

University of Louisiana Monroe



College of Business and Social Sciences Strategic Plan 2020-2025

Student Centered-Excellence Driven

Approved by vote of faculty 4-1-2020

Preamble

The College of Business and Social Sciences is an integral component of the University of Louisiana Monroe, and as such, developed its vision, mission, and strategic plan in support of and in alignment with the University's plans.

University Vision

The University of Louisiana Monroe will be recognized among the top 200 universities in the nation for excellence in teaching, research, and innovation, with an emphasis on the health sciences.

College Vision

The College of Business and Social Sciences at the University of Louisiana Monroe seeks ever-increasing excellence in business and social sciences education by offering a student-centered learning environment that produces high-quality graduates and by engaging in research and service that benefits students, business and the community.

University Mission

The University of Louisiana Monroe seeks students who find value in our programs and prepares them to compete, succeed, and contribute in an ever-changing global society through a transformative education.

College Mission

The College of Business and Social Sciences prepares students from Northeast Louisiana and beyond for productive careers and responsible citizenship and benefits students, business, and the community through practical research and service.

In pursuit of this mission, the undergraduate and graduate curricula, along with an active approach to learning, are intended to help both business and non-business students develop the knowledge, skills, abilities, ethics, and attitudes needed for successful careers and a lifetime of learning in a technological and global environment. The College emphasizes the interrelatedness of business and social science disciplines that prepares students for both specific functional responsibilities within larger organizations and for the wide scope of responsibilities typically encountered within smaller organizations and society in general. Graduates should be able to function effectively in entry-level positions, advance to higher positions, participate in entrepreneurial ventures, and/or pursue advanced studies.

The second commitment of the College is to create and disseminate intellectual contributions which will (1) assist in the growth and development of faculty, students, business and society; (2) enhance the learning environment in higher education; and (3) contribute to economic development and societal improvement. Our College places primary emphasis on applied scholarship and encourages basic research and instructional development as important parts of the intellectual mission of the College.

The third commitment of the College is to provide quality service to the business community and society, the professions represented in the College, and the University. In particular, the College strives for state and regional distinction in activities related to entrepreneurial and small business development, business and economic research, and research that improves human development and success, including workforce development. Service nurtures ties with the business sector and our community partners, helps keep academic programs dynamic and relevant, and promotes economic development and societal improvement, particularly through delivery of applied knowledge to regional organizations.

Values

For the ULM College of Business & Social Sciences, our values and ideals drive our vision and are the foundation for our mission.

Integrity. Integrity means Honesty, Soundness, Morality, and Constancy.

- We are role models and mentors for our students, colleagues, and stakeholders. Consequently, our actions always must reflect integrity. Integrity builds trust and respect; trust and respect build great leaders and great organizations.
- We emphasize the importance and expectation of integrity in our students; our students represent the community of the future and their actions are a reflection of our reputation and quality.

Independence. Independence involves Competence, Self-Reliance, Freedom, and Confidence.

- We understand the independence of thought by faculty contributes to the betterment of the CBSS, its students, and the community.
- We improve the community by preparing students to be competent thinkers who are confident in their role in society.
- We believe the development of knowledge and reason in our students leads them to become productive, independent contributors of the future and life-long learners.

Intellect. Intellect involves Reason, Understanding, Learning, and Knowledge.

- We have an abiding respect for the pursuit and effective application of knowledge.
- We strive to stimulate our own intellect through professional development activities and other scholarly endeavors.
- We provide to our students the activities that will promote their own intellectual development and demonstrate to them the opportunity and achievement that is possible through reason, knowledge, and understanding.

Involvement. Involvement embodies Interaction, Engagement, Collaboration and Concern.

- We understand the involvement and interaction with students extend beyond the classroom and contribute to their intellectual, personal, and professional growth.
- We believe students should be actively involved in their own learning process and professional growth.
- We encourage faculty involvement in the community through specialized skills, continued learning, and practical development.
- We foster collaboration in order to develop the skills needed to work with and lead teams.

Improvement. Improvement involves Growth, Enrichment, Cultivation, and Advancement.

- We are uniquely positioned to improve students' lives through our teaching, mentoring, and interaction with them.
- We should improve our community through our preparation of quality graduates, production of scholarly research, and interaction with organizations in the region.
- We have a responsibility not only to maintain our professional qualifications but to continually seek further professional development in the pursuit of excellence.

Innovation. Innovation means Invention, Revolution, Modernization, and Origination.

- We provide a transformational educational process that improves students' careers and lives.
- We improve the practice of business and society through sharing of new ideas, processes, methods and theories.
- We create and share new approaches to learning that helps improve the educational process.

Impact. Impact includes Influence, Impression, and Effect.

- We identify and measure the outcomes of our efforts to ensure appropriate impact.
- We strategically identify areas that we hope to change through impactful teaching, research and service.
- We allocate our resources to maximize impact of our efforts.

Environmental Analysis

In developing this strategic plan, considerable time was devoted to an environmental analysis. While this analysis follows the vision, mission, and values statements in the presentation of this plan, in reality the analysis was conducted prior to reviewing the vision, mission, and value statements. Input from faculty, students, and the community was solicited to understand the unique strengths and weaknesses of the College of Business and Social Sciences and what opportunities and threats the CBSS faces.

Strengths:

1. Strong committed faculty (dedication, quality, collegiality)
2. Accreditation (AACSB, Business & Accounting; ABET, CS; ACCE, Construction; CSWE for Social Work)
3. Student-oriented and student-centered learning environment with an applied/practical approach
4. Business & community relationships
5. Strong service to community
6. Internships & Internship Support Fund
7. Internal operations
8. Unique academic programs
9. Leadership
10. Broad selection of majors
11. Resilience
12. Advising
13. Technology
14. Communication

Weaknesses:

1. Imbalance in faculty composition (aging faculty)
2. Internal communications (between Soc. Sciences and Business)
3. Research, especially federally funded or other sponsored research
4. Below market faculty salaries
5. Financial resources (state and private)
6. Lack of grant proposals to multiple external sources
7. Faculty shortage
8. Technological/pedagogical support for online courses
9. Inadequate resources for online course delivery and teaching (ie., faculty training)
10. Poor connections with alumni/placement of graduates
11. Faculty spread out over campus
12. Marketing for college
13. Workload discrepancies
14. Change
15. Student integrity
16. Consistency in multi-section classes
17. Innovative spirit
18. Facilities – custodial & technology
19. Not enough events
20. Class availability

Opportunities:

1. Big data / analytics
2. Growing demand for unique online programs
3. Non-Traditional market for students
4. Health related focus of ULM
5. Medical school
6. Information security requirements
7. Increasing demand for business graduates
8. Demand for internship opportunities for students
9. Interest in graduate level programs
10. External partnerships
11. International connections
12. Need for fraud investigative related programs (health care, license Masters level Psychologists)
13. Practical education
14. Downtown revitalization
15. Untapped constituent interest in all programs
16. Growing need for entrepreneurial thinking in all classes

Threats:

1. Funding challenges
2. Ill prepared students (1st generation student issues)
3. Focus of primary/secondary education systems (studying to pass the test)
4. Competition (LA Tech and Northwestern State University)
5. Declining high school student population base in region
6. Increased competition for students (TOPS, online education, etc.)
7. Technology
8. Changing employer demands in region—CenturyLink changes
9. Crime rate
10. Lack of regional job opportunities
11. Online technology
12. Devaluing of higher education
13. Perception/Image of ULM
14. ULMs focus on Health Sciences
15. Low interest in business careers
16. Lack of economic diversity
17. Tracking alumni needs
18. Cost of higher education

Priorities for Action

Consistent with our environmental analysis, vision and mission statements, and guiding values, the College of Business and Social Sciences has developed the following strategic goals, strategies, and objectives that will provide a roadmap for the next five years to move the CBSS towards achieving its vision:

Goal 1: Enhance student success

Strategy: Recruit, retain, and prepare students who are capable of productive careers and responsible citizenship by providing appropriate innovative recruitment and retention plans, support services, and development opportunities.

Initiatives:

- 1.1 Exceed the expected retention rates for each program by 2025 (1 to 2 of 75%, 1 to 3 of 60%, and 3 to 4 of 80%).
- 1.2 Exceed the expected 6-year graduation rate (45%) for the College by 2025.
- 1.3 Develop a process for tracking students post-graduation at Year 1 with a 80% success rate and Year 5 with a 60% success rate by 2025.
- 1.4 Expect at least 60% of seniors by their last semester of coursework to have participated in at least one degree-related internship or professional experience by 2025.
- 1.5 Expect at least 50% of seniors by their last semester of coursework to have actively participated in at least one student or community organization by 2025.
- 1.6 Exceed a 75% placement rate within 6 months of graduation by 2025.
- 1.7 Create a fund to support student organizations with active advisors and financial support as needed, with a goal of \$25,000 by 2025.
- 1.8 Support at least 20 interns per summer in high cost areas through our Internship Support Fund by 2025.
- 1.9 Create stipends for students participating in unpaid internships and other practical experiences.

Goal 2: Enhance the culture of faculty and staff excellence

Strategy: Develop innovative initiatives to recruit, develop, and retain quality faculty and staff who can prepare students for productive careers and responsible citizenship.

Initiatives:

- 2.1 Recruit new faculty and staff as needed to meet the needs of academic programs, with a focus on early academic career hires.
- 2.2 Create 4 new endowed Professorships through ULM Foundation by 2025, with a focus on Professorships of Distinction which will be available to all faculty, regardless of discipline.
- 2.3 Create 1 new Endowed Chair through the ULM Foundation by 2025.
- 2.4 Provide \$2,000 annually to each faculty member for research efforts and professional development by 2025.
- 2.5 Encourage faculty and staff development through annual faculty evaluations and Food for Thought programs.
- 2.6 Provide orientation program for all new faculty, staff and adjunct faculty.
- 2.7 Develop faculty and staff recognition program to bring awareness to the research and service. (Webpage updates, university newsletter and press releases)
- 2.8 Enhance services provided to faculty and staff (IT support, webpage and social media, Grant research and writing).
- 2.9 Create innovative financial and non-financial ways to reward and retain faculty.

Goal 3: Enhance academic program excellence

Strategy: Create and deliver high quality academic programs that will prepare students for productive careers and responsible citizenship by ensuring we meet the professional and intellectual needs of our students and stakeholders.

Initiatives:

- 3.1 Maintain program accreditations (AACSB, ABET, ACCE, CSWE).
- 3.2 Evaluate whether to pursue accreditation for non-accredited programs.
- 3.3 Regularly review each major within the College to ensure its quality and currency, including stakeholder feedback.
- 3.4 Strengthen relationships with stakeholders and advisory boards to make sure students' skills are relevant to their respective fields.
- 3.5 Improve undergraduate and graduate degrees through active assurance of learning programs.
- 3.6 Develop specialized and innovative programs that meet the needs of business, industry, society and our community.
- 3.7 Continue to enhance the learning environment for students, including technology and physical resources.

- 3.8 Develop and promote experiential learning opportunities for students inside and outside the traditional classroom, including study abroad, internship, industry, and community projects.

Goal 4: Enhance Intellectual Contributions

Strategy: Maintain an intellectual climate that benefits students, businesses, and community.

Initiatives:

- 4.1 Reach a 5-year rolling average of 3 peer-reviewed published journal articles per tenure track faculty member by 2025.
- 4.2 Reach a 5-year rolling average of 2 peer-reviewed published proceedings or presentations per tenure track faculty member by 2025.
- 4.3 Increase the number of student Emerging Scholars in the College to 30 per year by 2025.
- 4.4 Increase the number of student projects in the Research Symposium to 20 per year by 2025.
- 4.5 Ensure 100% of tenure track and fulltime instructors are participating in research and/or other intellectual activities by 2025.
- 4.6 Create a support fund to encourage and reward intellectual pursuits of \$50,000 per year by 2025.
- 4.7 Create a College Research Scholars (CoReS) stipend to assist 10 undergraduate juniors and seniors each year to continue research started under the Emerging Scholars or other research program by 2025.

Goal 5: Strengthen relationships with College constituencies.

Strategy: Develop and maintain programs that provide interaction among the College, students, businesses and the community and enhance the College's reputation.

Initiatives:

- 5.1 Enhance the College Symposium program by creating a committee to involve more people, grow it, promote it, and make it more innovative and impactful.
- 5.2 Support and encourage faculty involvement as individuals and in groups with local businesses and community agencies.
- 5.3 Encourage internal collaboration that also will strengthen relationships with external constituents.
- 5.4 Promote the CBSS through social media and traditional media with a goal of messaging at least 3 times per week.
- 5.5 Provide one-on-one counseling, education and technical assistance to entrepreneurs and small businesses through the Northeast Louisiana Business and Community Development Center and the Small Business Development Center.

- 5.6 Produce and distribute information for use by the community and businesses through CBER, the Institute for Gerontology, the Small Business Risk Management Institute, and individual faculty members.
- 5.7 Reinstate the Center for Professional and Organizational Development to serve as the consulting arm of the College.

Goal 6: Enhance Financial Resources

Strategy: Increase resources to achieve the College's goals and fulfill its mission and achieve its vision.

Initiatives:

- 6.1 Increase the total amount of annual giving to the College by 4% by 2025 (total giving of \$1.18 Million (2019)).
- 6.2 Increase the number of funded grants received by CBSS faculty to 5 by 2025.
- 6.2 Increase the amount of grant funding in the College to \$250,000 by 2025 (\$50K per year).
- 6.3 Continue to seek out corporate partnerships that will be mutually beneficial to the College and external partners.
- 6.4 Increase the total College endowment to \$25 million by 2025.

Goal 7: Enhance Physical Facilities and Technology

Strategy: Enhance learning and community for our students, faculty and staff by providing well maintained, modern and welcoming facilities.

Initiatives:

- 7.1 Create a facilities committee who will develop and maintain a master facility plan for the College.
- 7.2 Create a strategic plan for technology that will provide innovative and cost-effective support for the college.
- 7.3 Identify innovative funding approaches (public, private, grants) for a facility and technology enhancement fund.
- 7.4 Ensure technology is current, with a goal of a three-year replacement policy.