



ULM FACILITIES MASTER PLAN
**GUIDING
PRINCIPLES**

3.0 GUIDING PRINCIPLES

Strategic Planning / University-Provided Draft Goals

3.1 Strategic Planning

The planning team's approach was guided by the University's 2008-2013 Strategic Plan, most specifically Strategic Goals 7.1 thru 7.4. Below is a summary of the University's strategic planning to date, as well as a summary of Goal 7. For the full text of the University's strategic plans, please refer to the appendix.

3.1.1 2004 Strategic Plan

The University has undertaken two strategic plan updates in its recent history, one in 2004 and the other in 2008. Generally, strategic plans preface and help guide campus spatial / facilities master plans. Both types of plans are usually updated in 3, 5 and/or 10-year increments, staggered such that one informs the other in a comprehensive manner. Strategic plans, the University's latest strategic planning endeavors being no exception, tend to concentrate on (1) revising and updating the institution's mission, vision and objectives, and (2) identifying challenges, comparative advantages and overarching implementation measures.

Then-President Cofer initiated the 2004 strategic planning process in April 2003 with a two-day strategic planning seminar, which was facilitated by a national strategic planning expert. Afterward, and in consultation with the college Deans and the Vice-President for Academic Affairs, the President appointed a Steering Committee to lead the fourteen task forces that were planned.

When it was completed, the 2004 Strategic Plan was to be the University's primary guide for the ensuing five years, providing direction for institution initiatives, the allocation of resources, and University assessment. The plan itself was not the end result. Under the leadership of Cofer, the University formalized a participatory public process that would connect decision-making on every level to a larger plan. This process was slated to be repeated in five-year increments, thus ensuring a consistent pattern of involvement in University planning.

The challenges identified in the 2004 Strategic Plan included the lack of a consistent, positive image; an uneven integration and involvement of the academic and staff units at the University; and inconsistent expectations. The Steering Committee isolated a set of seven goals to face these challenges.

1. A strong, positive, widespread University image.
2. Involvement and interaction of the internal and external constituencies of the University.
3. A consistent set of values.
4. A clear role within the service region.
5. Accountability of all University units.
6. Financial support from supporters, alumni, and the community.
7. Expectations that match University identity and goals.

These goals were general and broader than those a facilities master plan would delineate. The goals, however, could be pursued in part via a facilities master plan. The Steering Committee also identified a set of five Strategic Themes that would guide the fulfillment of their measures. The fifth strategic theme called for "Building the Campus Physical Environment." It stated that attractive, well-equipped, and well-maintained buildings and recreational spaces that are sufficient in size and number are prerequisite to the success of ULM's recruitment and retention efforts. To provide a superior quality environment, the University committed itself to developing, implementing, and maintaining a campus facilities plan.

3.2.2 2008-2013 Strategic Plan

The University completed its second strategic planning update in 2008, in anticipation of the 2008-2013 cycle.

This new master plan built on the work of the first planning cycle in 2003–2004 and extended it, offering a revised vision and mission for the University.

Vision

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

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.

Core Values

- Excellence
- Scholarship
- Diversity
- Responsibility
- Student-centered

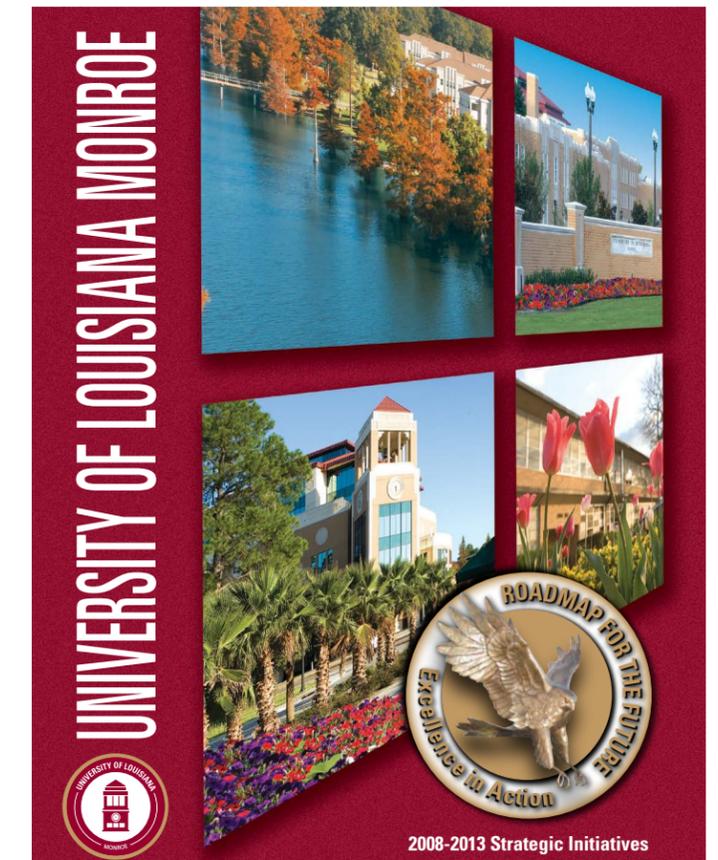
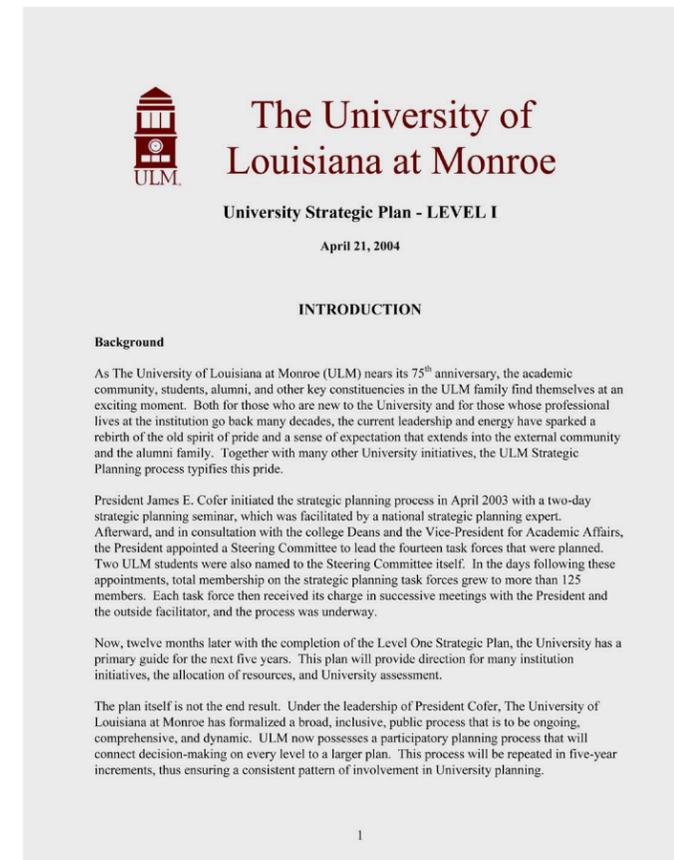
Goal 7

The centerpiece of this effort was the overarching strategic goal for the University: sustain a culture of excellence. This central focus was supported by the following strategic goals:

- Enhance the culture of faculty excellence.
- Enhance the culture of staff excellence.
- Enhance the academic learning environment.
- Enhance student growth and success.
- Maintain fiscal stability.
- Strengthen relationships with ULM constituencies.
- Deliver an effective operating environment.

Goal 7, again, directed the University to sustain campus infrastructure through development and implementation of a master facilities plan. Goal 7 more specifically called for:

- Decreasing the number of requests for Physical Plant repairs



- by 50% by 2013
- Exceeding the national average on an annual basis on the campus infrastructure component of the ACT Student Survey.
- Improving campus security
- Funding campus improvements to facilities
- Utilizing student representation in master facilities planning
- Paving gravel lots and resurfacing other areas
- Enhancing campus signage and wayfinding
- Engaging in energy conservation
- Consolidating to a smaller group of buildings whenever possible
- Examining the feasibility of green standards for the University
- Defining facility “utilization” and developing an efficient method of measuring “utilization”

recommendations for improving parking on campus.

- Pedestrian Navigation – the outside community as well as the University community need to be able to easily find the right facility without asking for directions. Pedestrian paths need to be clearly marked, handicapped accessible, should be safely lit, and should provide a system of wayfinding (signs, information kiosks, etc.)
- Safety / Security – from the moment a visitor, student, staff, or faculty member arrives on our campus they need to be assured of their safety and security. The campus needs to be well lit at night, emergency phones need to be accessible; we need systems to quickly warn people of emergencies (weather, fire, terrorism, etc.). We especially need to consider safety and security for events that bring many visitors who may not be familiar with our physical campus.
- Group Facilities for Optimal Space Utilization and by Mission – the master plan should examine our existing facilities and should make recommendations for using our existing facilities in the most efficient manner. Similar groups with similar missions should be placed in the same or nearby facilities to foster collaboration and to aid in travel and navigation of the campus.
- Projected Growth – the master plan should identify areas of the University that are growing and will need additional space in the future. Conversely, the plan should also take into consideration what programs are declining and may be phased out in the future. We need to consider the future enrollment projections for the University.
- Capital Growth and Expansion of the Campus – the master plan should help us plan for capital growth and expansion of our University facilities during the next 20 – 30 years. The master plan should help guide our decisions for selecting future capital outlay projects that may include new facilities, or complete renovation of existing facilities.
- Accessibility – the master plan should analyze the accessibility of our physical campus as it relates to the Americans with Disabilities Act requirements. The master plan should make recommendations to correct any conditions that are non-compliant with ADA requirements.
- Sustainability – the master plan should recommend ways

that the University can utilize our physical campus in a sustainable manner that reduces energy consumption, conserves water, and practices good environmental stewardship.

- Architectural Standards and Guidelines – during the master planning process, the University in collaboration with the master planning firm, should create a detailed policy that requires certain architectural standards for all major construction projects. The standards should ensure some uniformity among buildings on campus.
- Infrastructure Assessment – the master planning firm should document and assess the condition of infrastructure serving the ULM campus. This includes roads, bridges, utilities, parking lots, etc. We need to plan any necessary upgrades and long term maintenance of infrastructure in accordance with the other components of the master plan.
- Budgeting Information – the master plan should provide some budget estimates for projects that will be needed in the future. This includes large capital construction projects, maintenance projects, and also smaller projects that will be needed to maintain or improve current conditions. For example, if we know the track surface that is used in Brown Stadium will need to be replaced in 2015, then the master plan needs to document that need and provide an initial budget estimate. Similarly, if we know that an electrical transformer will exceed its normal service life in 2019, then we need to document that and provide an estimated budget cost. This budgeting information will help the administration plan carefully for the future and will hopefully limit “emergency situations.”
- Real Estate Acquisition – the master plan should help us identify and prioritize properties that the University should purchase as we continue to grow. The plan should also analyze and possibly recommend some properties that the University should sell.

3.2 University-Provided Draft Goals

The 2008-2013 Strategic Plan formed the basis of the University’s Draft Goals for the Campus Facilities Master Plan. This was a twelve-item analytical framework and set of aspirations handed to ABW/EDR at the beginning of the planning process. The framework within this document helped identify the areas of focus for the planning team’s needs assessment. The Draft Goals also influenced the process by which ABW/EDR engaged with the University and its departments.

- Vehicular Navigation and Parking – people need to be able to easily find the right building on our campus, the first time they try, without asking for directions. Whether they are a new student, a community member attending a play, or a spectator from a visiting athletic team, they need to be able to easily find the facility they need to go to. This needs to be clear from Interstate 20 and US 165 all the way to their final destination. Our campus needs an effective signage / navigation system including street signs, building signs, parking signs, etc. They need to know where to park without getting a ticket. We need to consider navigating the campus at night and all of these systems need to function well in the dark. Vehicular navigation discussions need to include the use of mass transit and also the use of bicycles on campus. We also need to discuss the possibility of changing vehicular traffic flow on the campus and / or shutting down some roads to normal vehicular traffic during the busiest hours of each week day. The master plan should also make

