



**FOR YOUR FUTURE. FOR OUR FUTURE.**

ULS Strategic Framework

UNIVERSITY OF  
**LOUISIANA**  
SYSTEM

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## FOR YOUR FUTURE.

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# UL SYSTEM MISSION

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The University of Louisiana System is a public, multi-campus university system dedicated to the service of Louisiana and its people. The System offers a broad spectrum of educational opportunities ranging from technical training at the associate level to research at the doctoral level. It encompasses nine diverse higher education institutions: Grambling State University, Louisiana Tech University, McNeese State University, Nicholls State University, Northwestern State University, Southeastern Louisiana University, University of Louisiana at Lafayette, University of Louisiana at Monroe, and University of New Orleans. While these nine institutions share the responsibility for providing high-quality educational opportunities for the people of Louisiana through a lifetime of intellectual growth, each institution's specific mission is shaped by its historic and unique strengths.

The fundamental mission of the System is to emphasize teaching, research, and community service to enhance the quality of life for the state's citizens. Through this mission, students are afforded experiences to discover, create, transmit, and apply knowledge. The purpose of the System is to provide high-quality education that is cost efficient to both students and taxpayers, enabling students to reach their highest potential.



# FOR YOUR FUTURE. FOR OUR FUTURE.

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## THE VISION

The following aspirations will shape our efforts to advance educational attainment statewide; empower our citizenry; meet the needs of business and industry; grow our economy; and enrich our communities.



# FROM THE PRESIDENT/CEO



While financial stewardship must always be a point of emphasis in our work, we must shift the narrative. We must talk less about the cost of higher education and talk more about the return on the higher education investment. We must cultivate strategies to recruit, retain, and develop faculty. We must build awareness of and expand our extraordinarily productive public/private partnerships that drive economic growth and prosperity. We must establish an audacious vision for the development of our people. Educational attainment is paramount.

**Dr. Jim Henderson**

*President and CEO, UL System*



The System's nine university presidents, along with the System president and CEO, developed the Strategic Framework for the Universities of Louisiana. Three teams explored and evaluated a designated theme resulting in six Systemwide aspirations. The teams were led by Southeastern President John Crain, Louisiana Tech President Les Guice and University of Louisiana Monroe President Nick Bruno.

“ Many of the economic and societal problems we are working to address as a state could be solved by increasing the educational attainment of our population. A more educated citizenry will result in a decrease in crime and incarceration and fewer governmental assistance expenditures. A college degree provides higher lifetime earnings and increases the likelihood of securing a good job with health and retirement benefits.



**Dr. John Crain, President**  
*Southeastern Louisiana University*



**Dr. Les Guice, President**  
*Louisiana Tech University*

“ We're living in a knowledge economy where we're able to analyze and process information unlike ever before. We recognize that our universities will drive Louisiana's economy through research, innovation, entrepreneurship and workforce development. We have to be producers and we also have to be educators by showing our partners—both public and private—how to maximize the potential of the tools being developed at our institutions.

“ While educational attainment and research are the engines of our economy, the fuel of that engine is our ability to be good stewards. Today's economic climate forces us to focus intently on our expenditures in order to ensure that the Universities of Louisiana are both efficient and effective.



**Dr. Nick Bruno, President**  
*University of Louisiana Monroe*



# INTRODUCTION

Economic competitiveness and quality of life in the 21st century are more dependent than ever on educational attainment. Increasingly, opportunity follows educational attainment making talent development a top interest of individuals and the collective public. Nowhere is this evolution more visible than in the changing makeup of our workforce over the past 25 years. (See Chart 1)

As the nature of work continues to evolve through rapidly advancing technology, the ubiquity of automation, and emerging applications of artificial intelligence, demands for relevant higher education will increase vastly. Over the past decade, however, Louisiana's public higher education enterprise has suffered the largest disinvestment of public dollars in the nation, while the cost burden on Louisiana students has increased dramatically. As a result, Louisiana's public colleges and universities operate at the lowest unit cost in the country. **The challenge: those "units" are students, and the "cost" is our investment in their future.** The resources available per student at colleges and universities in our neighboring states, or as some would say our competitors, far surpass those in Louisiana. We have unilaterally disarmed, threatening our competitiveness in an age where others are aggressively seeking the advantage.

## EDUCATIONAL ATTAINMENT CHART

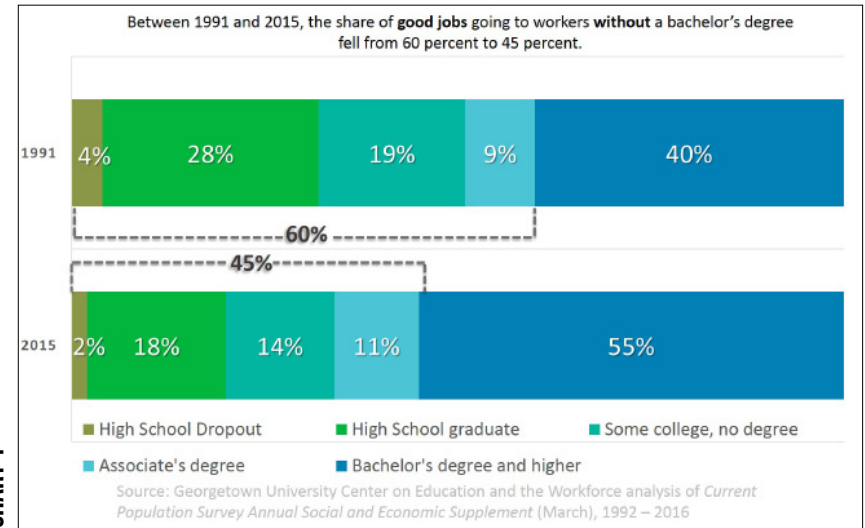


CHART 1

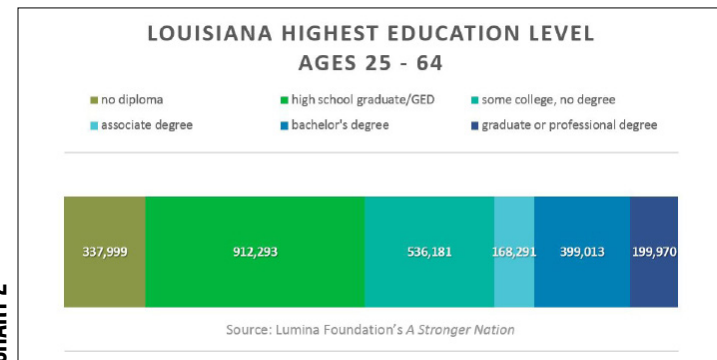
**“THE FOUNDATION FOR WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, AND COMMUNITY DEVELOPMENT IS HUMAN DEVELOPMENT.”**





While the resource challenge is real and immense, it pales in comparison to the opportunities awaiting us if we reinvest in our people. The foundation for workforce development, economic development, and community development is human development. With only 24 percent of the prime working-age population in Louisiana having a bachelor's degree or higher, we must pursue an aggressive attainment agenda that aligns with modern economic demands, cultural fluency ideals, and community needs. Louisiana is home to 1.5 million working-age adults with high school diplomas but not college degrees: a chronic challenge to be sure, but also an extraordinary opportunity for generational change. (See Chart 2)

CHART 2





**“THE UNIVERSITIES OF LOUISIANA COMMIT TO PRODUCING THE MOST EDUCATED AND PREPARED GENERATION IN OUR STATE’S HISTORY, EXPANDING RESEARCH EFFORTS AND PUBLIC/PRIVATE PARTNERSHIPS THAT DRIVE OUR ECONOMY, AND INVESTING IN THE FACULTY THAT DRIVE OUR WORK.”**

The picture is clear: To compete in a global economy, to improve the quality of life in our communities, and to realize the full potential of our state, Louisiana must elevate the educational attainment of its citizens.

**Reinvestment is essential. The returns on that reinvestment, channeled through an enterprise more focused on a strategic mission than ever before, will be immeasurable.** To this end, the presidents of our nine universities developed a framework centered on strategic aspirations that will forever change the narrative in Louisiana.

The Universities of Louisiana's more than 90,000 students represent every parish in our state. Our universities contribute more than \$4 billion to Louisiana's economy. Over the past decade our graduates have earned \$6.5 billion in new and increased salaries. **We must do more.** The strategic framework will provide context for the planning and mission fulfillment of each university, shape our collective work as a system, and serve as a foundation for our collaborations with Louisiana's Community and Technical Colleges, LSU, and Southern University.

Through this strategic framework, the Universities of Louisiana commit to producing the most educated and prepared generation in our state's history, expanding research efforts and public/private partnerships that drive our economy, and investing in the faculty that drive our work.

**FOR YOUR FUTURE. FOR OUR FUTURE.**





## ACADEMIC SUCCESS, STUDENT SUCCESS AND EDUCATIONAL ATTAINMENT

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As the largest post-secondary education system in Louisiana, the UL System produces 16,000 graduates annually. Given the documented economic and societal benefits associated with increased levels of educational attainment, our universities are committed to producing Louisiana's most educated generation in our history. Specifically, by 2025, our System will **produce 150,000 new graduates who are prepared for life and career success.**

Louisiana's number of high school graduates is forecast to plateau. As a result, increasing the number of Louisiana citizens with a post-secondary degree will require that more graduates come from non-traditional populations, including sectors of the population that historically have had lower participation and success rates. Accordingly, the Universities of Louisiana will **increase participation and success among all populations.**



**ACADEMIC SUCCESS, STUDENT SUCCESS AND EDUCATIONAL ATTAINMENT**



## ECONOMIC DEVELOPMENT, RESEARCH AND INNOVATION

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Louisiana's growing knowledge-based economy and the evolution of traditional economic sectors create new opportunities for collaboration with business and industry. All regions of Louisiana have benefited from new and expanded business entities that partner with our universities. Building on these successes, our universities will **expand public and private partnerships that enhance economic prosperity.**

Rapidly advancing technology combined with vastly improved data collection and analysis capabilities have led to an unprecedented era of discovery and innovation. The substantial research and graduate education resources of our universities can provide solutions to generational challenges while preparing our state to seize emerging opportunities. The Universities of Louisiana will **leverage our collective research capacity to improve quality of life and stimulate economic growth.**



**ECONOMIC DEVELOPMENT, RESEARCH AND INNOVATION**



## FINANCIAL STEWARDSHIP AND ACCOUNTABILITY

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The Universities of Louisiana will continue to pursue operational practices that increase return on investment to stakeholders. Already a leader among Southern Regional Education Board states in maintaining low administrative costs, our universities will **maximize administrative efficiencies, resulting in an increased investment in instruction and academic support.**



Stewardship demands care and responsible management of resources, the most valuable of which are our faculty. They are the connection between the student and the institution. The Universities of Louisiana will **increase value to students by recruiting, retaining, and developing the highest quality faculty** with a focus on excellence in teaching, research, and innovation.



**FINANCIAL STEWARDSHIP AND ACCOUNTABILITY**

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UNIVERSITY OF  
LOUISIANA  

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