

# Strategic Plan

2022-2027



*Changing Lives*

The University of Louisiana Monroe prepares individuals to compete, succeed, and contribute in an ever-changing global society through a transformative education.

STUDENT  
SUCCESS

FACULTY & STAFF  
DISTINCTION

INTELLECTUAL  
ACTIVITY

COMMUNITY  
ENGAGEMENT

ATHLETIC  
EXCELLENCE

UNIVERSITY RESOURCES

PRINCIPLES

INNOVATION • COLLABORATION • COMMITMENT • ACCOUNTABILITY • EFFICIENCY • ACHIEVEMENT

VALUES

ACADEMIC FREEDOM and RESPONSIBILITY • DIVERSITY • EXCELLENCE • INTEGRITY • SCHOLARSHIP • SERVICE

***Changing Lives to Create a Better World***

***“It is time to own who we are, where we are, and what we must do to create a better future for our students, ourselves, and our region.”***

**Dear ULM Family, Friends, and Community Members:**

A special thanks to the hundreds of individuals who participated in the process to chart a path forward for ULM. The final work in this plan represents creativity, vision, and a passion for improving lives. And, when this work is implemented, it will be a testament to the dedication, commitment, and belief in ULM’s purpose.

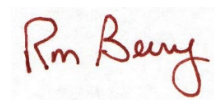
We are fortunate to be a part of the University of Louisiana System that has outlined three bold strategic goals including producing 150,000 new graduates by 2025, expanding public-private partnerships to enhance economic prosperity, and to maximize administrative efficiencies and investments in instruction and academic support. Our strategic plan is in alignment and supportive of the Systems’ plan while specific to serving the needs of our region and beyond.

Along with our bedrock core values and guiding principles, this plan includes a strong focus on our University resources that are critical to our future growth and success. These University resources provide a foundational base upon which we build the pillars of our work: Student Success, Faculty and Staff Distinction and Wellbeing, Intellectual Activities, Community Engagement, and Athletic Excellence. Embedded throughout the plan is a commitment and appreciation for diversity, equality, inclusion, excellence, and success.

By building upon our framework of shared values and guiding principles, ULM will firmly take our role as an anchor institution in this region. We will become a sought-after place of employment, and build broad, diverse community connections that help propel the region into prosperity. Our students will be active participants in the learning process as we prepare them to understand the world broadly and take their place as engaged, enlightened, and productive citizens. And finally, we will prove to the world that where individuals begin life does not predetermine their path forward, nor where they will end up.

With a shared and intensely felt sense of mission, I hope that you will join us in pursuing our vision of changing lives and creating a better world.

Sincerely,



Ron Berry, President  
University of Louisiana Monroe

# **Our Vision, Mission, Values, and Guiding Principles**

## **VISION STATEMENT**

ULM will change lives by bringing true equality, inclusiveness, and opportunity for all individuals in our region and beyond.

## **MISSION STATEMENT**

The University of Louisiana Monroe prepares individuals from northeast Louisiana and beyond to compete, succeed, and contribute in an ever-changing global society through a transformative education while positively impacting society through research and service.

## **Values**

- **Academic Freedom and Responsibility**  
We believe that freedom and responsibility in teaching and research is critical to ULM's mission and service.
- **Diversity**  
We value and incorporate differences because we are enriched by a broad range of ideas and perspectives.
- **Excellence**  
We uphold high standards for our students, faculty, staff, and partners and help in their achievement of these standards.
- **Integrity**  
We uphold ourselves to honesty, truthfulness, and rightness of action.
- **Scholarship**  
We pursue the expansion of knowledge through teaching, research, creative works, and service.
- **Service**  
We will be courteous, respectful, and positive in our interactions with others while anticipating and fulfilling their needs.

## **Guiding Principles**

- **Commitment**  
We commit to the success of our students and University.
- **Accountability**  
We accept responsibility for our actions, decisions, and results.
- **Innovation**  
We develop and implement creative ideas and solutions to solve global needs.
- **Efficiency**  
We will be responsible stewards of available resources.
- **Collaboration**  
We seek partnerships that benefit our University and region.
- **Achievement**  
We will achieve and celebrate positive results from our actions.

## **STRATEGIC FOUNDATION: UNIVERSITY RESOURCES**

**Essential Goal: Maximize Use of Financial, Physical, Technological, and Brand Resources to realize our mission of transformation and ensure the University's long-term sustainability.**

ULM will position itself to thrive in an uncertain environment by ensuring effective use of financial, physical, and technological resources. We will enhance learning and our campus community for our students, faculty, and staff by providing well-maintained, modern, and welcoming facilities, along with an accessible technology infrastructure that provides needed and useful information at all user levels. All of our Strategic Goals depend on the achievement of this essential goal.

- Initiative 1    Ensure all sources of financial resources are maximized and leveraged to achieve our mission of transformation.
- a. Examine our business model to identify new ways to grow revenue and reduce expenses.
  - b. Align University affiliate organizations' priorities and processes to benefit the University.
  - c. Develop processes to commercialize services offered by faculty, staff, and students across campus.
  - d. Incentivize innovation among faculty and staff for the development of intellectual property.
  - e. Maximize opportunities to capture federal and state dollars by identifying resources for external support.
  - f. Design and implement a comprehensive funding campaign, including governmental, non-profit, corporate, donor, and self-generated funds of an additional \$250,000,000 by 2031.
- Initiative 2    Enhance learning and campus community for our faculty, staff, and students by providing well-maintained, modern, and welcoming facilities.
- a. Update the University Campus Master Plan by May 2023.
  - b. Develop a plan for improvement of office, classroom, clinic, and lab spaces.
  - c. Maintain and update the physical campus to provide a vibrant, safe, functional, and welcoming environment by partnering with affiliate and private organizations to develop areas on, around, and near campus. (e.g. campus hotel, waterfront development, restaurant, sanctuary)
  - d. Partner with local law enforcement and city officials to maintain and improve safety and appearance of the campus environment.
  - e. Pursue opportunities to improve the physical campus infrastructure to meet the needs of the changing living and educational environment of students, faculty, and staff.
  - f. Assess and implement opportunities for reducing the carbon footprint (energy consumption, energy efficiency) of the University.

Initiative 3 Enhance learning and campus community for our faculty, staff, and students by providing a modern and accessible technological infrastructure that provides needed and useful information at all user levels.

- a. Ensure current technology hardware infrastructure, programs, software, and processes are available to students, faculty, and staff throughout the physical campus.
- b. Ensure the technological infrastructure (including hardware, software, and data) is kept safe and protected, and is recoverable in the event of disaster caused by human error, malfunction, or natural causes.
- c. Strive for an effective balance between user need and available resources.
- d. Apply technological solutions to simplify processes and/or reduce reliance on paper processing to reduce inefficiencies and environmental impact.
- e. Implement a campus-wide recycling program.

Initiative 4 Maximize the ULM Brand to ensure a consistent and beneficial message.

- a. Develop impactful and innovative methods for maximizing the ULM brand.
- b. Support and reinforce the University's mission and vision by developing consistent branding and marketing.
- c. Create initiatives that foster, build, sustain, and continuously increase pride in ULM with defined benchmarks, measures of effectiveness, and timely enhancements.
- d. Strengthen relationships with future, current, and past students to create a lifelong mindset to recruit, engage, and provide for active advocacy of ULM.
- e. Use new and emerging communication technologies and marketing trends to effectively brand ULM, while leveraging existing communication technologies.
- f. Develop a system that allows the communities that ULM serves more access to the ULM brand.

## **STRATEGIC PILLAR: STUDENT SUCCESS**

### **Goal 1: Champion Student Success Through Innovative and Transformative Programs and Experiences**

ULM will attract, prepare, and graduate students well-equipped to succeed in the 21st century. ULM will provide affordable and meaningful undergraduate and graduate student experiences from recruitment to degree completion where all students have relevant opportunities to grow and learn in an inclusive environment. We will be the solution for closing the educational-attainment gap in Louisiana and do our part to create the most educated citizenry in Louisiana's history.

Initiative 1.1 Improve accessibility and affordability of college for students across the region.

- a. Create and implement a marketing plan for increasing awareness of the value and transformational impact of higher education specifically targeted to students from underserved and marginalized populations.
- b. Work closely with and expand opportunities of TRIO programs to improve accessibility to higher education.
- c. Expand opportunities for students from underrepresented and marginalized groups to attend University events.
- d. Maintain affordable total cost of attendance, including tuition rates, fees, and course costs.
- e. Increase opportunities for OER and AER textbooks (Open/Affordable Educational Resources) and/or new textbook program.
- f. Increase need-based and merit-based scholarships and other financial opportunities that will remove barriers for degree completion.

Initiative 1.2 Recruit, admit, and enroll a diverse student body that is prepared for college study and representative of the racial/ethnic, gender, and social class of the region.

- a. Assess current enrollment trends by program, level, and student demographics.
- b. Develop and execute a strategic marketing plan that exemplifies the Warhawk Way, an action-based cultural concept that meets individuals where they are and inspires them to dream, accomplish, and ultimately become the best versions of themselves.
- c. Develop and execute a strategic enrollment management plan that supports an enrollment of 8,000 undergraduate and 2,000 graduate students by 2026, exclusive of dual enrollment students.
- d. Develop and evaluate a strategic enrollment management plan for online programs and learners with specific enrollment targets and defined infrastructure support needs.

Initiative 1.3 Increase retention of continuing students to support timely progression to graduation.

- a. Develop and execute a comprehensive strategic retention plan to reach a 1<sup>st</sup> to 2<sup>nd</sup> year first-time, full-time student retention rate of 80%, a continuing student retention rate to 90% by fall 2026, and a 6-year graduation rate of 65% by 2031.
- b. Enhance student preparation, support, and advocacy for academic and non-academic needs by analyzing existing supports, structures, and initiatives to bolster their effectiveness and integration from first year to career.
- c. Create a culture that promotes students' sense of belonging through engagement, acceptance, and connection to others.
- d. Create and use advisory boards for colleges or programs, where appropriate, to promote internships, support program development, or revise curricula to focus on current and emerging needs, opportunities, and challenges.

- e. Analyze and integrate existing communication channels that are clear, efficient, and effective at reaching students and encouraging dialogue.
- f. Advance and enhance academic advising through the University Advising Committee, while equipping and recognizing the advising process.

Initiative 1.4 Improve programs or initiatives to retain and graduate students from underserved and/or marginalized populations.

- a. Develop academic support services designed to address the economic and social issues faced by students from underserved, marginalized populations.
- b. Recruit and maintain a diverse faculty and staff to provide “window and mirror experiences” for all ULM students.
- c. Examine curricula and develop process to increase diverse and inclusive content.
- d. Increase the number of course offerings, in-services, seminars, and social activities to develop the knowledge, appreciation, and understanding of cultures represented at ULM and beyond.
- e. Provide diversity, equity, and inclusion training and open conversations at professional development events such as University Week.
- f. Increase opportunities to review and revise policies to address “sense of belonging” on campus by offering more events and activities to create that belonging.

Initiative 1.5 Provide academic and co-curricular services and programs to help students develop personally and professionally.

- a. Provide experiences that help students discover and better understand career paths.
- b. Foster students’ opportunities for emotional growth and support through discreet and peer-led platforms.
- c. Promote a culture of health and wellness that allows students to thrive.
- d. Provide opportunities for students to gain leadership experience through organizations and professional workshops.
- e. Provide opportunities for students to learn networking skills and participate in career mentoring and community engagement through service learning activities.

## **STRATEGIC PILLAR: FACULTY AND STAFF DISTINCTION AND WELL-BEING**

### **Goal 2: Recruit, Develop, and Retain a diverse and qualified faculty and staff capable of achieving our mission of transformation.**

ULM will become recognized as a best place of employment by improving compensation, benefits, professional development opportunities, and our inclusive culture. Our faculty and staff will work in an educational environment where every individual is valued, respected, nurtured, developed, and feels a sense of belonging.

Initiative 2.1 Improve recruitment of well-qualified, diverse candidates and improve long-term retention of faculty and staff.

- a. Recruit new faculty and staff to fill open positions, with a focus on timely recruitment.
- b. Develop a strategic human resource plan for the recruitment and retention of faculty and staff from underrepresented groups.
- c. Expand orientation and professional development opportunities for faculty and staff who are new to the University or new to a position.
- d. Develop a University-wide, non-supervisory mentoring program for all faculty and staff.
- e. Create a system to enhance timely communication between administration, Faculty and Staff Senates, and faculty/staff.
- f. Establish a human resources compensation and benefits committee to develop a formal compensation and benefit policy and implementation plan with annual reviews.
- g. Assess current faculty and staff workloads and develop a plan for equity and/or reduction of workloads, where needed.

Initiative 2.2 Enhance faculty and staff well-being by investing in support services to improve effectiveness.

- a. Create a Center that focuses on Teaching, Research, and Service Excellence to provide professional development opportunities for faculty and staff.
- b. Increase availability of training opportunities through investment in travel funds and external and internal professional development opportunities.
- c. Develop a University and community-wide wellness program.
- d. Develop a University-wide plan incorporating flexible work methods and schedules.
- e. Employ innovative financial and non-financial faculty and staff appreciation reward and recognition practices.
- f. Establish a faculty and staff club.



## **STRATEGIC PILLAR: INTELLECTUAL ACTIVITY**

**Goal 3: Maintain and support the level of intellectual activity necessary by our scholars to support innovation, preparation of students for successful careers and citizenship, and the creation and application of new knowledge.**

ULM will continue to push the boundaries of innovation in its teaching, research, and service activities. Appropriate resources will be provided to support activities of our ULM community in the application, creation, and dissemination of new knowledge. Our programs will remain vibrant and relevant to the needs of business, industry, and society, and our students will be prepared to live, work, and thrive in our global society.

Initiative 3.1 Continue to innovate, refine, and deliver strong academic programs for students' intellectual development.

- a. Deliver academic programs that focus on improving students' critical thinking, problem-solving, communication, information/digital literacy, soft skills, and cultural competence abilities to prepare them for the contemporary workforce.
- b. Continue to review each academic program every year to ensure relevancy, capacity, and appropriate support levels.
- c. Strengthen and/or develop institutional policies and structures that support and enhance interdisciplinary academic innovation in undergraduate, graduate, and professional studies.
- d. Promote and increase engaging pedagogies, technologies, and high-impact practices across the curriculum.
- e. Evaluate and adjust the general education curriculum to foster greater support and innovation in degree programs and prepare students for post-graduate pathways.
- f. Explore alternate course delivery methods to address the needs of a variety of student populations.

Initiative 3.2 Create and maintain a sufficient research infrastructure that supports the research and creative scholarly works of faculty, staff, and students.

- a. Adequately staff and support the Office of Sponsored Programs and Research.
- b. Develop on-campus funding sources for grant matching funds.
- c. Evaluate existing indirect cost policies to ensure supportive and fair distribution
- d. Evaluate the current workload policy to ensure appropriate and equitable release time is provided for research and creative work efforts.
- e. Expand the current student research program, Emerging Scholars, to all student levels.
- f. Evaluate and update research resources (library, laboratories, and electronic resources).
- g. Create mechanisms to encourage interdisciplinary research that will help strengthen brand of ULM.

## **STRATEGIC PILLAR: COMMUNITY ENGAGEMENT**

### **Goal 4: Expand community partnerships that improve the quality of life in our region, and expand economic opportunities for students, faculty, staff, and the community.**

ULM will continue to enrich the region by providing lifelong learning and engagement opportunities to our citizens. We will be the convener for problem-solving and needs analysis for our community by leveraging our expertise and providing a host of services through our faculty and staff, centers, and clinics.

Initiative 4.1 Maintain and expand mutually beneficial relationships and partnerships that maximize our impact.

- a. Develop and/or strengthen partnerships with local elected officials.
- b. Strengthen relationships with education and business leaders in communities within our service footprint.
- c. Work closely with school systems in northeast Louisiana with an emphasis on dual enrollment offerings.
- d. Maximize opportunities to offer and host visual and performing arts events for the community.
- e. Maximize impact of university engagement with community through social services provided by programs and students (e.g., internships, student teaching, clinical rotations).

Initiative 4.2 Provide services essential to the region related to health care, business development, and education.

- a. Design community service initiatives that are coordinated across campus and inclusive of northeast Louisiana.
- b. Strengthen and develop additional public health services with an emphasis on serving rural areas in northeast Louisiana.
- c. Explore new partnerships with business and industry to bolster local economy and create employment and internship opportunities for students.
- d. Expand continuing education, learning, and training opportunities throughout our region.
- e. Expand and improve services provided by University research centers, labs, and clinics to address critical community needs.

## **STRATEGIC PILLAR: ATHLETIC EXCELLENCE**

### **Goal 5: Develop a culture of excellence and success among our athletic programs.**

ULM will develop a premier student-athlete experience in college athletics by providing opportunities for our student-athletes to succeed in every area. We will assess our current situation, develop plans to take advantage of opportunities, and create an environment that is supportive of our student-athletes' success. We will provide for an exceptional experience for our fans to create and maintain pride in all our athletic programs.

Initiative 5.1 Provide academic and personal development to ensure student-athletes are successful in sports and in life.

- a. Provide resources that address mental health and other challenges faced by student-athletes.
- b. Develop programs that prepare student-athletes for life after athletics, including increased use of Career Center services.
- c. Provide services and resources for student-athletes (e.g. tutors and study space) that help them navigate the rigors of balancing classwork with athletics.

Initiative 5.2 Develop a realistic financial model to support a successful athletic program.

- a. Develop a plan for increasing the overall athletic budget, including investing in a full-time fundraising position(s) and maximizing the relationship with Learfield with a goal of raising \$3.0 million annually by 2025.
- b. Promote a culture of philanthropy and volunteerism among ULM partners that focuses on improving the Athletic Department and our student-athletes' success.
- c. Position the Athletic Department to be staffed appropriately and comparably to other Sun Belt institutions.
- d. Pursue all avenues of revenue, including student fees, student enrollment improvements, and public-private partnerships.

Initiative 5.3 Enhance athletic awareness and support among faculty, staff, students and the community.

- a. Develop a plan for facility maintenance and upgrades.
- b. Create an environment that keeps fans and partners aware of and engaged in ULM athletic events.
- c. Create a family-friendly and welcoming environment at athletic events.
- d. Create a comprehensive marketing and communication plan using all media outlets.
- e. Engage faculty and staff by including them in athletic events.
- f. Strengthen relationships with student organizations by creating an environment that creates a fun atmosphere at athletic events.