Strategic Planning

Task Forces

- Modified vision:

UL Lafayette will be recognized as being among the top XXX public high intensity research universities in the United States.

Four Task Forces:
- Faculty
- Students
- Research
- Governance

Overview

- **Strategic initiatives should clearly state**:
  - What changes in *faculty* support and personnel would have to happen to enable us to achieve our vision?
  - What changes in the *student* body, student support and student engagement would have to happen to enable us to achieve our vision?
  - What changes in the support of activities in *research*, *scholarship*, and *creative activity* would have to happen to enable us to achieve our vision?
  - What changes in *governance* would have to happen to enable us to achieve our vision?
  - A *measurable* objective outcome that can be evaluated to assess progress toward achieving the initiative.

Instructions for Task Forces

- Completed SWOT analyses – on Committee Moodle site
- Educational Trust College Results: www.collegeresults.org; compare colleges
- Integrated Postsecondary Education Data Systems (IPEDS) – www.nces.ed.gov/ipeds
- NSF HERD reports – http:ncesdata.nsf.gov/herd
- Other

Support Materials/sites

This subcommittee is charged with proposing initiatives that will ensure a strong faculty that is equipped to teach, research, and meaningfully contribute to the campus and local communities. Proposed initiatives should address but not be limited to:

- *Academic Facilities* that support quality instruction and scholarship (e.g. classrooms, library, computing, software, office supplies, tele-communications) providing the physical infrastructure necessary to support a rigorous academic curriculum.
- *Faculty Compensation*: wage and benefit packages that ensure the recruitment and retention of talented colleagues.
- *Professional development*: resources to ensure an engaged faculty that is current with the latest developments in teaching and research (can include but is not limited to)
  - Travel Funding
  - On-campus development opportunities targeted to groups by career stage (novice, mid-career, and experienced)

Faculty
Co-chairs: John Troutman & Michael McClure

- ***Fully staffed faculty***: ensure that we have enough faculty members to provide the highest quality educational experiences for our students:
  - Class size (% of classes 20 or fewer, between 21 and 50, greater than 50)
  - Proportion of full time faculty
  - Proportion of faculty with terminal degrees
- ***Financial resources***
  - Dollars per student dedicated to instructional expenditures
  - Dollars per student dedicated to student experiences excluding sports, recreational facilities, and wellness centers/hospitals.
  - Dollars per student dedicated to educational and general education

Faculty

This subcommittee is charged with proposing initiatives that enhance the student experience as it contributes to academic success. Proposed initiatives should address, but not be limited to:

- **Recruitment**: identifying and attracting students who have the attitude and the aptitude to succeed, expanding our strategy to aggressively recruit nationally and internationally.
  - Academic reputation: increase the strength and the visibility of the University's academic brand by "telling our story" to opinion leaders that influence decisions to apply and attend ULL.
    - Undergraduate: enhancing our academic reputation among high school guidance counselors, prominent academics, deans, provosts, administrators
    - Graduate: enhancing our academic reputation among prominent academics, deans, provosts, administrators both domestically and abroad.
    - Dual enrollment and cross enrollment
  - Admissions standards
    - ACT/SAT scores as they correlate to completion of degree
    - Percentage of students admitted in the top 10% of their class
  - Intention
    - Deadlines for enrollment. Establishing a deadline to communicate intent to attend the University and refraining from enrolling students beyond the deadlines

Students
Co-chairs: Helen Hurst & Andy Benoit

- *Retention*: engaging student experiences that foster growth and develop commitment to completing the degree program in six years or less.
  - First Year Experience, Living and Learning communities, other programs that engage the student *intellectually* beyond the first year.
  - Dollars per student dedicated to the student experience excluding dorms, sports, recreational facilities and wellness centers/hospitals.
  - Financial Aid: Sufficient staff available to promptly administer aid and explore the full exploitation of all possible sources available to assist with student expenses.
  - First year retention: proportion of freshmen who return their sophomore year.
- *Graduation Performance*
  - Impact of professional advisors on retention, persistence, and graduation rates
  - Improving our 4 year and 6 year graduation rates. Examining successful peer institutions to identify best practices that we can customize and incorporate to benefit our students.
- *Alumni Support*: strengthening relationships with our students after they graduate.
  - Alumni outreach
  - Alumni giving

Students

This subcommittee is charged with proposing initiatives that will provide an environment that supports cutting edge research and encourages insightful scholarship that enables members of the university community to advance and disseminate knowledge in a meaningful way. Proposed initiatives should address, but not be limited to:

- *Research Facilities*: physical infrastructure (labs, equipment, computing hardware and software, offices, office supplies, library resources) that supports cutting edge research and insightful scholarship
  - STEM disciplines: start-up packages to establish labs, and secure graduate assistants.
  - Non-stem disciplines: start up packages that provide the computing hardware and software, graduate assistants, as well as access to archival resources necessary to develop a strong research stream.
  - Dollars spent on research and development excluding dollars estimated for course release time – University Goal is $100 million dollars.

Research
Co-chairs: Jack Damico and TBD

- *Faculty Development*
  - Opportunities to learn and develop grant writing skills specific to one's discipline
  - Travel funding to support faculty and graduate students attending conferences and workshops
- *Graduate Education*
  - Significantly increase graduate student enrollment - University goal is to double the number of graduates from doctoral programs to 100 within five years.
  - Graduate School Application process
  - Proportion of faculty with terminal degrees –qualified to serve on graduate faculty
  - Effective staffing in graduate office
  - Financial Aid: Sufficient staff available to promptly administer aid and explore the full exploitation of all possible sources available to assist with student expenses. Including competitive stipend to attract talented students.
  - Redouble recruitment efforts nationally and internationally.
  - Increase the proportion of applicants that enroll in graduate programs.
  - Retention of graduate students from traditionally underrepresented groups.
- *Undergraduate research*
  - Identify opportunities and models to increase undergraduate involvement in research.

Research

This subcommittee is charged with proposing initiatives that will improve the capacity of the administration to prioritize, enhance, and support the academic functions of the University. Proposed initiatives should address, but not be limited to:

- ***Shared Governance Model***: Academic Functions define the core purpose of the university and as such it is to the benefit of the university that faculty contributes to decisions that affect strategy and allocation of resources.
  - Office of the Provost
    - Expand the role of the Chief Academic Officer to include fiduciary discretion over all budgets and resources related to Academics, Student Affairs, and Auxiliary Services.
    - Examine the roles and the responsibilities of the Provost and Assistant Academic VPs as they compare to peer institutions.
  - Identify a structure where faculty and/or their representatives in the senate would share governance by having the authority to ratify or reject proposed budgets related to Academic operations.

Governance
Co-chairs: Geoff Stewart & Gene Fields

- *Data Analytics Capability* to drive evidence- based decisions
  - Optimal program expansion and growth as determined by market research
  - Effective use of data to inform curriculum, instruction, and other programmatic decisions
  - Value-chain analysis
  - Profit-loss scenarios for departments and colleges
- *Professional development of middle managers* (academic and non-academic)
  - Management training: interpersonal aspects of effective management
  - HR basics : legal compliance, hiring, discipline, performance evaluation, and termination
- *HR Management*
  - Stability with the HR Director Position
  - Succession planning: activities that project and plan for the needs motivated by the retirement or separation of faculty and staff from the University

Governance