

# University of Louisiana at Monroe



## College of Business and Social Sciences Strategic Plan 2015-2020

*Student Centered-Excellence Driven*

**University of Louisiana at Monroe  
College of Business and Social Sciences  
Strategic Action Plan  
2015-2020**

## **Preamble**

*The College of Business and Social Sciences is an integral component of the University of Louisiana at Monroe, and as such, developed its vision, mission, and strategic plan in support of and in alignment with the University's plans. This plan represents an update of the College's strategic plan after a major University reorganization that created the College of Business and Social Sciences. The process began with a focus meeting with the College advisory board in Houston TX which was followed by several open faculty discussion sessions. Additional open sessions were held to gather input from additional stakeholders, including students and the business community.*

## **University Vision**

*The University of Louisiana at Monroe will be recognized among the best-performing regional universities in the South.*

### **College Vision**

*The College of Business and Social Sciences at the University of Louisiana at Monroe seeks ever-increasing excellence in business and social sciences education by offering a student-centered learning environment that produces high-quality graduates and by engaging in research and service that benefits students, business and the community.*

## **University Mission**

*The University of Louisiana at Monroe seeks students who find value in our programs and prepares them to compete, succeed, and contribute in an ever-changing global society through a transformative education.*

### **College Mission**

*The College of Business and Social Sciences prepares students from Northeast Louisiana and beyond for productive careers and responsible citizenship and benefits students, business, and the community through research and service.*

In pursuit of this mission, the undergraduate and graduate curricula, along with an active approach to learning, are intended to help both business and non-business students develop the knowledge, skills, ethics, and attitudes needed for successful careers and a lifetime of learning in a technological and global environment. The College emphasizes the interrelatedness of business and social science disciplines that prepares students for both specific functional responsibilities within larger organizations and for the wide scope of responsibilities typically encountered within smaller organizations and society in general. Graduates should be able to function effectively in entry-level positions, advance to higher positions, participate in entrepreneurial ventures, and/or pursue advanced studies.

The second commitment of the College is to create and disseminate intellectual contributions which will (1) assist in the growth and development of faculty, students, business and society; (2) enhance the learning environment in higher education; and (3) contribute to economic development and societal

improvement. The College places primary emphasis on applied scholarship, but also encourages basic research and instructional development as important parts of the intellectual mission of the College.

The third commitment of the College is to provide quality service to the business community and society, the professions represented in the College, and the University. In particular, the College strives for state and regional distinction in activities related to entrepreneurial and small business development, business and economic research, and research that improves human development and success. Service nurtures ties with the business sector and our community partners, helps keep academic programs dynamic and relevant, and promotes economic development and societal improvement, particularly through delivery of applied knowledge to regional organizations.

## **Values**

For the College of Business & Social Sciences at The University of Louisiana at Monroe, our values drive our vision and are the foundation for our mission. We believe in the following values and ideals.

**Integrity.** Integrity means Honesty, Soundness, Moral Quality, and Constancy.

- We are role models and mentors to our students, colleagues, and stakeholders. Consequently, our actions must always reflect integrity. Integrity builds trust and respect; trust and respect builds great leaders and great organizations.
- We emphasize the importance and expectation of integrity in our students; our students represent the business community of the future and their actions are a reflection of our reputation and quality.

**Independence.** Independence involves Competence, Self-Reliance, Freedom, and Confidence.

- We understand the independence of thought by faculty contributes to the betterment of the CBSS, its students, and the community.
- We improve the community by preparing students to be competent thinkers who are confident in their role in society.
- We believe the development of knowledge and reason in our students leads them to become productive, independent contributors of the future and life-long learners.

**Intellect.** Intellect involves Reason, Understanding, Learning, and Knowledge.

- We have an abiding respect for the pursuit and effective application of knowledge.
- We strive to stimulate our own intellect through professional development activities and other scholarly endeavors.
- We provide to our students the activities that will promote their own intellectual development and demonstrate to them the opportunity and achievement that is possible through reason, knowledge, and understanding.

**Involvement.** Involvement embodies Interaction, Engagement, Collaboration and Concern.

- We understand the involvement and interaction with students extend beyond the classroom and contribute to their intellectual, personal, and professional growth.
- We believe students should be actively involved in their own learning process and professional growth.

- We encourage faculty involvement in the community through specialized skills, continued learning, and practical development.
- We foster collaboration in order to develop the skills needed to work with and lead teams.

**Improvement.** Improvement involves Growth, Enrichment, Cultivation, and Advancement.

- We are uniquely positioned to improve students' lives through our teaching, mentoring, and interaction with them.
- We should improve the business community through our preparation of quality graduates, production of scholarly research, and interaction with organizations in the region.
- We have a responsibility not only to maintain our professional qualifications but to continually seek further professional development in the pursuit of excellence.

## **Environmental Analysis**

In developing this strategic plan, considerable time was devoted to an environmental analysis. While this analysis follows the vision, mission, and values statements in the presentation of this plan, in reality the analysis was conducted prior to reviewing the vision, mission, and value statements. Input from faculty, students, and the business advisory board was solicited to understand the unique strengths and weaknesses of the College of Business and Social Sciences and what opportunities and threats the CBSS faces.

### **Strengths:**

1. Strong committed faculty (dedication, quality, collegiality)
2. Increase in private monetary support
3. Preparation and success of graduates
4. Visibility / Reputation
5. Competitive prices / Great value
6. Quality programs
7. Internal Relationships/Partnerships
8. Value of online programs
9. Name and composition of College
10. Cross disciplinary research
11. Strong Student Organizations
12. Faculty senate leadership
13. Accreditation (AACSB, Business & Accounting; ABET, CS; ACCE, Construction; CSWE for Social Work)
14. Student-oriented learning environment with an applied/practical approach
15. Business & community relationships
16. Outreach programs (Center for Business and Economic Research, Small Business RMI, Social Science Research Lab)
17. Resources provided by Endowed Chairs and Professorships
18. Internship Support Fund

## **Weaknesses:**

1. Imbalance in faculty composition (aging faculty)
2. Internal communications (between Soc. Sciences and Business)
3. Insufficient engagement with potential students
4. Student involvement / Engagement of students
5. Faculty morale
6. Resource Restraints
7. Depth of Administration
8. Research
9. Lack of diversity among faculty
10. Below market faculty salaries
11. Financial resources (state and private)
12. Lack of grant proposals to multiple external sources
13. Faculty shortage
14. Increasing class sizes
15. Poor retention and graduation rates
16. Technological/pedagogical support for online courses
17. Inadequate resources for online course delivery and teaching (ie., faculty training)

## **Opportunities:**

1. Changing teaching paradigm (meet students where they are technologically based)
2. Social media use and academic programs
3. Interest in and demand for partnerships from community
4. Targeted programs
5. Diverse programs
6. Improved economy (expanding local businesses-CenturyLink, IBM, Chase)
7. Big data / analytics
8. Continuing education programs
9. Tuition reimbursement companies
10. Outside interest in unique partnerships with universities in U.S. and abroad
11. Ability to expand unique online programs
12. City Financial Situation
13. Office of Sponsored Programs and Research offers potential for revenue and research growth
14. Improving economic climate
15. Interest from community college provides opportunities for partnerships that will produce students eligible for ULM and the CBSS
16. ULM is located in a regional trade hub

## **Threats:**

1. Funding challenges
2. Ill prepared students (1st generation student issues)
3. Focus of primary/secondary education systems (studying to pass the test)
4. Working student population
5. Academic integrity of online classes
6. Division of students between eULM and CBSS programs (online vs. face-to-face)
7. Rising tuition rates
8. Competition (LA Tech and Northwestern State University)

9. Lack of clear focus
10. Higher paying jobs potential for loss of faculty and staff
11. Declining high school student population base in region
12. Increased competition for students (TOPS, online education, etc.)
13. Growth of online degree programs

## **Priorities for Action**

Consistent with our environmental analysis, vision and mission statements, and guiding values, the College of Business and Social Sciences has developed the following strategic goals, strategies, and objectives that will provide a roadmap for the next five years to move the CBSS towards achieving its vision:

### **Goal 1: Enhance the culture of faculty and staff excellence**

Strategy: Recruit, develop, and retain quality faculty and staff who can prepare students for productive careers and responsible citizenship.

#### **Initiatives:**

- 1.1 Recruit new faculty and staff as needed to meet the needs of academic programs.
- 1.2 Create ten new endowed Professorships through ULM Foundation by 2020.
- 1.3 Create two new Endowed Chair through the ULM Foundation by 2020.
- 1.4 Award endowed professorships and Chairs to reward current faculty for outstanding performance in the areas of teaching, service, and research.
- 1.5 Maintain communications with faculty through regularly scheduled faculty meetings, Food for Thought, and College Conversations programs.
- 1.6 Provide \$1,500 annually to each faculty member for research efforts and professional development.
- 1.7 Encourage faculty and staff development through annual faculty evaluations and Food for Thought programs.
- 1.8 Conduct a mid-tenure review for new faculty that will provide information on their progress toward tenure.
- 1.9 Provide orientation program for all new faculty and staff members.
- 1.10 Develop faculty and staff recognition program.
- 1.11 Generate consulting opportunities for faculty.
- 1.12 Seek external partners to assist with enhancing faculty salaries.
- 1.13 Provide support for continued education and career development for faculty and staff.

### **Goal 2: Enhance student success**

Strategy: Recruit, retain, and prepare students who are capable of productive careers and responsible citizenship by providing appropriate recruitment and retention plans, support services, and development opportunities.

#### **Initiatives:**

- 2.1 Exceed the expected retention rates for each program by 2020 (1 to 2 of 75%, 1 to 3 of 60%).
- 2.2 Exceed the expected 6-year graduation rate (35%) for each program by 2020.
- 2.3 Develop a process for tracking students after graduation.
- 2.4 Expect at least 50% of seniors in their last semester of coursework to have participated in at least one degree-related internship or professional experience by 2020.
- 2.5 Expect at least 50% of seniors in their last semester of coursework to have actively participated in at least one student or community organization by 2020.

- 2.6 Exceed a 75% placement rate within 6 months of graduation by 2020.
- 2.7 Support student organizations with active advisors and financial support as needed.
- 2.8 Support at least 3 interns per summer in high cost areas through our Internship Support Fund.
- 2.9 Award scholarships to deserving students for recruitment and retention purposes.
- 3.0 Create stipends for students participating in unpaid internships and other practical experiences.

### **Goal 3: Enhance academic program excellence**

Strategy: Create and deliver high quality academic programs that will prepare students for productive careers and responsible citizenship by ensuring we meet the professional and intellectual needs of our students and stakeholders.

#### **Initiatives:**

- 3.1 Maintain program accreditations (AACSB, ABET, ACCE, CSWE).
- 3.2 Ensure technology is current, with a goal of a three year replacement policy.
- 3.3 Regularly review each major within the College to ensure its quality and currency.
- 3.4 Improve undergraduate degrees through active assurance of learning programs.
- 3.5 Improve MBA, MS, and MA degrees through active assurance of learning programs.
- 3.6 Develop specialized programs that meet the needs of business and industry and society.
- 3.7 Continue to enhance the learning environment for students, including online and physical resources.

### **Goal 4: Enhance Intellectual Contributions**

Strategy: Maintain an intellectual climate that benefits students, businesses, and community.

#### **Initiatives:**

- 4.1 Reach a 5 year rolling average of 3 peer-reviewed published journal articles per faculty member by 2020.
- 4.2 Reach a 5 year rolling average of 2 peer-reviewed published proceedings or presentations per faculty member by 2020.
- 4.3 Increase the number of student emerging scholars in the College to 30 by 2020.
- 4.4 Increase the number of student projects in the Research Symposium to 20 by 2020.
- 4.5 Ensure 100% of faculty are participating in research and/or other intellectual activities by 2020.
- 4.6 Create a support fund to encourage and reward intellectual pursuits (\$50,000) by 2020.



## **Goal 5: Strengthen relationships with College constituencies.**

Strategy: Develop and maintain programs that provide interaction among the College, students, businesses and the community and enhance the College's reputation.

### **Initiatives:**

- 5.1 Expand the Business Symposium program.
- 5.2 Support and encourage faculty involvement with local businesses and community agencies for consulting activities.
- 5.3 Publish press releases and news articles in local media outlets.
- 5.4 Provide one-on-one counseling, education and technical assistance to entrepreneurs and small business people through the Northeast Louisiana Business and Community Development Center.
- 5.5 Produce and distribute information for use by the community and businesses through CBER and the Small Business Risk Management Institute and individual faculty members.
- 5.6 Provide specialized research expertise and services through our Social Science Research Lab and faculty.

## **Goal 6: Enhance Financial Resources**

Strategy: Increase resources to achieve the College's goals and fulfill its mission and achieve its vision.

### **Initiatives:**

- 6.1 Increase the total amount of annual giving to the College by 100% by 2020 (total giving of \$400,000 (2014)).
- 6.2 Increase the number of funded grants received by CBSS faculty to 5 by 2020.
- 6.2 Increase the amount of grant funding in the College to \$250,000 by 2020 (\$50K per year).
- 6.3 Continue to seek out corporate partnerships that will be mutually beneficial to the College and external partner.



## Financial Strategies

### 1. Recruit, develop, maintain and retain quality faculty who can prepare students for productive careers and responsible citizenship.

Obj.	Activity	Responsibility	Date	Initial Cost	Annual Cost	Funding Sources
1.1	Recruit new faculty as needed.	Directors	Annual	TBD	TBD	State Funding
1.2	Create 10 new Endowed Professorships	Dean	2020	\$1,000,000	\$ 0	Private/State Funding
1.3	Create 2 new Endowed Chairs	Dean	2020	\$2,000,000	\$0	Private/State Funding
1.4	Award all endowed professorships/Chairs to reward current faculty for outstanding performance in the areas of teaching, service, and research	Dean and Faculty Committees	Annual	\$0	\$0	Endowed Professor/Chair Funds
1.6	Provide each faculty member \$1,500 in financial support for research efforts and professional development.	Dean	Annual	\$0	\$90,000	Private/State Funding
1.10	Develop Faculty Recognition Program	Faculty	Annual	\$1,000	\$2,500	Private Funds
1.12	Seek external funding to enhance faculty salaries.	Dean/Directors	2020	\$TBD	TBD	Gov/Business/Private Donors
1.13	Seek external funding for faculty and staff continuing education opportunities.	Dean/Directors	Annual	\$5,000	\$5,000	State Funding/Private Donors

### 2. Recruit, retain, and prepare students who are capable of productive careers and responsible citizenship.

Obj.	Activity	Responsibility	End Date	Initial Cost	Annual Cost	Funding Source
2.1	Exceed the expected retention rate for all programs by 2020.	Committee/Faculty	2020	\$2,000	\$2,000	Budget and private funds
2.2	Exceed the expected graduation rate for all programs by 2020.	Dean and Directors	2020	\$2,000	\$2,000	Budget and private funds
2.4	50% of students graduating to have participated in Internships	Dean and Faculty	2020	\$5,000	\$10,000	Budget and private funds
2.5	50% of students graduating to have participated in	Faculty	2020	\$500	\$500	Budget and

	student or community organizations.	Advisors				Private Funds
2.6	Obtain a 75% placement rate within 6 months of graduation by 2020.	Dean, Faculty	2020	\$200	\$200	Budget and Private Funds
2.8/3	Support students through Internship Fund for housing and unpaid internships	Dean/Faculty	Annual	\$10000	\$10000	Private Funds Create Endowment of \$300,000 to fund

**3. Create and deliver high quality academic programs that will prepare students for productive careers and responsible citizenship.**

<b>Obj.</b>	<b>Activity</b>	<b>Responsibility</b>	<b>End Date</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Funding Source</b>
3.1	Continue program accreditations through the maintenance of accreditation process.	Dean/Assoc Dean/Directors	2020	\$0	\$30,000	State/Private Funds
3.2	Support a three-year replacement program for technology in the classrooms and in faculty offices.	Dean	2020	\$0	\$20,000	Budget, STAP, and Private Funds
3.3	Review each major within the College to ensure quality and currency every four years.	Directors and faculty	2020	\$500	\$500	State funds
3.6	Create new innovative programs to meet industry needs	Faculty/Business Community	2020	TBD	\$5,000	State/Private Funds

**4: Maintain an intellectual climate that benefits students, businesses, and the community.**

<b>Obj.</b>	<b>Activity</b>	<b>Responsibility</b>	<b>End Date</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Funding Source</b>
4.1 4.2	Reach a 5 year rolling average of peer-reviewed intellectual contributions	Associate Dean and Directors	2020	\$20,000	\$40,000	Budget and Private Funds
4.3	Increase the number of Emerging Scholars in the College to 30 by 2020.	Faculty	2020	\$2,000	\$12,000	ULM Funds
4.4	Increase the number of participants in the Research Symposium to 10 by 2020.	Faculty	2020	\$500	\$500	State/Private Fund

**5: Develop and maintain programs that provide interaction among the College of Business and Social Sciences, students, businesses and the community through active service.**

<b>Obj.</b>	<b>Activity</b>	<b>Responsibility</b>	<b>End Date</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Funding Source</b>
5-1	Enhance the Business Symposium	Dean	2020	\$2,500	\$2500	Private Funding
5-5	Provide information for use by the community and businesses through CBER and individual faculty members	CBER/SBRMI	2020	\$4,000	\$4,000	State/Private Funding/External Contracts
5-6	Specialized services through the SSRL and faculty	SSRL	2020	\$2,500	\$2,500	State/External Contracts

**6: Increase resources to achieve the College goals and fulfill its mission.**

<b>Obj.</b>	<b>Activity</b>	<b>Responsibility</b>	<b>End Date</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Funding Source</b>
6-1	Increase annual giving by 100%	Dean	2020	\$3,500	\$20,000	State and private funds
6-2/6-3	Increase the number (5) and amount of grants (\$250000) written by faculty to outside entities by 2020.	Assoc Dean/Faculty	2020	\$5,000	\$10,000	State/Release time/Private