

Discovering ULM's Future

Stakeholder Meeting

Facilitator

Dr. Steve Richters

Group you are presenting to Executive VP Division

Date 4/30/2013

Number of attendees 39

Number who reported they are keeping up with the website 13

Feedback on Mission statement:

No responsibility to the community--to reinvest (implied, not explicit)

Research isn't mentioned. How valuable is it?

Feedback on Vision statement:

none

Feedback on Guiding Principles:

none

Feedback on Core Values:

none

Feedback on Strategies:

Take out "new" and change to "future"

Use this plan as ground work on how to improve from here

Target and recruit- add "continue"

Remove "new" from Achieve Recognition

Discovering ULM's Future

Stakeholder Meeting Academic Affairs Facilitator Eric Pani

Group you are presenting to Academic Affairs and Office of the President Date May 2, 2013

Number of attendees 17 Number who reported they are keeping up with the website ?

Feedback on Mission statement:

Comment about "We seek students who find value . . .

Response: We offer the value not that the students determine it.

Dr. Pani noted that the BOR will approve our mission statement. We are working toward a one-sentence mission statement everyone can remember. (Example: Troy University has had the same tag line for years.)

Comments:

--in our history, we have had "seek the truth" embedded in our slogan.

--regarding the line, "we seek students . . ." who contribute to what? Regarding the 21st Century, we are already 13 years into it. Do we need to be more specific about what we're contributing to? It is not an economic contribution?

--add something about the community—perhaps that we are an institution in the 21st Century, which seeks to improve society or something more concrete.

--teach children to become contributing adults

Dr. Pani asked if there was a nucleus there that you see yourself contributing to. Several answered that they liked the term "diverse" because that included not just traditional students coming to campus but also high school students who found out what college was like before they came through dual enrollment courses. Someone else noted that just listing students limits our stakeholders since we have many types of students including non-traditional.

Someone noted that if we take "ULM" out of this mission statement, it could apply to any other university.

Another comment was that history of ULM was important. In other words, this includes what we have done in the past such as training pilots and other significant contributions. How do these figure into the mission statement?

Additionally, we are in a particular geographical location where we can make a difference, and this should be stressed. We are located in some of the most poverty stricken areas of the U.S.

Should we have social goals? Helping the community and making things better within it?

Transformation—includes dual enrollment which helps high school students see that they can succeed. Once they understand that they can do college work, they come to campus when they graduate from high school.

Feedback on Vision statement:

Participants had some issues with it. Should it be top performing rather than best performing? They had an issue with “regional” as well, but asked are we not a regional university. However, that implies an outcome.

Dr. Pani asked: Does it excite you to work at this place?

Feedback on Guiding Principles:

Efficiency is tied to money and to productivity in our work. What does it mean?

Feedback on Core Values:

Core Values are those values we hold to be true for us.

--add relevance

--although we can't agree on research, all of us need to be involved in our profession and continuing to improve.

--items are not ordered in importance; as of now are in alphabetical order.

--discussion of Excellence (no other term suggested).

--Teaching/Learning is important

Dr. Pani noted that we need to clarify our core values.

Is our vision perfecting what we have? Where is growth here?

Strategies (how we achieve our mission and vision)

1. Pedagogical—what does it mean? How you believe students learn and how you achieve the outcomes.

--Define/reimagine ULM makes more sense

Important—we must continue to identify and implement effective pedagogical strategies. Delivery methods would be part of this discussion. Also, we must discuss how we approach the learning process.

--Does pedagogical really go under financial? It sends a mixed message. But we must consider the following:
How do we teach students with the money we have?

--Flexibility is making do and doing the best we can; this is the efficiency part.

2. How to stop being the best kept secret on the bayou?

--change failures to experiences or data

--evidence—Our decisions need to be backed up by data. Don't limit this just to students. We need to cultivate a life-time association with all who come in contact with ULM—not just alumni but faculty and staff also.

3. Tell the ULM Story

--define strategy, evaluate, and refine. This is a continuing improvement cycle.

Transformative/Innovative

Relevancy

Re-imagine but reactive is realistic. Ask the question: Is this the right time?

So what is possible?

Words that seem to describe us now as we struggle:

Chicken/egg

Bootstrap

Incomplete

Budget

Blank

Achievable

At this point in the discussion, we began looking for a new statement to describe ULM and to go along with Discover ULM

Suggestion:

Be or become the educational and cultural source that transforms the lives and livelihood of those who come in contact with ULM.

Working afterwards to expand the slogan (see Cynthia's and Donna's comments), the following was developed:

Cynthia Rodriguez sent the following:

Mission:

To be the distinguished educational and cultural source that transforms the lives and livelihood of all that come in contact with ULM.

Vision:

ULM will continue to be an inclusive and diverse university; enhancing our community at large, building upon our partnerships and providing students with the tools, support and resources they need to be successful in their educational pursuits.

DISCOVER...The Source

.....
Sam, I'm adding a little more to go along with this:

Discover U, Discover ULM . . . The Source

for

- the arts
- family and recreation
- innovation and creativity
- diversity
- business, health, and educational resources in the community

Or piggybacking on Dr. Pani's suggestion of ULM First, one can do much the same with it as in

Discover U,
Discover ULM,
Discover ULM First

in

- the arts
- family activities and recreation
- innovation and creativity
- diversity
- business, health, and educational resources/collaboration in the community

Also, Discover ULM First works nicely because of the double entendre as in Discover Us First and We Are First--

Of course, all of the sub-units have been quickly done and need revision; so feel free to change them. Another suggestion: We could match the sub-units to our core values as in

...The Source
for

- Excellence
- Scholarship
- Teaching/Learning
- etc.

...First
in

- Excellence
- Scholarship
- Teaching/Learning
- etc.

More later--

Donna

DISCOVERING ULM'S FUTURE

STAKEHOLDER MEETING

FACILITATOR: DR. W. WAYNE BRUMFIELD

GROUP YOU ARE PRESENTING TO: DIVISION OF STUDENT AFFAIRS

NUMBER OF ATTENDEES: 23

NUMBER WHO REPORTED KEEPING UP WITH WEBSITE: 18

Feedback on Mission Statement:

- Existing quality of this statement is broad and general and does not just focus purely on academics. However, we believe the mission statement needs to be expanded to offer a more specialized unique mission and focus to better market who we are and what we are all about.
- The way the statement reads now, we could virtually remove our university name and replace it with any other university name – too generic.
- Change “prepare” to “engage”.
- What happened to “student’s first”? May want to consider bringing it back into the mix.

Feedback on Vision Statement:

- Vision needs to be more “global” rather than limiting the attraction to just Louisiana and the South.
- Does “best-performing” really define what we do? What is the criteria and is it measurable?
- Keep in mind whether the vision developed is attainable within 5 year.

Feedback on Guiding Principles:

- Communication needs to be added.
- Creativity is somewhat implied in “Innovation”.

Feedback on Core Values:

- Those listed are good, but maybe too many to remember. Consider shortening the list to 4 or 5 core values that really focus on what we strive to accomplish.
- Academic Freedom – may want to consider being more specific on this core value as it implies a wide variety of issues.

Continued: DIVISION OF STUDENT AFFAIRS

Feedback on Strategies:

- Before we can re-imagine and re-define the New ULM, we need to fix some of the internal deficiencies.
- Inadequate technology fosters archaic practices and hinders our future progress for academic excellence.
- Are we really leveraging the brand we have in place?
- Develop checklists for streamlining and updating procedures throughout the campus.
- We need to get ULM more in the hands of the community – (i.e. KNOE-TV8 has a “sync-alert” link to what’s happening.)
- Improve marketing ULM to the community so they recognize what a valuable asset we are to the community as well as how we rely on their partnerships and sponsorships to facilitate many of our programs.
- Need to survey freshman more often
- Develop more peer-mentoring in each of the disciplines throughout the campus – University 101 alone does not provide enough interaction to sustain the student through their college years.
- Reflect on not just our failures, but the successes are well.
- Technological Systems and Communication are our biggest road block in measuring our success.
- Develop an adequate plan, then make sure the follow-through is done.
- Develop achievable goals and strategies as we go forward because we do not know what our budget situation is going to be next month let alone what it might be 5 years from now.
- The overall plan is good, it just needs some revision. A task-oriented plan with deadlines would be helpful.

Discovering ULM's Future

Stakeholder Meeting

Facilitator Dr. Brumfield

Group you are presenting to Students

Date 1/5/2013

Number of attendees 6

Number who reported they are keeping up with the website 4

Feedback on Mission statement:

1. Define the values of diverse students in ULM.
2. We have good ratings in Pharmacy, need to get other courses and athletics to the same level, need to attract quality students. Encourage students to stay on-campus so they can give more time to the university (may be reduce the on-campus staying charges)
3. Expansion is good, but it should be along with quality.
4. Reach out to high school students, know their requirments, educate them the equivalent courses available in the unviersity for the course they are looking for.

Feedback on Vision statement:

1. How do you relate the term " best performing university of the south" , if you want students outside norht-east to come to the university?Is this really required to be included?
2. How do you define " regional NE"?
3. How do you define the term " regional"?
4. How are you planning to make the university- the best performing regional university?

Suggestions:

1. Students advising should be improved.
2. University should provide aptitude tests to students so that they can decide what direction they want to go in.
3. The vision and mission looks more encompassing, should include all areas of a student's growth, not just academics
4. Curious to see how the metrics look like.

Feedback on Guiding Principles:**Feedback on Core Values:**

1. What do you mean by academic freedom?
2. Will the budget cut affect graduate courses too? Will it affect scholarships?
3. We should include creativity as a value because innovation is an action.
4. How do you balance research along with teaching? How will budget cuts affect research?
5. Due to insufficient funding, students have to modify their research.

Feedback on Strategies:

1. What is "new ULM"?
2. Students feel ULM is a good opportunity, but confused what new ULM will look like, will it be stronger academically or overall.
3. Pharmacy is a great program, but there are other programs too to be proud of.
4. ULM needs a face lift (fresh + modern + more attractive).
5. Athletics also need a face lift - so need to find sources to fund it.
6. How do you look at the aspect of student recruitment?
7. Leverage brand: Warhawks as a brand is powerful - need to utilize the alumni to promote the university.
8. A lot of ex-students want to come back, university should give opportunity to them.
9. University should celebrate their past success.
10. Make alumni comfortable in the university, connect the alumni and faculty.
11. Have alumni games, so they remember the experience.

Discovering ULM's Future

Stakeholder Meeting

Facilitator Dr. Paul Sylvester

Group you are presenting to Faculty

Date 5/2/2013

Number of attendees 11

Number who reported they are keeping up with the website 4

Feedback on Mission statement:

Note: These are general comments covering the Mission Statement (MS) and Vision Statements (VS):

- Have we looked at SACS requirements regarding what is required for our Mission/Vision Statement?
- How will any SACS requirements affect how the MS and VS are written?
- Why can't we use the old MS? What's wrong with that one?
- Research and Service need to be included in the MS
- MS needs to include "learning-centered" and not be just "student-centered"
- MS should include the personal attention students get from faculty.
- 2nd sentence of MS vague.
- Add the word "employable" to MS
- Nothing about "learning" in the MS
- MS should include "niche" programs
- "Service" should be part of MS

Feedback on Vision statement:

Feedback on Guiding Principles:

None

Feedback on Core Values:

None

Feedback on Strategies:

- Why aren't all internships "paid" for by the business that uses them. \$\$\$ should flow back to ULM
- ULM should put a group of faculty in a bus to go to Baton Rouge and have a friendly discussion with legislators and the governor.
- Students should be able to have "service" credits on transcripts.
- Strategic Planning process is bogus. Just close the university.
- CenturyLink and other businesses should pay ULM to educate students that they eventually employ.

Discovering ULM's Future

Stakeholder Meeting

Facilitator Mr. Lindsay Wilkerson

Group you are presenting to Staff

(1 of 2)

Date 4/29/2013

Number of attendees 19

Number who reported they are keeping up with the website 12

Feedback on Mission statement:

1. Elaborate on "transformation educational experience"

2. The word 21st century be more definitive like students be more competitive in the global environment and the university to become a global university

Feedback on Vision statement:

1. Vision statement is too broad, is it the way it should be? Should we include what we are good at?

2. The term " regional university" looks growth limiting.

3. Our university functions efficiently, though we are not as big as LSU

4. General public do not understand the term " regional"

5. " Regional" looks limiting, can we have something which will describe the university broadly.

6. How are we going to proceed as far as collaboration/ partnering with the companies is concern, will students be informed of this collaboration?

Feedback on Guiding Principles:

1. The guiding principles and the core values, were they informed by the wordal software?
2. We have to look closely, how the list resembles one another (the guiding principles and the core values)

Feedback on Core Values:

The same feedback as above

Feedback on Strategies:

1. As ULM we are more established
2. We do have some high demand programs.
3. There should be clear communication between the recruiters and the university, the recruiters should be informed about the programs going in the university.
4. What kind of communication is expected? Is it between faculty and staff or faculty and student.
5. Want to know more about organizational structure
6. What do you mean by "leverage our brand"?
7. Have plan B, where looking at a student's GPA he can be adviced on what courses they may take. Instead of leaving the unersity, they can get into some other course
8. Need to figure out the reasons students leave the university, and we can stop them.
9. Make the students understand, being associated with ULM will be important for them throughout the life, give examples by educating them about the recognition of the school among recruiters
10. Instead of advertising, we should promote
11. Not agreeing on the term " new ULM", it looks like a critical breakdown, new students do not know the difference between new and old ULM.

Discovering ULM's Future

Stakeholder Meeting

Facilitator Lindsey Wilkerson

Group you are presenting to Unclassified/classified staff (2012) Date 5/1/2013

Number of attendees 17 Number who reported they are keeping up with the website 8

Feedback on Mission statement:

Transformational -consider changing to transformative educational experience

Does the second half of the second sentence repeat itself. Consider ending after "programs"

Keep it simple. Relook at "seek the truth"

"Diverse" is inherent. Why mention it?

How do and to what do we contribute? Wholeness of a student? Or leadership? Shape to be leaders?

Be proactive and not reactive

Feedback on Vision statement:

Define "best performing"

Why is "regional" included?

Change "best performing" to "top performing"

Take out geography--don't limit ourselves

Tell our own story separate from other universities

Mission and vision both should be consistent and not changeable every 5 years

This proposed mission and vision are not unique

Feedback on Guiding Principles:

How is commitment a principle?

How is efficiency measured?

Feedback on Core Values:

none

Feedback on Strategies:

Take out "new"

Continue to target, recruit, and retain our (future) and (current) students

If rapidly grow one program, does another program decline?

New students will want bells and whistles.

What is "organizational" structure?

Discovering ULM's Future

Stakeholder Meeting

Facilitator Tom Nicholson

Group you are presenting to Community (Chambers, Workforce Investment Bd) Date 5/2/2013

Number of attendees 17 Number who reported they are keeping up with the website 3

Feedback on Mission statement:

Felt the words "compete, succeed, contribute" were mediocre.

Didn't feel the mission offered anything unique about ULM

Feedback on Vision statement:

Everyone liked the vision statement

Feedback on Guiding Principles:

Are these alphabetically listed?

Feedback on Core Values:

Again, alphabetical?

Feedback on Strategies:

Identify the programs of value

Identify where community college graduates are going

Consider that just because something has been your "bread and butter" in the past doesn't mean it always will be in the future

Hire younger professors

Hire people with "stackable credentials"

Learn to think "outside the box"

Discovering ULM's Future

Stakeholder Meeting

Facilitator

Tom Nicholson

Group you are presenting to Community (email invitations went to educ comm) Date 5/6/2013

Number of attendees 8 Number who reported they are keeping up with the website _____

Feedback on Mission statement:

final sentence of the mission statement should serve as our litmus test on whether we are successful or not

Feedback on Vision statement:

Does "regional" box us in? We need to build up in a way that allows us to go beyond these 10 parishes.

Feedback on Guiding Principles:

none

Feedback on Core Values:

none

Feedback on Strategies:

Defining our marketplace is critical

Allow students/retirees to keep ULM email address

Be nimble competitors

What about increasing recruitment of international students since nationwide the number of international students enrolling in American universities is skyrocketing

Push for private sector partnerships. These businesses/companies need our graduates as employees

May see a need arise to begin entirely new programs

Discovering ULM's Future

Stakeholder Meeting

Facilitator Tom Nicholson

Group you are presenting to community (City Council Chambers)

Date 5/9/2013

Number of attendees 8

Number who reported they are keeping up with the website _____

Feedback on Mission statement:

"programs" is a hollow word. There was a suggestion to consider changing to "educational offerings" or "degree offerings" plus add some word for "extracurricular" aspect of the university

The end of the sentence is powerful. "to compete, succeed, and contribute in the 21st-Century."

Feedback on Vision statement:

Have to define "best performing"

Feedback on Guiding Principles:

none

Feedback on Core Values:

none

Feedback on Strategies:

Drop the "new ULM"--reminiscent of "new Coke"; instead change to "ULM of the future"

Buy-in is crucial. Morale is too low

This plan has to be credible

Discovering ULM's Future

Stakeholder Meeting

Facilitator Dr. Eric Pani

Group you are presenting to Community (fourth meeting for community) Date 5/21/2013

Number of attendees 10 Number who reported they are keeping up with the website _____

Feedback on Mission statement:

Needs to reflect that a university is more than just "job training"

Shouldn't be simply "TRADE SCHOOL with capital letters"

The word "transformational" was troublesome to some.

Who are we targeting with this mission? Keep in mind that these days, the students are much more likely to be the ones reading this-- not their parents.

This statement HAS to reach beyond the next 5 years. Can't keep reinventing ULM

Feedback on Vision statement:

Define "best performing"

Feedback on Guiding Principles:

none

Feedback on Core Values:

none

Feedback on Strategies:

Communication is the underlying theme in all the strategies

Leveraging the brand--recognition is key.

Use "buzzwords" in marketing.

Discovering ULM's Future

Stakeholder Meeting

Facilitator Eric Pani

Group you are presenting to Academic Affairs Deans Council

Date 4/23/2013

Number of attendees 9

Number who reported they are keeping up with the website 0

Feedback on Mission statement:

The University of Louisiana at Monroe offers a transformational educational experience. We seek diverse students who find value in our programs and prepare them to compete, succeed, and contribute in the 21st-Century.

suggestions:

changing "transformational" to "life enhancing "; change "We seek" to "We serve"; ? on whether we should use the word "diverse"; not to keen on "21st Century" - leave it out or insert different wording.

reword sentence to "We serve students who value our programs and prepare them to compete, succeed, and contribute in an every-changing global society today and beyond." All words mean different things to different people.

Feedback on Vision statement:

The University of Louisiana at Monroe will be recognized as the best-performing regional university in Louisiana and the South.

? on if it needs to say "Louisiana" and "in the South"; After discussion, all agreed on the vision statement as it is above.

Feedback on Guiding Principles:

Feedback on Core Values:

Feedback on Strategies:

1. Reimagine/Redefine the new ULM - change to "Imagine/Define" - we want to image a new ULM "re" means doing over what we have - or use only the word "Imagine" or "Imagine/Create" - "Reinvest" was a suggestion

Discovering ULM's Future

Stakeholder Meeting

Facilitator Dr. Denny Ryman

Group you are presenting to COHS Administrative Council and Faculty

Date 5/1/2013

Number of attendees

12
respondents

Number who reported they are keeping up with the website

Feedback on Mission statement:

The draft mission statement is not clear for the general population that would be reading and attempting to know what ULM is striving to achieve. Isn't ULM's purpose educating? Transformational education lends itself to individuals transforming. So... should the Mission statement focus upon the endeavor of what to transform to... substance abuser? political rival? stressed to mental derangement? OR being educated to achieve in their field of study, practice, and contribute to the future.

The proposed mission statement is concise, but I think the word "provides" a transformational educational experience is more appropriate than "offers". We should declare confidently that we provide the service of educational transformation. I think a diverse student population is a benefit of ULM we should emphasize since it makes for a more socially beneficial learning environment.

Statement is not stated clearly. What is a "transformational educational experience"? People that read this statement will not know what it means. The mission statement should be clearly stated and easily understood by anyone who reads it. What is wrong with saying that our mission is to teach? The previous Mission Statement "...is a teaching and research university whose mission is successful education of both undergraduate and graduate students..." is much easier for all to understand. I like the second sentence in the Mission; it is easily understood and seems to look to the future.

A mission statement should be a very strong statement which indicates what we are about. 'Projection for the future' is a visionary statement. The mission statement does not describe the University which I know and love. Look at the purpose/mission of the university in the current catalog. It is very well stated.

I like the simplicity, but maybe more academic driven rather than student driven.

The first sentence is so vague, it is meaningless. It leaves one wondering what "transformational educational experiences" means. "We seek" is weak language. I like the current mission statement better that says the University is "committed to serving".

Very weak... the proposed Mission statement reads like ULM is seeking something rather than what ULM is doing, or who ULM serves. The current Mission statement is comprehensive and strong, stating exactly who we are and what we do at the University, in our programs, and in the community. The current mission statement states that "ULM offers a complete educational experience emphasizing a learning environment where excellence is the hallmark." Cutting out parts of the whole, will eventually cause the "whole" to NOT be a university, but rather a skeleton with mission parts.

The mission statement seems to admit defeat. It basically says we are the seekers and not a place for seekers of knowledge. When compared to the current mission statement, this proposed draft leaves a lot to be desired.

There is not enough information to provide faculty and students an understanding of "what ULM is all about." It states, "transformational educational education," but what does that mean... transform students through their educational experiences to do or to be what? By recognizing the unique needs of a student population and community on regional, state and national levels, ULM seeks diverse undergraduate and graduate students who can contribute to and strengthen the value of our programs and, thereby, prepare themselves to compete and succeed in a dynamic society. How does the Mission play a role in accomplishing the Vision? It sounds very incomplete! It doesn't really sound like a Mission. A Mission Statement is supposed to state the purpose or reason for existing as an institution. It sounds incomplete. Maybe should say something like, "... to offer valued programs to diverse students to prepare them..."

The Mission should identify the aim/goal of the University; what we want to produce. This Mission seems disjointed. It identifies what we are seeking, not our purpose/what we want to produce.

Students: shouldn't we provide valued esteemed programs to meet the needs of our area? Statement seems somewhat vague. It should highlight what you are wanting to accomplish, maybe bullet listing in this area.

Feedback on Vision statement:

The draft Vision Statement has little meaning to the general public. Isn't the bottom line to always strive to be the best? What happened to ULM's vision of education to make a difference in the population of the area and state?

The proposed vision is vague. Best performing in what areas? I would hope that academics, service and research would be the main areas included here.

Statement is too lofty. We should strive to distinguish ourselves in leading the educational, personal, and professional development of our students and making a positive difference with our stakeholders in the community, state, and region.

A vision statement should be more than one line. The university should have more visions than the one liner. It should be about our hopes, dreams, and aspirations for the future, however uncertain it may be. None of us are guaranteed a tomorrow. However, it should convey our desire to achieve great things and have an expression of optimism.

It's good.

How will performance be evaluated? This is a poor choice of words in my opinion.

Very weak...the proposed Vision statement puts emphasis on being the "best performing university" rather than stating what a university should stand for. The current Vision statement is bold and adequately states what ULM should be... "a student centered university with learning as its primary goal. If learning is the primary goal, then the "best performance" will surely follow!

This sounds like a vision for whoever the recognizers are. Our current vision describes how we will affect the future. This draft looks at how we will be perceived by others.

"Best performing" sounds more like a theatre production or an athletic event. How do you measure if students are the "best performers" in this region? Is it hiring practices, salaries, employer satisfaction, etc.? It sounds too open-ended and ambiguous. Also, it is stated that "ULM will be recognized..." Recognized by whom or in what way? The previous Vision Statement attempted to provide some direction by stating that ULM will "strive to distinguish itself..." which is what every institution of higher learning should do, but what is the basic road map? ULM will strive to distinguish itself as a premier institution committed to preparing students to fill the workforce and research needs of a dynamic society who is competing on a global level to be known as one who provides "best practice" in their chosen field.

This statement is improved from previous one. It needs to be elaborated on. How will it be recognized and by whom? The South? That's a pretty broad area that is defined differently by different people. What does 'best performing' mean? This is mentioned under strategies again and still is not defined.

Not much "meat" to it. How will we know that we are the "best performing..."? Needs to be more measurable.

This is vague to me. How do you define "best"? Wouldn't you want to be known for fulfilling the workforce needs?

Feedback on Guiding Principles:

The draft guiding principles to me are a list of what a credible institution and individual comes to the table with as they pursue an education. If these are the guiding principles to achieve the vision, are we saying the individuals who want to enroll at ULM do not have these traits and we are going to transform them to have them?

I like the guiding principles. We all work with limited resources, accountability and achievement, collaboration, etc. are necessary.

These look good to me.

Neutral.

Appropriate.

Ok.

I am not sure how enlightenment and education are not included in our guiding principles. Without the seeking of knowledge or at least the opportunity to seek knowledge, then we cease to be a university.

These terms should be introduced somewhere in the Mission and/or the Vision of the University. For example, Service is listed as one of the Core Values as it should be. But, it is not included anywhere in the Mission or Vision to be of importance as students are being prepared to enter the workforce. These two areas are probably covered in more depth in another document, but just seeing them listed does not tell me anything...it is left to my own interpretation. It should be "owned" by ULM and then I, as a faculty member, can make the decision for myself if this is the map of a road that I believe in and that I want to follow. Example: Accountability for...? Achievement in...? Collaboration with...? Commitment to...? Efficiency with...? Innovation regarding...?

No changes to suggest as far as the principles go, but they need to be defined. How are we guided by these? I didn't see that information anywhere.

Looks good. Possibly add "Advanced" since we want to be the "best performing regional university."

We should define the following terms: accountability, achievement, collaboration, commitment, efficiency, and innovation.

Feedback on Core Values:

Core Values list reads like a grocery list for faculty rights. The institution is to have a core value of academic freedom? Huh? ULM's core value is to have diversity? Isn't excellence the basic understood focus for what an institution should stand for and be? Same with integrity...if ULM does not have an understood value of integrity then we really are in worse shape than I thought! Scholarship and Service are faculty requirements of employment. How is scholarship and service to be presented as a core value except for faculty to embrace and accomplish those two items?

I like and agree with all core values.

Looks good overall. How about adding learning?

Neutral.

Appropriate.

I agree with these.

Add Student-centered.

I would put scholarship second. I like the others.

Core values should be reflected in each graduate during their course of study and when they exit ULM as its newest representative.

Previous	Proposed
Excellence	Excellence
Scholarship	Scholarship
Diversity	Diversity
Responsibility	Integrity

Student Centered Service

Academic Freedom

I think these are appropriate changes, but they need to be defined.

These need to be clarified/defined.

The following terms should be defined: academic freedom, diversity, excellence, integrity, scholarship, and service.

Feedback on Strategies:

Are these supposed to be a Strategic Plan? These strategies look like a short-term draft of things to be done now, prior to writing a strategic plan with specifics. I think each of these need to be detailed so better direction is visible.

What is a strategically advantageous mix? Majors determined to be high priority as far as high demand in the job market? Those majors that bring in more money according to the funding formula?

Identify pedagogical strategies in a strategic plan? Seems we should already know this and put it in place.

Determining our organizational structure belongs in a Strategic Plan?

What does "leverage our brand" mean? Is this going to be available to the public? I would bet most would not even know what this means (only those in marketing and probably newer graduates).

Overall, I think this is a working draft, perhaps providing direction for starting a Strategic Plan.

Neutral.

Based on current conditions, they are more realistic than past plans.

I agree it is important to grow high demand programs, assuming this means identifying and promoting degrees that enable students to gain employment upon graduation.

I have no comments for the strategies. These obviously must be performed no matter the direction.

Strategy 1: There are so many mixed messages on campus for what is to be grown and what is recruited that the accomplishment of redefining the new ULM will be difficult to accomplish. Leverage our brand when we have no advertising dollars?

The University has far to go to prove they are committed to "rapidly grow(ing) high demand programs". If we continue to not replace faculty that quit due to poor pay or retire, the nursing program will not grow. Nursing director Dr. Doughty has done great work in developing advantageous partnerships with stakeholders in the community. This is the key to future growth and funding of programs (scholarships, professorships) in the future.

Reimagine/redefine ULM: What should ULM be doing to reach Mission/Vision?

Reimagine/redefine the new ULM: Define priorities in the new financial environment: create strategically advantageous academic mix; identify effective strategies; rapidly grow high demand programs (Identify: determine strategies to offer); seek strategically advantageous partnerships; target/recruit students; determine organizational structure; leverage on brand.

Strategy 2: Yes! Do evaluate what is working and who finds employment post-graduation! Reward those who achieve and have

employment!

Student success will be based on effective educational transitions. Faculty should see themselves as facilitators and successful students should be identified based on more than academic success.

Evaluate and refine process for student success. Learn from past failures: not really a strategy (e.g., Examine past failures and ...).

This is not measurable. How are we going to learn from past failures, create a culture of evidence and cultivate a life-time association?

Evaluate and refine process leading to student success from application through graduation and beyond: learn from past failures; create a culture of evidence; cultivate life-long association with ULM.

Strategy 3: See #2. Grow what is needed and focus on what is needed by community and society. Administrative brainstorming without having those with knowledge of their field included results in misdirection and lost opportunities.

Metric identification needed here, "Best-performing university" too vague.

Achieve the recognition of our vision: not many strategies under this one. It should be given a greater focus. How is 'delineating' a strategy? Sounds like a goal rather than a strategy.

How? This is not measurable.

Achieve the recognition of our vision: clearly articulation and implement the new ULM; delineate "best performing university"; identify metrics.

Discovering ULM's Future

Stakeholder Meeting

Facilitator Dr. Benny Blaylock

Group you are presenting to College of Pharmacy

Date 5/2/2013

Number of attendees _____

Number who reported they are keeping up with the website _____

Feedback on Mission statement:

No comments

Feedback on Vision statement:

Feedback on Guiding Principles:

Feedback on Core Values:

Feedback on Strategies:

Discovering ULM's Future

Stakeholder Meeting

Facilitator Mike Camille

Group you are presenting to College of Arts and Sciences

Date 4/30/2013

Number of attendees 28

Number who reported they are keeping up with the website 14

Feedback on Mission statement:

Suggested Change:

We seek to offer programs that diverse students will value as preparing them to develop, compete, succeed, and contribute in the 21st Century.

Other Suggestions:

Or compete in and contribute to regional and global communities.

Or compete in and contribute to 21st century communities.

Question: Should there not be a mention of ULM's connection to the culture of the community and the region?

Another possible mission statement:

The University of Louisiana at Monroe offers a transformational educational experience, transitioning students from eager freshmen to accomplished graduates. We seek diverse students who find value in our programs so that we may prepare them to compete, succeed, and contribute in the 21st Century in the areas of scholarship, research, and culture.

Feedback on Vision statement:

Comments:

The word "regional" limits us. We should remove the word from the statement.

--We should be careful here not to buy into someone else's vision or rating of us since some things are beyond our control. With that in mind, we could have a vision statement which states that "we aspire to become recognized as the best-performing university in Louisiana and in the South."

Suggestions:

--use the phrase "best performing university in Louisiana and the South"

--use the phrase "top-performing or 1 of top 10 or five universities."

--best choice: "will be recognized as a top-performing university in Louisiana and the South."

--consider that ULM will continue to transform itself into a top-performing university

--consider that it is evolving

--consider that it is trying to expand its on-line presence and being on-line.

Feedback on Guiding Principles:

Suggestions:

Perhaps use Creativity instead of Innovation
Achievement is very important

Questions:

Will these principles be listed alphabetically?
What about using sustainability instead of efficiency?

Feedback on Core Values:

Questions:

Service to whom? Should it not be defined? Is it to community, etc.? Delineate types of service such as in the arts where we bring expertise and resources to the community.

Does diversity need to be here if it's already in the mission statement? Or in which place do we want it to be located?

Comments:

Excellence is a tired word. Is there a better way to say it? Or to say it differently or in a more specific way?
Others felt it was the correct word and that without excellence all else falls apart.

Other words for excellence (Thesaurus): quality, eminence, high quality, perfection.

Feedback on Strategies:

Comments:

Use reimagine rather than redefine

--leave "new" out since it implies that something was wrong with the old.

--why are we limiting ourselves to finances?

--perhaps use the phrase "Define priorities in a continually changing environment."

Metrics

--instead of identify metrics say "identify qualitative and quantitative assessment instruments that define a best performing university"

--or use top-performing

--restructure phrase to read "Articulate, implement, and promote the vision of ULM."

Discovering ULM's Future

Stakeholder Meeting

Facilitator Ron Berry

Group you are presenting to College of Business Faculty

Date 4/30/2013

Number of attendees 25

Number who reported they are keeping up with the website 8

Feedback on Mission statement:

It does not seem that the challenges/opportunities/strengths/weaknesses were used to rewrite the mission statement. There appears to be no connection between the analysis and the "new" mission statement. It does not uniquely identify ULM or provide direction for decisions. The mission statement seems to be written for a highly selective liberal arts university. The mission statement is not realistic. As written, the recruitment process is more important than what we actually do--which is prepare/educate students. A better statement would be "We will prepare students to compete, succeed, as opposed to "we seek students who find value..." diverse students is not the same as diversity. Do we value diverse students or diversity? Do we really want students who are not alike?

Feedback on Vision statement:

What does best performing mean?

Who will recognize us as the best?

What is the south--isn't La in the south, so why not just say "South"?

Again, does this statement answer how we will be unique--other than just the best.

Feedback on Guiding Principles:

Most people were comfortable with guiding principles. Some argued efficiency should be changed to effectiveness.

Feedback on Core Values:

Value to Customers should be included.

Feedback on Strategies:

Clearly define culture of evidence

Who will determine details--more specifics needed.

List does not look like strategies--at least those typically found in strategic plans. Looks more like a list of "to do" items to get through the financial crisis. No visioning seen at this point.

Faculty issues/support/appreciation does not appear in the strategies

Where are the objectives? When included, will they follow the SMART framework? As written how will we know if we have been successful? What metrics will we use?

Shouldn't the strategic plan be specific about finding additional sources of funding? More online, more non-traditional, certificate programs, partnerships, etc.

How will we define high demand? Is this high demand in interest from our students or high demand from industry? If from industry, we should be specific about how we will recruit students to the high demand programs.

The last strategy is the overriding outcome of any strategic plan--seems odd to include it as a strategy. The purpose of all strategies and objectives is to realize your vision. The item "clearly articulate and implement the new ULM is a tactic that should go under strategy number 1. Delineate "best performing university" should be a tactic under strategy 1.

Discovering ULM's Future

Stakeholder Meeting

Facilitator Sandra Lemoine

Group you are presenting to CEHD

Date 4/30/2013

Number of attendees 22

Number who reported they are keeping up with the website 3

Feedback on Mission statement:

Does not like "21st century"

Does not like "transformational" - implies religious experience

Does not like "offers" - sounds like it may not be accepted - change to provide

Does not like "diverse" - we seek all students, we welcome diverse students

Mission and Vision statements are very important in that they will drive where funds are allocated.

Feedback on Vision statement:

Does not like "regional" - best-performing university in Louisiana and the South

Does not like "will be recognized as the best-performing" - we are the best, sounds like we are trying to be best

Vision should be idealistic, not practical

Feedback on Guiding Principles:

Guiding Principles (draft)

- Accountability
- Achievement
- Collaboration
- Commitment
- Efficiency
- Innovation

Guiding principles do not reflect our current budgetary position

Feedback on Core Values:

Core Values (draft)

- Academic Freedom
- Diversity
- Excellence
- Integrity
- Scholarship
- Service

Core values do not reflect our current budgetary position

Feedback on Strategies:

Likes reimagine

We want to be a financially independent institution

We are the best value, should leverage in market

Being best value monetarily, may not be a positive

Need mor marketing

Need more marketing of alumni success

Need marketing of current student success

Leverage what students say they like - small programs with easy access to faculty; personalization to maximize student potential; excellent offerings like Honors Program

Neet to market to parents and students

No mention of support areas - Business Affairs, Controller, Human Resources, Purchasing, etc. - these area should facilitate, not hinder.