

## **Strategic Imperatives (SI) related to Faculty:**

*Create a stimulating academic environment supported by the latest innovations in technology and informed by best practices, in which faculty members can realize their full potential as educators and scholars.*

*Key Performance Indicators (KPI): Intermediate goals that monitor progress toward the achievement of the strategic imperative. KPIs will be listed after each strategic imperative.*

### **SI 1: Significantly upgrade academic facilities related to instruction in order to meet or exceed the quality of those at peer institutions.**

- **KPI 1:** *Within the first year, develop a master plan to evaluate and prioritize upgrades to academic facilities.*
- **KPI 2:** *Increase spending for instruction and academic support to correct significant deficits in these areas and strive to reach our comparison peer averages for instructional and academic support.*
- **KPI 3:** *Equip 90 percent of all classrooms with minimum digital technology: internet access, laptop/computer workstations, LCD projectors, screens, and sound systems.*
- **KPI 4:** *Allocate sufficient funds to increase library expenditures for provision of research and information resources to meet or exceed the average of our comparative peer institutions.*
- **KPI 5:** *Determine and provide the minimum supply budget required by each department.*
- **KPI 6:** *Meet the comparative peer average for maintenance, space allocation, ADA standards, and adjacency to faculty offices for instructional spaces.*

### **SI 2: Expand faculty staffing to meet or exceed peer standards for student to faculty ratios, choices of course offerings, and faculty diversity**

- **KPI 7:** *Reduce the full-time undergraduate student to faculty ratio for students taking traditional curricula to the current comparison peer average of 15:1 and ensure that the staffing for distance learning meets or exceeds the peer average for instruction.*
- **KPI 8:** *Expand the recruitment and retention of new tenured and tenure-track faculty.*
- **KPI 9:** *Ensure diversity and equity in faculty appointments with the aid of the Office for Campus Diversity.*

### **SI 3: Offer competitive faculty salaries to recruit and retain the best faculty**

- **KPI 10:** *Offer salaries competitive with those offered by our comparative peer institutions.*

### **SI 4: Provide professional development**

- **KPI 11:** *Establish a campus center to train faculty in new pedagogical and instructional techniques and technologies that support both traditional and distance delivery of curricula.*
- **KPI 12:** *Provide faculty with the infrastructure needed to observe, evaluate, and provide constructive feedback on their instruction.*

**SI 4: Expand and strengthen UL Lafayette’s relationship with alumni and the community locally, nationally, and globally, in direct support of student achievement.**

- *KPI 12: Double the proportion of alumni giving to the University.*

**Strategic Imperatives related to *Research*:**

*Foster a stimulating academic environment for all members of the university community that supports the development and advancement of knowledge and creative works.*

*Key Performance Indicators (KPI): Intermediate goals that monitor progress toward the achievement of the strategic imperative. KPIs will be listed after each strategic imperative.*

**SI 1: Enhance supporting infrastructure for the conduct of research and innovation.**

- *KPI 1: Ensure that support services are sufficient to sustain the efforts of University researchers.*
- *KPI 2 Provide incentives and training to increase faculty and staff engagement in research and innovation.*
- *KPI 3: Establish a mechanism for tracking unit-level performance metrics.*

**SI 2: Increase and diversify external funding revenue through grants and contracts, entrepreneurial activities, and fund-raising.**

- *KPI 4: Provide more resources and enhance administrative infrastructure to support procurement of external funding, intellectual property development, entrepreneurial start-ups, and patents.*
- *KPI 5: Invest in research mentoring, and professional development efforts aimed at increasing research productivity.*
- *KPI 6: Collaborate with University Advancement to increase the number of external relationships and explore various opportunities for fund-raising and gifts to support research, graduate education, and entrepreneurial ventures.*

**SI 3: Expand research programs beyond our existing strengths and take advantage of our historical, cultural, and geographical setting for research and scholarly purposes.**

- *KPI 7: Develop interdisciplinary initiatives leading to the growth and creation of research centers and institutes.*
- *KPI 8: Provide programs and incentives for collaborations across disciplines, including on-going research networks (Communities of Interest) that regularly provide opportunities for researchers to extend their activity outside of their disciplines and colleges.*

In order to accomplish this initiative, the task force recommends that the University fully integrate the ERP/CRM program. We should also strengthen the prestige of our academic brand by adhering to admissions deadlines. Data on matriculation and graduation indicate a strong correlation between stating intent to attend and success in college. Students who state their intent to attend the University at or before the deadline are more likely to graduate.

Finally, the task force recommends that careful attention be given to the Honors Program. Indeed, the task force feels that the Honors Program could be a great asset in recruiting, retaining, and graduating high potential students. We recommend a thorough examination, evaluation, and re-design of the program to maximize its potential to enhance student engagement for talented students.

- ***KPI 3: Maximize opportunities for student enrollment and progression in traditional and distance education curricula.***

Rationale: As enrollment grows at UL Lafayette, demand for gateway courses creates a bottleneck for student progression. The University must find additional methods of providing enrollment opportunities for students. While hiring additional faculty and renovating academic facilities will help alleviate these issues, the development of additional enrollment opportunities during the summer should be pursued. Enrollment management must be thoughtfully engaged to ensure that summer offerings support student learning, are an affordable option, and engage our best faculty.

The growth of enrollments of students in community colleges provides an opportunity to build on the partnerships that currently exists with those community colleges to serve students who may not be ready to enter the University or find a community college to be a better fit for their initial higher education experience. Students who complete an associate of arts or associate of science degree often succeed at a very high rate at the university level, and the University has a tremendous opportunity to increase our service to the State of Louisiana through transfer admissions.

UL Lafayette could use innovative programs such as dual enrollment or distance learning to create more opportunities for students to connect with the University in addition to the rolling admission currently employed. Providing more points of access for students to engage with the University could enhance UL Lafayette's appeal to potential students.

There is also an opportunity to increase the number of course offerings available as hybrid or online for our non-traditional students looking for professional development in our continuing education program, or seeking to advance an existing credential, such as in the RN to BSN program in Nursing. In the Spring 2015, 80% of our online enrollment was from our two programs in Nursing. UL Lafayette has an opportunity to increase its online enrollment in continuing education and professional development for existing credentials, as we currently rank in the middle of institutions in Louisiana with regard to number of online programs.

- ***KPI 4: Improve student success through engagement in high impact practices.***

Rationale: Student research, internships, industry engagement, study abroad, and mentoring are shown to enhance student engagement, which in turn is proven to support matriculation and graduation. Participation in these activities can be improved by a concerted effort to foster collaboration between units

Rationale: Misunderstandings and distrust are mitigated by a clear articulation of responsibility, visibility of decision-making processes, and consistent requirements for reporting among all units. A clearly articulated authority structure and protocol reduces bottlenecks by empowering people to make decisions rather than passing the decision up the chain.

- ***KPI 5: Align all UL Lafayette committees with the governance model through mission, membership, and reporting.***

Rationale: The current university committee structure is ineffective. Some committees meet inconsistently or not at all. Other committees do not have a charge that states their purpose and identifies performance expectations. The task force recommends that committees be evaluated for relevance. Committees that are determined to be irrelevant should be disbanded. The task force recommends a significant reduction in the number of standing committees. Instead, committees convened to address a task or complete an ad-hoc project should be identified as task forces. Remaining standing committees should have a clearly articulated charge specifying their purpose and composition. A protocol specifying conditions for creation, maintenance, and termination of University Committees should be developed. A process for annual reporting of committee activity should also be specified.

## **SI 2: Provide each level of governance with data analytics capabilities that create a collaborative culture and increase the university's overall impact.**

Rationale: Data analytics facilitates evidence based decision-making. Currently, the University has an abundance of information, but lacks the ability to access it, due to outdated information systems.

- ***KPI 6: Build enterprise-wide data analytics capabilities in ways that provide a wide array of performance metrics that are transparent, Vision and Mission based, and broadly embraced.***

Rationale: Building enterprise-wide data analytics capabilities empowers all University stakeholders by providing access to all relevant data and motivation to consume and leverage information in their operations. This would enable us to create a climate where evidenced-based decisions are made. For example, proposals for new programs would require market research to determine the demand and likelihood of success. Effective use of data analytics facilitates the alignment all stakeholders within the University's value chain by establishing work processes that are documented, efficient, and easily monitored.

## **SI 3: Develop the Human Resources function in support of the mission and vision.**

- ***KPI 7: Establish an HR System that will manage all stages of the employment relationship to provide a community of employees focused on achieving the Mission and Vision of the University.***

Rationale: Establishing an effective HR system that manages all stages of the employment relationship ensures that we recruit, select, and retain talented employees. The task force recommends that a protocol be established for creating job descriptions, recruiting, selecting, and orienting new employees. In addition,