

THE UNIVERSITY OF LOUISIANA AT MONROE STRATEGIC PLAN

LEVEL II - CENTERING ON STUDENTS

STEPS	RESPONSIBILITY	TARGET DATE	STATUS
Create/develop student focus groups to identify desired cultural, intellectual, and recreational needs. This Student Life and Leadership focus group shall be comprised of student representatives from each demographic subgroup.	Student Life and Leadership (SLL)	April 2005	<p>First stage – Accomplished (CAB informational Meetings in spring 2006; commuter and non-trad student focus groups and surveys in summer 2005/2006, fall 2005, spring 2006; ULM student email suggestions collected in spring 2006)</p> <p>Second stage – defined focus groups with incentives for participation fall 2006/spring 2007</p>
Develop campus programs based on analysis of the data collected upon the recommendations of the Student Life and Leadership focus group.	Student Life and Leadership	Spring 2005 for following academic year	<p>First stage – Accomplished (Worked with Greek Council, IFC, NPC, and NPHC representatives to address needs for educational programming in Greek community fall 2005/spring 2005 (alcohol program – fall 2005, ritual workshop – fall 2005); speaker grant with Athletics to address education needs of student athletes summer 2005/2006 (alcohol program fall 2005, relationships program fall 2006); partnership with VAPA based on student requests for multicultural programming and support of the arts (2005-2006 programs included: Art on Campus, Bamboula 2006 for Black History Month, Mystical Arts of Tibet, etc.)</p>

STEPS	RESPONSIBILITY	TARGET DATE	STATUS
SGA and CAB members develop policies and procedures for plans and budgets developed in the spring of each year for the following academic year.	VPSA	4/1/05	Accomplished
Newly elected and old SGA and CAB members meet to develop plans and budgets for the following academic year.	VPSA	4/1/05	Accomplished
Develop process of coordination between Student Life and Residential Life.	VPSA	Spring 2005	Accomplished
Catalog and revise job descriptions for all personnel in Student Life and Leadership.	Assist. Dean of SLL, VPSA	Spring 2005	Accomplished
Create advisory council to facilitate interaction of Student Life, Prep, Recruitment and Retention.	VPSA, VPAA, Asst. Dean of SLL, Dir. Recr., PREP, Retention	Spring 2005	Accomplished (Joint venture with aforementioned departments with shared leadership – no adjustments to job description necessary. Meetings are held throughout fall and spring semesters)

STEPS	RESPONSIBILITY	TARGET DATE	STATUS
Use separate student focus groups to identify cultural, intellectual and recreational needs for on-campus and commuter students.	Assist. Dean of SLL, VPSA	Spring 2005	<p>First stage – Accomplished (Commuter and non-trad student focus groups and surveys resulted in creation of position and special programming in CNT Student Affairs – summer 2005 (2005-2006 programs included: NTSO student organization; CNT breakfasts, lunches and coffee breaks; Children’s Adventure Time; Non-trad computer workshops, etc., CNT Monthly Newsletter; website for CNT students and ULM faculty/staff resources, etc.)</p> <p>Second stage – add focus groups in residence halls and FIG’s for events targeted toward on-campus residents – fall 2006</p>
Create office of student employment within Financial Aid for off-campus and internship experiences	VPSA, Director of Financial Aid	Fall 2005	Accomplished
Make student participation a campus priority by providing incentives to student organizations to host a program with a community partner.	Student Life and Leadership	Fall 2005	<p>First stage – Accomplished (Greek Council participation in Bowl for Kids’ Sake – spring 2005/2006; Up ‘Til Dawn Fundraiser with all RSO’s encouraged to participate (finale event changed to Spring Fever Week in spring 2006 for added fundraising and community support); Katrina Relief efforts supported and encouraged for RSO’s through website and SLL guidance – fall 2005)</p> <p>Second stage – Five Star accreditation points (and/or bonus points) will be awarded to RSO’s for community partnership events and philanthropies – fall 2006/spring 2007/summer 2007</p>

STEPS	RESPONSIBILITY	TARGET DATE	STATUS
Identify and evaluate the quality and quantity of existing opportunities for student leadership.	VPSA, Student Life and Leadership	Fall 2005	First stage – Accomplished
Create a campus ROPES course to offer campus and community team building and leadership skills development. Work with community (Natl. Guard Engineering Battalion).	ROTC, Activity Ctr. Dept. of Construction, Student Life and Leadership	Summer 2005	Not pursued – recommend deletion
Establish dedicated funds for students to attend leadership conferences and other philanthropic experiences.	Student Life and Leadership, SGA, CAB	Fall 2005	Accomplished
Integrate service learning experiences in Academic and/or Student Affairs to give students exposure outside the classroom.	VPAA, VPSA	Fall 2005	In progress (Working with core faculty group to enhance service learning objectives in conjunction with the ULS Serves Grant)
Establish a standing Academic Strategic Plan.	Vice-President of Academic Affairs, Student Success Center	Spring 2005	Need to address
Establish semester day/weekend trips for students exposing them to cultural activities.	Student Life and Leadership	Fall 2005	Need to address
Create list-serves for nontraditional and commuter students.	Student Life and Leadership	Fall 2005	Accomplished

STEPS	RESPONSIBILITY	TARGET DATE	STATUS
Create information request web-form for after-hour questions and request for information.	Student Life and Leadership	Fall 2005	Accomplished (CNT Website http://www.ulm.edu/studentlife/commuter.html with FAQ's and email contact for requests. Additional resources on the website include newsletter, calendars, maps, and other info)
Create a Board of Trustees from CAB to expand student participation in planning activities and services to meet the needs of traditional and nontraditional students.	Student Life and Leadership	Fall 2005	Accomplished (Council of reps established to coordinate workshops and other programming for traditional and non-trad students: Counseling Center, Career Services, Athletics, CAB, Greek Life, Recreational Services, CNT Student Affairs, VAPA, and Residential Life)
Create a multicultural venue to learn about different cultures.	CAB, VPSA, SGA	Fall 2005	Requires review under broader definition of "multicultural venue"
Coordinate and develop stronger relationships between Student Affairs and International Student Association.	Mara Loeb and VPSA	Spring 2005	Accomplished
Campus Activities Board (CAB), Student Government Association (SGA) and ULM Diversity Committee shall develop programs to address diversity.	Laura Maddox, Martha Upshaw, John Knesel, Amy Weems	Spring 2005	Accomplished
Provide more off-campus experiences for students through various promotional media.	VPSA, SLL	Spring 2005	Requires redefinition

STEPS	RESPONSIBILITY	TARGET DATE	STATUS
Develop a student life calendar a year in advance	VPSA, Martha Upshaw, Amy Weems, Laura Maddox, SGA, CAB	Spring 2005	Accomplished
Programming opportunities to expose students to different cultures.	Student Life and Leadership	Fall 2005	Accomplished
Develop diversity training for student organizations.	Student Life and Leadership	Fall 2005	Reevaluate under context of effective programming
Determine the need of on-campus students that remain on campus during holidays and create ways to use Warhawk Express in local business establishments.	Student Life & Leadership, Aux. Services, Int. Student Office	Fall 2005	Accomplished
Evaluate all services to International Students.	Int. Student Office, Admissions & Recruitment & Student Life and Leadership	Spring 2005	Accomplished; improvements underway
Establish semester day/weekend trips for students exposing them to cultural activities	SLL	Fall 2005	Need to address
Survey student focus groups to determine their technology needs.	SLL	Fall 2005	First stage Accomplished STAP
Develop Web Portal (EIA).	Robin Evans	Fall 2005	In progress

STEPS	RESPONSIBILITY	TARGET DATE	STATUS
<p>Unlisted – Provide additional programs for the development of student leadership in preparation for the establishment of the ULM Leadership Institute</p>	<p>VPSA and SLL</p>	<p>Spring 2006</p>	<p>In progress (Leadership Workshop Series established fall 2005; information is being collected on existing leadership programs and opportunities at ULM, best practices of other universities with leadership programs, and body of research on student leadership development; workshops will eventually be added to Leadership Workshop Series that focus on established levels of leadership development)</p>

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Establish and maintain an academic identity.
- ❑ **STRATEGIC OBJECTIVE:** Identify, develop, and maintain traditional and progressive curricula.

Description/Explanation: This objective seeks to establish the University’s academic identity via distinctive curricula.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Determine ULM’s flagship, premier, core, and ancillary programs.	Provost, deans	Spring 2005
Write the mission statements, goals, and objectives of each budget unit in Academic Affairs to reflect the University’s Level I Strategic Plan.	Provost, deans, dept heads	Spring 2005
Implement a 3-yr review cycle for academic unit strategic plans.	Provost	Fall 2006
Create and publish the policy which defines the learning goals of the core curriculum and the procedures for adapting or modifying the core.	Provost	Spring 2005
Identify and eliminate roadblocks that prevent the timely development of new academic programs and modification of existing academic programs.	Provost, deans	Spring 2006
Create a budget plan which prioritizes funding decisions among the flagship, premier, core, and ancillary programs by allocating new funds or reallocating existing funds.	Provost, deans	Fall 2006
Market ULM’s academic image throughout the south. a. Identify ULM’s academic contributors. b. Communicate with University Relations.	VPUA, Provost, Deans, dept heads	Fall 2007

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Program funds will come from departmental restructuring, program elimination, additional self-generated funds, and/or major gift contributions.

Evaluation/Control:

- Flagship programs will be ranked in the upper 25% among peers nationally and will recruit majors nationally.
- Premier programs will be ranked in the upper 33% among peers in the South and will recruit majors from across that area.
- ULM will achieve an 80% positive name recognition across the South

ACTION PLAN

- **STRATEGIC GOAL:** Establish and maintain an academic identity.
- **STRATEGIC OBJECTIVE:** Discover and communicate knowledge effectively through a balance of internal and external scholarship elements. These include:
 - Internal: research, integration, application, and teaching.
 - External: service and internships.
 - Promote cutting edge interdisciplinary programs and partnerships with community, local, and state liaisons.

Description/Explanation: This objective will establish ULM’s identity through its research and service activities and through promoting interdisciplinary programs and partnerships with community, local, and state liaisons.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Make interdisciplinary research a university priority.	Provost, deans, GSR Director	Spring 2006
Create the College of Extended Learning from Continuing Education and expand its offerings.	Provost, CE Director	Fall 2006
Promote the availability of clinic and other service activities. a. Identify alternative revenue sources for existing clinics (Medicare, Medicaid)	Provost, deans, dept heads, VPUA	Fall 2005
Move all camps and outreach programs to Continuing Education	Provost, VPSA, VPAA, AD	Fall 2005
Establish an Office of Student Employment responsible for overseeing internships.	Provost, VPSA, deans, Career Services Director	Fall 2006

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Funds will come from grant/contract overhead and from money generated through CE/outreach activities.

Evaluation/Control:

Indicators of success will include increases in

- market recognition of ULM
- extramural funding
- publications
- number of inter- and intra-institutional collaborations
- number of CE and other outreach programs and participants in such programs
- use of other ULM services by the community

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Establish and maintain an academic identity.
- ❑ **STRATEGIC OBJECTIVE:** Develop and maintain programs designed to provide educational opportunities.

Description/Explanation: Provide students with the opportunity to participate in many different types of programs and to experience many ways of learning.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Revise the Freshman Year Seminar	Retention Director	Fall 2005
Create initial Freshman Interest Groups and or Living Learning Communities and/or Learning Communities	Provost, VPSA, Retention Director	Fall 2005
Complete implementation of Freshman Interest Groups and or Living Learning Communities and/or Learning Communities	Provost, VPSA Retention Director	Fall 2007
Make the <i>First Year Experience</i> a university priority	Provost, VPSA, Retention Director	Fall 2005
Establish the Summer Reading Program	Retention Director	Fall 2005
Establish a co-op program housed in the Office of Student Employment	Provost, VPSA, deans, Career Services Director	Fall 2007
Create capstone courses	Provost, Deans, Dept. Heads	Fall 2005
Expand the study abroad opportunities for ULM students under the umbrella of Continuing Education.	Deans, Dept. Heads	Fall 2006

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Funds for these actions will come from overhead generated by IWTP programs.

Evaluation/Control:

Indicators of success will be increases in

- the number and variety of programs available to students
- the proportion of students participating in these programs
- number of internship/co-op programs and participants in such programs

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Establish and maintain an academic identity.
- ❑ **STRATEGIC OBJECTIVE:** Develop and maintain dynamic relationships with other academic institutions which can further ULM’s goals.

Description/Explanation: Create a broader academic identity for the University by developing and maintaining relationships with other universities.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Identify and invest in opportunities to inform regional and state organizations and news about ULM’s progress	Provost, VPUA	Spring 2005
Make the holding of leadership positions in professional organizations and other research/educational organizations such as CERT and UCAR a university priority.	Provost, deans, GSR Director	Spring 2006
Explore the development of a research triangle in Northeast Louisiana.	Provost, GSR Director	Fall 2006
Recruit faculty from institutions over a broader geographic range.	Provost, deans, dept heads	On-going

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Travel funds needed for ULM personnel to attend group meetings will come from the overhead produced by externally-funded projects.

Evaluation/Control:

Market surveys will indicate positive recognition of ULM’s programs over a wider area.

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Establish and maintain an academic identity.
- ❑ **STRATEGIC OBJECTIVE:** Procure, develop, and maintain contemporary technological vehicles for knowledge acquisition and dissemination.

Description/Explanation: Develop and maintain state of the art technology in order to more effectively perform the academic work of the University.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Hire a Chief Information Officer.	President	Fall 2006
Develop a cutting-edge, university-wide technology plan.	CIO	Fall 2007
Increase the Computing Center staff to numbers comparable in the ULS.	VPBA	Spring 2007
Increase the number of smart classrooms..	Provost, VPBA	Fall 2007
Prioritize library allocations with regard to the needs of the flagship, premier, core, and ancillary programs.	Dean of Library, Academic Deans	Fall 2005
Evaluate periodical collections, e-books, subscriptions, e-subscriptions, full text databases, and consortiums with a view towards reallocating existing resources to be consistent with the prioritized library allocation schedule.	Dean of Library, Academic Deans, Dept. Heads, Library Committee	Spring 2006
Increase library funds allocated for books, periodical collections, e-books, subscriptions, e-subscriptions, full text databases, and consortiums by 10% a year for the next five years.	Provost, VPBA	Fall 2006
Fund a budget line dedicated to technology purchases in each college and in the UCC.	Cabinet	Fall 2006

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

The source of funds for these initiatives is undetermined at this time

Evaluation/Control:

Success will be measured by faculty, staff, and student satisfaction with the availability of technology. Target: 80%

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Maintain and further enhance academic quality.
- ❑ **STRATEGIC OBJECTIVE:** Balance programs against financial resources.

Description/Explanation: Maintain academic quality by providing adequate financial resources for the programs that the University offers.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Create a weighted academic program cost model	Provost, deans, dept. heads	Fall 2005
Create policy and procedure for program termination	Provost, Deans	Fall 2005
Create a formal budget cycle which allows input to budget development from the individual budget units up the organizational structure to the vice-president level	Provost, deans	Spring 2005
Increase the number of endowed colleges by 1 and the number of endowed departments/schools by 5.	VPUA, deans	Fall 2009

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:
No expenditures are anticipated.

Evaluation/Control:
Success will be measured by the degree to which departments and deans feel they have sufficient funds to meet their missions. Target: 80% satisfaction

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Maintain and further enhance academic quality.
- ❑ **STRATEGIC OBJECTIVE:** Challenge each department to increase scholarly productivity.

Description/Explanation: The scholarly productivity of the faculty of the University will contribute to its unique academic identity.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Develop a faculty workload policy	Provost, deans	Spring 2005
Increase extramural research funding.	Provost, GSR Director	Spring 2008
Increase graduate admission standards to a minimum GPA of 3.00 and GRE of 1000.	GSR Director	Fall 2007
Increase percent of indirect cost returned from the general fund	President, Provost, VPAA	Fall 2007
Dedicate a portion of indirect costs to establish a pool of seed money for research.	Provost, GSR Director	Fall 2006

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Outside consultants used to provide enrichment opportunities should be budgeted for \$50,000 annually (5 @ \$10,000 each). Funds for these actions will come from reallocation of overhead associated with external grants and contracts.

Evaluation/Control:

Success will be measured by the proportion of faculty producing appropriate scholarly products. Target: 80%

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Maintain and further enhance academic quality.
- ❑ **STRATEGIC OBJECTIVE:** Increase accountability for faculty, students, staff, and administrators.

Description/Explanation: Provide a comprehensive and equitable process to assess, evaluate and increase accountability of stakeholders of the University community.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Create an Office of Assessment	Provost	Spring 2005
Develop assessment process for academic units	Provost, deans, Director Assessment, dept heads	Spring 2005
Complete preliminary assessment documents for all academic programs	Director Assessment, dept. heads, deans	Fall 2005
Implement active assessment cycles for each academic program	Director Assessment	Fall 2006
Implement the assessment for the core curriculum.	Director Assessment	Fall 2006
Implement a comprehensive evaluation cycle and enrichment program for each category of employee	Provost, VPBA, VPSA, VPUA	Fall 2006
Assess the current administrative structure and clarify the roles of department heads, deans, and the provost.	President, Provost, deans	Spring 2005
Study the class drop policy	Registrar, deans	Fall 2006
Rewrite faculty handbook	Provost, deans, faculty	Spring 2006
Provide training in employee evaluation for department heads and deans	Provost	Fall 2007
Review academic programs every three years	Provost, deans	Fall, 2005

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Outside consultants used to provide enrichment opportunities should be budgeted for \$50,000 annually (5 @ \$10,000 each). No other costs are anticipated.

Evaluation/Control:

Success will be measured by the existence and use of policies and procedures for evaluation and enrichment.

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Maintain and further enhance academic quality.
- ❑ **STRATEGIC OBJECTIVE:** Elevate performance expectations for faculty and students.

Description/Explanation: Maintain academic quality and integrity by elevating the standards for performance of both faculty and students.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Overhaul the academic advising policy and procedures	Provost, deans, dept. heads	Fall 2007
Establish a mentoring program for junior faculty.	Provost, deans	Fall 2006
Implement a Senior Fellows program to highlight exceptional faculty and their accomplishments.	Provost, deans	Fall 2006
Develop a post tenure review process	Provost, deans, faculty	Fall 2007
Develop incentive program for faculty teaching freshman courses	Provost, deans	Fall 2007
Develop and keep updated written promotion and tenure policy in each academic unit.	Department heads	Fall 2005
Rewrite the university promotion and tenure policy	Provost, deans	Spring 2005

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Outside consultants used to provide enrichment opportunities should be budgeted for \$50,000 annually (5 @ \$10,000 each). Funds will be needed for marketing and surveys.

Evaluation/Control:

Success will be measured by the proportion of faculty whose annual expectations show greater expectations and by the proportion of students who meet or exceed assessment standards at graduation. Target: 75% for faculty and 85% for students.

ACTION PLAN

- ❑ **STRATEGIC GOAL:** Maintain and further enhance academic quality.
- ❑ **STRATEGIC OBJECTIVE:** Pursue diversification across the university.

Description/Explanation: Broaden the identity of the University by expanding partnerships with other entities and groups and by encouraging the broadening of the definitions of teaching, research and service.

IMPLEMENTATION SCHEDULE/TIMETABLE

Steps	Responsibility	Target Date
Develop and keep updated a university-wide model of scholarship such as the Boyer Model.	Provost	Spring 2006
Develop collaborative programs with HBCUs	Provost	Fall 2007
Increase the number of minority faculty and administrators	Cabinet, deans	On-Going

Coordinator: Dr. Stephen Richters

Budget/Reallocation Plan:

Evaluation/Control:

University of Louisiana at Monroe Strategic Plan

Level II – Cultivating Climate and Culture

Action Steps	Responsibility	Target Date	Status
Communicate university core value, vision, and mission statements to all constituents	Strategic Planning Steering Committee	7/01/05	_____
Develop administrative/organizational unit vision and mission statements, and communicate appropriately	Budget Unit Heads	Fall 2005	_____
Communicate the university's expectations regarding student conduct/behaviors and performance to current ULM students, prospective students, and the community	Provost, VPSA, Deans	Fall 2005	_____
Provide an effective orientation for all new employees	HR, TLRC	Fall 2005	_____
Survey employees to determine the need for training on various topics	HR	Spring 2005	_____
Develop specific training sessions for budget unit heads	Cabinet, HR	Fall 2005	_____
Survey faculty to determine additional professional development needs for University Week	Provost	Spring 2005	_____
Review and refine award programs for all employees	HR, Provost, Alumni	Fall 2005	_____
Review and refine recognition programs for students	Provost, VPSA	Fall 2005	_____
Develop non-salary based incentives for faculty and staff	Cabinet	Fall 2005	_____
Review the composition/charge of the Diversity Committee	University President	Spring 2005	_____
Establish an EEOC Office	HR		_____
Develop programs to promote and celebrate the geographical and cultural heritage of ULM faculty, staff, and students	Diversity Committee	Fall 2005	_____

Action Steps	Responsibility	Target Date	Status
Evaluate the university committees structure and composition	President, Provost	Spring 2005	_____
Involve industry/community representatives in program development to enhance program content so as to meet employers' expectations, where practical	Deans	Fall 2005	_____
Confirm and communicate university governance structure	President	Fall 2005	_____
Record and publish on the web minutes of all organizational Meetings	Web-Master	Fall 2005	_____
Establish incentives for employees to share information of interest to the university community			_____
Implement the ULM portal system	Provost, VPBA, VPSA	Fall 2005	_____
Implement the electronic bulletin board campus-wide	VPBA	Fall 2005	_____
Establish a mechanism that not only allows each employee and student to set an address to which their university e-mail will be forwarded but also facilitates addressing e-mail to multiple university recipients	VPBA	Fall 2005	_____
Establish, publish and communicate clear protocols that respect the chain of command	Cabinet		_____
Enhance opportunities for faculty/student interaction outside of classroom	Provost, VPSA, Student Success Center		_____
Utilize forums to actively solicit input from support staff and students	VPSA	On-Going	_____
All employees meet as a group bi-annually with appropriate V.P. to provide opportunity of discussions to all constituents	VPBA, VPAA, VPSA, VP Adv.		_____

University of Louisiana at Monroe Strategic Plan

Level II - Extending External Relationships

Action Steps	Responsibility	Target Date	Status
Hire full-time webmaster and locate in University Relations	Steve Richters Don A. Skelton		Accomplished
Meet with area and organizational leadership and develop strategies through which alumni can enhance their areas	Alumni and Development Staff	On-Going	Accomplished
Meet with Deans and Department Heads to promote college and departmental constituency alumni groups	Alumni and Development Staff	On-Going	Accomplished
Create an improved and interactive alumni website and on-line newsletter inviting feedback from alumni and friends	Alumni Staff and University Relations		Accomplished
Increase what the University knows about its alumni and friends by designing and maintaining a comprehensive management information system	Mark Labude Greg Nelson Tom Watson	On-Going	Accomplished
Develop a “quick response” strategy among alumni and friends to support the University’s goals and objectivities	President Cofer and Alumni Relations		Accomplished
Develop a Crisis Communication Plan	Don A. Skelton		Accomplished
Create a University Marketing Committee that coordinates marketing efforts with representation and expertise from applicable areas and define its responsibility	Don A. Skelton		Accomplished
Publish a comprehensive ULM Graphics Identity Manual incorporating University-wide guidelines relating to media relations, publications, and related issues	Don A. Skelton		Accomplished
Establish a periodic review and revision procedure for keeping the Graphic Identity Manual current and responsive to University needs	Don A. Skelton		Accomplished

Action Step	Responsibility	Target Date	Status
Accent cultural awareness through promotion of programming efforts of the School of Performing Arts and ULM music, theatre, dance and art	Keith White	On-Going	Accomplished
Identify and organize chapter scheduling so as to maximize the number of alumni and friends who are meaningfully engaged with the university	Alumni Staff	On-Going	Accomplished
Contact, engage, and expand a core group of volunteers for all alumni events	Alumni Staff	On-Going	Accomplished
Create an organizational marketing plan emphasizing the University's <u>Students First</u> mission to alumni and friends through alumni chapter meetings, events, and publications	Alumni Staff University Relations	On-Going	Accomplished
Review annually the avenues of alumni internal and external communication	Alumni Staff	On-Going	Accomplished
Enhance communications via distribution of quality Alumni publications	Alumni Staff University Relations	On-Going	Accomplished
Increase Annual Fund giving using as primary objectives (a) donor acquisition, (b) donor renewal, (c) donor upgrade	Development Staff	On-Going	Accomplished
Increase the number of administration, faculty and staff involved in the University fundraising efforts coordinated through the Advancement staff	Development Staff	On-Going	Accomplished
Increase participation in planned giving through an effective marketing and solicitation program	Anne Lockhart	On-Going	Accomplished
Identify alumni and ULM employees with existing ties to Local, state and federal elected and administrative officials	President Cofer Keith Brown	On-Going	Accomplished
Continue relationship-building efforts between alumni and governmental constituents	President Cofer ULM Administration	On-Going	Accomplished

Action Step	Coordinator	Target Date	Status
Create and distribute a Directory of Partnerships, listing all existing partnerships	Don A. Skelton		Need To Address
Create a public awareness campaign to highlight existing community, regional, and state partnerships	Don A. Skelton	On-Going	In Progress
Appoint contact person and/or committee in each college to develop a summary of expectations of colleges in community partnerships	Don A. Skelton		In Progress
Develop an assessment vehicle to evaluate effectiveness of respective colleges in partnership activities	Don A. Skelton		Need to Address
Survey business industries and other organizations to determine opportunities for additional partnerships	Don A. Skelton	On-Going	In Progress
Foster development of intellectual, cultural, social and economic topics for this region	Don A. Skelton	On-Going	In Progress
Evaluate Continuing Education curriculum with a view toward expansion	Steve Richters	On-Going	In Progress
Create a University Events Coordinator position to arrange summits and conferences and coordinate master calendar for University activities	Don A. Skelton		Coordinated Efforts In Progress
Contract an additional Grant-Writer to serve the University	Don A. Skelton		Need to Address
Work with the cities of Monroe and West Monroe and local Arts council to jointly sponsor social and cultural activities	Don A. Skelton	On-Going	Accomplished
Expand recognition award programs to include alumni and friends who have distinguished themselves through their service to the University	Don A. Skelton	On-Going	In Progress
Establish "Alumni of the Year" programs for academic units	Don A. Skelton		Need to Address

Action Step	Coordinator	Target Date	Status
Increase major gifts for capital and endowment needs identified in the University's Strategic Plan and Campus Master Plan	Don A. Skelton	On-Going	In Progress
Identify priority University needs through a "Fund Raising Bridges Program" for non-academic areas	Don A. Skelton	On-Going	In Progress
Develop plan and timeline for conducting a feasibility study and a comprehensive capital campaign	Don A. Skelton	On-Going	Need to Address
Develop an internal and external communication plan	Laura Harris	On-Going	Accomplished
Create a marketing plan for the University	Don A. Skelton	On-Going	In Progress
Incorporate Athletics Graphics Identity Standards into University Graphic Identity Manual	Bobby Staub		Accomplished
Develop marketing plan and communication plan for ULM Athletics	Bobby Staub	On-Going	In Progress
Develop a consistent brand for ULM Athletics	Bobby Staub	On-Going	Accomplished
Develop relationships with area superintendents	Steve Richters	On-Going	Accomplished
Identify, create and promote articulation agreements with other academic institutions	Steve Richters		
Develop collaborative research opportunities with Pennington Research Center and other organizations	Steve Richters		
Develop collaborative online courses and programs with other universities	Steve Richters		
Develop policies that encourage and recognize efforts of ULM faculty and staff to partner with other academic institutions	Steve Richters		
Identify academic programs and ideas for academic Partnerships with other universities	Steve Richters		

University of Louisiana at Monroe Strategic Plan

Level II - Building the Campus Environment

Goal: Develop, implement, and maintain a comprehensive campus facilities master plan.

Action Steps	Responsibility	Target Date	Status
Complete a space utilization study that will determine the adequacy of University space and address safety, accessibility, and security.	ULS System Staff Jason Roubique Eric Pani	11/15/2006	The architectural firm hired by the system office is currently finalizing this study. The final report should be delivered by mid- November.
Complete a facilities master plan that will address architectural guidelines, infrastructure, vehicular & pedestrian traffic, etc.	ULS System Staff Jason Roubique	12/31/2007	Currently, we are preparing a request for proposals from architectural firms to complete this master plan for us. The ULS System office will allow us to release these RFPs once the space utilization study above is received. The master plan will take approximately one year to complete.
Adopt a consistent campus signage and wayfaring system.	Jason Roubique	1/31/2007	A schematic design of signage was completed during last year and the completion of signs was subsequently postponed due to budget cuts the University received as a result of the hurricanes. Currently, we are scaling back the original design and plan to begin the signage project with ten new building signs to be installed by the end of January.
Increase campus security through continued lighting enhancements, rekeying the campus, and other security measures such as electronic locks and video surveillance.	Jason Roubique	Ongoing	Security is constantly evolving and improving at ULM. During the past year we have installed new electronic locks on every academic building. Additionally, we are currently installing new locks on all exterior doors for all campus buildings. These new locks will be in place and working no later than spring semester 2007.

University of Louisiana at Monroe Strategic Plan

Level II - Building the Campus Environment

Goal: Formulate a University-wide technology plan.

Action Steps	Responsibility	Target Date	Status
Evaluate and possibly change the organizational structure of the University's technology personnel.	Tom Whatley Dave Nicklas	2/1/2006	Accomplished - The organization structure of the computing center has been evaluated and some minor changes have been made to enhance the service and availability. This includes changing the roles of some of the academic computing professionals so they collaborate more effectively. We have reorganized the reporting structure of the technical services department so they can collaborate with computing center personnel effectively.
Improve and enhance training opportunities for employees on all software and hardware	Tom Whatley Stephanie Blackmon	9/1/2005	Accomplished - The University added a position in human resources, a training coordinator. This position collaborates with the computing center and among other training sessions, arranges for the latest training for all software and hardware platforms supported by the University. In the past year, many of the University's faculty and staff have taken advantage of the training offered. Developing training sessions is an ongoing process that will continue as we strive to provide excellent training opportunities.
Enhance the technology infrastructure through strategic purchases of new equipment and technology and also through adding fiber to connect all facilities to the campus network.	Tom Whatley Chance Eppinette	11/1/2005	Accomplished - the University has developed processes and procedures for the purchase of new equipment and technologies. Additionally all major campus facilities are now connected to fiber. Finally through the LONI project we have some of the fastest connectivity in the state. The computing center has also upgraded by purchasing a new main frame computer and the latest network and technology equipment.

University of Louisiana at Monroe Strategic Plan

Level II - Building the Campus Environment

Goal: Develop, Implement, and maintain a comprehensive maintenance program.

Action Steps	Responsibility	Target Date	Status
Utilize the recently completed facility condition report to prioritize the University's maintenance efforts	Jason Roubique	2/1/2006	Accomplished - the facilities department currently maintains a prioritized list of deferred maintenance / major repair items. As funds are available each maintenance project is accomplished. This prioritized list will be ongoing.
Expand and improve the system of maintenance reporting, response, and assessment	Chris Ringo	10/1/2005	Accomplished - the University has established a FIXX line which is one phone number anyone can call to report that maintenance is needed. Calls are manned during University hours and problems are entered into an electronic work order system or alternately employees reporting problems may choose to do so electronically with FIXX online. Either way problems are reported, personnel can check the status of their work order online to see what stage of repair their problem is in. The system continues to be upgraded, evolved, and improved.
Enhance the preventative maintenance program to try to identify major problems and to correct issues before they become major maintenance issues.	Jason Roubique Chris Ringo	10/1/2005	Accomplished - the University has established a formal preventative maintenance program where all major building equipment and components are checked and serviced on a regular schedule. The schedule differs for each piece of equipment but was developed using manufacturer's guidelines.