

# Strategic Plan

2022 -2027



*Changing Lives to Create a Better World*

The University of Louisiana at Monroe prepares innovative, competent, successful, and contributing graduates to thrive in a rapidly changing global society through a transformative education.

STUDENT  
SUCCESS

TEACHING & LEARNING  
EXCELLENCE

RESEARCH  
EXCELLENCE

COMMUNITY  
ENGAGEMENT

OPERATIONAL  
EXCELLENCE

UNIVERSITY RESOURCES

PRINCIPLES

INNOVATION • COLLABORATION • COMMITMENT • ACCOUNTABILITY • EFFICIENCY • ACHIEVEMENT

VALUES

ACADEMIC FREEDOM • RESPONSIBILITY • DIVERSITY • EXCELLENCE

Changing Lives to Create a Better World

***“It is time to own who we are, where we are, and what we must do to create a better future for our students, ourselves, and our region.”***

**Dear ULM Family, Friends, and Community Members:**

A special thanks to the hundreds of individuals who participated in the process to chart a path forward for ULM. The final work in this plan represents creativity, vision, and a passion for improving lives. And, when this work is implemented, it will be a testament to the dedication, commitment, and belief in ULM’s purpose.

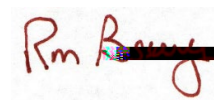
We are fortunate to be a part of the University of Louisiana System that has outlined three bold strategic goals including producing 150,000 new graduates by 2025, expanding public-private partnerships to enhance economic prosperity, and to maximize administrative efficiencies and investments in instruction and academic support. Our strategic plan is in alignment and supportive of the Systems’ plan while specific to serving the needs of our region and beyond.

Along with our bedrock core values and guiding principles, this plan includes a strong focus on our University resources that are critical to our future growth and success. These University resources provide a foundational base upon which we build the pillars of our work: Student Success, Faculty and Staff Distinction and Wellbeing, Intellectual Activities, Community Engagement, and Athletic Excellence. Embedded throughout the plan is a commitment and appreciation for diversity, equality, inclusion, excellence, and success.

By building upon our framework of shared values and guiding principles, ULM will firmly take our role as an anchor institution in this region. We will become a sought-after place of employment, and build broad, diverse community connections that help propel the region into prosperity. Our students will be active participants in the learning process as we prepare them to understand the world broadly and take their place as engaged, enlightened, and productive citizens. And finally, we will prove to the world that where individuals begin life does not predetermine their path forward, nor where they will end up.

With a shared and intensely felt sense of mission, I hope that you will join us in pursuing our vision of changing lives and creating a better world.

Sincerely,



Ron Berry, President  
University of Louisiana Monroe

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# **Our Vision, Mission, Values, and Guiding Principles**

## **VISION STATEMENT**

ULM will change lives by bringing true equality, inclusiveness, and opportunity for all individuals in our region and beyond.

## **MISSION STATEMENT**

The University of Louisiana Monroe prepares individuals from northeast Louisiana and beyond to compete, succeed, and contribute in an ever-changing global society through a transformative education while positively impacting society through research and service.

## **Values**

- **Academic Freedom and Responsibility**  
We believe that freedom and responsibility in teaching and research is critical to ULM's mission and service.
- **Diversity**  
We value and incorporate differences because we are enriched by a broad range of ideas and perspectives.
- **Excellence**  
We uphold high standards for our students, faculty, staff, and partners and help in their achievement of these standards.
- **Integrity**  
We uphold ourselves to honesty, truthfulness, and rightness of action.
- **Scholarship**  
We pursue the expansion of knowledge through teaching, research, creative works, and service.
- **Service**  
We will be courteous, respectful, and positive in our interactions with others while anticipating and fulfilling their needs.

## **Guiding Principles**

- **Commitment**  
We commit to the success of our students and University.
  - **Accountability**  
We accept responsibility for our actions, decisions, and results.
  - **Innovation**  
We develop and implement creative ideas and solutions to solve global needs.
  - **Efficiency**  
We will be responsible stewards of available resources.
  - **Collaboration**  
We seek partnerships that benefit our University and region.
  - **Achievement**
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## **STRATEGIC FOUNDATION: UNIVERSITY RESOURCES**

**Essential Goal: Maximize Use of Financial, Physical, Technological, and Brand Resources to realize our mission of transformation and ensure the University's long-term sustainability.**

ULM will position itself to thrive in an uncertain environment by ensuring effective use of financial, physical, and technological resources. We will enhance learning and our campus community for our students, faculty, and staff by providing well-maintained, modern, and welcoming facilities, along with an accessible technology infrastructure that provides needed and useful information at all user levels. All of our Strategic Goals depend on the achievement of this essential goal.

- Initiative 1    Ensure all sources of financial resources are maximized and leveraged to achieve our mission of transformation.
- a. Examine our business model to identify new ways to grow revenue and reduce expenses.
  - b. Align University affiliate organizations' priorities and processes to benefit the University.
  - c. Develop processes to commercialize services offered by faculty, staff, and students across campus.
  - d. Incentivize innovation among faculty and staff for the development of intellectual property.
  - e. Maximize opportunities to capture federal and state dollars by identifying resources for external support.
  - f. Design and implement a comprehensive funding campaign, including governmental, non-profit, corporate, donor, and self-generated funds of an additional \$250,000,000 by 2031.
- Initiative 2    Enhance learning and campus community for our faculty, staff, and students by providing well-maintained, modern, and welcoming facilities.
- a. Update the University Campus Master Plan by May 2023.
  - b. Develop a plan for improvement of office, classroom, clinic, and lab spaces.
  - c. Maintain and update the physical campus to provide a vibrant, safe, functional, and welcoming environment by partnering with affiliate and private organizations to develop areas on, around, and near campus. (e.g. campus hotel, waterfront development, restaurant, sanctuary)
  - d. Partner with local law(M)-1 (a)4unt1 ( to)n (c)-6 selcoming environmen(
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Initiative 3 Enhance learning and campus community for our faculty, staff, and students by providing a modern and accessible technological infrastructure that provides needed and useful information at all user levels.

- a. Ensure current technology hardware infrastructure, programs, software, and processes are available to students, faculty, and staff throughout the physical campus.
- b. Ensure the technological infrastructure (including hardware, software, and data) is kept safe and protected, and is recoverable in the event of disaster caused by human error, malfunction, or natural causes.
- c. Strive for an effective balance between user need and available resources.
- d. Apply technological solutions to simplify processes and/or reduce reliance on paper processing to reduce inefficiencies and environmental impact.
- e. Implement a campus-wide recycling program.

Initiative 4 Maximize the ULM Brand to ensure a consistent and beneficial message.

- a. Develop impactful and innovative methods for maximizing the ULM brand.
- b. Support and reinforce the University's mission and vision by developing consistent branding and marketing.
- c. Create initiatives that foster, build, sustain, and continuously increase pride in ULM with defined benchmarks, measures of effectiveness, and timely enhancements.
- d. Strengthen relationships with future, current, and past students to create a lifelong mindset to recruit, engage, and provide for active advocacy of ULM.
- e. Use new and emerging communication technologies and marketing trends to effectively brand ULM, while leveraging existing communication technologies.
- f. Develop a system that allows the communities that ULM serves more access to the ULM brand.

## **STRATEGIC PILLAR: STUDENT SUCCESS**

### **Goal 1: Champion Student Success Through Innovative and Transformative Programs and Experiences**

ULM will attract, prepare, and graduate students well-equipped to succeed in the 21st century.  
ULM will provide affordable and meaningful

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- e. Analyze and integrate existing communication channels that are clear, efficient, and effective at reaching students and encouraging dialogue.

## **STRATEGIC PILLAR: FACULTY AND STAFF DISTINCTION AND WELL-BEING**

### **Goal 2: Recruit, Develop, and Retain a diverse and qualified faculty and staff capable of achieving our mission of transformation.**

ULM will become recognized as a best place of employment by improving compensation, benefits, professional development opportunities, and our inclusive culture. Our faculty and staff will work in an educational environment where every individual is valued, respected, nurtured, developed, and feels a sense of belonging.

Initiative 2.1 Improve recruitment of well-qualified, diverse candidates and improve long-term retention of faculty and staff.

- a. Recruit new faculty and staff to fill open positions, with a focus on timely recruitment.
- b. Develop a strategic human resource plan for the recruitment and retention of faculty and staff from underrepresented groups.
- c. Expand orientation and professional development opportunities for faculty and staff who are new to the University or new to a position.
- d. Develop a University-wide, non-supervisory mentoring program for all faculty and staff.
- e. Create a system to enhance timely communication between administration, Faculty and Staff Senates, and faculty/staff.
- f. Establish a human resources compensation and benefits committee to develop a formal compensation and benefit policy and implementation plan with annual reviews.
- g. Assess current faculty and staff workloads and develop a plan for equity and/or reduction of workloads, where needed.

Initiative 2.2 Enhance faculty and staff well-being by investing in support services to improve effectiveness.

- a. Create a Center that focuses on Teaching, Research, and Service Excellence to provide professional development opportunities for faculty and staff.
  - b. Increase availability of training opportunities through investment in travel funds and external and internal professional development opportunities.
  - c. Develop a University
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## **STRATEGIC PILLAR: INTELLECTUAL ACTIVITY**

**Goal 3: Maintain and support the level of intellectual activity necessary by our scholars to support innovation, preparation of students for successful careers and citizenship, and the creation and application of new knowledge.**

ULM will continue to push the boundaries of innovation in its teaching, research, and service activities. Appropriate resources will be provided to support activities of our ULM community in the application, creation, and dissemination of new knowledge. Our programs will remain vibrant and relevant to the needs of business, industry, and society, and our students will be prepared to live, work, and thrive in our global society.

Initiative 3.1 Continue to innovate, refine, and deliver strong academic programs for students' intellectual development.

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## **STRATEGIC PILLAR: ATHLETIC EXCELLENCE**

### **Goal 5: Develop a culture of excellence and success among our athletic programs.**

ULM will develop a premier student-athlete experience in college athletics by providing opportunities for our student-athletes to succeed in every area. We will assess our current situation, develop plans to take advantage of opportunities, and create an environment that is supportive of our student-athletes' success. We will provide for an exceptional experience for our fans to create and maintain pride in all our athletic programs.

Initiative 5.1 Provide academic and personal development to ensure student-athletes are successful in sports and in life.

- a. Provide resources that address mental health and other challenges faced by student-athletes.
- b. Develop programs that prepare student-athletes for life after athletics, including increased use of Career Center services.
- c. Provide services and resources for student-athletes (e.g. tutors and study space) that help them navigate the rigors of balancing classwork with athletics.

Initiative 5.2 Develop a realistic financial model to support the athletic program.