2013-2018 Strategic Plan

University of Louisiana at Monroe
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August 1, 2013

The higher educational environment is changing. The Louisiana Board of Regents has recently implemented several new plans and procedures that modify the ways in which our state’s universities approach higher education. Financial support from the state continues to decrease – raising tuition costs for students – and the emergence of for-profit online institutions creates new competition for our public, non-profit universities and colleges. Throughout our history, the University of Louisiana at Monroe has provided a quality education for all prospective students in northeastern Louisiana, but new operating conditions require our mission to be redefined for the betterment of the community.

As we entered a period of self-evaluation, I assembled a strategic planning committee comprised of senior administrators, faculty and staff leaders, an alumnus representative of the community, and myself. An experienced, senior-level executive on loan from the Franciscan Missionaries of Our Lady Health System and St. Francis Medical Center facilitated the process.

Our objective was to develop a roadmap to guide ULM to success over the next five years regardless of the environmental conditions we encounter.

From the beginning, we wanted the redefinition of our university to be driven by information, especially from those whom the changes would affect. The planning committee collected this knowledge from a wide variety of publically available sources, from relevant reports and publications, and from surveys answered by students, faculty, staff, alumni, and community members.

By analyzing all the gathered information, the committee worked toward a new vision in line with the consensus, though final authority rested with me as university president. A first draft was developed during a focused two-day meeting before presentation at eighteen stakeholder meetings, giving all stakeholders the opportunity to provide input.

The resulting plan requires ULM to be unified in transparency, to lead through accountability, and to motivate ourselves toward adaptation – it will guide all future decisions at ULM.

Objectives to advance long-term strategies focus actions in the first year, because we must act quickly in the current situation to “turn the ship,” while annual updates will keep the plan relevant and up-to-date. The next step in this process requires division heads along with their staff to develop the tactical steps necessary to realize our vision and to meet our long-term objectives.

With the educational landscape continuing to shift, ULM has seized the opportunity to advance and has established a bold new vision. In this time of adaptation and renovation, we ask all students, alumni, parents, faculty, staff, community members, and friends to join us in our efforts and help ULM achieve its vision as a top-performing regional university.

Sincerely,

Dr. Nick J. Bruno
President
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.

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

As students and members of ULM’s faculty and/or staff, we desire these values at all times.

- **ACADEMIC FREEDOM:**
  We believe that freedom in teaching and research is critical to ULM’s mission.

- **DIVERSITY:**
  We value and respect differences because we are enriched by a broad range of ideas and perspectives.

- **EXCELLENCE:**
  We uphold high standards.

- **INTEGRITY:**
  We commit to honesty, truthfulness, and rightness of action.

- **SCHOLARSHIP:**
  We pursue the expansion of knowledge through teaching, research, and creative works.

- **SERVICE:**
  We pledge to be courteous, respectful, and positive in our interactions with others, anticipating and fulfilling their needs.

GUIDING PRINCIPLES

As students and members of ULM’s faculty and/or staff, we believe that applying these principles is necessary for achieving our vision.

- **COMMITMENT:**
  We commit to the success of our university and our students.

- **ACCOUNTABILITY:**
  We acknowledge and assume responsibility for our actions, decisions, and results.

- **INNOVATION:**
  We develop and implement creative ideas and solutions.

- **EFFICIENCY:**
  We pledge responsible stewardship of available resources.

- **COLLABORATION:**
  We seek partnerships that benefit our university.

- **ACHIEVEMENT:**
  We get positive results.
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<td>Decreased state funding, strong external control of tuition and fee rates, a lack of action to remedy inequitable funding policies, and concern about market sustainability combine to make the financial environment an impressive challenge for ULM’s future.</td>
<td>1. Transform ULM to thrive in the inconsistent financial environment. (Graves)</td>
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LONG-TERM OBJECTIVES

a) INTERNAL ORGANIZATIONAL STRUCTURE
The President, with the recommendations of the Executive Council, will determine the optimal financial organizational structure for ULM and will implement this plan by the end of the Fall 2013 semester.

b) FINANCIAL SUSTAINABILITY FOR THE ACADEMIC PROGRAM MIX
By the Fall 2013 semester, a Financial Sustainability Review Committee will be established. This committee will work in conjunction with the academic review process established in Academic Affairs to analyze financial aspects of programs to determine their viability within the current financial climate. The committee will make recommendations by the end of the Fall 2013 semester based on this review of programs. The committee will continue to meet annually to make additional recommendations.

c) INSTITUTIONAL AUTHORITY AND CONTROL FOR TUITION
An individual will be assigned immediately to perform detailed analysis of tuition rates throughout the region to determine the market for academic programs that can be used to develop a tuition rate plan for the university. This plan will be developed by the Financial Sustainability Review Committee and will include a review of differential tuition rates. This plan should be complete by the end of the Fall 2013 semester so that it can be presented during the 2014 Legislative Session.

d) NEW REVENUE STREAMS
Develop strategies to expand revenue streams from all available sources including donations, community and industrial partnerships, extramural grants and contracts, etc. Specifically, this requires creating a university culture, environment and infrastructure that supports these fund raising activities and enhances research activities and grantsmanship. A task force in each area of fund raising will be created early in the Fall 2013 semester and will report its findings by the middle of the Spring 2014 semester.

e) ATHLETICS
Continue and expand efforts to promote attendance and support of ULM athletic teams while maintaining a balanced budget. A new athletic director will be hired during Summer 2013, and it will be the responsibility of this individual to implement a plan that will achieve this objective.
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<td>The need to maintain relevance to regional employers, the flat or</td>
<td>2. Position ULM to adapt to the rapidly-changing educational environment.</td>
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<td>slightly decreased trend in traditional student population, the</td>
<td><em>(Pani)</em></td>
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<td>new experiences and expectations of our students, and the increased</td>
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<td>presence of for-profit providers and larger, better-funded public</td>
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<td>institutions of higher education force ULM to operate in a dynamic and</td>
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<td>competitive environment.</td>
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LONG-TERM OBJECTIVES

a) ACADEMIC PROGRAM PORTFOLIO
   In support of our mission, a formalized academic program review process will be
developed which will include appropriate criteria, metrics, and detailed processes. The
review process will provide recommendations for continuing/discontinuing current
programs and adding new programs, including concentrations and certificates. The
process will be developed and implemented during the Fall 2013 semester and will be
reviewed annually.

b) ACADEMIC INFRASTRUCTURE
   To deliver our academic programs, we will recruit and support high-quality faculty.
Within the next three years, we will design an infrastructure which supports these
faculty. This infrastructure will include technology, research, integrated (interdisciplinary)
learning environments, and internal and external partnerships.

c) TARGETED STUDENT POPULATION
   To support ULM’s academic portfolio, we will develop a marketing and recruitment plan
by Spring 2014 to attract and recruit targeted students. Our academic programs should
approach and maintain capacity levels within three years.

d) PEDAGOGICAL STRATEGIES
   To support students’ learning styles, we will identify, provide faculty training in, and
utilize a variety of learning-centered, hands-on and minds-on pedagogical strategies.
This is an ongoing process to begin immediately and will be reviewed annually.
### CHALLENGE

In a buyer’s market, the quality of service experienced by customers influences their likelihood of return (loyalty). Higher education is definitely a buyer’s market these days, and, despite our resistance to that notion, students are our customers. Furthermore, the success of a university is increasingly being measured not by graduation rates or degrees produced but by employer satisfaction with alumni and by alumni achievement.

### STRATEGY

3. Improve those critical elements leading to student success — from application through graduation and beyond. *(Richters)*
LONG-TERM OBJECTIVES

a) STUDENT/ACADEMIC SUPPORT SERVICES
   In support of our mission, the university will:
   i. Review current advising processes relative to best practices with emphasis on
      assignment of advisors, option of online advising for upperclassmen, early intervention,
      housing practices, mentoring, frequency of contact, and career opportunity. This review
      will occur during 2013-2014, with changes implemented for Fall 2014, and reviewed
      annually thereafter.
   ii. Review enrollment management processes with emphasis on the following: the use of
       EMAS, the use of Image Now, communication flow, response time, and streamlining
       of processes/practices to remove bottlenecks. This review will occur in Fall 2013 and
       changes will be implemented for the 2014-15 recruiting cycle. An annual review of
       processes will occur.
   iii. Review best practices in the academy with respect to how other universities use
       ombudsman, especially focused on their use to support the two prior bullets. This
       review will be completed and recommendations made to the president and vice
       presidents during the Fall 2013 semester.

b) CRITICAL SKILLS NEEDED BY STUDENTS
   In support of our mission, the university will:
   i. Identify skill sets needed by entering students to succeed academically. This review and
      a response from Academic Affairs will occur during 2013-14 with changes implemented
      for the Fall 2014 semester.
   ii. Identify workforce skill sets needed by our graduates to succeed in the workplace. This
       review and a response from Academic Affairs will occur during 2013-14 with changes
       implemented for the Fall 2014 semester.

c) LONG-TERM RELATIONSHIP
   In support of our mission, the university will:
   i. Review current advising processes relative to best practices with emphasis on
      assignment of advisors, option of online advising for upperclassmen, early intervention,
      housing practices, mentoring, frequency of contact, and career opportunity. This review
      will occur during 2013-2014, with changes implemented for Fall 2014, and reviewed
      annually thereafter.
   ii. Review enrollment management processes with emphasis on the following: the use of
       EMAS, the use of Image Now, communication flow, response time, and streamlining
       of processes/practices to remove bottlenecks. This review will occur in Fall 2013 and
       changes will be implemented for the 2014-15 recruiting cycle. An annual review of
       processes will occur.
   iii. Review best practices in the Academy with respect to how other universities use
       ombudsman, especially focused on their use to support the two prior bullets. This
       review will be completed and recommendations made to the president and vice
       presidents during the Fall 2013 semester.
CHALLENGE

For years, ULM has operated as a hidden gem on the bayou. Its quality programs and dedication to student learning have produced alumni who have gained success at the state, national, and international levels — in the health and applied sciences, in business and industry, in education and the arts and in government and military service. It must now stand up and proclaim its successes, providing evidence of its achievements.

STRATEGY

4. Achieve recognition of our vision. (Brumfield)
LONG-TERM OBJECTIVES

a) DEFINITION AND MEASUREMENT OF VISION
   To provide objective measures of performance, the university will develop definitions and metrics for the terms best-performing, regional university, and South (completed and disseminated in Fall 2013).

b) OPERATIONAL PERFORMANCE AND CONTINUOUS IMPROVEMENT CYCLE
   As a foundation for progress, the university will examine its unit assessment process during the 2013-14 academic year, seeking ways to improve it and to institutionalize continuous improvement cycles throughout its operations. Changes will be implemented for 2014-15.

c) COMMUNICATION AND MARKETING PLAN
   To convey our message successfully, a communication and marketing plan that will address both internal and external constituencies will be developed during Fall 2013 and implemented for Spring 2014.

d) ACKNOWLEDGEMENT OF ACHIEVEMENT
   To reward their successes, an employee recognition program will be developed during the Fall 2013 semester. That program will be implemented during Spring 2014.
2013-2018 Strategic Plan

STEERING COMMITTEE

Dr. Nick J. Bruno
President

Dr. W. Wayne Brumfield
Vice President for Student Affairs

Dr. William Graves
Chief Business Officer

Dr. Sandra Lemoine
Dean, College of Education and Human Development

Mr. Thomas Nicholson
Alumni and Community Representative (Strauss Interests)

Dr. Eric Pani
Vice President for Academic Affairs

Ms. Gail Parker
Budget Officer

Dr. Donna Rhorer
Interim Associate Dean, College of Arts and Sciences

Dr. Stephen Richters
Executive Vice President

Dr. Paul Sylvester
Faculty Senate President

Mr. Lindsey Wilkerson
Staff Senate President

Ms. Laura (Lolly) Martin
Facilitator
(on loan from Franciscan Missionaries of Our Lady Health System and St. Francis Medical Center)