

The University of Louisiana at Monroe

**Roadmap for the Future
Excellence in Action**



**Strategic Initiatives
2008-2013**

June 10, 2008

Dear Reader:

This document contains the Strategic Plan for The University of Louisiana at Monroe and will serve as our roadmap for the next five years. While the strategic plan developed in April 2003 provided valuable guidance at the time, many things changed rather dramatically over the last few years. It was time for new ideas and new directions. For this reason, a new strategic plan steering committee was formed in September of 2007.

Credit for this strategic plan goes to the faculty and staff who formed the Strategic Plan Steering Committee, chaired by Dr. Ken Clow. I would especially like to thank the drafting committee members (Ken Clow, Eric Pani, Richard Hood, Jeff Cass, and Stan Williamson) who produced the strategic plan framework and first working document. Further credit goes to the large number of faculty and staff who worked on various subcommittees to refine the goals, strategies, and objectives. Finally, credit goes to our Vice-Presidents, Division Heads, and Deans who spent considerable time evaluating and refining the Strategic Plan.

With the completion of this phase of the strategic plan, I have asked the Steering Committee to transition into a committee that continually monitors our progress. The Committee has been charged with developing benchmarks for each objective and for charting progress toward meeting each one. For objectives that we are meeting, we will celebrate. For objectives we are not meeting, we will investigate why, then decide on what action should be taken. The Strategic Plan should be a living document that will truly guide this great institution.

To those who have served in the past, I again thank you for your work. To those who are serving now and will serve in the future, I request your best efforts to help advance ULM. And to each reader, I challenge you to use your time and talents to the fulfillment of this Strategic Plan as we strive to make ULM a stronger and better institution dedicated to excellence.

Sincerely,

A handwritten signature in cursive script that reads "James E. Cofer". The signature is written in black ink and is positioned to the right of the typed name.

James E. Cofer
President

Introduction

Seek the Truth.

--Great Seal of the University

University of Louisiana at Monroe --

For over three quarters of a century, the University of Louisiana at Monroe has pursued excellence in the delivery of higher education to the Mid-South. As the University continues this journey through often turbulent times, the path ahead can be less certain without an effective roadmap. Consequently, ULM has completed its second strategic planning cycle of the new millennium and presents its University Strategic Plan for 2008-2013.

This new master plan for the next five years builds on the work of the first planning cycle in 2003—2004 and extends it, offering a revised vision and mission for ULM. The centerpiece of this effort is the overarching strategic goal for the University: Sustain a culture of excellence. This central focus is supported by the following strategic goals:

- Goal 1.* Enhance the culture of faculty excellence.
- Goal 2.* Enhance the culture of staff excellence.
- Goal 3.* Enhance the academic learning environment.
- Goal 4.* Enhance student growth and success.
- Goal 5.* Maintain fiscal stability.
- Goal 6.* Strengthen relationships with ULM constituencies.
- Goal 7.* Deliver an effective operating environment.

These primary goals are, in turn, supported by objectives and strategies designed to move the University of Louisiana at Monroe forward into the new millennium.

Involvement has been the hallmark of the development of the Strategic Plan. The document represents the cumulative effort of the University faculty, staff, and administrators. The project began in September 2007 with the appointment of a drafting committee composed of five individuals (Eric Pani, Jeff Cass, Richard Hood, Stan Williamson and Ken Clow). The charge of the drafting team was to produce a preliminary working document that would, after much input, eventually be forwarded to the University Strategic Planning Steering Committee as part of the process of determining where the University is and where the University wants to go.

Using the previous strategic plan as a starting point, the Drafting Committee obtained input from each of the Vice-Presidents and division leaders. An initial strategic plan was then drafted and subsequently reviewed by the President's Cabinet. With input from the Cabinet, modifications were made and the strategic plan draft was then evaluated by the Strategic Planning Steering Committee in November of 2007.

Once the vision statement, mission statement, goals, and objectives were in place, the Steering Committee turned its attention to developing action plans (or tactics) for each of the objectives. Five subcommittees were formed in November 2007 to develop the initial list, which was

subsequently reviewed and modified through a number of meetings with faculty and staff in January 2008. With input from the University community, the strategic plan draft went back to the Steering Committee for another review. It was then submitted to the President's Cabinet for final evaluation, culminating in the Strategic Plan as set forth here.

While it may appear as though the process is now complete, it is important to realize that this University strategic plan is not static but a living document that must be continually evaluated. As the environment around the University changes, so must the Plan. As with any plan pursued in a dynamic environment, modifications in objectives and action plans may be necessary to ensure that the University continues to move toward the goals set forth in this master blueprint.

Toward that end, the work of the Strategic Planning Steering Committee did not conclude with the development of this document. The Steering Committee will join with University administrators to monitor progress toward the goals and objectives established by the Plan. As an aspect of this monitoring responsibility, it will be essential to make the Plan a dynamic document, reflecting modifications to the trajectory of the University as conditions around and within the University change. After all, the Strategic Plan is only a tool for advancing the University's mission of learning, scholarship, and service. Its ultimate value lies in providing a roadmap for the future that will enable the University of Louisiana at Monroe to continue to fulfill its quest for excellence in education.

Vision Statement

The University of Louisiana at Monroe strives to distinguish itself in preparing students for meaningful lives and service to humanity by excelling in student-centered learning—turning vision into action.

Mission Statement*

The University of Louisiana at Monroe emboldens the human spirit through student-centered learning, explores the truth through meaningful research, and enriches the human experience through useful service to those in the Mid-South and the world beyond.

A comprehensive senior institution of higher learning, ULM offers a complete educational experience emphasizing a learning environment where excellence is the hallmark. The University dedicates itself to student learning and advancing knowledge through pure and applied research. With its human, academic, and physical resources, ULM enhances the quality of life of the surrounding communities.

*The mission statement for the University is published in the Louisiana Board of Regents Master Plan for Public Post-Secondary Education: 2001.

Core Values

Excellence

Excellence reflects personal expectations and regional, national, and global standards. It is relentlessly pursued through diligent individual and collective efforts and is achieved by setting the highest goals possible.

Scholarship

Scholarship includes original research and creative works, the development of new interpretations, applying knowledge to solve problems, and the sharing of knowledge through teaching. Scholarship defines the intellectual climate and culture of a university.

Diversity

Diversity in all areas enriches and strengthens a university. Uniqueness in students, faculty, and staff expands the opportunity for learning.

Responsibility

Students, faculty, and staff have a duty to be conscientious stewards of entrusted resources. Responsibility includes engaging in a learning environment in a caring, non-discriminatory and equitable manner. Integrity is to be demonstrated by striving to be honest in conduct, to keep promises made, and to treat others with appropriate respect.

Student-centered

The University faculty and staff seek to engage the whole student by preparing each individual for a meaningful life and service to humanity.

DEFINITION OF TERMS

The following describes the hierarchy of plans and terminology employed at various organizational levels to deliver on the vision and mission of the University. The scope of the University strategic plan explicitly engages senior administrative tiers down to the objectives level of strategy. Below the strategic level, tactics and action plans are developed by supporting organizational tiers to implement the overall plan.

Overarching University Goal (Scope: University-Level/Foundational)

An open-ended statement of the most fundamental condition or situation desired by the University. Flows naturally from the mission and vision for the entire organization. Provides a foundation for all other strategic (University-wide) goals.

Supporting University Goal (Scope: University-Level)

An open-ended statement describing a University-wide desired end result. Provides a general direction for organizational results. Builds on the overarching goal and identifies desired future conditions, organization-wide in scope, that demonstrate mission and vision fulfillment.

Strategy (Scope: University-Level)

The general method or series of actions that will be employed to achieve the associated University-wide goal.

Objective (Scope: University/Divisional-Level)

A specific, measurable description of a desired end state for the University. Extends the associated University-level goal and provides a more objective means of determining progress toward the goal. Characterizes future desired conditions using descriptors that are specific, measurable, attainable, results-oriented, and time-based where possible.

Tactic (Scope: Divisional-Level)

A detailed method or series of specific actions designed to achieve an associated University-level objective. Employed by organizational divisions to implement strategic level plans. Includes division-level detailed objectives and actions for their achievement including policies, programs, budgets, and specific activities with tighter scope and shorter timeframes than the strategic level objectives.

Action Plan (Scope: To be developed at Departmental/Program-Level)

A very detailed method or series of specific actions designed to achieve an associated division-level tactic. Employed by organizational departments to implement division-level plans. Includes the most detailed objectives and actions for their achievement including policies, programs, budgets, specific activities, and position responsible with tightest scope and shortest timeframes.

Overarching University Goal

Overarching Goal: Sustain a culture of excellence.

Strategy: Differentiate the University for high quality among its peers in the Mid-South.

Objective:

1. Increase the percentage of faculty achieving professional recognition among their peers 50% by 2013.
 - a. Review, refine, and communicate faculty tenure and promotion policies.
 - b. Implement a post-tenure review process.
 - c. Implement a program of faculty development for all faculty, including full- and part-time.
 - d. Increase the number of faculty holding terminal degrees.
 - e. Increase the number of endowed chairs and professorships.

Overarching University Goal

Overarching Goal: Sustain a culture of excellence.

Strategy: Differentiate the University for high quality among its peers in the Mid-South.

Objective

2. Achieve and maintain accreditation for 100% of the Board of Regents required programs by 2013.
 - a. Develop a 5-year accreditation plan, updated yearly, that
 1. identifies and budgets the direct cost of accreditation each year and
 2. identifies additional personnel and operating costs essential to maintaining accreditation.
 - b. Ensure library resources properly support accredited programs

Overarching University Goal

Overarching Goal: Sustain a culture of excellence.

Strategy: Differentiate the University for high quality among its peers in the Mid-South.

Objective:

3. Achieve a State system average 6-year graduation rate of 50% by 2013.
 - a. Implement teaching methodologies reflecting best practices and designed to increase student learning, including implementation of the QEP.
 - b. Implement a continuous quality improvement plan for retention efforts for all students.
 - c. Increase course scheduling that meets the needs of all students, including evening courses, weekend courses, short courses (3-week), and online courses.
 - d. Implement a comprehensive advising program that requires the use of FlightPath for tracking advising sessions.
 - e. Provide advisor training for faculty and staff.
 - f. Expand dual enrollment and courses taught in area high schools.

Overarching University Goal

Overarching Goal: Sustain a culture of excellence.

Strategy: Differentiate the University for high quality among its peers in the Mid-South.

Objective:

4. Increase the level of student satisfaction on the ACT Student Survey to the national average by 2013.
 - a. Increase course scheduling that meets the needs of all students, including evening courses, weekend courses, short courses (3-week), and online courses.
 - b. Implement a comprehensive advising program that requires the use of FlightPath for tracking advising sessions.
 - c. Provide advisor training for faculty and staff.
 - d. Reduce the use of part-time and adjunct faculty to teach classes.
 - e. Evaluate all portions of the student satisfaction instrument to determine areas of excellence as well as areas which need improvement.
 - f. Maintain and enhance an attractive physical environment.
 - g. Incorporate best practices for all existing student services.
 - h. Consolidate the offices handling internships and expand the number of internship programs.
 - i. Expand the support Career Services provides to students.
 - j. Provide meaningful customer services training specific to each organizational level's responsibility.
 - k. Develop a communication program to ensure that the entire student body feels connected to every University success.
 - l. Develop a student-to-student mentoring program for at-risk students.

Overarching University Goal

Overarching Goal: Sustain a culture of excellence.

Strategy: Differentiate the University for high quality among its peers in the Mid-South.

Objective:

5. Increase the percent of students in Louisiana naming ULM as their 1st choice institution on the ACT 30% by 2013.
 - a. Create, fund, and implement a university-wide marketing plan.
 - b. Add or expand high-demand programs.
 - c. Expand dual-enrollment programs with regional high schools.
 - d. Utilize alumni involvement in the recruitment of potential students.
 - e. Link service-learning projects to area high schools by partnering university and high school students on projects benefiting both institutions.
 - f. Establish a job-referrals link on the ULM website.

Overarching University Goal

Overarching Goal: Sustain a culture of excellence.

Strategy: Differentiate the University for high quality among its peers in the Mid-South.

Objective:

6. Each of the sports will achieve an Academic Performance Rate (APR) of 925 on an annual basis through 2013.
 - a. Identify and utilize existing institutional resources to maximize academic success.
 - b. Expand academic support staff to meet the needs of student-athletes.
 - c. Implement an academic improvement plan for student-athletes.
 - d. Include APR benchmarks in coaches' contracts.
 - e. Improve the system for monitoring attendance and academic progress of student-athletes.
 - f. Recognize the academic achievements of student-athletes with awards that promote graduation and academic excellence.
 - g. Fully fund summer school and intercessions.

Supporting University Goal

Goal 1: Enhance the culture of faculty excellence.

Strategy: Attract, develop, and retain excellent faculty through improvements in academic resources and competitive compensation, within an environment of open communication.

Objective:

- 1.1 Elevate faculty salaries to national, discipline-specific standards such as those provided by the SREB or CUPA-HR peer averages by 2013.
 - a. Increase the number of endowed professorships/chairs.
 - b. Encourage faculty to pursue sponsored research grants that allow salary lines and indirect cost returns.
 - c. Improve programmatic and administrative efficiencies that will allow the reallocation of resources toward faculty salaries.
 - d. Encourage colleges and departments to seek outside funding to support academic programs.
 - e. Continue to reallocate new institutional resources toward elevating faculty salaries.

Supporting University Goal

Goal 1: Enhance the culture of faculty excellence.

Strategy: Attract, develop, and retain excellent faculty through improvements in academic resources and competitive compensation, within an environment of open communication.

Objective:

- 1.2 Increase the number of nationally-recognized intellectual contributions 50% by 2013.
 - a. Recognize/reward/show appreciation for exceptional professional activities.
 - b. Review and establish specific criteria within each college's merit raise process to ensure that professional activities are rewarded.
 - c. Identify and expand research resources and inform faculty and staff about those resources.
 - d. Require college departments to review, refine, implement, and distribute policies related to research publication expectations for faculty.
 - e. Review, refine, implement, and distribute college policies related to research publication expectations for graduate faculty.
 - f. Use the annual performance evaluation contract to ensure the realization of predetermined scholarship goals.
 - g. Encourage departments to create seminar/working paper series to encourage academic discourse.
 - h. Encourage research designs which incorporate faculty and staff collaborations across disciplines, colleges, and institutions.
 - i. Create a competitive, outcomes-based university fund designed to supplement college and departmental funding for research activities.
 - j. Increase support for national and international conferences on campus and in the region.

Supporting University Goal

Goal 1: Enhance the culture of faculty excellence.

Strategy: Attract, develop, and retain excellent faculty through improvements in academic resources and competitive compensation, within an environment of open communication.

Objective:

- 1.3 Increase the number of grants and contracts awarded by outside entities 100% by 2013.
 - a. Develop and coordinate a faculty workload policy at the Academic Affairs level that encourages faculty to become involved in research and in seeking new grants and contracts.
 - b. Develop college and department faculty workload policies that are consistent with the university policy, encouraging faculty to become involved in research and in seeking new grants and contracts.
 - c. Align support for sponsored research with national best practices, in particular, consolidate grant and contracts into an Office of Sponsored Programs and Research (OSPR).
 - d. Hire an administrator for both academic and non-academic areas to locate, apply for, and administer grants for projects and initiatives.

Supporting University Goal

Goal 1: Enhance the culture of faculty excellence.

Strategy: Attract, develop, and retain excellent faculty through improvements in academic resources and competitive compensation, within an environment of open communication.

Objective:

- 1.4 Increase attendance at professional development meetings 25% by 2013.
 - a. Implement a required program of faculty development for all faculty, including full- and part-time.
 - b. Colleges will implement a performance planning and evaluation system to enhance faculty development outcomes.
 - c. Establish an endowment in the ULM Foundation that will provide travel funds for professional development in a competitive process.
 - d. Focus professional development programming with a view toward (a) major theme(s) for the year.
 - e. Redesign the faculty orientation program with a focus on professional growth.
 - f. Refocus the efforts of the TLRC to support the professional development needs of the faculty.
 - g. Create a program that will provide support for instructors pursuing terminal degrees in their field of expertise.
 - h. Create a program that will support faculty seeking knowledge that will support implementation of best practices from the academy.

Supporting University Goal

Goal 1: Enhance the culture of faculty excellence.

Strategy: Attract, develop, and retain excellent faculty through improvements in academic resources and competitive compensation, within an environment of open communication.

Objective:

1.5 Increase the percentage of faculty expressing satisfaction regarding open communication with the administration to 75% by 2013.

- a. Create and implement an internal communication plan for the university.
- b. Study and implement a plan for shared governance.
- c. Encourage faculty to participate in shared governance.
- d. Develop an instrument and method to evaluate open communication.

Supporting University Goal

Goal 2: Enhance the culture of staff excellence.

Strategy: Attract, develop, and retain excellent staff through improvements in resources, shared governance, and competitive compensation and benefits.

Objective:

- 2.1 Elevate unclassified staff salaries to national, position-specific standards such as those provided by the SREB or CUPA-HR peer averages by 2013.
 - a. Improve programmatic and administrative efficiencies that will allow the reallocation of resources toward staff salaries.
 - b. Continue to reallocate new institutional resources toward elevating staff salaries.
 - c. Develop and communicate a master plan for unclassified staff that outlines a method for determining merit and equity salary increases.

Supporting University Goal

Goal 2: Enhance the culture of staff excellence.

Strategy: Attract, develop, and retain excellent staff through improvements in resources, shared governance, and competitive compensation and benefits.

Objective:

- 2.2 Increase the number of unclassified staff in leadership roles in professional organizations 50% by 2013.
 - a. Recognize/reward/show appreciation for exceptional professional activities.
 - b. Divisions are directed to review and establish specific criteria within their merit raise process to ensure that professional activities are rewarded.
 - c. Offices will institute an annual performance evaluation contract to promote continuous quality improvement.

Supporting University Goal

Goal 2: Enhance the culture of staff excellence.

Strategy: Attract, develop, and retain excellent staff through improvements in resources, shared governance, and competitive compensation and benefits.

Objective:

- 2.3 Increase the number of staff participating in professional enhancement activities 20% by 2013.
 - a. Allocate funds to departments for the professional development of unclassified staff.
 - b. Develop a master faculty and staff training plan that outlines mandatory and optional training needs.
 - c. Recognize/reward/show appreciation for exceptional professional activities.
 - d. Divisions are directed to review and establish specific criteria within their merit raise process to ensure that professional activities are rewarded.
 - e. Offices will institute an annual performance evaluation contract to promote continuous quality improvement.

Supporting University Goal

Goal 2: Enhance the culture of staff excellence.

Strategy: Attract, develop, and retain excellent staff through improvements in resources, shared governance, and competitive compensation and benefits.

- 2.4 Increase participation in shared governance 50% by 2013.
 - a. Create and implement an internal communication plan for the university.
 - b. Implement a plan for shared governance that includes a forum for staff representation.
 - c. Communicate the need for staff to participate in shared governance.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Provide degree programs that meet the professional and intellectual needs of our students and stakeholders.

Objective:

- 3.1 Increase enrollment in high-demand or targeted-growth areas 20% by 2013.
 - a. Develop and implement a cyclical review of all academic programs by developing metrics for
 1. High-demand and targeted-growth programs.
 2. Prioritizing academic programs at the college level.
 3. Measuring the effectiveness of academic programs.
 4. Funding of academic programs.
 5. Retention that will feed into college strategic plans.
 - b. Identify and prioritize high-demand and targeted-growth degree programs.
 - c. Prioritize the resource needs and the flow of discretionary money to high-demand and targeted-growth degree programs.
 - d. Review the degree programs that are designated as areas of excellence by the Board of Regents.
 - e. Integrate marketing for high-demand and targeted-growth degree programs with the University marketing plan.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Provide degree programs that meet the professional and intellectual needs of our students and stakeholders.

Objective:

3.2 Increase retention in high-demand or targeted-growth areas 20% by 2013.

- a. Prioritize the resource needs and the flow of discretionary money to high-demand and targeted-growth degree programs.
- b. Review the programs that are designated as areas of excellence by the Board of Regents.
- c. Integrate marketing for high-demand and targeted-growth programs with the university marketing plan.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Provide degree programs that meet the professional and intellectual needs of our students and stakeholders.

Objective:

3.3 Increase the number of ULM graduates accepted into post-baccalaureate programs 20% by 2013.

- a. Develop graduate school recruitment events on campus.
- b. Develop workshops that inform students about procedures and strategies for graduate school admission.
- c. Increase support for national and international conferences on campus and in the region.
- d. Establish a program that provides support for our upper-level undergraduate students in their efforts to continue their academic studies at the graduate and professional levels.
- e. Establish a program that supports our graduate students in their efforts to continue their academic studies at the doctoral level.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Provide degree programs that meet the professional and intellectual needs of our students and stakeholders.

Objective:

- 3.4 Increase the enrollment in our graduate school to 1,100 by 2013.
 - a. Increase the number of graduate programs.
 - b. Incorporate alternative-delivery methods in existing and new graduate programs.
 - c. Increase externally funded projects that include graduate student support.
 - d. Implement a comprehensive marketing plan for our graduate programs that dovetails with the University marketing plan.
 - e. Align College and Graduate School recruiting strategies.
 - f. Review and revise Graduate School policies and procedures, in particular, implement paperless procedures to the fullest possible extent.
 - g. Increase the general fund allocation for graduate stipends.
 - h. Revise the graduate stipend schedule to be regionally competitive.
 - i. Increase the number of Foundation scholarships for graduate students.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Encourage experimentation with new learning modalities while supporting proven methodologies, including implementation of the Quality Enhancement Plan (QEP).

3.5 Maintain current level of funding for technology, upgrades and support annually through 2013.

- a. Increase the number of external grants that specifically target the enhancement of technology.
- b. Increase donations that are targeted to the acquisition of technology (e.g., outfitting and naming multimedia classrooms).
- c. Request increase in STAP fees from \$60 maximum to \$100 maximum.
- d. Increase the general fund allocation for technology.
- e. Increase efficiency of faculty and staff through technology and software upgrades.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Encourage experimentation with new learning modalities while supporting proven methodologies, including implementation of the Quality Enhancement Plan (QEP).

Objective:

3.6 Increase attendance at professional development meetings focused on pedagogical skills 20% by 2013.

- a. Focus professional development programming with a view toward focusing on (a) major theme(s) for the year.
- b. Redesign the faculty orientation program with a focus on professional growth.
- c. Refocus the efforts of the TLRC to support the professional development needs of the faculty.
- d. Create a program that will support faculty seeking knowledge that will support implementation of best practices from the academy.
- e. Provide opportunities (brown bags, lecture, series, workgroups, lunches, University Week, peer mentoring) for dissemination of best practices.
- f. Provide more recognition for the exploration of and effective use of innovative pedagogical skills in the classroom.
- g. Ask colleges to examine promotion and tenure processes to allow credit for experimentation and creation of alternative course delivery methods.
- h. Develop awards and rewards for faculty who successfully develop and implement new teaching modalities.
- i. Create professional development opportunities for staff that support alternative educational endeavors.
- j. Establish a training facility that is solely dedicated to faculty development.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Encourage experimentation with new learning modalities while supporting proven methodologies, including implementation of the Quality Enhancement Plan (QEP).

Objective:

3.7 Increase the number of courses utilizing an alternative method of delivery 100% by 2013.

- a. Increase the number of degree programs using an alternative method of course delivery.
- b. Require faculty to post and maintain course information on the university's course management system (MOODLE).
- c. Increase faculty support for course design and development.
- d. Increase the development and construction of innovative/model learning environments.
- e. Place expectations for alternative course delivery methods in departmental and collegiate goals.
- f. Examine university core courses with large enrollments for implementation of alternative teaching and delivery methods that will increase student engagement, consistent with the QEP.
- g. Develop and implement new delivery systems and teaching methods that increase student engagement, as per the QEP.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Encourage experimentation with new learning modalities while supporting proven methodologies, including implementation of the Quality Enhancement Plan (QEP).

Objective:

- 3.8 Increase the number of classes with technology-enhanced environments 25% by 2013.
 - a. Create more smart classrooms.
 - b. Develop a replacement and update cycle for existing technology. Provide funds sufficient to maintain the schedule.
 - c. Reward/encourage/require technology-enhanced environments in promotion and tenure process as well as annual faculty assessments.
 - d. Expand and implement single point contact for technology support.
 - e. Increase donations that are targeted to the acquisition of technology (e.g., outfitting and naming multimedia classrooms).
 - f. Increase the general fund allocation for technology.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Encourage experimentation with new learning modalities while supporting proven methodologies, including implementation of the Quality Enhancement Plan (QEP).

Objective:

3.9 Increase traditional library information resources 15% by 2013.

- a. Increase the library budget for informational resources.
- b. When appropriate, write journal subscriptions into grants.
- c. Seek external funding for journal and research data subscriptions.
- d. Develop statewide consortium/collaboration for online subscriptions.

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Encourage experimentation with new learning modalities while supporting proven methodologies, including implementation of the Quality Enhancement Plan (QEP).

Objective:

3.10 Increase the acquisition of library electronic resources 25% by 2013.

- a. Transform the library to an electronic information commons.
- b. All departments will review journal needs.
- c. Purchase electronic journals whenever possible.
- d. Acquire more electronic than print books.
- e. Implement a comprehensive campus-wide portal for all University constituents.
- f. Implement portlets that customize information to individual needs (e.g., discipline specific web pages, present searches, single sign-in, intranet communications).

Supporting University Goals

Goal 3: Enhance the academic learning environment.

Strategy: Encourage experimentation with new learning modalities while supporting proven methodologies, including implementation of the Quality Enhancement Plan (QEP).

Objective:

3.11 Increase the number of fully online degree programs to at least 12 by 2013.

- a. Identify programs that already offer significant number of online courses and decide which ones can move fully online.
- b. Create incentives for degree programs to move to online offerings.
- c. Reward and support departments for conversion of appropriate programs.
- d. Develop a center for assistance with creation of coursework.
- e. Place full time tech support staff in each college.
- f. Develop new fully-online graduate programs.
- g. Hire adjunct/part-time employees to assist with startup programs.

Supporting University Goals

Goal 4: Enhance student growth and success.

Strategy: Encourage development of the student body, collectively and individually.

Objective:

- 4.1 Achieve 1st retention rate published by the Board of Regents by 2013.
 - a. Establish college and department retention goals.
 - b. Determine the factors that affect student success rates.
 - c. Implement a comprehensive advising program that includes tracking advising sessions and implementing advisor training.
 - d. Implement best practices to ensure early intervention for at-risk students.
 - e. Increase alternative course delivery methods.
 - f. Implement effective and efficient course sequencing.
 - g. Develop an internal marketing plan for financial aid.

Supporting University Goals

Goal 4: Enhance student growth and success.

Strategy: Encourage development of the student body, collectively and individually.

Objective:

- 4.2 Achieve 2nd retention rate published by the Board of Regents by 2013.
 - a. Establish college and department retention goals.
 - b. Determine the factors that affect student success rates.
 - c. Implement a comprehensive advising program that includes tracking advising sessions and implementing advisor training.
 - d. Implement best practices to ensure early intervention for at-risk students.
 - e. Increase alternative course delivery methods.
 - f. Implement effective and efficient course sequencing.
 - g. Develop an internal marketing plan for financial aid.

Supporting University Goals

Goal 4: Enhance student growth and success.

Strategy: Encourage development of the student body, collectively and individually.

Objective:

- 4.3 Maintain a student athlete average graduation rate in all sports that is equal to or above ULM's overall average graduation rate on an annual basis through 2013.
 - a. Increase the number of academic counselors for student athletes.
 - b. Provide one-on-one counseling between each student athlete and a coach each semester intended to prevent academic problems and to deal with life issues.
 - c. Encourage faculty to be proactive in establishing relationships with student athletes they teach in order to encourage higher academic performance.
 - d. Increase the number of summer school scholarships and 5th year athletic aid opportunities.
 - e. Increase advising on developing self-advocacy skills and taking personal responsibility.
 - f. Develop means to encourage bonding of student athletes to ULM, not just a particular coach.
 - g. Train advisors/mentors on the scope and depth of ULM academic support services available.
 - h. Develop an academic profile of the athlete/student more likely to stay with ULM. Incorporate profile into athlete recruiting criteria.
 - i. Increase the number of red-shirted first year players.
 - j. Increase mentoring for student athletes in academic crisis that avoids stigmatizing students.
 - k. Have coaches and staff meet each year with mental health professionals for training and discussions.
 - l. Have the Faculty Athletic Council serve as liaisons with the Compliance Officer, the coaches, the Student Success Center, and the faculty to develop effective academic support services targeted to student athletes.

Supporting University Goals

Goal 4: Enhance student growth and success.

Strategy: Encourage development of the student body, collectively and individually.

Objective:

- 4.4 Achieve a student participation rate in service-learning/community service/volunteerism activities of 10% by 2013.
 - a. Develop a dedicated, properly staffed office to survey and evaluate campus-wide service-learning opportunities offered and to serve as a clearinghouse for these activities/opportunities and advertise same.
 - b. Increase the number of service-learning opportunities in class projects required in courses where students receive academic credit.
 - c. Increase participation of professional on-campus student organizations in service-learning/volunteer projects.
 - d. Improve and increase working relationships with non-profits to develop service opportunities.
 - e. Increase number of service grants.
 - f. Increase number of corporate sponsors for service projects.
 - g. Increase number of grants for web-based courses incorporating service-learning projects.
 - h. Increase the number of non-profit internships.
 - i. Develop co-curricular student transcripts documenting service-learning activities.
 - j. Develop workshops in the community for non-traditional students who want to return to the university.
 - k. Develop service opportunities for students between non-academic campus offices and related academic areas.
 - l. Examine the feasibility of a formal service-learning course at the university or college level.

Supporting University Goals

Goal 4: Enhance student growth and success.

Strategy: Encourage development of the student body, collectively and individually.

Objective:

4.5 Achieve an undergraduate student participation rate in non-academic activities and non-conference sporting activities of 20% by 2013.

a. For non-academic activities

1. Increase visibility of non-academic activities in PREP and FRYS.
2. Survey students' interests for non-academic activities.
3. Increase faculty/staff awareness/advocacy of non-academic activities. Have faculty/staff identify, in advance, activities they will promote/participate in each term.
4. Increase number of open-air, on-campus events available for serendipitous attendance.
5. Increase number of TV information monitors across campus.
6. Increase communication about the procedure for placing information on the TV monitor system.
7. Build an amphitheater to facilitate open-air, on-campus events.
8. Increase the number of information kiosks across campus.
9. Provide regularly scheduled events—for example, every Tuesday, at 2 pm, same place.
10. Develop a “Common Hour”- an hour when no classes are scheduled during the day to facilitate non-academic activities.
11. Bring in more “big name” events.
12. Hold a student referendum on financing club sports and/or more non-academic activities.

b. For non-conference sporting activities

1. Increase support for club sports by making club advisor/sponsor part of faculty/staff's work load/release time. Increase funding for equipment and travel.
2. Develop and publicize intra- and inter-college non-conference sporting activities across campus.
3. Develop a Field Day/ULM Olympics involving non-conference sporting activities for student/faculty teams, such as cardboard boat races on the bayou.

Supporting University Goals

Goal 5: Maintain fiscal stability.

Strategy: Maintain a fiscally cautious budgeting approach by effectively monitoring revenue and expense sources and favoring conservative estimates as a basis for future financial projections.

Objective:

- 5.1 Achieve an enrollment of at least 9,000 students at ULM by 2013.
 - a. Implement a continuous quality improvement plan for retention efforts for all students.
 - b. Increase all new-student populations.
 - c. Develop a comprehensive university prior-learning assessment policy.
 - d. Integrate marketing for high-demand and targeted-growth programs with the university marketing plan.
 - e. Establish college recruitment plans aligned with those of University Recruitment and Admissions.
 - f. Create, fund, and implement a University-wide marketing plan.
 - g. Establish and market 2 + 2 agreements with community colleges.
 - h. Expand dual enrollment and courses taught in area high schools.

Supporting University Goals

Goal 5: Maintain fiscal stability.

Strategy: Maintain a fiscally cautious budgeting approach by effectively monitoring revenue and expense sources and favoring conservative estimates as a basis for future financial projections.

Objective:

5.2 Maintain balanced budgets on an annual basis through 2013.

- a. Allow colleges and departments greater autonomy of the disbursements of their annual allocations.
- b. Provide mandatory budget training for budget heads.
- c. Develop a budgeting process that begins in each university department.
- d. Integrate strategic planning, budgeting, and assessment of the strategic plan.

Supporting University Goals

Goal 5: Maintain fiscal stability.

Strategy: Maintain a fiscally cautious budgeting approach by effectively monitoring revenue and expense sources and favoring conservative estimates as a basis for future financial projections.

Objective:

5.3 Increase federal and state grant funding 20% by 2013.

- a. Develop the Office of Sponsored Programs and Research.
- b. Provide professional grant writing support for faculty and staff planning to submit proposals.
- c. Work with legislators to identify federal and state funding opportunities for University projects.

Supporting University Goals

Goal 5: Maintain fiscal stability.

Strategy: Maintain a fiscally cautious budgeting approach by effectively monitoring revenue and expense sources and favoring conservative estimates as a basis for future financial projections.

Objective:

- 5.4 Increase the level of total monetary giving to the University 25% by 2013.
 - a. Develop a master plan for coordinating giving opportunities.
 - 1. Develop engagement opportunities and programs with alumni.
 - 2. Engage students, faculty, and staff in a phone-a-thon.
 - 3. Develop a new strategy for increasing contact with alumni, such as using e-mail engagement.
 - 4. Broaden engagement for giving and donations.
 - 5. Assess engagement for each college.
 - 6. Offer engagement opportunities beyond giving.
 - b. Develop appropriate infrastructure for fund-raising in each college.
 - c. Create a full-time position for a professional development director in each college.
 - d. Develop major contributing campaigns.
 - e. Establish an active annual fund drive in each College.
 - f. Provide training for University development and relevant College staff.

Supporting University Goals

Goal 5: Maintain fiscal stability.

Strategy: Maintain a fiscally cautious budgeting approach by effectively monitoring revenue and expense sources and favoring conservative estimates as a basis for future financial projections.

Objective:

5.5 Increase the level of monetary donations to each of the academic colleges 50% by 2013.

- a. Develop a master plan for coordinating giving opportunities.
 1. Develop engagement opportunities and programs with alumni.
 2. Engage students, faculty, and staff in a phone-a-thon.
 3. Develop a new strategy for increasing contact with alumni, such as using e-mail engagement.
 4. Broaden engagement for giving and donations.
 5. Assess engagement for each college.
 6. Offer engagement opportunities beyond giving.
- b. Develop appropriate infrastructure for fund-raising in each college.
- c. Create a full-time position for a professional Development Director in each college.
- d. Develop major contributing campaigns.
- e. Establish an active annual fund drive in each college.
- f. Provide training for university development and relevant college staff.

Supporting University Goals

Goal 6: Strengthen relationships with ULM constituencies.

Strategy: Expand working relationships with constituencies by creating a service culture.

Objective:

- 6.1 Increase the number of interactions with political and business leaders 25% by 2013.
 - a. Provide human capital, expertise to the community through the creation of a ULM Resources Link (charting all the University “talent” in key areas).
 - b. Establish additional internships and other mutually beneficial partnerships with government officials, Community Advisory Panels (CAPS), Non-governmental organizations (NGOs) and Non-profit organizations (NPOs).
 - c. Draft inventory of current internships available to students, as well as capturing and evaluating current practices for placing interns.
 - d. Assist officials in the identification, writing, and submission of relevant research and outreach grants.
 - e. Publicize to the business community the resources available at ULM that would effectively link ULM with the business community.

Supporting University Goals

Goal 6: Strengthen relationships with ULM constituencies.

Strategy: Expand working relationships with constituencies by creating a service culture.

Objective:

6.2 Achieve an average of 50 community partnership activities per year by 2013.

- a. Provide workshops for community on public service issues.
- b. Increase presence on community boards, in schools, clinics, hospitals, and agencies.
- c. Find additional opportunities to interact with, and strengthen awareness of, the University with city and regional officials, both inside and outside government (e.g. with area chambers of commerce, non-profit organizations, and other non-governmental organizations).
- d. Create a cadre of faculty ambassadors who would be trained about University issues and then send to events to increase faculty presence in the community.
- e. Host additional academic conferences, stage non-profit events, and encourage community meetings of organizations.
- f. Continue President's Lyceum series.

Supporting University Goals

Goal 6: Strengthen relationships with ULM constituencies.

Strategy: Expand working relationships with constituencies by creating a service culture.

Objective:

6.3 Increase the level of membership in the Alumni Association 15% by 2013.

- a. Have Administration officials more frequently attend alumni-sponsored events, including deans, chairs, and directors.
- b. Increase Departmental connections to their own alumni through increased email and other contacts, informing them of relevant Departmental and College events.
- c. Have Alumni Association increase student awareness of available resources through Career Services and then list postings on the web.
- d. Publicize job openings for ULM students on an appropriate university web site.
- e. Explore the feasibility of career services for alumni.
- f. Work with vendors to ensure the accuracy of names, email addresses, and street addresses in alumni databases.
- g. Increase the use of technology when communicating with alumni and donors.

Supporting University Goals

Goal 6: Strengthen relationships with ULM constituencies.

Strategy: Expand working relationships with constituencies by creating a service culture.

Objective:

- 6.4 Increase the number of alumni attending sponsored events 15% by 2013.
 - a. Link *Good News* and other Alumni information to College and Departmental sites.
 - b. Develop a list of successful Alumni.
 - c. Feature prominent Alumni at College symposia, conferences, and workshops.
 - d. Update and maintain records more regularly. Send more frequent reminders to graduates of Alumni news link.
 - e. Survey alumni to determine activities that would attract them to Alumni-sponsored events.

Supporting University Goals

Goal 6: Strengthen relationships with ULM constituencies.

Strategy: Expand working relationships with constituencies by creating a service culture.

Objective:

6.5 Increase the number of donors to the University 15% by 2013.

- a. Evaluate effective marketing strategies and mount marketing campaigns that target strategic constituencies.
- b. Establish additional communications between the Office of Advancement and Alumni Association.
- c. Have Foundation and the Office of Development make greater efforts to make the Annual Fund visible to the campus community and beyond.
- d. Increase Office of Advancement support to Colleges so that they can develop stronger fundraising advisory boards and prospect lists.

Supporting University Goals

Goal 7: Deliver an effective operating environment.

Strategy: Sustain campus infrastructure through development and implementation of a master facilities plan.

Objective:

- 7.1 Secure philanthropic support of \$50 million by 2013.
 - a. Build community and alumni pride.
 1. Make funds available for academic departments to have more contact with their alumni/ graduates.
 2. Provide funds for faculty/staff who attend conferences to entertain and contact alumni in those remote areas, especially if they are of a related major.
 3. Write newsletters and provide updates to keep current donors and alumni involved (something other than an “ask” for money).
 - b. Compile a departmental list of prospective donors with giving history to help departments customize communications.
 1. Identify potential donors.
 2. Match projects to prospective donors and alumni.
 3. Appreciate donors of every monetary value.
 4. Communicate to donors and alumni from departments and students for specific donations (i.e., your donation helped us purchase ...).
 - c. Develop and market campaigns for specific projects, naming rights, etc.

Supporting University Goals

Goal 7: Deliver an effective operating environment.

Strategy: Sustain campus infrastructure through development and implementation of a master facilities plan.

Objective:

7.2 Decrease the number of requests for Physical Plant repairs 50% by 2013.

- a. Identify preventive maintenance needs.
- b. Inventory physical facilities and create a preventive maintenance schedule.
- c. Evaluate current processes to reduce maintenance (e.g., quality of paint used by JPI).
- d. Fund equipment upgrades (e.g., lighting, roofing program, fixtures of all kinds).
- e. Offer professional development and training:
 1. Create a fund for initial training for electricians, plumbers, and other trade areas.
 2. Provide professional development funds for electricians, plumbers, and other trade areas to keep them current in standards.
- f. Secure funding for independent commissioning of new buildings and major renovations to verify quality of work from the contractors and to verify ADA compliance.
- g. Study the university communication process/procedures for the FIXX system to streamline requests and repair completions.
- h. Examine the need for a quality control inspector that would provide input and approval for remodeling and bid projects to ensure higher quality materials.
- i. Increase funding to the Physical Plant so that it is adequately staffed.
- j. Examine the feasibility of green standards for the university.

Supporting University Goals

Goal 7: Deliver an effective operating environment.

Strategy: Sustain campus infrastructure through development and implementation of a master facilities plan.

Objective:

- 7.3 Exceed the national average on an annual basis on the campus infrastructure component of the ACT Student Survey.
- a. Improve campus security.
 - 1. Allocate funds to recruit and maintain high quality police force.
 - 2. Increase outside lighting.
 - 3. Ensure availability of police officers.
 - 4. Add sensors on all exterior doors in all buildings.
 - 5. Replace deficient exterior doors.
 - 6. Educate faculty/staff/students about the safety concerns for late entry to buildings, awareness of surroundings, advantage of working with police department procedures, accountability/safety when incidents occur.
 - 7. Move to electronic access to buildings and rooms.
 - 8. Provide a location for late-night (24-hours) for students (i.e. study groups, computer access, practice rooms).
 - 9. Install cameras and related equipment, as well as adequate staff for quick response.
 - 10. Continue to upgrade crisis response system and campus alert system.
 - b. Fund campus improvements.
 - 1. Continue improvements for older buildings and dorms.
 - 2. Solicit student input for renovations.
 - 3. Utilize student representation in the development of master facilities plan.
 - 4. Pave the gravel lots; resurface other areas.
 - c. Enhance campus signage and way-finding markers.
 - d. Build a positive relationship between students, staff, and faculty and the police force.
 - e. Address building cleanliness issues, and provide training and expectations for all constituents.

Supporting University Goals

Goal 7: Deliver an effective operating environment.

Strategy: Sustain campus infrastructure through development and implementation of a master facilities plan.

Objective:

- 7.4 Maintain the current ratio of plant operations/maintenance costs per student enrolled through 2013.
- a. Engage in energy conservation:
 1. Add a position for an energy conservation manager.
 2. Continue the 4½ day work week.
 3. Develop energy policies in conjunction with shared governance input.
 4. Examine the feasibility that certain buildings should be officially closed after hours.
 5. Provide efficiency awards for employees/students who come up with cost-saving initiative.
 6. Educate faculty, staff and students concerning the importance of energy conservation.
 7. Allow dorm students who are taking classes to stay on campus during shorter sessions and between semesters.
 8. Develop more online classes.
 - b. Implement paperless procedures to the fullest extent possible.
 - c. Make computing and other work-related resources available at home locations.
 - d. Examine a policy of flex hours for alternate work locations (including home).
 - e. Identify central instructional buildings (without faculty offices) for Winter Session, May Session, and Summer Sessions that will allow for consolidation to a smaller group of buildings.
 - f. Evaluate maintenance costs and continue evaluation of outsourcing more functions (maintenance, etc.).
 - g. Examine the feasibility of green standards for the university.

Supporting University Goals

Goal 7: Deliver an effective operating environment.

Strategy: Sustain campus infrastructure through development and implementation of a master facilities plan.

Objective:

7.5 Maintain a student housing occupancy rate of 90% to 95% through 2013.

- a. Maintain facilities, inside and out.
- b. Maintain quality food and extend choices.
- c. Examine meal plan options that best meet student needs.
- d. Develop residential programs to keep students involved in campus activities.
- e. Survey students to ensure the convenience store is meeting student needs.
- f. Market the cost-effectiveness of students living on campus.

Supporting University Goals

Goal 7: Deliver an effective operating environment.

Strategy: Sustain campus infrastructure through development and implementation of a master facilities plan.

Objective:

7.6 Increase facilities space utilization 10% by 2013.

- a. Increase involvement in (or expand) the space utilization committee to include use, marketing, control, scheduling, and reporting.
- b. Market campus events to increase awareness and attendance.
- c. Market the University catering services for both university use and public use.
- d. Team with the Chambers of Commerce for events..
- e. Check competitiveness of rental rates of facilities.
- f. Post on the University website (with convenient links) a listing of available services and contact information.
- g. Link University services information to the Chambers of Commerce and Tourism Offices.
- h. Develop and market non-traditional scheduling of classes.
- i. Define “utilization” and develop an efficient method of measuring “utilization.”

Supporting University Goals

Goal 7: Deliver an effective operating environment.

Strategy: Sustain campus infrastructure through development and implementation of a master facilities plan.

Objective:

7.7 Convert at least 10 university paper processes to electronic form by 2013.

- a. Implement paperless procedures to the fullest extent possible.
- b. Purchase and install a document management system.
- c. Implement the electronic submission of theses, field studies, and dissertations.
- d. Implement the electronic submission of grant and contract proposals.

A Time for Action

The Strategic Plan that is contained in this document provides a map for the road ahead for The University of Louisiana at Monroe for the next five years. Meeting the goals and objectives contained in the Plan will require the efforts of the entire University. Every faculty member, staff person, and administrator is a critical link in the accomplishment of the objectives that have been set forth. Their efforts will be guided by action plans to be developed by each unit of the University describing specific activities that will be pursued to implement the Plan. In the end, the continued success of this endeavor lies in the minds and hearts and hard work of the communities that make up the University of Louisiana at Monroe--*turning vision into action*.

Steering Committee

Ken Clow, Professor and Committee Chair
College of Business Administration (Marketing)

Jeffrey Cass, Dean
College of Arts and Sciences

Susan Duggins, Executive Director
*Enrollment Management/
Recruitment and Admissions*

Carlos Fandal, Professor
College of Arts and Sciences (Foreign Languages)

Anthony Feig, Assistant Professor
College of Arts and Sciences (Geosciences)

Richard Hood, Exec. Assist. to the President
President's Office

Bill Krutzer, Community Leader

Robin Logan, Executive Director
University Planning and Analysis

Lauri Mondschein, Assistant Director
Athletics/Compliance Services

Pam Newman, Professor
*College of Education and Human Development
(Educational Leadership and Counseling)*

Dave Nicklas, Vice President
Business Affairs

Eric Pani, Associate Provost
Academic Affairs

Dorothy Schween, Assoc. Professor
*College of Education and Human Development
(Curriculum and Instruction)
Faculty Senate Representative*

Paul Sylvester, Professor and Director
*College of Pharmacy
(Professor of Pharmacology)*

Stan Williamson, Professor
*College of Business Administration
(Management and Aviation)*

Drafting Team

Ken Clow, Professor and
Subcommittee Chair
College of Business Administration (Marketing)

Jeffrey Cass, Dean
College of Arts and Sciences

Richard Hood, Exec. Assist. to the President
President's Office

Eric Pani, Associate Provost
Academic Affairs

Stan Williamson, Professor
*College of Business Administration
(Management and Aviation)*

Subcommittees for Development of Tactical Plans

Subcommittee 1: Supporting Goals 1, 2 and 3

Eric Pani, Associate Provost and
Subcommittee Chair
Academic Affairs

Stephanie Blackmon, Director
Human Resources

Hollis Bray, Associate Professor
*College of Business Administration
(Construction Management)*

Jay Bulot, Assoc. Professor/Dept. Head
*College of Arts and Sciences
(Gerontology, Sociology, and Political Science)*

Lisa Colvin, Professor and Director
Graduate Studies and Research

Carlos Fandal, Professor
College of Arts and Sciences (Foreign Languages)

Megan Lowe, Reference Librarian
*University Library
Faculty Senate Representative*

Tammy Parker, Professor
*College of Business Administration
(Economics and Insurance)*

Stephen Richters, Provost/Vice President
*Academic Affairs
Cabinet Representative*

Jeffrey Rush, Assistant Professor
*College of Art and Sciences (Criminal Justice)
Faculty Senate Representative*

Dorothy Schween, Assoc. Professor
*College of Education and Human Development
(Curriculum and Instruction)
Faculty Senate Representative*

Thilla Sivakumaran, Assistant Professor
*College of Education and Human Development
(Curriculum and Instruction)*

Don Smith, Dean
University Library

Paul Sylvester, Professor and Director
*College of Pharmacy
(Professor of Pharmacology)*

Paula Thornhill, Facilitator
Continuing Education (Electronic Learning)

Tom Whatley, Director
Computing Center

Subcommittees

Subcommittee 2: Supporting Goal 4 and Overarching Goal

Stan Williamson, Professor and
Subcommittee Chair
*College of Business Administration
(Management and Aviation)*

Martha Anderson, Assistant Dean
Dean of Students - Student Affairs

Monica Bontty, Assistant Professor
*College of Arts and Sciences (History)
Faculty Senate Representative*

Wayne Brumfield, Vice President
*Student Affairs
Cabinet Representative*

Sean Chenoweth, Assistant Professor
College of Arts and Sciences (Geosciences)

Susan Duggins, Executive Director
*Enrollment Management/
Recruitment and Admissions*

Florencetta Gibson, Professor and Director
College of Health Sciences (Nursing)

Treina Landrum, Director and Coach
Recreational Services/ Ski Team

Barbara Michaelides, Assist. Prof./Director
Student Success Center/Retention

Lisa Miller, Associate Provost
*Enrollment Management
Cabinet Representative*

Lauri Mondschein, Assistant Director
Athletics/Compliance Services

Shirlee Owens, Associate Professor
*College of Arts and Sciences
(Gerontology, Sociology, and Political Science)
Faculty Senate Representative*

Gary Ratcliff, Assoc. Professor/Dept. Head
*College of Arts and Sciences
(Visual and Performing Arts – Division of Art)*

Linda Reid, Assistant Professor
*College of Health Sciences (Nursing)
Faculty Senate Representative*

Pamela Saulsberry, Professor/Dept. Head
*College of Arts and Sciences (Social Work)
Faculty Senate Representative*

Bobby Staub, Director
*Athletics
Cabinet Representative*

Amy Weems, Assistant Dean
Student Life and Leadership

Subcommittees

Subcommittee 3: Supporting Goal 5 and Overarching Goal

Richard Hood, Exec. Assist. to the President
and Subcommittee Chair
President's Office

Karen Briski, Professor and Dept. Head
College of Pharmacy (Pharmacology)

Sally Davidson, Assoc. Prof./Program Chair
*College of Business Administration
(Management and Aviation)
Faculty Senate Representative*

Virginia Eaton, Professor
*College of Business Administration
(Computer Info. Systems & Computer Science)*

Mark Labude, Chief Financial Officer
ULM Foundation

Anthony Malta, Enroll. Services Specialist
Recruitment and Admissions

Melissa Melancon, Assistant Professor
College of Business Administration (Finance)

Lisa Miller, Associate Provost
*Enrollment Management
Cabinet Representative*

Greg Nelson, Director
Annual Giving

Dave Nicklas, Vice President
*Business Affairs
Cabinet Representative*

Amy Robinson, Coordinator of Events
Recruitment and Admissions

Diane Singletary, Controller
Controller's Office

Don Skelton, Vice President
*External Affairs
Cabinet Representative*

Mike Trevathan, Coordinator
Auxiliary Enterprises

Bruce Walker, Assist. Prof./Program Chair
*College of Business Administration
(Management and Aviation)
Faculty Senate Representative*

Holly Wilson, Associate Professor
*College of Arts and Sciences (Communications)
Faculty Senate Representative*

Subcommittees

Subcommittee 4: Supporting Goal 6 and Overarching Goal

Jeffrey Cass, Dean and Subcommittee Chair
College of Arts and Sciences

Toni Bacon, Development Officer
University Development

Keith Brown, Executive Director
University Advancement

Robert Eisenstadt, Associate Professor
College of Business Administration
(Economics and Insurance)

Anthony Feig, Assistant Professor
College of Arts and Sciences (Geosciences)

Laura Harris, Director
Media Relations
Cabinet Representative

Rhonda Jones, Director
Continuing Education

Anne Lockhart, Director
Development

Pam Newman, Professor
College of Education and Human Development
(Educational Leadership and Counseling)

Mona Oliver, Associate Professor
College of Arts and Sciences (English)
Faculty Senate Representative

Georgia Sanderson, Director
Continuing Education (IWTP)

Don Skelton, Vice President
External Affairs
Cabinet Representative

Turner Steckline, Associate Professor
College of Arts and Sciences (Communications)
Faculty Senate Representative

John Sutherlin, Assistant Professor
College of Arts and Sciences
(Gerontology, Sociology, and Political Science)
Faculty Senate Representative

Tommy Walpole, Associate Director
Alumni Relations

Subcommittees

Subcommittee 5: Supporting Goal 7 and Overarching Goal

**Ken Clow, Professor and
Subcommittee Chair**
College of Business Administration (Marketing)

Sandy Blake, Director
College of Pharmacy (Outcomes and Research)

Linda Bryan, Associate Professor
*College of Health Sciences
(Communicative Disorders)*

Tresa Buckhaults, Director
JPI – Residential Services

Larry Ellerman, Director
University Police

Kitty Kervin, Assistant Professor
*College of Health Sciences (Nursing)
Faculty Senate Representative*

Cindy Leath, Development Associate
University Development

Robin Logan, Executive Director
University Planning and Analysis

Dave Nicklas, Vice President
*Business Affairs
Cabinet Representative*

Gail Parker, Budget Officer
Business Affairs

Chris Ringo, Assistant Director
Physical Plant

Jason Roubique, Facilities Planning Officer
Facilities and Capital Projects

Bryan Thorn, Director
Physical Plant

Subcommittees

Subcommittee 6: Unclassified Staff

Ken Clow, Professor and
Subcommittee Chair
College of Business Administration (Marketing)

Karen Crowley, Associate Registrar
Office of the Registrar

Alisa Hale, Internal Auditor
Internal Audit

Mary Schmeer, Assistant Director
Recruitment and Admissions

Justin Roy, Systems Coordinator
University Planning and Analysis

Robin Logan, Executive Director
University Planning and Analysis

Annette Tangye, Assistant Director
Human Resources

Denise Pani, Counselor
Counseling Center

Chris Ringo, Assistant Director
Physical Plant

Roslynn Pogue, Associate Director
Financial Aid

Karen Foster, Director
Counseling Center