

University of Louisiana at Lafayette
Strategic Planning Report: 2015 – 2020
November 10, 2015

Strategic Planning Steering Committee

- Dr. Melinda Oberleitner, Associate Dean, College of Nursing and Allied Health Professions & Professor,
Department of Nursing (Co-Chair)
- Dr. Vanessa Hill, Associate Professor and Head, Department of Management, B.I. Moody III College of
Business Administration (Co-Chair)
- Dr. Aeve Abington-Pitre, Assistant Professor, College of Education
- Mr. Dane Adams, President, Student Government Association
- Mr. Andrew Benoit, Assistant Vice President, Enrollment Management & Director, Undergraduate
Admissions and Recruitment
- Ms. Rae Brodnax, Development Officer
- Mr. Gordon Brooks, Dean, College of the Arts
- Dr. Jack Damico, Assistant VP of Research
- Ms. Emily Deal, Head of Distance Learning and Online Services, Dupré Library
- Mr. Scott Farmer, Athletic Director
- Mr. Eugene Fields, Chief Information Officer
- Ms. Jane Heels, Graduate Student Representative
- Mr. Ruben Henderson, Assistant Director, Marketing & Leadership, Office of Student Engagement and
Leadership
- Dr. Helen Hurst, Associate Professor and Director, Graduate Programs, College of Nursing and Allied Health
Professions
- Ms. Heidie Lindsey, Associate Dean of Students & Director of Student Engagement and Leadership
- Dr. Susan Mopper, Professor of Biology and Director, Center for Ecology and Environmental Technology
- Mr. Tom Pears, Director, Auxiliary Operations
- Dr. Catherine Roche-Wallace, Assistant Professor, College of the Arts
- Dr. Geoffrey Stewart, Associate Professor, B.I. Moody III College of Business Administration
- Dr. Charles Taylor, Assistant Professor, College of Engineering
- Dr. John Troutman, Associate Professor, College of Liberal Arts
- Mr. Xiang Xiyue, Graduate Student Representative

Executive Summary

The Strategic Steering Committee was charged with developing a five-year strategic plan for Academic Years 2015 – 2020. The members of the steering committee began by considering the current University mission and vision statements. The committee proposed to update the existing statements in order to reflect the growth and transition of the University from a regional university to a nationally competitive research-intensive institution, as designated by our Carnegie Classification. The proposed update is articulated in the first section of this document.

After reflection on the mission and vision of the University, the committee conducted a SWOT analysis that explored our progress toward realizing the strategic goals identified in the 2009 – 2014 Strategic Plan, by inviting subject matter experts to provide updates on advancements achieved within that timeframe in their respective areas. The committee then used this information to conduct a second SWOT analysis to identify areas of strength and weakness, as well as opportunities for growth and factors that threaten the viability of the University's continued improvement.

The SWOT analyses revealed that great progress has been made toward realizing strategic initiatives focusing on student life, leisure, and extra-curricular activities. Significant resources have been invested in improving the facilities and programming related to student life outside of academics. Conversely, facilities and resources related to instruction, research, and the enhancement of intellectual engagement outside of the classroom have not received the same amount of attention and investment. This observation is externally validated by assessments indicating low levels of student academic engagement and low faculty and staff morale. Of particular note, the current status of the University Libraries holdings is a source of extreme concern across strategic areas.

As a result, the committee decided that strategic imperatives that emphasize enriching the intellectual life of the University should be prioritized over the next five years. Members of the steering committee partnered with multiple campus stakeholders and worked in task forces to propose strategic goals that address the weaknesses and threats identified in the SWOT analyses. The SWOT analyses identified four areas of priority:

- **Student** experience as it contributes to academic success
- **Faculty** resources to facilitate teaching, research and service
- **Research** resources that support cutting-edge research and insightful scholarship
- **Governance** structures that will improve the capacity of the administration to prioritize, enhance, and support the academic functions of the university

Subsequent sections of this report identify weaknesses and threats in each area and propose initiatives to address these issues. These initiatives are prioritized in a timeline for completion. The report offers key performance indicators and protocol recommendations for assessing progress. The committee acknowledges the funding challenges associated with achieving some of the targets set for the key performance indicators given the fact that the University of Louisiana at Lafayette has historically lagged well behind its peers in terms of total funding (state funding plus tuition and fees) per student. We recommend that our relative position in total funding be included in annual performance reports on the accomplishment of the strategic plan to provide context for the achievement of key performance indicators. The committee notes that while our Strategic Vision is to be included in the top 25% of our peers institutions, the key performance indicators focus on achieving peer averages in a variety of categories, and we believe that to be a reasonable approach within an appropriate funding model. Finally, the report concludes with suggestions for improving and streamlining the strategic planning process going forward.

Mission Statement and Values

The committee reflected on the current mission statement and concluded that it provides a good foundation and represents an accurate expression and documentation of our history. However, the committee proposes a revision to the statement that reflects the University's evolution from a regional institution and its recent emergence as a national presence that aspires to achieve the Carnegie Classification of "Research University/Very High Research Activity." The committee therefore proposes the following update to the mission and values statements:

Our Mission

The University of Louisiana at Lafayette offers an exceptional education informed by diverse worldviews grounded in tradition, heritage, and culture. We develop leaders and innovators who advance knowledge, cultivate aesthetic sensibility, and improve the human condition.

Our Values

We strive to create a community of leaders and innovators in an environment that fosters a desire to advance and disseminate knowledge. We support the mission of the university by actualizing our core values:

Equity: striving for fair treatment and justice

Integrity: demonstrating character, honesty, and trustworthiness

Intellectual Curiosity: pursuing knowledge and appreciating its inherent value

Creativity: transcending established ideas

Tradition: acknowledging the contributions of the Acadian and Creole cultures to this region and to our University's history

Transparency: practicing open communication and sharing information

Respect: demonstrating empathy and esteem for others

Collaboration: understanding our connection with others and working to realize synergies through teamwork and collegiality

Pluralism: believing in the inherent worth of diverse cultures and perspectives

Sustainability: making decisions and allocating resources to meet the needs of the present, while preserving resources for the future