google, business and office systems and in cybersecurity certificate programs to fit a variety of professional development needs and schedules that can be offered on weekends, evenings, and online.
3. As one of only seven universities in Louisiana that is a member of the National Campus Compact with the goal of improving community life and educating students for civic and social responsibility, Grambling will continue to enhance the Office of Service Learning and Civic Engagement to promote local, regional, national, and international service initiatives, to coordinate its ongoing community outreach programs, and to assess and document achievement of its service initiatives and outreach programs.
4. Grambling will enhance the Center of International Affairs in order to build partnerships with international businesses and corporations, to collaborate with the governmental and non-governmental agencies to expand international partnerships and collaborative opportunities for Grambling's faculty and staff and to increase the number of Grambling students studying abroad and being recruited to the university.
5. The University will strengthen external relations by increasing communications with elected officials, community leaders, and other external constituents by providing information sessions and print media.

Goal 5: Improve Grambling's Physical and Technological Resources

Goal Statement

Grambling will work strategically with the state to improve the physical infrastructure and technological resources of the campus.

Strategic Initiatives

Grambling will improve its physical and technological resources by implementing the following strategic initiatives:

1. Raising funds for building and other projects through grants and fundraising to enhance the campus physical resources.
2. Grambling will improve its customer service to students, faculty, parents, alumni and other stakeholders by enhancing the processes for accessing information, communication, technology, and professional development by providing user friendly navigation tools for the University's web site and by facilitating professional development training and the communication of best practices in customer service to the Grambling State University faculty, staff, and students.

Goal 6: Ensuring Steady Increases in Alumni Gifts, Private Donations and Grant Writing

Goal Statement

Grambling will ensure steady increases in alumni gifts, private donations and grant writing by enhancing the personnel and financial resources in offices supporting institutional advancement in order to grow fundraising through alumni giving, planned gifts, affiliation agreements, targeted campaigns, by increasing the number of proposals submitted to private donors, and by encouraging a greater number of grants written for external funding.



Strategic Initiatives

Grambling will ensure steady increases in alumni gifts, private donations and grant writing by implementing the following strategic initiatives:

1. Publish and implement plans, policies and procedures to insure that the appropriate internal controls exist to manage and account for unallocated moveable property, athletic revenues, annual fiscal reports according to relevant state and federal accounting principles and to insure that all university business with vendors and other institutions is conducted with current valid contracts.
2. Review annually the mission, affiliation agreements and fund raising activities of the University's three institution-related foundations in order to insure compliance consistent with the foundations stated purposes of supporting Grambling and its programs and with the University of Louisiana System's policies governing such foundations.
3. Grambling will initiate plans for a multi (5 to 7) year capital campaign to advance the goals of this strategic plan by investing additional resources in the Office of Institutional Advancement and reviewing how the University's current major fundraising initiatives including the 1000 Donors Campaign, the Tiger Pride Annual Giving Campaign and other campaigns may best be incorporated into a successful multi-million dollar campaign.



ASSESSMENT

Progress towards achieving the plan’s six goals and corresponding strategic initiatives shall be assessed through the collection of quantitative data. Grambling collect data on an annual basis that will include but is not necessarily limited to the following:

Goal 1: Strengthening the Student Centered Culture

ASSESSMENT:

- National Survey of Student Engagement (NSSE) data
- Survey Monkey (or related service) data on student satisfaction with customer service
- Agenda and minutes of the CSA Task Force
- Global Positioning System (GPS) data on Grambling
- Technology applications data related to campus security
- Clery Act crime data
- Hate crime data by category of prejudice
 - ⇒ race
 - ⇒ gender
 - ⇒ gender identity
 - ⇒ religion
 - ⇒ sexual orientation
 - ⇒ ethnicity
 - ⇒ national origin
 - ⇒ disability



Goal 2: Diversifying Student Enrollment

ASSESSMENT:

- Six-year graduation rate
- Six-year graduation rate of African-Americans
- Six-year graduation rate of Pell recipients
- Second year retention rate
- Total Percent of Diverse Students
- Percent of Native American students enrolled
- Percent of Caucasian students enrolled
- Percent of Hispanic students enrolled
- Percent of international students enrolled
- Percent of Louisiana community college transfer students
- Total graduate degree recipients
- Doctoral degree recipients
- Time to degree by graduate degree level
- Recognition of graduate student research (e.g., publications, conference participation, national/international prizes and awards, etc.)



Goal 3: Providing High-Quality Instruction, Research, and Service

ASSESSMENT:

- Number of faculty engaged as Principal Investigators in funded research or contracts
- Value (\$K or \$M) of grants and contracts
- Number of scholarly publications and activities per full-time tenured/tenure track faculty
- Value (\$K) of institutional funds budgeted for faculty development
- Number of fellowships, prizes, and awards earned by Grambling faculty
- Number of service-learning projects
- GSU institutional prizes and awards presented to Grambling faculty

Goal 4: Create Partnerships with Business and Industry and Workforce Development and Strengthen External Relations

ASSESSMENT:

- Number of partnerships with local area public schools (e.g., Monroe, Shreveport, Lincoln Parish)
- Number of partnerships with other Louisiana state public schools
- Number of partnerships with state and federal government agencies
- Number of partnerships with businesses and industries, non-profits, and community organizations
- Number of partnerships with international colleges and universities
- Number of partnerships with foreign governments and non-governmental organizations
- Number of partnerships with multinational businesses and industries

Goal 5: Improve Grambling's Physical and Technological Resources

ASSESSMENT:

- Total (\$M) amount of deferred maintenance
- Value (\$K or \$M) of funds allocated to reduce deferred maintenance
- Total technology cost
- Total energy Cost
- Annual facilities gross operating expenditures
- Annual Custodial Expenditures/ Maintained Space

Goal 6: Ensuring Steady Increases in Alumni Gifts, Private Donations and Grant Writing

ASSESSMENT:

- Documented records of financial improvements;
- Increased donors and philanthropic dollars
- Cumulative Private and philanthropic donations (\$K or \$M)
- Calendar Year Alumni Giving Rate (%)
- Calendar Year Alumni Giving (\$K)
- Value (\$K or \$M) of campaign dollars collected
- Value (\$K or \$M) of campaign dollars pledged
- Increase Athletic Ticket Sales and guarantees in all sports



CONRAD HUTCHINSON JR. PERFORMING ARTS CENTER



The Southern Association of Colleges and Schools – Commission on Colleges (SACS-COC) requires that all member institutions meet the core requirements published in *The Principles of Accreditation: Foundations for Quality Enhancement*. Core requirement 2.5 provides that colleges and universities must engage in,

ongoing, integrated, and institution-wide research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals, and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution is effectively accomplishing its mission.



Towards that end, the assessment data identified for this strategic plan's goals and initiatives are part of Grambling's plan and are designed to not only show progress in meeting the plan's goals but also to demonstrate compliance with SACS-COC's core requirement 2.5. Specifically, the data collected to assess Grambling's effectiveness in achieving the goals set forth in *The Strategic Plan for Grambling State University, 2016 -2021*, are designed to facilitate the University's capacity to monitor its core values, conduct a more careful periodic review of degree programs and curricula, make appropriate changes to its policies and procedures, and improve inter as well as intra mural communication (s). Most importantly, however, the strategic plan's assessment data demonstrate how well Grambling State University is enhancing student success and is meeting its institutional mission.



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