



# STRATEGIC PLAN

Annual Report 3: 2018-2019

2016-2021

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## 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.

## 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.

November 1, 2019

To quote the Greek philosopher Aristotle, “The whole is greater than the sum of its parts.” This phrase sums up the synergy of the thousand integrated elements which is the University of Louisiana Monroe. From faculty research to economic impact and student achievement, the unique facets of this university are its greatest assets.

From this, we can explore some of the singular accomplishments of 2018-19 to understand the progressive steps ULM is taking to arrive at its Strategic Vision to be one of the top 200 universities in the nation.

The most visible achievement and one of the most important is the construction of the \$38 million Edward Via College of Osteopathic Medicine (VCOM) facility. By the end of December 2019, the major work on the four-story, 100,000 square foot structure overlooking Bayou DeSiard will be complete. The first semester begins in July 2020.

In the spring of 2019, 900 graduates were awarded diplomas at the Commencement ceremony with the Honorable Gov. John Bel Edwards serving as keynote speaker. The graduates included 10 associate’s degrees, 671 bachelor’s degrees, 92 Doctor of Pharmacy degrees, 118 master’s degrees, four Doctor of Education degrees and five Doctor of Philosophy degrees.

An economic impact study found ULM contributed \$566.8 million to the Northeast Louisiana economy in Fiscal Year 2017-18. Conducted for ULM by Economic Modeling Specialists International, the compelling study shows how the university is unmatched in its positive impact on the students, region and state.

In April, students gained access to the world of 3D with the opening of the Thomas J. Nicholson Virtual Reality Lab. Thanks to a generous donation from the Jean and Saul A. Mintz Foundation, a lab with 28 student stations with Oculus Go 64GB VR headsets and headphones and an instructor’s station is now located on the second floor of the ULM Library.

In 2019, ULM alumna Emily Ogden was named Louisiana High School Teacher of the Year. She is making a difference in the lives of our public school students while continuing her graduate studies in ULM’s Educational Leadership program.

Researcher Matthew Talbert, Ph.D., ULM Associate Professor of Biology, received a \$352,500 grant from the National Institute of Diabetes and Digestive Kidney Diseases to support his research into the obesity-diabetes connection. ULM also received a federal grant of \$597,274 from the U.S. Department of Agriculture, written by Bryan Donald, Pharm.D., of the College of Pharmacy. The project aims to provide affordable pediatric cardiology services via telemedicine in rural Northeast Louisiana.

ULM students reached new heights in the past year. The student newspaper, the Hawkeye, won first place for Best College Newspaper at the Southeast Journalism Conference. ULM Hawkline was named the 2019 American Dance/Drill Team National Champions in D1A Hip Hop, as well as the D1A Second Runner-up in the Over-All Division. ULM keeps producing winners on the water with the ULM Ski Team bringing home its 29th National Championship trophy.

ULM Online programs continue to receive national accolades, according to thebestschools.org, OnlineMasters.com, Bestcounselingdegrees.net, Onlinedegrees.com and U.S. News & World Report. ULM maintained its ranking by U.S. News and World Report as a Best National University. Only 311 universities in the country have this designation.

As ULM grows and expands, new leaders have obtained positions to share their talents. They include Scott McDonald, Director of Athletics, Jana Sutton, Ph.D., Interim Dean of the College of Health Sciences, and Alberto Ruiz, Ed.D., Vice President for Academic Affairs.

This great university is far more than a campus or a name – it is people dedicated to programs, dedicated to solutions, and dedicated to the future. Collectively and individually, we share the common goal: to make tomorrow better than today.

Aristotle’s phrase belongs to the ages, ULM’s phrase, “The Best is on the Bayou,” belongs to us all.

Sincerely,



Dr. Nick J. Bruno, Jr.  
President



**DR. NICK J. BRUNO, JR.**  
President

# CORE VALUES

As students and members of ULM's faculty and/or staff, we desire these values at all times.

- **ACADEMIC FREEDOM**  
We believe that freedom in teaching and research is critical to ULM's mission.
- **DIVERSITY**  
We value and respect differences because we are enriched by a broad range of ideas and perspectives.
- **EXCELLENCE**  
We uphold high standards.
- **INTEGRITY**  
We commit to honesty, truthfulness, and rightness of action.
- **SCHOLARSHIP**  
We pursue the expansion of knowledge through teaching, research, and creative works.
- **SERVICE**  
We pledge to be courteous, respectful, and positive in our interactions with others, anticipating and fulfilling their needs.

# GUIDING PRINCIPLES

As students and members of ULM's faculty and/or staff, we believe that applying these principles is necessary for achieving our vision.

- **COMMITMENT**  
We commit to the success of our university and our students.
- **ACCOUNTABILITY**  
We acknowledge and assume responsibility for our actions, decisions, and results.
- **INNOVATION**  
We develop and implement creative ideas and solutions.
- **EFFICIENCY**  
We pledge responsible stewardship of available resources.
- **COLLABORATION**  
We seek partnerships that benefit our university.
- **ACHIEVEMENT**  
We get positive results.



# SIGNIFICANT ACHIEVEMENTS



College of Pharmacy reopened a regional campus in New Orleans in Fall 2018, reestablishing a presence in the city for the first time since 2005.

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Master of Science in Nursing program in the Kitty DeGree School of Nursing received national accreditation through 2023. The Doctor of Pharmacy (Pharm.D.) program in the College of Pharmacy was granted continued accreditation and the School of Education in the College of Arts, Education, and Sciences received accreditation for educator preparation programs.

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The Hawkeye won third place for "Best Newspaper in the Nation" at the College Media Association's annual Conference held in New York City.

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The Edward Via College of Osteopathic Medicine (VCOM), located on ULM's campus, will begin its first semester in July 2020.



Approximately 40,000 people attended more than 120 performances and cultural events hosted by the School of Visual and Performing Arts.

Four different athletic teams earned All-American recognition from their respective coach's association or national governing bodies, including men's golf, women's track and field, men's track and field, and women's tennis.

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The Office of Sponsored Programs and Research received notifications of nearly \$14 million in newly awarded research projects in FY 2018-2019.

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ULM Ski Team won its 29th national championship. The National Collegiate Water Ski Association has held only 39 such events.



ULM Online ranked No. 1 Best Online University in Louisiana by thebestschools.org. ULM Online named in the Top 100 in the nation for providing the best online education by thebestschools.org, the only university in the state in the Top 100.

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New hires to lead the university: Scott McDonald, Director of Athletics; Jana Sutton, Interim Dean of the College of Health Sciences; Alberto Ruiz, Vice President for Academic Affairs.

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The Risk Management and Insurance program ranked 9th in the nation by Business Insurance.

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The Thomas J. Nicholson Virtual Reality Lab with 28 student stations with Oculus GO 64GB VR headsets, headphones, and an instructor's station opened on the second floor of the library.



# CHALLENGE

Decreased state funding, strong external control of tuition and fee rates, a lack of action to remedy inequitable funding policies, and concern about market sustainability combine to make the financial environment a significant challenge for ULM's future.

# STRATEGY

1. Transform ULM to thrive in the inconsistent financial environment. (VPBA)



**DR. BILL GRAVES**  
VP Business Affairs

## LONG-TERM OBJECTIVES\*

### A INTERNAL ORGANIZATIONAL STRUCTURE

Determine the optimal financial organizational structure for ULM and implement.

#### PROGRESS TO DATE ★★★

The organizational structure of the university continues to be monitored. This process is completed and reviewed on an annual basis.

### B FINANCIAL SUSTAINABILITY FOR THE ACADEMIC PROGRAM MIX

Develop and implement a Financial Sustainability Review process.

#### PROGRESS TO DATE ★★★ ☆

Working to develop a reporting structure for faculty teaching loads that will allow improvement of allocation of costs to academic departments. Faculty Load and Compensation (FLAC) software is being implemented to enhance reporting capability.

### C INSTITUTIONAL AUTHORITY AND CONTROL FOR TUITION

Report on tuition rates throughout the region and on differential tuition rates.

#### PROGRESS TO DATE ★★★ ☆

Report on tuition rates throughout the region and on differential tuition rates is complete. Currently developing tuition strategy that is equitable to all students.

### D NEW REVENUE STREAMS

Develop strategies to expand all revenue streams.

#### PROGRESS TO DATE ★★★ ☆

Agreement with Academic Partnerships is in place and will be monitored to ensure appropriate tuition structure along with enrollment growth. Student enrollment has increased as a result of the partnership.

### E ATHLETICS

Promote attendance and support of ULM athletic teams while maintaining a balanced budget.

#### PROGRESS TO DATE ★★★ ☆

Improvements made to training, golf, tennis, baseball, and football facilities. A new Director of Athletics has been hired. A plan is being developed to increase ticket sales and donor support. Facility enhancements completed include renovation of Brown Stadium including a new track and women's soccer field, Wally Jones Golf Complex and Pecan Grove. Events promoting community support of athletics include The Pursuit and Warhawk Women.

## LEGEND

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- ☆☆☆ Not yet begun: will be addressed later in the plan's period of operation
  - ★★☆ Some progress: has begun and initial advancement is being made
  - ★★★ Substantial progress: most actions are underway
  - ★★★★ Institutionalized: has been incorporated into regular university operations

# CHALLENGE

The need to maintain relevance to regional employers; address the flat or slightly decreased trend in traditional student population; create new experiences and meet/exceed expectations of our students; and contend with the increased presence of for-profit providers and larger, better-funded public institutions of higher education. These matters demand ULM to operate in a dynamic and competitive environment.

# STRATEGY

2. Position ULM to adapt to the rapidly changing educational environment. (VPAA)



**DR. ALBERTO RUIZ**  
VP Academic Affairs

## LONG-TERM OBJECTIVES\*

### A ACADEMIC PROGRAM PORTFOLIO

Implement an academic program review process.

#### PROGRESS TO DATE ★★★

Improvement plans were developed and put into action by previously reviewed degree programs, closing the quality improvement cycle through our annual process.

### B ACADEMIC INFRASTRUCTURE

Design an infrastructure to support high-quality faculty and student learning.

#### PROGRESS TO DATE ★★★

Tom Nicholson Virtual Reality Lab was established in the University Library second floor, 28 seat learning center for viewing educational sessions.

### C TARGETED STUDENT POPULATION

Implement a marketing and recruitment plan to approach and maintain program capacity levels.

#### PROGRESS TO DATE ★★★☆

Traditional recruitment is focused on public schools with strong indicators of success and private schools with the highest percentage of TOPS-eligible seniors. Social media campaigns focus on reaching desirable students then encouraging application and enrollment.

### D PEDAGOGICAL STRATEGIES

Implement student-centered, hands-on and minds-on pedagogical strategies.

#### PROGRESS TO DATE ★★★☆

Enhancing student learning in biology gateway courses will be addressed over the next six years by the university's Quality Enhancement Plan FOCUS. Redesign of two core courses will include more active learning,

exposure to metacognition, supplemental instruction, and the development of critical thinking skills.

### E ONLINE INSTRUCTION

Become the institution of choice for post-traditional learners within 100 miles of Monroe.

#### PROGRESS TO DATE ★★★☆

Under an agreement with Academic Partnerships (AP), six online programs were restructured to meet best practices and AP marketing was implemented. ULM online has been recognized as one of the best in the nation by several organizations.

### F RESEARCH

Increase the revenue stream for the university.

#### PROGRESS TO DATE ★★★☆

ULM licensed its intellectual property on the use of oleocanths as a medical food for cancer and Alzheimer's disease leading to the formation of Oliolive, the first spin-off company created from faculty research. ULM continues to spearhead other research efforts.

### G GRADUATE ENROLLMENT

Increase graduate enrollment and expand offerings to qualify for SREB Four-Year 2 status.

#### PROGRESS TO DATE ★★★☆

Processes within the Graduate School continue to be redesigned to decrease response time for inquiries and time to admission. Coordination of processes with Academic Partnerships was developed. Enrollment was at 1003 students which was a 13% increase.



# CHALLENGE

In a buyer's market, the quality of service experienced by customers influences their likelihood of return (loyalty). Higher education is definitely a buyer's market these days, and despite our resistance to that notion, students are our customers. Furthermore, the success of a university is increasingly being measured not by graduation rates or degrees produced but by employer satisfaction with alumni and by alumni achievement.

# STRATEGY

3. Improve those critical elements leading to student success – from application through graduation and beyond. (VPIS)



**DR. MICHAEL CAMILLE**  
**VP Information Services and**  
**Student Success**

# LONG-TERM OBJECTIVES\*

## A STUDENT/ACADEMIC SUPPORT SERVICES

Improve advising, enrollment management processes, and student advocacy.

### PROGRESS TO DATE ★★☆☆

The final phase of TALON, an advising aid to identify students at risk of failing to progress academically, was completed in August 2019, with the entire incoming freshman cohort now being advised in the Student Success Center. Student advocacy also continues in the SSC with advisors mentoring probationary students and scholarship appeal students.

## B CRITICAL SKILLS NEEDED BY STUDENTS

Identify skill sets for academic success and workforce success.

### PROGRESS TO DATE ★★☆☆

QEP implementation began Fall 2019 with the redesign of two gateway core science courses to include more active teaching and learning strategies, supplemental instruction, and a greater emphasis on developing critical thinking skills as students “learn to learn” science. The newly hired coordinator is overseeing benchmark setting in those targeted courses.

## C LONG-TERM RELATIONSHIP

Improve university communication over the range from prospect to alumnus and improve alumni commitment to the university.

### PROGRESS TO DATE ★★☆☆

Core programs and fundamental services continue to be offered that engage alumni, students, faculty and stakeholders with the university. The Alumni Association met with all chapter/club presidents to foster those relationships and offer valuable opportunities to connect with fellow alumni. Opportunities for students to affiliate with the Alumni Association through the 31 Ambassadors program were strengthened and broadened.

## D TECHNOLOGY

Implement best practices in IT, including sustainability, as well as support to academic and student services.

### PROGRESS TO DATE ★★☆☆

The addition of Amazon Web Services (AWS) expands the university's cloud services offering and provides a valuable academic resource for students, staff, and faculty. A new virtual reality lab, an innovation center, and collaboration and study spaces were added to the remodeled ULM InfoCommons to further support the academic and student services needs of the university.

## LEGEND

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# CHALLENGE

For years, ULM has operated as a hidden gem on the bayou. Its quality programs and dedication to student learning have produced alumni who have gained success at the state, national, and international levels — in the health and applied sciences, in business and industry, and in government and military service. It must now stand up and proclaim its successes, providing evidence of its achievements.

# STRATEGY

4. Achieve recognition of our vision. (VPSA)



**CAMILE CURRIER**  
VP Student Affairs

## LONG-TERM OBJECTIVES\*

### A DEFINITION AND MEASUREMENT OF VISION

Develop performance metrics for the top 200 universities in the nation and excellence in teaching, research, and innovation.

#### PROGRESS TO DATE ★★★

The peer group and performance metrics for this plan have been finalized. (Completed in 2017)

### B OPERATIONAL PERFORMANCE AND CONTINUOUS IMPROVEMENT CYCLE

Improve and institutionalize continuous improvement cycles throughout the university.

#### PROGRESS TO DATE ★★★

Improvement plans based on results from the program review process were developed, reviewed, and implemented for all degree programs. The continuous improvement cycle operates in the following areas: general education curriculum, degree programs, and budget units. A plan to include NSSE and SSI data was formulated to augment the institutional effectiveness assessment.

### C COMMUNICATION AND MARKETING PLAN

Develop a communication and marketing plan that will address both internal and external constituencies.

#### PROGRESS TO DATE ★★★

A university marketing plan was created and implemented to be a living document that is monitored and altered to address current needs. A supporting brand guideline promotes brand consistency. The Office of Marketing and Communications collaborated with recruitment, alumni, academics, and community stakeholders to advance the university through marketing and communications campaigns.

### D ACKNOWLEDGEMENT OF ACHIEVEMENT

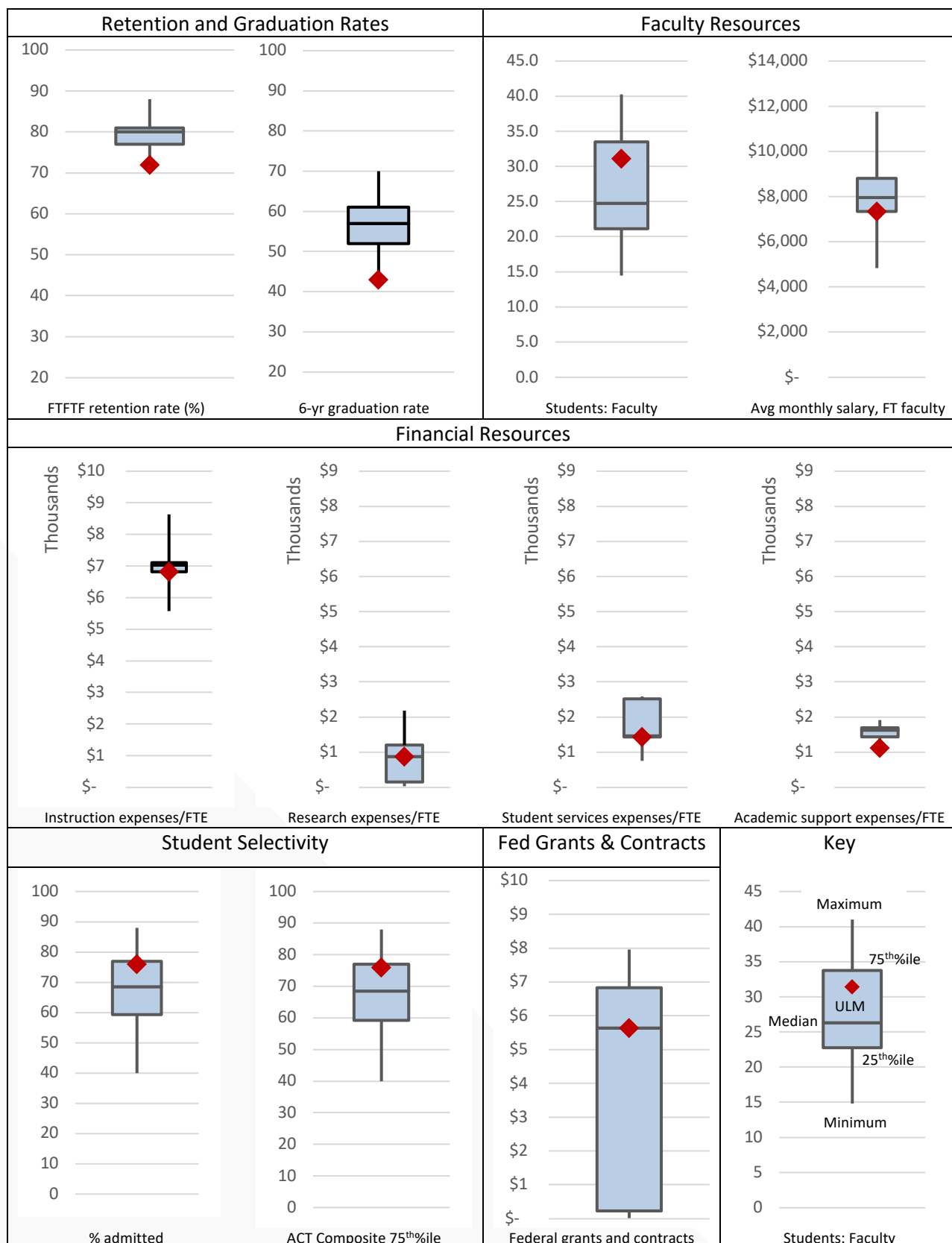
Implement an employee recognition program.

#### PROGRESS TO DATE ★★★

To reward their successes, an employee recognition program was developed during the Fall 2013 semester. That program was implemented during Spring 2014. (Completed in 2014)

# ASSESSMENT DASHBOARD

2017-2018



Source: Integrated Postsecondary Education Data System for Fall 2016 or Academic Year 2016-17.

# COMPARISON GROUP

Doctoral/Professional University Rankings in 2018 U.S. News and World Report College Rankings

**Andrews University**

**Augusta University**

**Benedictine University**

**California State University-Fresno**

**Carson-Newman University**

**Gardner-Webb University**

**Lamar University**

**Lesley University**

**Pace University**

**Robert Morris University**

**Shenandoah University**

**Stephen F. Austin University**

**Texas A&M University-Commerce**

**University of Hartford**

**Widener University**

Carnegie 3 Universities (2017) are now known as Doctoral/ Professional Universities (2018)

Relationship of assessment metrics to strategic plans strategies and long-term objectives

METRIC	STRATEGY	LONG-TERM OBJECTIVE
Full-time fall freshman cohort retention to Year 2	3. Improve those critical elements leading to student success	B. Critical skills needed by students
6-year graduation rate, first-time degree-seeking undergraduate cohort	3. Improve those critical elements leading to student success	B. Critical skills needed by students
Ratio of total enrollment for fall to total number of full-time instructional staff	2. Position ULM to adapt to the rapidly-changing educational environment	D. Pedagogical strategies
Average monthly salary for all full-time instructional staff	2. Position ULM to adapt to the rapidly-changing educational environment	B. Academic infrastructure
Instruction expenses per FTE	1. Transform ULM to thrive in the inconsistent financial environment	B. Financial sustainability for academic program mix
Research expenses per FTE	1. Transform ULM to thrive in the inconsistent financial environment	B. Financial sustainability for academic program mix
Student support expenses per FTE	3. Improve those critical elements leading to student success	A. Student/academic support services
Academic support expenses per FTE	3. Improve those critical elements leading to student success	B. Student/academic support services
Total Enrolled as % of Total Applied Fall First-Time Degree-Seeking Undergraduates	2. Position ULM to adapt to the rapidly-changing educational environment	C. Targeted student population
75th Percentile Composite ACT Score Fall First-Time Degree-Seeking Undergraduates	2. Position ULM to adapt to the rapidly-changing educational environment	C. Targeted student population
Federal operating grants and contracts	1. Transform ULM to thrive in the inconsistent financial environment	D. New revenue streams



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