

# NICHOLLS STATE UNIVERSITY

**Nicholls State University**

**FIVE-YEAR STRATEGIC PLAN**

**FY 2026-2027 through FY 2030-2031**

**July 1, 2025**

**NICHOLLS STATE UNIVERSITY  
THE UNIVERSITY OF LOUISIANA SYSTEM**

**Strategic Plan FY 2026-2027 through FY 2030-2031**

**Vision Statement:** To be the intellectual, economic and cultural heart of the Bayou Region.

**Mission Statement:** Nicholls State University delivers accredited degree programs and comprehensive learning experiences to prepare students for regional and global professions within a spirited campus environment immersed in Bayou Region culture.

**Values:** Nicholls State University supports values that promote citizenship, concern for self and others, and the desire for a better world, by embracing as its core values:

- **Civic Responsibility:** We use our time and talents to serve our community.
- **Diversity:** We embrace unique perspectives that all individuals bring to the learning environment.
- **Excellence:** We reach for the highest level of achievement in all activities.
- **Integrity:** We expect fairness and truthfulness in all instances.
- **Leadership:** As representatives of the university, we embrace our role as leaders.
- **Respectfulness:** We respect the rights of others and are responsive to the needs of others.
- **Responsibility:** We are accountable for our actions.

## **Goals and Objectives:**

### **Goal I: To Increase Opportunities for Student Access**

**Objective I.1: Increase the fall headcount enrollment by 2.5% from the baseline level of 6,104 in fall 2024 to 6,257 by fall 2029.**

Links: State Outcome Goals -- Youth Education, Diversified Economic Growth

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Closely linked to objective in Master Plan for Postsecondary Education)

**Strategy I.1.1: Recruit better academically prepared students.**

**Strategy I.1.2: Develop collaborations with two-year schools to increase transfer rates.**

**Strategy I.1.3: Enter into dual/cross/concurrent enrollment collaborations with community colleges.**

**Strategy I.1.4: Develop need-based scholarship program to improve access and to encourage attendance.**

**Strategy I.1.5: Implement or enhance initiatives geared towards improving graduation and retention rates.**

### **Performance Indicators:**

Output: Number of students enrolled (full term) at Nicholls State University

Outcome: Percent change in the number of students enrolled (full term) at Nicholls State University

Source: Board of Regents Statewide Student Profile System data

## **Goal II: To Increase Opportunities for Student Success**

**Objective II.1: Maintain the percentage of first-time in college, full-time, degree-seeking students retained to the second fall at the same institution of initial enrollment at the fall 2023 cohort (to fall 2024) baseline level of 75.3% through fall 2029 (retention of fall 2028 cohort)**

### **Links:**

State Outcome Goals: Youth Education, Diversified Economic Growth

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: Board of Regents Master Plan for Postsecondary Education

**Strategy I.1.1: Recruit better academically prepared students**

**Strategy I.1.2: Develop need-based scholarship programs to improve retention, progression and graduation.**

**Strategy I.1.3: Implement or enhance initiatives geared towards improving retention, progression and graduation rates.**

### **Performance Indicators:**

Output: Percentage of first-time in college, full-time, degree-seeking students retained to the second Fall at the same institution of initial enrollment

Outcome: Percentage point change in the percentage of first-time in college, full-time, degree-seeking students retained to the second Fall at the same institution of initial enrollment

Source: Board of Regents Statewide Student Profile System data

## **Goal II: To Increase Opportunities for Student Success**

**Objective II.2: Increase the percentage of first-time in college, full-time, degree-seeking students retained to the third fall at the same institution of initial enrollment by 2.5 percentage points from the fall 2022 cohort (to fall 2024) baseline level of 62.60% to 65.10% by fall 2029 (retention of fall 2027 cohort).**

### **Links:**

State Outcome Goals: Youth Education, Diversified Economic Growth

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: Board of Regents Master Plan for Postsecondary Education

**Strategy I.1.1: Recruit better academically prepared students**

**Strategy I.1.2: Develop need-based scholarship programs to improve retention, progression and graduation.**

**Strategy I.1.3: Implement or enhance initiatives geared towards improving retention, progression and graduation rates.**

### **Performance Indicators:**

Output: Percentage of first-time in college, full-time, degree-seeking students retained to the third Fall at the same institution of initial enrollment

Outcome: Percentage point change in the percentage of first-time in college, full-time, degree-seeking students retained to the third Fall at the same institution of initial enrollment

Source: Board of Regents Statewide Student Profile System data

## **Goal II: To Increase Opportunities for Student Success**

**Objective II.3: Increase the institutional statewide graduation rate (defined as a student completing an award within 150% of “normal time”) by 1.0% at the baseline rate (fall 2017 cohort for all institutions) of 53.1% to 54.1% for the AY2028-29 (fall 2022 cohort).**

### **Links:**

State Outcome Goals: Youth Education, Diversified Economic Growth

Children’s Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: Board of Regents Master Plan for Postsecondary Education

**Strategy I.1.1: Recruit better academically prepared students**

**Strategy I.1.2: Develop need-based scholarship programs to improve retention, progression and graduation.**

**Strategy I.1.3: Implement or enhance initiatives geared towards improving retention, progression and graduation rates.**

### **Performance Indicators:**

Output: Number of students enrolled at a Four Year University in LA identified in a first-time, full-time, degree-seeking cohort, graduating within 150% of "normal" time of degree completion from any public postsecondary institution in LA.

Outcome: Percentage of students enrolled at a Four Year University in LA identified in a first-time, full-time, degree-seeking cohort, graduating within 150% of "normal" time of degree completion from any public postsecondary institution in LA.

Source: Board of Regents Statewide Graduation Rate

## **Goal II: To Increase Opportunities for Student Success**

**Objective II.4: Increase the total number of Baccalaureate Degree completers in a given academic year by 2.5% from the baseline year number of 888 in 2023-24 to 910 in AY 2028-29. Students may only be counted once per award level.**

### **Links:**

State Outcome Goals: Youth Education, Diversified Economic Growth

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: Board of Regents Master Plan for Postsecondary Education

**Strategy I.1.1: Recruit better academically prepared students**

**Strategy I.1.2: Develop need-based scholarship programs to improve retention, progression and graduation.**

**Strategy I.1.3: Implement or enhance initiatives geared towards improving retention, progression and graduation rates.**

### **Performance Indicators:**

Output: Number of completers at baccalaureate degree level

Outcome: Percentage change from baseline

Source: Board of Regents Statewide Student Profile System

## **Goal II: To Increase Opportunities for Student Success**

**Objective II.5: Maintain the total number of Graduate Degree completers in a given academic year from the baseline year number of 196 in 2023-24 to 196 in AY 2028-29. Students may only be counted once per award level.**

Links:

State Outcome Goals: Youth Education, Diversified Economic Growth

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: Board of Regents [Master Plan for Postsecondary Education](#)

**Strategy I.1.1: Recruit better academically prepared students**

**Strategy I.1.2: Develop need-based scholarship programs to improve retention, progression and graduation.**

**Strategy I.1.3: Implement or enhance initiatives geared towards improving retention, progression and graduation rates.**

### **Performance Indicators:**

Output: Number of completers at graduate degree level

Outcome: Percentage change from baseline

Source: Board of Regents Statewide Student Profile System



## **Goal II: To Increase Opportunities for Student Success**

**Objective II.6: Increase the total number of adult completers (over 25 years of age) in a given academic year by 5% from the baseline year number of 266 in 2023-24 to 279 in AY 2028-29.**

Links:

State Outcome Goals: Youth Education, Diversified Economic Growth

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: Board of Regents [Master Plan for Postsecondary Education](#)

**Strategy I.1.1: Recruit better academically prepared students**

**Strategy I.1.2: Develop need-based scholarship programs to improve retention, progression and graduation.**

**Strategy I.1.3: Implement or enhance initiatives geared towards improving retention, progression and graduation rates.**

### **Performance Indicators:**

Output: Number of completers age 25 or over

Outcome: Percentage change from baseline

Source: Board of Regents Statewide Student Profile System

## **Goal II: To Increase Opportunities for Student Success**

**Objective II.7: Increase the total number of under-represented minority completers in a given academic year by 5% from the baseline year number of 298 in 2023-24 to 313 in AY 2028-29.**

Links:

State Outcome Goals: Youth Education, Diversified Economic Growth

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Not applicable

Other Links: Board of Regents [Master Plan for Postsecondary Education](#)

**Strategy I.1.1: Recruit better academically prepared students**

**Strategy I.1.2: Develop need-based scholarship programs to improve retention, progression and graduation.**

**Strategy I.1.3: Implement or enhance initiatives geared towards improving retention, progression and graduation rates.**

### **Performance Indicators:**

Output: Number of completers from under-represented minority groups

Outcome: Percentage change from baseline

Source: Board of Regents Statewide Student Profile System

## **Appendix A**

### **Process Documentation**

**I. A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations:**

The principal beneficiaries of the University's programs are the more than 6,500 students enrolled in university courses and degree programs. These students come principally from the southeastern Louisiana region. Secondary beneficiaries are the citizens of the parishes and the state of Louisiana who benefit from the University's programs, facilities, and the \$274 million per year economic impact. The specific services or benefits derived by the students and citizens will be the opportunities for high-quality postsecondary education. The ultimate benefit to the community and prospective employers will be a better-educated and trained citizenry.

**II. An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives:**

Potential external factors could include: national, state, and local economic trends; and changes in the level of funding support from the Louisiana Legislature. A change in policy at the federal level can have dramatic effects on postsecondary education, including student financial aid, research and experimentation, telecommunications (distance learning), and related programs.

**III. The statutory requirement or other authority for the goals of the plan:**

**Goal 1: To Increase Opportunities for Student Access**

**Goal 2: To Increase Opportunities for Student Success**

Constitution (Article VIII, Sections 5 (D) 4) – To formulate and make timely revision of a master plan. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes

Constitution (Article VIII, Section 5 (D) 1, 2) – To revise or eliminate existing academic programs and to approve or disapprove new program proposals. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes

Constitution (Article VIII, Section 5 (D) 3) – To study the need for changes in mission of existing institutions. Similar statutory language appears in Title 17 of the Louisiana Revised Statutes

**IV. A description of any program evaluation used to develop objectives and strategies.**

The Board of Regents is required by the state Constitution to develop and make timely revision of a master plan for higher education. The goals and objectives in this five-year strategic plan were derived from the Regents' revised Master Plan as well as from Act 741 of the 2010 Legislative Session (GRAD Act).

| STRATEGY ANALYSIS CHECKLIST |   |
|-----------------------------|---|
| ✓ Analysis                  | <ul style="list-style-type: none"> <li>✓ Cost-benefit analysis conducted</li> <li>✓ Financial or performance audit used</li> <li>X Benchmarking for best management practices used</li> <li>X Act 160 Reports used</li> <li>✓ Other analysis or evaluation tools used</li> <li>✓ Impact on other strategies considered</li> <li>✓ Stakeholders identified and involved</li> </ul> |
| ✓ Authorization             | <ul style="list-style-type: none"> <li>✓ Authorization exists</li> <li>X Authorization needed</li> </ul>  |
| ✓ Organization Capacity     | <ul style="list-style-type: none"> <li>X Needed structural or procedural changes identified</li> <li>X Resource needs identified</li> <li>✓ Strategies developed to implement needed changes or address resource needs</li> <li>✓ Responsibility assigned</li> </ul>  |
| ✓ Time Frame                | <ul style="list-style-type: none"> <li>✓ Already ongoing</li> <li>✓ New, startup date estimated</li> <li>✓ Lifetime of strategy identified</li> </ul>   |
| ✓ Fiscal Impact             | <ul style="list-style-type: none"> <li>✓ Impact on operating budget</li> <li>X Impact on capital outlay budget</li> <li>X Means of finance identified</li> <li>✓ Return on investment determined to be favorable</li> </ul>   |

- V. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan.**  
All goals, all objectives: Students, parents, faculty, employers, and the citizenry of the state
- VI. An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective, or strategy.**  
For the purposes of Act 1465 of 1997, Nicholls State University is a single program. Duplication of effort of more than one program is therefore not applicable.
- VII. Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program's performance.**  
See Performance Indicator Documentation attached for each performance indicator.
- VIII. A description of how each performance indicator is used in management decision making and other agency processes.**  
See Performance Indicator Documentation attached for each performance indicator.

## Appendix B

### Performance Indicator Documentation

**Program:** Nicholls State University

**Objective I.1:** Increase the fall headcount enrollment by 2.5% from the baseline level of 6,104 in fall 2024 to 6,257 by fall 2029.

**Indicator 1:** Number of students enrolled (full term)

1. **What is the type of indicator?**  
Output, Key
2. **What is the rationale for the indicator?**  
Recognition of the importance of Louisiana having an educated citizenry.
3. **What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 25 years and is considered reliable.
4. **What is the frequency and timing of collection or reporting?**  
The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used. The indicator will be reported at the end of the third quarter. This will allow time for collection, aggregation, and editing of the data.
5. **How is the indicator calculated? Is this a standard calculation?**  
The Regents' SSPS is a unit record system where each enrolled student, regardless of course load, is counted.
6. **Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
Headcount enrollment refers to the actual number of students enrolled [as opposed to full-time equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number].

7. **Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all enrolled students at Nicholls State University.
8. **Who is responsible for data collection, analysis, and quality?**  
Each university submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.
9. **Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**  
No weaknesses. This indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations.
10. **How will the indicator be used in management decision making and other agency processes?**  
Enrollment drives many management decisions. The size of an institution's enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.

**Program:** Nicholls State University

**Objective I.1: Increase the fall headcount enrollment by 2.5% from the baseline level of 6,104 in fall 2024 to 6,257 by fall 2029.**

**Indicator 2:** Percentage change in the number of students enrolled (full term) (compared to baseline)

1. **What is the type of indicator?**  
Outcome, Supporting
2. **What is the rationale for the indicator?**  
Recognition of the importance of Louisiana having an educated citizenry.
3. **What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 25 years and is considered reliable.
4. **What is the frequency and timing of collection or reporting?**  
The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used.
5. **How is the indicator calculated? Is this a standard calculation?**  
The Regents' SSPS is a unit record system where each enrolled student, regardless of course load, is counted.
6. **Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
Headcount enrollment refers to the actual number of students enrolled [as opposed to full-time equivalent enrollment (FTE) which is calculated from the number of student credit hours enrolled divided by a fixed number].
7. **Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all enrolled students at Nicholls State University.
8. **Who is responsible for data collection, analysis, and quality?**  
Each university submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.



**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

No weaknesses. This indicator reflects headcount enrollment and is not the enrollment calculation used for funding or reimbursement calculations.

**10. How will the indicator be used in management decision making and other agency processes?**

Enrollment drives many management decisions. The size of an institution's enrollment impacts scheduling, hiring, future planning, program demands, facilities management, etc.

**Program:** Nicholls State University

**Objective II.1: Maintain the percentage of first-time in college, full-time, degree-seeking students retained to the second fall at the same institution of initial enrollment at the fall 2023 cohort (to fall 2024) baseline level of 75.3% through fall 2029 (retention of fall 2028 cohort)**

**Indicator 1:** Percentage of first-time in college, full-time, degree-seeking students retained to the second Fall at the same institution of initial enrollment

**1. What is the type of indicator?**

Output, Key

**2. What is the rationale for the indicator?**

Retention rates in System universities have improved in recent years. While System universities have been making strides in this area, more improvement is needed. It is important for the further development of the state's economy that a higher percentage of students who enroll in a University of Louisiana System university be retained and eventually earn a degree.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 25 years and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used.

**5. How is the indicator calculated? Is this a standard calculation?**

The indicator will be calculated by matching the records of incoming full-time first-time freshmen enrolled in a fall semester to the records of the following (second) fall semester. This is the national standard for the calculation of an institutional retention rate.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

The measure only applies to a group of full-time, first-time freshmen who enter an institution in the Fall semester of a particular academic year. They are tracked over time, to the next Fall semester.

- 7. Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all students in a full-time first-time freshmen cohort who remain enrolled in the second fall semester.
- 8. Who is responsible for data collection, analysis, and quality?**  
Each university submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.
- 9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**  
No weaknesses.
- 10. How will the indicator be used in management decision making and other agency processes?**  
Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.1: Maintain the percentage of first-time in college, full-time, degree-seeking students retained to the second fall at the same institution of initial enrollment at the fall 2023 cohort (to fall 2024) baseline level of 75.3% through fall 2029 (retention of fall 2028 cohort)**

**Indicator 2:** Percentage point change in the percentage of first-time in college, full-time, degree-seeking students retained to the second Fall at the same institution of initial enrollment. (from baseline)

**1. What is the type of indicator?**

Outcome, Supporting

**2. What is the rationale for the indicator?**

Retention rates in System universities have improved in recent years. While System universities have been making strides in this area, more improvement is needed. It is important for the further development of the state's economy that a higher percentage of students who enroll in a University of Louisiana System university be retained and eventually earn a degree.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 25 years and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used.

**5. How is the indicator calculated? Is this a standard calculation?**

The indicator will be calculated by matching the records of incoming full-time first-time freshmen enrolled in a fall semester to the records of the following (second) fall semester. This is the national standard for the calculation of an institutional retention rate. The percentage of students retained will be compared to the baseline.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

The measure only applies to a group of full-time, first-time freshmen who enter an institution in the Fall semester of a particular academic year. They are tracked over time, to the next Fall semester.

- 7. Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all students in a full-time first-time freshmen cohort who remain enrolled in the second fall semester. That figure is subtracted from the baseline to get a percentage change.
- 8. Who is responsible for data collection, analysis, and quality?**  
Each university submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.
- 9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**  
No weaknesses.
- 10. How will the indicator be used in management decision making and other agency processes?**  
Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.2: Increase the percentage of first-time in college, full-time, degree-seeking students retained to the third fall at the same institution of initial enrollment by 2.5 percentage points from the fall 2022 cohort (to fall 2024) baseline level of 62.60% to 65.10% by fall 2029 (retention of fall 2027 cohort).**

**Indicator 1:** Percentage of first-time in college, full-time, degree-seeking students retained to the third Fall at the same institution of initial enrollment

**1. What is the type of indicator?**

Output, Key

**2. What is the rationale for the indicator?**

Retention rates in System universities have improved in recent years. While System universities have been making strides in this area, more improvement is needed. It is important for the further development of the state's economy that a higher percentage of students who enroll in a University of Louisiana System university be retained and eventually earn a degree.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 25 years and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used.

**5. How is the indicator calculated? Is this a standard calculation?**

The indicator will be calculated by matching the records of incoming full-time first-time freshmen enrolled in a fall semester to the records of the two successive fall semesters. This is the national standard for the calculation of an institutional graduation rate.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

The measure only applies to a group of full-time, first-time freshmen who enter an institution in the Fall semester of a particular academic year. They are tracked over time, to the third Fall semester.

7. **Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all students in a full-time first-time freshmen cohort who remain enrolled in the third fall semester.
8. **Who is responsible for data collection, analysis, and quality?**  
Each university submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.
9. **Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**  
No weaknesses.
10. **How will the indicator be used in management decision making and other agency processes?**  
Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.2: Increase the percentage of first-time in college, full-time, degree-seeking students retained to the third fall at the same institution of initial enrollment by 2.5 percentage points from the fall 2022 cohort (to fall 2024) baseline level of 62.60% to 65.10% by fall 2029 (retention of fall 2027 cohort).**

**Indicator 2:** Percentage point change in the percentage of first-time in college, full-time, degree-seeking students retained to the third Fall at the same institution of initial enrollment. (from baseline)

- 1. What is the type of indicator?**  
Outcome, Supporting
- 2. What is the rationale for the indicator?**  
Retention rates in System universities have improved in recent years. While System universities have been making strides in this area, more improvement is needed. It is important for the further development of the state's economy that a higher percentage of students who enroll in a University of Louisiana System university be retained and eventually earn a degree.
- 3. What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for approximately 25 years and is considered reliable.
- 4. What is the frequency and timing of collection or reporting?**  
The data are gathered twice annually, in the fall and spring. For this indicator, fall data (the national standard) will be used.
- 5. How is the indicator calculated? Is this a standard calculation?**  
The indicator will be calculated by matching the records of incoming full-time first-time freshmen enrolled in a fall semester to the records of the two successive fall semesters. This is the national standard for the calculation of an institutional graduation rate. The rate of freshmen retained to the third Fall will be subtracted from baseline to get the percentage point change.
- 6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
The measure only applies to a group of full-time, first-time freshmen who enter an institution in the Fall semester of a particular academic year. They are tracked over time, to the third Fall semester.



7. **Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all students in a full-time first-time freshmen cohort who remain enrolled in the third fall semester.
8. **Who is responsible for data collection, analysis, and quality?**  
Each university submits the SSPS data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file for SSPS.
9. **Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**  
No weaknesses.
10. **How will the indicator be used in management decision making and other agency processes?**  
Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.3: Increase the institutional statewide graduation rate (defined as a student completing an award within 150% of “normal time”) by 1.0% at the baseline rate (fall 2017 cohort for all institutions) of 53.1% to 54.1% for the AY2028-29 (fall 2022 cohort).**

**Indicator 1:** Number of students enrolled at a Four Year University in LA identified in a first-time, full-time, degree-seeking cohort, graduating within 150% of "normal" time of degree completion from any public postsecondary institution in LA.

**1. What is the type of indicator?**

Output, Support

**2. What is the rationale for the indicator?**

Graduation rates in System universities have improved in recent years. While System universities have been making strides in this area, more improvement is needed. It is important for the further development of the state’s economy that a higher percentage of students who enroll in a University of Louisiana System university earn a degree.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents’ Board of Regents Statewide Graduation Rate. This system has been in existence for approximately 25 years and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The data are gathered annually by the Board of Regents.

**5. How is the indicator calculated? Is this a standard calculation?**

The indicator is the number of students within the cohort who graduate within 150% of normal time, six years for baccalaureate degree students and three years for associate degree students. This indicator is the numerator for the calculation of an institutional graduation rate as per the national standard calculation.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

A cohort refers to a group of full-time, first-time freshmen who enter an institution in the Fall semester of a particular academic year.

**7. Is the indicator an aggregate or disaggregate figure?**

This indicator is the aggregate of all students in the cohort who graduate within 150% of normal time, six years for baccalaureate degree students and three years for associate degree students.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

The indicator is a limited measure of an institution's ability to graduate students. The number of freshmen in a cohort is not the same as the number of freshmen for a given academic semester. The cohort does not include students who are part-time, nor does it include students who enter in the Spring semester. It does not include transfer freshmen. The number of graduates in a cohort is not the same as the number of completers for a given academic year. Tracking of students ends after 150% of normal time, six years for baccalaureate degree students and three years for associate degree students; thus students who graduate after that period are not counted in the graduation rate. Students who enter as transfer students and graduate are not counted in the rate. Thus the resulting graduation rate only reflects a portion of the students who enter and graduate from a given institution.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.3: Increase the institutional statewide graduation rate (defined as a student completing an award within 150% of “normal time”) by 1.0% at the baseline rate (fall 2017 cohort for all institutions) of 53.1% to 54.1% for the AY2028-29 (fall 2022 cohort).**

**Indicator 2:** Percentage of students enrolled at a Four Year University in LA identified in a first-time, full-time, degree-seeking cohort, graduating within 150% of "normal" time of degree completion from any public postsecondary institution in LA.

**1. What is the type of indicator?**

Outcome, Key

**2. What is the rationale for the indicator?**

Graduation rates in System universities have improved in recent years. While System universities have been making strides in this area, more improvement is needed. It is important for the further development of the state’s economy that a higher percentage of students who enroll in a University of Louisiana System university earn a degree.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents’ Board of Regents Statewide Graduation Rate. This system has been in existence for approximately 25 years and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The data are gathered annually by the Board of Regents.

**5. How is the indicator calculated? Is this a standard calculation?**

The numerator for the calculation is the number of students within the cohort who graduate within 150% of normal time, six years for baccalaureate degree students and three years for associate degree students. The denominator is the number of students who were in the cohort. This indicator is an institutional graduation rate as per the national standard calculation.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

The measure only applies to a group of full-time, first-time freshmen who enter an institution in the Fall semester of a particular academic year.

**7. Is the indicator an aggregate or disaggregate figure?**

This indicator is the aggregate of all students in the cohort who graduate within 150% of normal time, six years for baccalaureate degree students and three years for associate degree students, divided by the total number of students in the cohort.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with campuses/systems to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

The indicator is a limited measure of an institution's ability to graduate students. The number of freshmen in a cohort is not the same as the number of freshmen for a given academic semester. The cohort does not include students who are part-time, nor does it include students who enter in the Spring semester. It does not include transfer freshmen. The number of graduates in a cohort is not the same as the number of completers for a given academic year. Tracking of students ends after 150% of normal time, six years for baccalaureate degree students and three years for associate degree students; thus students who graduate after that period are not counted in the graduation rate. Students who enter as transfer students and graduate are not counted in the rate. Thus the resulting graduation rate only reflects a portion of the students who enter and graduate from a given institution.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.4: Increase the total number of Baccalaureate Degree completers in a given academic year by 2.5% from the baseline year number of 888 in 2023-24 to 910 in AY 2028-29. Students may only be counted once per award level.**

**Indicator 1:** Number of completers at baccalaureate degree level

**1. What is the type of indicator?**

Output, Key

**2. What is the rationale for the indicator?**

System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The needed data are gathered several times per year by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.

**5. How is the indicator calculated? Is this a standard calculation?**

The indicator is the sum of all completers at the baccalaureate levels at an institution within a given academic year.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

Completers is another term for graduates. It will include all students who earn Board of Regents-recognized baccalaureates.

**7. Is the indicator an aggregate or disaggregate figure?**

This indicator is the aggregate of all students who earn Board of Regents-recognized baccalaureates within an academic year.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.4: Increase the total number of Baccalaureate Degree completers in a given academic year by 2.5% from the baseline year number of 888 in 2023-24 to 910 in AY 2028-29. Students may only be counted once per award level.**

**Indicator 2:** Percentage change in the number of completers from the baseline year

- 1. What is the type of indicator?**  
Outcome, Supporting
- 2. What is the rationale for the indicator?**  
System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.
- 3. What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.
- 4. What is the frequency and timing of collection or reporting?**  
The needed data are gathered annually by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.
- 5. How is the indicator calculated? Is this a standard calculation?**  
To calculate the indicator, the sum of all baccalaureates at an institution within a given academic year is compared to the baseline sum. Then a percentage change is calculated.
- 6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
Completers is another term for graduates. It will include all students who earn Board of Regents-recognized awards and certificates at the baccalaureate level.
- 7. Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all students who earn Board of Regents-recognized baccalaureate within an academic year.



**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.5: Maintain the total number of Graduate Degree completers in a given academic year from the baseline year number of 196 in 2023-24 to 196 in AY 2028-29. Students may only be counted once per award level.**

**Indicator 1:** Number of completers at graduate degree level

- 1. What is the type of indicator?**  
Output, Key
- 2. What is the rationale for the indicator?**  
System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.
- 3. What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.
- 4. What is the frequency and timing of collection or reporting?**  
The needed data are gathered annually by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.
- 5. How is the indicator calculated? Is this a standard calculation?**  
The indicator is the sum of all completers at the graduate level within a given academic year.
- 6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
Completers is another term for graduates. It will include all students who earn Board of Regents-recognized graduate degrees.
- 7. Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all students who earn Board of Regents-recognized graduate degrees within an academic year.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.5: Maintain the total number of Graduate Degree completers in a given academic year from the baseline year number of 196 in 2023-24 to 196 in AY 2028-29. Students may only be counted once per award level.**

**Indicator 2:** Percentage change in the number of completers from the baseline year

**1. What is the type of indicator?**

Outcome, Supporting

**2. What is the rationale for the indicator?**

System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The needed data are gathered annually by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.

**5. How is the indicator calculated? Is this a standard calculation?**

To calculate the indicator, the sum of all completers at the graduate level at an institution within a given academic year is compared to the baseline sum. Then a percentage change is calculated.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

Completers is another term for graduates. It will include all students who earn Board of Regents-recognized graduate degree.

**7. Is the indicator an aggregate or disaggregate figure?**

This indicator is the aggregate of all students who earn Board of Regents-recognized graduate degrees within an academic year.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.6: Increase the total number of adult completers (over 25 years of age) in a given academic year by 5% from the baseline year number of 266 in 2023-24 to 279 in AY 2028-29.**

**Indicator 1:** Number of completers at graduate degree level

**1. What is the type of indicator?**

Output, Key

**2. What is the rationale for the indicator?**

System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.

**3. What is the source of the indicator? How reliable is the source?**

Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.

**4. What is the frequency and timing of collection or reporting?**

The needed data are gathered annually by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.

**5. How is the indicator calculated? Is this a standard calculation?**

The indicator is the sum of all completers at the graduate level within a given academic year.

**6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**

Completers is another term for graduates. It will include all students 25 or older who earn Board of Regents-recognized undergraduate degrees.

**7. Is the indicator an aggregate or disaggregate figure?**

This indicator is the aggregate of all students 25 or older who earn Board of Regents-recognized undergraduate degrees within an academic year.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.6: Increase the total number of adult completers (over 25 years of age) in a given academic year by 5% from the baseline year number of 266 in 2023-24 to 279 in AY 2028-29.**

**Indicator 2:** Percentage change in the number of completers from the baseline year

- 1. What is the type of indicator?**  
Outcome, Supporting
- 2. What is the rationale for the indicator?**  
System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.
- 3. What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.
- 4. What is the frequency and timing of collection or reporting?**  
The needed data are gathered annually by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.
- 5. How is the indicator calculated? Is this a standard calculation?**  
To calculate the indicator, the sum of all completers at the graduate level at an institution within a given academic year is compared to the baseline sum. Then a percentage change is calculated.
- 6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
Completers is another term for graduates. It will include all students who are 25 or older who earn Board of Regents-recognized undergraduate degree.
- 7. Is the indicator an aggregate or disaggregate figure?**



This indicator is the aggregate of all students 25 or older who earn Board of Regents-recognized graduate degrees within an academic year.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.7: Increase the total number of under-represented minority completers in a given academic year by 5% from the baseline year number of 298 in 2023-24 to 313 in AY 2028-29.**

**Indicator 1:** Number of completers at graduate degree level

- 1. What is the type of indicator?**  
Output, Key
- 2. What is the rationale for the indicator?**  
System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.
- 3. What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.
- 4. What is the frequency and timing of collection or reporting?**  
The needed data are gathered annually by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.
- 5. How is the indicator calculated? Is this a standard calculation?**  
The indicator is the sum of all completers at the graduate level within a given academic year.
- 6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
Completers is another term for graduates. It will include all students from under-represented minority groups who earn Board of Regents-recognized degrees.
- 7. Is the indicator an aggregate or disaggregate figure?**  
This indicator is the aggregate of all students from under-represented minority groups who earn Board of Regents-recognized degrees within an academic year.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**Program:** Nicholls State University

**Objective II.7: Increase the total number of under-represented minority completers in a given academic year by 5% from the baseline year number of 298 in 2023-24 to 313 in AY 2028-29.**

**Indicator 2:** Percentage change in the number of completers from the baseline year

- 1. What is the type of indicator?**  
Outcome, Supporting
- 2. What is the rationale for the indicator?**  
System universities have an obligation to produce a better-educated citizenry. Persons with university undergraduate, graduate, and professional degrees are more likely to be productive citizens who earn considerably more income over their lifetimes than high school graduates.
- 3. What is the source of the indicator? How reliable is the source?**  
Data will be retrieved from the Board of Regents data reporting system. The data system for collecting institutional data on completers has been in existence for almost three decades and is considered reliable.
- 4. What is the frequency and timing of collection or reporting?**  
The needed data are gathered annually by the Board of Regents. The time needed for collection, aggregation, and editing of the data results in a lag before reliable reporting can be accomplished.
- 5. How is the indicator calculated? Is this a standard calculation?**  
To calculate the indicator, the sum of all completers at the graduate level at an institution within a given academic year is compared to the baseline sum. Then a percentage change is calculated.
- 6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.**  
Completers is another term for graduates. It will include all students from under-represented minority groups who earn Board of Regents-recognized degrees.
- 7. Is the indicator an aggregate or disaggregate figure?**

This indicator is the aggregate of all students from under-represented minority groups who earn Board of Regents-recognized degrees within an academic year.

**8. Who is responsible for data collection, analysis, and quality?**

Each university submits the completers data electronically to the Board of Regents. The Board of Regents performs numerous edits and works with the campuses/system to correct errors. When all campus submissions are complete, the Regents' staff builds a master file.

**9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda?**

There are no limitations or weaknesses.

**10. How will the indicator be used in management decision making and other agency processes?**

Ensuring student success drives many management decisions including recruitment, admissions, academic programming, academic support, facilities, and finance.

**CONTACT PERSON(S)**

**NAME: Renee G. Hicks**

**TITLE: Assistant Vice President for Institutional Effectiveness, Access and Success**

**TELEPHONE: 985-493-2556**

**FAX: 985-448-4308**

**E-MAIL: renee.hicks@nicholls.edu**