Academic Affairs Strategic Plan (Phase II)

The document serves as an administrative summary of committee activities regarding Academic Affairs' contribution to the ULM Strategic Plan. Used in conjunction with the first phase document, this summary and the supporting committee documents serve as a series of recommendations that will move the ULM Strategic Plan forward to realization. Some activities, such as the establishment of the Undergraduate Council, are underway. During the fall 2023 semester, a report on the progress made on the recommendations will be published. All committee recommendations and activities are published on the Academic Affairs' Strategic Planning website for reference.

Academic Plan

The 2023-24 Academic Plan for the University outlines potential new programs as required by the Louisiana Board of Regents. New programs were determined through a partnership with Gray Associates and review of relevant market data. Also included in the review were analyses of current offerings to realize new opportunities. All of those data have been turned over to the colleges for review and implementation.

Research, Intellectual Property, and Indirect Costs

Several discussions on campus have revealed that adoption of the Boyer Model of scholarship is desired. From his work, *Scholarship Reconsidered: Priorities of the Professorate,* Boyer outlined four key areas for scholarship: discovery, integration, application, and teaching and learning. **Academic Affairs will ensure that the model is adapted and followed for the professorate at ULM. This will include offering informational sessions and adjustment of promotion and tenure guidelines at all levels where appropriate. This will be completed by Spring 2024.**

The assigned committee is continuing its work on research impediments, marketability, and opportunities for the University's intellectual property. **The committee will complete its work and present its findings on this topic during the 2023-24 academic year.**

Facilities

The assigned committee has reviewed the academic facilities on campus and have recommended attention be given to bathrooms, dated classrooms, faculty offices, and signage on campus. Their research included going on campus tours which revealed important opportunities in campus utilization and beautification. Their recommendations are to be included in the Master Planning and Space Utilization processes that are underway. **The committee's work has been completed and will be passed onto the next phase of operations in collaboration with the Division of Business Affairs.**

Target completion date: Completed

Academic Technology

The assigned committee made the following recommendations, which constituted its report.

1. Recommend ULM develop an Academic Technology plan and the budget to address updating and upkeep for classroom, office, and research.

2. Explore statistical software for faculty and graduate students for research and teaching
3. Identify a method or process to recommend educational software and plan for who is responsible within budget to purchase/upkeep.
4. Hold a yearly technology forum to showcase new or emerging technologies and solicit feedback for new or emerging technology needs from faculty/staff.
5. Create a clear webpage which lists ALL available software.
6. Update wireless capacity on campus.
7. Recommend a common online proctoring system/policy for exams.
8. Explore technology in common spaces to modernize interface with students and public.
9. Work to create more uniform classroom environments across campus (modernize and emphasize active learning within smart classrooms) and emphasize accessibility for all students.
10. Explore software to aid in decision making/visualization and how to make data more accessible for accreditation purposes.
11. Develop technology use agreement for students -- similar to social media policy but include AI.
12. Update to swipe card access across campus.

All of these recommendations will be assigned to the Academic Technologies Committee.

Target completion date: Spring 2024. Offices Responsible: Academic Affairs, Information Technology, and Colleges.

Community Engagement

The assigned committee made the following recommendations, which constituted its report.

1. A Community Engagement Department (CED) should be established over a 5-year period to achieve the objectives listed in this report.
2. Community Engagement opportunities should be required in curriculum/academic programs.
3. Employees should participate in committees focused on bringing community engagement events on campus.
4. Community partners should receive ULM paraphernalia for display in their business and education on how to remain involved with ULM.
5. Database recording in Raiser's Edge or Banner to track
6. Develop and maintain a digital directory and webpage to showcase CED partnerships, achievements and to educate the public
7. Address employee cooperation through education of CED purpose and objectives
8. Develop strategic and intentional volunteer opportunities for students and employees that align with University and community stakeholder common needs
9. ULM can support faculty/staff by providing meeting spaces/facilities for local and state organizations at no cost.
10. ONE calendar of events for all of ULM (held through CED or OMC). ULM currently utilizes Live Whale (calendar) however, only a handful of departments on campus post events on it. The CED would be responsible for keeping the calendar updated. Some examples of other universities that utilize the same calendar:

11. ULM must have community presence resources, e.g., parade float, display table items, etc.
    a. Boo at the Zoo, Dragonboat races, Easter Egg Hunt, Parades (Mardi Gras, HS Homecoming, Black History Parade)
12. Committee needs to be formed with the City of Monroe and Monroe Chamber to address the goal of the city that Monroe be a "college town."
13. Promotion plan & stewardship process must be defined
14. VCOM was provided as an example of what a service-learning partnership would look like. Continue to flush out "existing relationships" and elevate them, then add more organizations.
15. Follow the established procedures and reevaluate as needs change.

Target completion date: Spring 2026. Offices Responsible: Academic Affairs, University and Community Relations

Student Recruitment and Retention

The committee is continuing its work.

Faculty and Staff Recruitment and Retention

The assigned committee made the following recommendations. Emanating from this work, a standing University committee will be charged or review the recommendations and work on implementation.

1. Address compensation
2. Develop supports for recruitment and retention by addressing employee family needs
3. Improve/revamp onboarding training for employees including new hires and new positions
4. Improve/Increase communication and transparency/reduce inundation of communication
5. Revamp/Improve professional growth plans and evaluations to better capture what our jobs actually entail and provide the most appropriate feedback to support growth
6. Monitor job responsibilities/course and service commitments to ensure staff/faculty have feasible workloads
7. Improve/revamp ongoing training for employees including new hires and new positions
8. Revamp hiring process to assure we are aligned with best/current practice in higher ed
9. Examine and improve promotion and tenure for faculty
10. Develop/Improve Recognition programs for staff and faculty
11. Reduce redundancies in timesheet process
12. Be intentional about improving retention rates, conduct exit surveys, track departments/faculty and staff positions
13. Regular teleworking opportunities for staff and faculty
14. Amplify communications of our achievements through strategic marketing/Improve university pride
15. Improve cross collaboration between faculty and staff/shared governance
16. Increase partnerships with allied groups, community leaders to stay relevant to needs and collaborate for staff and faculty support
17. Reduce paperwork
18. Improve benefits/Develop competitive EAP
19. Increase/Improve opportunities for professional development

20. Improve wifi
21. Improve tuition support for employees/families
22. Transition to digital/paperwork reduction
23. Provide leadership pathways for staff
24. Facilities update for health, safety, accommodations, and aesthetics
25. Improve technology/processing systems
26. Provide improved supports for research (funding, space, etc.)
27. Focus on DEI in leadership

Target completion date: Spring 2025. Offices Responsible: Academic Affairs, Fiscal Affairs, and Human Resources

Faculty/Student Engagement

The assigned committee made the following recommendations. These will be reviewed by the appropriate committees and, where relevant, incorporated into the evaluation and promotion/tenure guidelines.

1. Develop mentorship programs with the following intentions.
2. Be present and engage more with students
3. Get to know the students and create more personal connections
4. Be more lenient and understanding of life circumstances and responsibilities outside of school
5. More research opportunities
6. Clearly communicate expectations
7. Provide career advice and planning
8. Provide regular and meaningful feedback about performance and progress
9. Better communication from faculty
10. More practical learning experiences
11. Respect students

Target completion date: Fall 2023. Offices Responsible: Academic Affairs

Communications

The assigned committee provided templates and the following recommendations. A communications plan will be developed during the Fall 2023 semester and implemented for Spring 2024.

1. Communication training for faculty, staff, and students. This could include email etiquette, tips for drafting clear and concise emails, timeliness in responding, and how to communicate in our LMS systems and through websites and social media.
2. Find ways to eliminate clutter in the in-boxes so that critical information such as academic, financial aid, and student account information can be prioritized. This can include compiling all non-essential campus email into a single weekly digest.
3. Work with IT to determine if opt-out/in options are possible for non-academic mass emails.

4. Set parameters for those sending out mass emails. Ensure that mass emails are reviewed for those parameters prior to being sent out campus-wide. A specific department may need to be designated to review the emails.
5. A bi-weekly or monthly update from the Provost and Academic Affairs on what is happening in that area.
6. Communication with faculty and staff regarding significant changes in curriculum, programming, and faculty and staff welfare.
7. Communication with students that allows a forum for conversation with Academic Affairs about concerns.

Target completion date: Fall 2023. Offices Responsible: Academic Affairs

Opportunity Gaps

The committee is continuing its work.

General Education

The committee is continuing its work.

Promotion and Tenure

The Promotion and Tenure Committee made the following recommendations:

1. Create a new faculty rank to be entitled Distinguished University Professor, which would be a step above Full Professor.
2. Continue to use the Learning Management System
3. Because tenure resides with programs, each program must have its own promotion and tenure criteria.
4. Stipends for promotion should be revised with the current flat raise being replaced by a percentage-based raise.
5. The timeline for tenure and promotion should be revised by reducing the time between steps in the review process to a two-week maximum.
6. The committee has considered the possibility of creating a post-tenure review process.
7. In keeping with recommendations supplied during the strategic planning process, new instructor ranks should be created. The report of the Hierarchy for Instructors Committee can be found on the strategic planning website for Academic Affairs.
8. Clinical faculty ranks should be fully defined in the Faculty Handbook.
9. The promotion and tenure appeal process should be revised to clarify the procedures involved and the materials available to Tenure and Promotion Appeals Committees.
10. The Faculty Handbook should be revised to reflect the proposed changes and to render the tenure and promotion process clearer.

Target completion date: Spring 2024. Offices Responsible: Academic Affairs and Business Affairs.

Workload

An ad hoc committee will be formed to review the following recommendations and to develop implementation and business strategies.

1. The overarching faculty workload policy should include expectations that are adequate and equitable across the university.
2. Units should have input from their associated Programs in the creation of Unit workload policies.
3. All Units will have workload policies available to faculty and on file with the Academic Affairs office.
4. All colleges will have workload policies posted and on file with the Academic Affairs office.
5. Units should have a mechanism to look at faculty workload across disciplines to assess whether there is a balance among faculty workloads that is equitable.
6. Units should consider measuring workload in terms of workload units rather than credit/contact hours.
7. The third bullet point under Item II. Purpose of Policy states, "The workload policy ensures that no single faculty member experiences a greater workload burden without recognition of that greater burden and justification of the same." We recommend adding that the faculty member should receive appropriate compensation, which could be in the form of payment (payment for each course taught) or reduction of other duties (e.g. course reduction), responsibilities (e.g. advising), or requirements (e.g. must publish xx papers)
8. Academic advising and mentorship should be included in workload units for teaching and teaching related activities.
9. Recruiting, retention, collegiality, citizenship should be included in workload units for service.
10. Overload should not be the normal status quo, but rather used in emergent situations such as when programs are understaffed.
11. Faculty who receive course reductions and also agree to take on additional teaching duties are not always being compensated fairly for those extra duties.
12. Pursue a 9-hour load for tenure/tenure track faculty and 12 hours for instructors.

Target completion date: Spring 2024. Offices Responsible: Academic Affairs and Business Affairs.

Teaching and Online Modalities

The committee's report centered on the following themes. This report will be given to the Professional Learning Center for review and incorporation in to its programming.

1. Investigation of 11 High Impact Practices
2. Lesson Design
3. Assessment
4. Student Empowerment
5. Beyond Teaching and Learning
6. Diversity/Global Learning
7. It Starts with Freshmen
8. More Than An Expert: Becoming An Expert Designer Of Intellectual Experiences
9. Student Access To Resources Inside And Outside Of The University

Target completion date: Spring 2023. Offices Responsible: Academic Affairs.

Faculty Mentoring

The committee is continuing its work.

Climate and Culture

The committee reviewing climate and culture initiatives made recommendations along with their analyses that support those recommendations. A standing committee will be developed to monitor implementation and progress toward maintaining best practices and enhancing the Warhawk Way on campus.

The areas of focus are:

1. Communication
2. Values
3. Administration (HR, management, policies, procedures)

Target completion date: Spring 2023. Offices Responsible: Academic Affairs.

Academic Calendar

The strategic planning committee reviewing the Academic Calendar made the following recommendations:

1. Incorporate a full University Week into the fall and spring semesters. Allocate time by each college/school during the week reserved for faculty to prep courses and finalize syllabi.
2. When possible, align breaks with the two largest public-school districts, Ouachita Parish and Monroe City Schools.
3. Investigate alternative ways to display, communicate, and receive the academic calendar to faculty, students, and staff.
4. Return of finals week running the full week, Monday through Friday with Wednesday from 8 am – 5 pm as the Study Day.
5. Evening classes use the finals week evenings for finals.
6. Review the Carnegie Mellon University calendar model for ideas. It offers semesters consisting of two 7-week sessions with one week break between and one finals week.
7. The committee has worked with the Registrar's office to change the graduation application period. There will now be one extended period to register for graduation. We will no longer have a separate late period for applying to graduate.
8. Continue to monitor the need for Wintersession courses.
9. Final grades should be submitted by Monday at 3 pm. Conferring of degrees could then be completed by the end of the week and final transcripts could be released.
10. Additional Recommendation: All academic proposed academic calendars should be completed two years in advance if possible.

All of these recommendations will be assigned to the Academic Calendar Committee for review.

Target completion date: Spring 2024. Offices Responsible: Academic Affairs, Information Technology, Marketing and Communications.

Faculty and Staff Development Center

The committee reviewed the hiring criteria for the director and served on the hiring committee. The new director was hired on May 1. It is recommended that the name for the center be The Professional Learning Center for Faculty and Staff (PLC).

Among other initiatives, the PLC will provide:

1. Training on:
   a. Online teaching, including Quality Matters
   b. Student engagement
   c. Quality Teaching
   d. Workplace advancement
2. Host:
   a. Collaborative programing
   b. Speaker series
   c. Professional development workshops
   d. Grant and travel opportunities

The next steps will be to identify a location for the PLC, preferably adjacent to the new lounge.

Target completion date: Spring 2024. Offices Responsible: Academic Affairs and Business Affairs.

Faculty Awards

The faculty committee review prior criteria and processes to make recommendations to the Foundation of Excellence Awards. They also monitored the recommendations for the 2023 awards for additional input. The implementation calendar still needs attention. One significant change done outside of the committee's recommendations was to merge the Foundation of Excellence Awards with the Years of Service recognition. This was done at the spring ceremony and was well received.

Target completion date: Completed but will still be reviewed annually.

Commencement Committee

The commencement committee reviewed the ceremony's order and programming. They made recommendations on the welcome, the order of march, seating strategies, recessional protocols, logistics, etc. These were tested during the fall 2022 ceremony and revised for efficiency for the spring 2023 ceremony. All of the recommendations were made to enhance the focus on the graduates. The new doctoral regalia was introduced this year.

Target completion date: Completed but will still be reviewed annually.

Program Review

The ULM Program Review Strategic Committee provided these recommendations to the Program Review Process at ULM. Comments and suggestions were subsequently received from Deans council and executive representatives. Those suggestions were considered and included in this final report.

1. Committee Structure:
   a. 2 representatives from each college (with staggered 4-year terms)- Preferred faculty from different schools (in the same college) and faculty who hold tenure. If not tenured, committee member should be long-standing faculty (at least 4 years at ULM).
   b. 1 representative from Faculty Senate (2-year term)- 2-year term should coincide with Senate term, appointed by Faculty Senate President
   c. 1 representative from Office of Assessment and Evaluation
   d. 1 chair appointed by VPAA (or other responsible office)
   e. Invited guests as needed may include representatives from Undergraduate Curriculum Committee, Graduate Curriculum Committee and University Planning and Analysis.
2. Cycle Length: Reviews should occur every 5 Years
3. Abbreviated Review for Externally Accredited Programs: Make full use of existing documentation for accredited programs.
4. Full Review to Include External Review: Make full use of external expertise.
5. General Categories to be Reviewed (Full Review)
   a. Mission and Vision demonstrating alignment with the University's Mission, Vision and strategic plan.
   b. Curriculum: to include curricular changes/improvements and results if known, participation in the ULM student learning assessment and evaluation process, proof shown of "closing the loop" for curriculum improvement
   c. Analysis of Program Data: Including market data trends (such as data from Gray and Associates), ULM enrollment data (retention, completers, enrollment, SCH production etc.)
   d. Faculty/Staff: Structure and composition of faculty and instructional staff including number, workload and use of adjunct instructors or PT faculty. Credentials and expertise of faculty and instructional staff should also be summarized. Note this data should originate from the program, not ULM Planning and Analysis.
   e. Students: Program recruitment efforts, student placement into jobs and/or graduate and professional degree programs to meet critical workforce needs within the state and beyond.
   f. SWOT- Program's self-assessment of their Strengths, Weaknesses, Opportunities and Threats.
   g. Other- This category could include program specific activities such as, but not limited to:
      i. promotion and enhancement of the educational and cultural level, general health and well-being of the surrounding region
      ii. sponsored research and grants
      iii. academic partnerships
      iv. Recognition
      v. substantial improvements not otherwise noted

6. Communication of Outcomes of Review- Program representative to meet with full committee and chair to discuss review outcomes.   Committee Chair will then present findings to program representative, program's Dean/School Director and ULM VPAA.

Target completion date: Spring 2024, then ongoing. Office(s) Responsible: Academic Affairs and Colleges

Graduate Programs

The goals established by the committee are as follows:

1. The Graduate School will work with graduate programs to reduce barriers to entry
2. The Graduate School will continue to reduce the conversion time from application to decision
3. Simplify the onboarding process
4. Enhance opportunities and strategies for graduate student success and welfare
5. Support new program growth and enhance new program quality
6. The Graduate School will advocate for, promote, and support the development of new programs that fit the mission of the university
7. The Graduate School will collaborate with the Graduate Council to oversee graduate curricula and program review.
8. The Graduate School will continue to develop and improve communication
9. The Graduate School will review and evaluate graduate student compensation and workload
10. The Graduate School will continue to provide oversight and management of Graduate Assistants
11. Create a support mechanism to assist graduate faculty and staff that provides support to graduate students and ensures continuity
12. Provide support and clarity to functions of the Graduate Council
13. Maximize existing budget allocations, develop additional revenue streams, and advocate for additional operating funds for graduate programs and GS initiatives.

Target completion date: Spring 2024, then ongoing. Office(s) Responsible: Academic Affairs and Colleges.

Honors Program

The assigned committee reviewed the Honors Program and set forth the following strategies.

1. The University of Louisiana Monroe will deliver a high quality, innovative, and engaged academic program to prepare highly motivated students from a diverse set of backgrounds for graduate school, productive careers, and responsible citizenship via an administrative unit designed to meet the professional personal needs of our students.
2. The Honors Program at the University of Louisiana Monroe will attract, retain, and prepare highly motivated students from a diverse set of backgrounds for graduate school, productive careers, and responsible citizenship through innovative recruitment plans, support services, and academic opportunities.
3. The Honors Program at the University of Louisiana Monroe will develop initiatives to deliver a diverse curriculum, to increase faculty participation, and to provide resources to assist honors faculty.

4. The Honors Program at the University of Louisiana Monroe will foster an intellectual climate that allows for innovative research, promotes student-faculty intellectual collaborations, and encourages student-community intellectual partnerships.
5. The ULM Honors Program will encourage active relationships between students, alumni, businesses, and the community to connect students with external constituencies and to enhance the program's reputation with these constituencies.
6. The Honors Program will identify, secure, and expand financial resources to support an Honors College and to deliver a high-quality academic program that will prepare students for graduate school, productive careers, and responsible citizenship.
7. Create a living-learning Honors community with well maintained, modern, and welcoming facilities.

Target completion date: Spring 2024, then ongoing. Office(s) Responsible: Academic Affairs, the Honors Program, and Colleges

Undergraduate Curricula

At present an *ad hoc* first year committee are reviewing ideas regarding enhanced engagement opportunities. These efforts, in combination with the Meauxmentum Year initiative of the Louisiana Board of Regents, will culminate in new strategies for first-year students. The Warhawk Way Summit, started in fall 2022, begins acclimating new students to ULM.

Target completion date: Fall 2024, then ongoing. Office(s) Responsible: Academic Affairs and Colleges

Data Governance

The launch of the new office of Institutional Effectiveness combining Institutional Research with the Office of Assessment signaled the beginning of a comprehensive date governance review and implementation. The delegated committee is finalizing its findings, which should be available in December 2023.

Target completion date: Fall 2023, then ongoing. Office(s) Responsible: Academic Affairs and Institutional Effectiveness

Academic Structure

Organizational chart

Academic Affairs will review is organizational structure in keeping with the findings of the Academic Structure Committee. A proposal for a restructured organization will be proposed in Fall 2023.

1. Recruitment, retention, and student success efforts are a prime focus.
2. Ensuring faculty development and evaluation efforts are in keeping with the mentorship model.
3. Clearly understood job descriptions, titles, and compensations exist for equitable positions throughout academic affairs.

Target completion date: Phase 1: Fall 2023, then ongoing. Office(s) Responsible: Academic Affairs and Colleges

Responsibilities

Academic Affairs will publish and maintain jobs descriptions and expectations for all academic administers and offices under its purview.

Target completion date: Phase 1: Fall 2023, then ongoing. Office(s) Responsible: Academic Affairs and Colleges

Process and Policy Analyses

As part of a continuous improvement model, Academic Affairs will regularly review, create, and modify its processes and policies in support of an effective client-service model. New policies and policy changes will be announced and published on the University Policy webpage.

Target completion date: Ongoing. Office(s) Responsible: Academic Affairs and Colleges

Academic Budget Model

The following financial focus areas will be fully developed during the years remaining in the current University academic plan. Milestone dates are included to monitor success toward completion.

Revenue Sharing

All academic programs (not individuals) that generate revenue through alternative means should have an established revenue sharing model in place to help grow resource engine as well as related interests of the program. Alternative means can include work with an OPM, contracts, or any other sources of income outside of traditional tuition and fee generation. The plan should involve:

1. Full coverage for revenue engine costs incurred by both the program and the institution.
2. Sharing of the revenue earned after all expenses are paid.
3. Carry-forward accounts for revenue remaining unspent in an academic year.

Target completion date: Summer 2025. Office(s) Responsible: Academic Affairs, Financial Affairs, and Colleges

Incentive planning

External grant activities should be incentivized with stipends for authorship and award. Source of these awards should be the indirect costs realized from successful proposals. A team will be assembled to propose a plan for:

1. Grant levels that are eligible for authorship award
2. Rate(s) of the authorship award
3. Distribution rates for indirect costs to support the incentive plan
4. Rate(s) of the successful proposal award
5. Mechanism(s) for communicating and sustaining the plan

Target completion date: Summer 2025. Office(s) Responsible: Academic Affairs, Financial Affairs, Colleges, Research and Sponsored Programs

Summer School

Over the next five years, the summer school model (and governing policy) will strive to 1) meet the university's academic needs, 2) meet the university's financial needs, 3) acknowledge the differences in

faculty rank, and 4) increase pay to attain median values for pay of the summer plans with University of Louisiana System universities and colleges. The initial plan, implemented for Summer 2023, will include the following changes:

1. Establish the minimum for full-time faculty.
2. Establish a payment system based on rank.
3. Continue the resource center management pilot without dictating course enrollment minima or mandated proration of course stipends.

A calendar for implementation needs to be established that considers publication of summer schedules and revenue planning for Financial Affairs.

Target completion date: Summer 2025. Office(s) Responsible: Academic Affairs, Financial Affairs, Colleges

Business plans

Overview: The University's $100M revenue is composed of ca. $30M in state subsidies and $70M from tuition and fees. Academic instruction budget is roughly $35M in payroll. This requires that academic activities produce and additional $35M to meet the budget defined as operating margin. All numbers used were FY23 estimates. Every new program or position must have a business plan contained within the proposal.

New or replacement positions for current programs

Based on the FY 2023 budget composition, revenue needed to support the positions must cover salary and benefits plus the operating margin assigned to the number of students taught. The revenue sources will include tuition and fee generation and/or alternative revenue sources such as indirect costs. Demand, market data, and enrollment sources must be cited. Values will be program dependent.

Planning budget for new programs

These budgets must include revenue and expense projected for the first five years of the new program's existence. Revenue will include tuition and fee generation and any alternative revenue streams. Demand, market data, and enrollment sources must be cited. An example of the budget is given below.

	Amount or Rate	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses						
Professor 1 (PD)		$90,000	$90,000	$90,000	$90,000	$90,000
Professor 2			$60,000	$60,000	$60,000	$60,000
Professor 3					$60,000	$60,000
Administrative						
Support Staff						
Total Salaries		$90,000	$150,000	$150,000	$210,000	$210,000
Total Benefits		$33,750	$56,250	$56,250	$78,750	$78,750
Operations		$10,000	$10,000	$10,000	$10,000	$10,000
Accreditation		$10,000	$10,000	$10,000	$10,000	$10,000
Capital Outlay		$25,000	$5,000	$5,000	$5,000	$5,000
Development		$10,000	$10,000	$15,000	$15,000	$15,000

Operating Margin	$35,000,000					
OM/student	$4,117.65	$102,941	$245,000	$356,794	$476,226	$539,241
Revenue Needed		$281,691	$486,250	$603,044	$804,976	$867,991
Univ. Enrollment	8500					
Projected enrollment						
New		25	35	45	55	60
Returning	*70%*	0	25	42	61	71
Graduation	*40%*	0	0	0	10	24
Total		25	60	87	116	131
Tuition and Fees (Annual)		$8,696	$8,696	$8,696	$8,696	$8,696
Tuition and Fee Revenue		$217,395	$517,400	$753,491	$1,005,713	$1,138,789
Discount Rate	15%					
Alternative Revenue		$0	$0	$10,000	$10,000	$10,000
Total Revenue		$184,786	$439,790	$648,967	$863,356	$976,471
Net Budget		-$96,905	-$46,460	$45,923	$58,379	$108,480
Startup funds	$25,000					
Debt recovery status		-$121,905	-$168,365	-$122,442	-$64,063	$0
Faculty to student ratio		25	30	43	39	44

Target completion date: Fall 2023. Office(s) Responsible: Academic Affairs, Business Affairs, Colleges