

**Zimbra****c00253672@louisiana.edu**

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**Fwd: role, scope and mission**

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**From :** Ellen D Cook <edc5849@louisiana.edu>  
**Subject :** Fwd: role, scope and mission  
**To :** Ellen Cook <edcook@louisiana.edu>

Sun, Feb 17, 2019 06:56 PM

 1 attachment

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**From:** "Carolyn R Bruder" <crb3152@louisiana.edu>  
**To:** "Bobbie Decuir" <bobbie@louisiana.edu>, "Bradd Clark" <bec1033@louisiana.edu>, "David Barry" <dbarry@louisiana.edu>, "David Breaux" <david.breaux@louisiana.edu>, "Fabrice Leroy" <fleroy@louisiana.edu>, "Gail Poirrier" <gpp5852@louisiana.edu>, "Gerald Carlson" <gcarlson@louisiana.edu>, "Gordon Brooks" <hgb0377@louisiana.edu>, "Joby John" <jjohn@louisiana.edu>, "Mark Zappi" <zappi@louisiana.edu>, "Phebe Hayes" <phayes@louisiana.edu>  
**Cc:** plp6475@louisiana.edu, "Ellen D Cook" <edc5849@louisiana.edu>, "Kellman Jordan" <jxk7632@louisiana.edu>  
**Sent:** Friday, January 20, 2012 6:57:09 AM  
**Subject:** role, scope and mission

Dear colleagues,

I've attached the NCHEMS document which includes a draft of the role, scope and mission statements for all state institutions. It also contains their recommendations for governance of LA higher ed.

The five bullet points for the UL Lafayette entry (that we discussed and finalized at Tuesday's meeting) are these:

- [Lifespan development with early childhood emphasis](#)
- [Louisiana arts, culture and heritage](#)
- [Environment, energy and economics](#)
- [Nursing and health systems and support](#)
- [Computing, informatics and smart systems](#)

Please share with anyone who might have interest, though it should be noted that none of this is finalized or adopted by BOR yet.

Carolyn

*Dr. Carolyn Bruder  
Interim Provost and Vice President for Academic Affairs  
University of Louisiana at Lafayette*

*P. O. Box 41810  
Lafayette, LA 70504  
337-482-6454*

--



**Ellen D. Cook, Ed.D., CPA,  
CGMA**  
Professor Emeritus of Accounting  
University of Louisiana at Lafayette  
edcook@louisiana.edu  
ellendawncook@gmail.com



**HCR30 of 2011 DRAFT (NCHEMS role scope mission).doc**

217 KB

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**Zimbra****c00253672@louisiana.edu**

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**Fwd: Email to Campuses - Follow-up Actions for HCR 30**

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**From :** Ellen D Cook <edc5849@louisiana.edu> Sun, Feb 17, 2019 06:54 PM  
**Subject :** Fwd: Email to Campuses - Follow-up Actions for HCR 30  
**To :** Ellen Cook <edcook@louisiana.edu>

---

**From:** "Carolyn R Bruder" <crb3152@louisiana.edu>  
**To:** "Paula Carson" <plp6475@louisiana.edu>, "Ellen D Cook" <edc5849@louisiana.edu>, "Kellman Jordan" <jxk7632@louisiana.edu>  
**Sent:** Tuesday, January 17, 2012 8:44:15 AM  
**Subject:** FW: Email to Campuses - Follow-up Actions for HCR 30

-----Original Message-----

From: Julie Leday [mailto:juliel@louisiana.edu]  
Sent: Tuesday, January 17, 2012 8:16 AM  
To: Carolyn Bruder  
Subject: Fwd: Email to Campuses - Follow-up Actions for HCR 30

Julie Leday  
Secretary to the President  
University of Louisiana at Lafayette  
P. O. Drawer 41008  
Lafayette, LA 70504  
Phone: (337) 482-6203  
Fax: (337) 482-5914

----- Forwarded Message -----

From: "Randy Moffett" <RMoffett@uls.state.la.us>  
To: "Nick Bruno" <bruno@ulm.edu>, "John Crain" <jcrain@selu.edu>, "Joe King" <jmking@uno.edu>, "Peter Fos" <pfos@uno.edu>, "Frank Pogue" <poguef@gram.edu>, "E. Joseph Savoie" <president@louisiana.edu>, "Philip Williams" <pwilliams@mcneese.edu>, "Daniel Reneau" <reneau@latech.edu>, "Stephen Hulbert" <stephen.hulbert@nicholls.edu>, "Randall Webb" <webb@nsula.edu>  
Cc: "Bradley O'Hara" <bohara@uls.state.la.us>, "Beatrice Baldwin" <bbaldwin@uls.state.la.us>  
Sent: Friday, January 13, 2012 4:14:46 PM  
Subject: FW: Email to Campuses - Follow-up Actions for HCR 30

Dear Presidents –

As a follow-up to my email of Wednesday afternoon regarding the Board of Regents/NCHEMS report on role/scope/mission in response to HCR 30, by now you have probably noted that Commissioner Purcell has requested that each campus provide up to five “Special Programs/Features” bullets to be included in the document. These special programs/features can be high quality academic programs, institutes and/or centers that you wish to spotlight that make your campus unique. As mentioned in his cover memo, these programs/features should be tied to the institution’s role, scope and mission and should be provided to Regents no later than Friday, January 20.

Ideally, a document of this nature would have considerable vetting before implementation. However, as it's apparent that we have to comply with the Resolution and the Commissioner's request, could you and your staff send me your recommendations no later than close of business on Wednesday, January 18? I would like to review these suggestions and visit with you on the 19th should there be any questions/concerns. We'll send the nine campus recommendations to Larry Tremblay on the 20th.

In addition to this, the Commissioner expressed in his letter that any “general comments regarding the overall document” are invited. If you can, please forward these to me on the 18th and we'll compile a system-wide synopsis and forward to Regents for their consideration.

If you have any questions, please don't hesitate to call. Thanks and have a good weekend.

Randy

Randy Moffett  
President  
University of Louisiana System  
1201 North Third Street, Suite 7-300  
Baton Rouge, LA 70802  
Phone: (225) 342-6950  
Fax: (225) 342-6473  
Email: [rmoffett@uls.state.la.us](mailto:rmoffett@uls.state.la.us)<<mailto:rmoffett@uls.state.la.us>>

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**Ellen D. Cook, Ed.D., CPA,  
CGMA**

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<i>(with brief description of why it is relevant)</i>	<b>OUTREACH EFFORTS</b> <i>(with brief description of why it is relevant)</i>
<b>(3) Environment, energy and economics</b>	
<b>RELATED ACADEMIC PROGRAMS</b> <i>(with brief description of why it is relevant)</i>	<b>RELATED RESEARCH CENTERS, PROGRAMS OR OUTREACH EFFORTS</b> <i>(with brief description of why it is relevant)</i>
<b>(4) Nursing and health systems and support</b>	
<b>RELATED ACADEMIC PROGRAMS</b> <i>(with brief description of why it is relevant)</i>	<b>RELATED RESEARCH CENTERS, PROGRAMS OR OUTREACH EFFORTS</b> <i>(with brief description of why it is relevant)</i>
<b>(5) Computing, informatics and smart systems</b>	
<b>RELATED ACADEMIC PROGRAMS</b> <i>(with brief description of why it is relevant)</i>	<b>RELATED RESEARCH CENTERS, PROGRAMS OR OUTREACH EFFORTS</b> <i>(with brief description of why it is relevant)</i>

**Ellen D. Cook, Ed.D., CPA,**



**CGMA**

Professor Emeritus of Accounting  
University of Louisiana at Lafayette  
edcook@louisiana.edu  
ellendawncook@gmail.com

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**Zimbra****c00253672@louisiana.edu****RE: Yesterday's Meeting**

**From :** Jeannine Kahn <Jeannine.Kahn@la.gov>  
**Subject :** RE: Yesterday's Meeting  
**To :** Ellen D Cook <edc5849@louisiana.edu>  
**Cc :** Fabrice Leroy <fil2777@louisiana.edu>

Tue, May 17, 2016 01:25 PM

 2 attachments

Ellen:

Please do take some time to discuss on campus and keep me posted.

Jeannine



**Jeannine O. Kahn, Ph.D.**  
Vice President for Academic Affairs  
**UNIVERSITY OF LOUISIANA SYSTEM**  
1201 N. Third Street, Suite 7-300  
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**From:** Ellen D Cook [mailto:edc5849@louisiana.edu]  
**Sent:** Tuesday, May 17, 2016 1:24 PM  
**To:** Jeannine Kahn <Jeannine.Kahn@LA.GOV>  
**Cc:** Fabrice Leroy <fil2777@louisiana.edu>  
**Subject:** Re: Yesterday's Meeting

Jeannine-

We began a discussion of the RSM this morning in the Deans Meeting, which Dr. Savoie attends, but I have several deans out of town.

I was targeting the end of this week for responses but it would be great if we could have a couple of weeks.

If that works for you, we will take the extra time.

Ellen



**Ellen D. Cook, MS, CPA, CGMA**  
Assistant Vice President  
Academic Affairs, Academic Resources

University of Louisiana at Lafayette  
[edcook@louisiana.edu](mailto:edcook@louisiana.edu)

Ph: 337-482-6212; Fax: 337-482-2247

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**From:** "Jeannine Kahn" <[Jeannine.Kahn@la.gov](mailto:Jeannine.Kahn@la.gov)>  
**To:** "Ellen Cook" <[edc5849@louisiana.edu](mailto:edc5849@louisiana.edu)>, "Eric Pani" <[pani@ulm.edu](mailto:pani@ulm.edu)>, "Fabrice Loy" <[fil2777@louisiana.edu](mailto:fil2777@louisiana.edu)>, "Janet Guyden" <[guydenj@gram.edu](mailto:guydenj@gram.edu)>, "Jeanne Daboval" <[jdaboval@mcneese.edu](mailto:jdaboval@mcneese.edu)>, "Lynn Gillette" <[lynn.gillette@nicholls.edu](mailto:lynn.gillette@nicholls.edu)>, "Norm Whitley" <[nwhitley@uno.edu](mailto:nwhitley@uno.edu)>, "Steve Horton" <[hortons@nsula.edu](mailto:hortons@nsula.edu)>, "Tammy Bourg" <[tammy.bourg@selu.edu](mailto:tammy.bourg@selu.edu)>, "Tena Golding" <[tena.golding@southeastern.edu](mailto:tena.golding@southeastern.edu)>, "Terry McConathy" <[tmm@latech.edu](mailto:tmm@latech.edu)>  
**Sent:** Tuesday, May 17, 2016 10:25:17 AM  
**Subject:** Yesterday's Meeting

Good morning. I want to thank you for taking time out of your business schedule to attend yesterday's Statewide Council of Chief Academic Officers meeting. It is important that we continue to engage in conversation about topics discussed so please feel free to share ideas/concerns/comments moving forward. One goal of mine is to ensure that the lines of communication are and remain open.

Campuses have been asked to: (1) provide an annotated list of top 4-5 areas of strength/excellence and (2) suggest updates to Role, Scope and Mission statements (refer to 2012 Master Plan), if applicable. I had requested a listing of areas of strengths/excellence when I joined the ULS in order to become more familiar with your campuses. You can take that document and edit accordingly; it should provide Karen with the information that she would like to have on hand. In regards to RSM, please discuss with your campus leadership within the next couple of weeks and share suggested edits with me when ready.

I hope that your day is an enjoyable one.

Jeannine



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**image001.png**  
53 KB



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## University of Louisiana at Lafayette (Proposed)

The University of Louisiana at Lafayette (UL Lafayette) is a comprehensive doctoral university with a mission to educate academically well prepared undergraduates throughout the state and graduate students throughout the U.S. and the world in a variety of arts, sciences, applied fields and professional programs, and to conduct prominent research activities in these fields. Admission to UL Lafayette is selective, and higher transfer is based on courses completed and academic performance.

### 1. Audiences

UL Lafayette has a statewide mission and is responsible for serving:

- a. Residents from the entire state of Louisiana, especially those of the South Louisiana region, who have excelled in high school studies and seek a baccalaureate or graduate degree, or wish to continue their professional education;
- b. Two-year college transfer students;
- c. Academic disciplines and the research, scholarship, creative, and professional communities;
- d. Economic development interests and entrepreneurs throughout the state;
- e. Employers, both public and private – including school districts, health care providers, professional fields, local governments, private businesses and community agencies seeking technical assistance and applied research; and
- f. The Acadiana community and region, by providing a broad range of academic programs, community engagement, cultural activities, and public events.

### 2. Array of Programs and Services

- a. A broad range of baccalaureate and master's programs in arts and sciences appropriate to a comprehensive teaching and research university.
- b. Baccalaureate and master's programs in the professional fields of architecture, computer science, education, engineering, criminal justice, nursing and allied health, and business.
- c. Support for K-12 schools seeking general education college courses for advanced students and aiming to ensure that their graduates are college and career-ready.
- d. Doctoral programs in a variety of arts, sciences and professional fields, including English, Francophone studies, language and speech sciences, computer science, education, nursing, computer and systems engineering, mathematics and environmental biology, and research activity appropriate to its Carnegie classification, including research and development in STEM and Non-STEM fields.
- e. Services specifically designed to meet the cultural, economic, social, and technological development needs of the state.

### 3. Special Programs/Features

- a. Lifespan development with early childhood emphasis.
- b. Louisiana arts, culture and heritage programs and research, including a focus on Cajun and Creole cultural traditions.
- c. Graduate and undergraduate programs in environment, energy and economics.
- d. Graduate and undergraduate programs in life sciences and nursing and health care systems support.
- e. Computing, informatics and smart systems development.

## University of Louisiana at Lafayette (Current)

The University of Louisiana at Lafayette (UL Lafayette) is a comprehensive university with a mission to educate undergraduate and graduate students in a variety of arts, sciences and professional programs and to conduct research in these fields. Admission to UL Lafayette is selective, based on courses completed and academic performance.

### 1. Audiences

UL Lafayette has a statewide mission and is responsible for serving:

- a. Residents from throughout Louisiana, especially those of the Acadiana region, who have excelled in high school studies and are seeking a baccalaureate or graduate degree or continuing professional education;
  - b. Two-year college transfer students;
  - c. Employers, both public and private – including school districts, health care providers, local governments, private businesses and community agencies seeking technical assistance and applied research;
  - d. Economic development interests and entrepreneurs throughout the state;
  - e. Academic disciplines and the research community; and
  - f. The community and region, by providing a broad range of academic and cultural activities and public events.
- ### 2. Array of Programs and Services
- a. A broad range of baccalaureate and master's-level core arts and sciences programs appropriate to a comprehensive, teaching and research university.
  - b. Baccalaureate and graduate programs in the professional fields of architecture, computer science, education, engineering, criminal justice, nursing and allied health, and business.
  - c. Support for area K-12 schools seeking college general education courses for advanced students and assistance in ensuring that their graduates are college- and career-ready.
  - d. Doctoral programs in a variety of arts, sciences and professional fields, including English, education, nursing, computer and systems engineering, mathematics and environmental biology.
  - e. Services specifically designed to meet the economic development needs of the state.
- ### 3. Special Programs/Features
- a. Lifespan development with early childhood emphasis.
  - b. Louisiana arts, culture and heritage programs and research, including a focus on Cajun and Creole cultural traditions.
  - c. Graduate and undergraduate programs in environment, energy and economics.
  - d. Graduate and undergraduate programs in nursing and health care systems and support.
  - e. Computing, informatics and smart systems development.

# MINUTES

## BOARD OF REGENTS

January 5, 2012

The Board of Regents met in session at 10:15 a.m., Thursday, January 5, 2012, in the Louisiana Purchase Room, Claiborne Building, 1201 North Third Street, Baton Rouge, Louisiana. Chairman Robert Levy called the meeting to order. Executive Assistant Carolyn Blanchard called the roll and a quorum was established.

### Present for the meeting were:

Robert Levy, Chairman  
Charlotte Bollinger, Secretary  
Scott Ballard  
Robert Bruno  
Joseph Farr  
William Fenstermaker  
Donna Klein  
John Mineo IV  
Albert Sam II  
Victor Stelly  
Harold Stokes

### Absent from the meeting were:

Maurice Durbin  
Chris Gorman  
W. Clinton Rasberry, Jr.  
Mary Ellen Roy, Vice Chair  
Joseph Wiley

### PUBLIC COMMENTS

Chairman Levy noted that no written requests were received for public comments and asked whether the audience had any comments at the time. There were none.

### APPROVAL OF THE MINUTES OF DECEMBER 7, 2011

**On motion of Regent Farr, seconded by Regent Stokes, the Board voted unanimously to approve the minutes of December 7, 2011.**

### INSTALLATION FOR 2012

***Board Officers (Chair, Vice Chair and Secretary)***

It was noted that the newly appointed officers for 2012 would be sworn in by Dr. Uma Subramanian, General Counsel. Dr. Subramanian administered the oath of office to Regent Robert Levy as Chair and Regent Charlotte Bollinger as Vice Chair. Regent Joseph Wiley was absent and will be sworn in at a later date.

***Members to Serve on the Executive Committee***

Regent Levy next requested the members of the Executive Committee be sworn in by Dr. Subramanian as follows: Regents Charlotte Bollinger, Donna Klein, Robert Levy, Victor Stelly, and Harold Stokes. Regents W. Clinton Rasberry, Jr. and Joseph Wiley were absent and will be sworn in at a later date.

***Representatives to Serve on the Louisiana Student Financial Assistance Commission***

Dr. Subramanian administered the oath of office to Dr. Larry Tremblay, Interim Deputy Commissioner for Academic and Student Affairs, to serve as one of the Regents' representatives on the Louisiana Student Financial Assistance Commission for 2012. Regent Maurice Durbin was absent and will be sworn in at a later date.

***Representative to Serve on the Board of Regents' Proprietary Schools Advisory Commission***

It was noted that Mr. Richard D'Aquin was absent and will be sworn in at a later date as the representative to serve on the Board of Regents' Proprietary Schools Advisory Commission for 2012.

Commissioner of Higher Education Jim Purcell remarked that with a new year it was a time to reflect on what lies ahead for higher education. He compared it to a song from 1965 by the Byrds entitled "Turn, Turn, Turn," which states there is a season for everything and a time for every purpose under heaven. The recent season for working on the assigned study resolutions from the 2011 Legislature has passed. Now is the season for the harvest, which gives the Regents an opportunity to hear the recommendations from the studies and to recommend approval and distribution to the Legislature.

He noted an article in the *Washington Post* indicating that unemployment among recent college graduates stood at 8.9%. The article also stated that education is important for the economy in a state. The percentage of those with a recent high school diploma who are unemployed is 22%. Those without a high school diploma are unemployed at a rate of 31%. Therefore, education does insure people can have an opportunity to work and succeed in America.

#### RESPONSES TO LEGISLATIVE RESOLUTIONS FOR 2011

- House Concurrent Resolution 30 of the 2011 Regular Legislative Session  
(*Role, Scope and Mission*)

Dr. Larry Tremblay, Interim Deputy Commissioner for Academic and Student Affairs, said that Regents had 25 resolutions for which to draft responses for the legislature this year. The responses must be delivered 60 days prior to the beginning of the legislative session.

He said that House Concurrent Resolution No. 30 of the 2011 Regular Session of the Louisiana Legislature, authored by Representative Badon, required that the Board of Regents establish appropriate role, scope and mission statements for each public postsecondary institution and make optimal use of all available academic, fiscal and physical resources. Since the



National Center for Higher Education Management Systems (NCHEMS) had completed some earlier related work for Louisiana in this regard, the staff engaged NCHEMS to revisit its earlier work and revise the statements as appropriate. NCHEMS has submitted a draft report for review.

Dr. Tremblay noted that Louisiana Revised Statute 17:3128 requires that “After consultation with each postsecondary education management board, the chancellor, and the president of each public institution of postsecondary education, the Board of Regents shall devise, describe, and establish a mission for each ... institution within each system.” He said that the staff will share the draft statements with the systems/institutions during the month of January, solicit comments, and bring the final draft for Board consideration at its meeting on January 25 and 26, 2012. No action was required at this time.

- Senate Concurrent Resolutions 61, 73 and 88, House Concurrent Resolution 182, and Senate Resolution 98 of the 2011 Regular Legislative Session (*Community/Technical Colleges*)

Dr. Tremblay began by reviewing the guiding principles for implementation of five resolutions related to the provision of community and technical college services in various sections of the state. Regents’ staff engaged consultants from Futureworks, a national organization that specializes in regional and economic development, to assist in addressing the five resolutions. The consultants adopted the following guiding principles when undertaking their studies:

1. The technical content and workplace relevance of workforce and technical education should be strengthened continually to meet the needs of a changing economy.
2. Each region should build a more robust range of student support services, educational programs, and educational delivery strategies designed specifically to reach and support lower-income individuals.
3. Articulation between workforce, technical, two-year, and four-year credentialing

*Pat A. Strong*  
Chair

*Artis L. Terrell, Jr.*  
Vice Chair

*Robert W. Levy*  
Secretary

*Sally Clausen*  
Commissioner of  
Higher Education



*Scott O. Brame*  
*Robert J. Bruno*  
*Richard E. D'Aquin*  
*Maurice C. Durbin*  
*Donna G. Klein*  
*Ingrid T. Labat*  
*W. Clinton Rasberry, Jr.*  
*Mary Ellen Roy*  
*Victor T. Stelly*  
*Harold M. Stokes*  
*Roland M. Toups*  
*Jamey R. Arnette, Student*

**BOARD OF REGENTS**

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July 15, 2008

Dr. Randy Moffett, President  
University of Louisiana System  
1201 N. Third Street, Suite 7-300  
Baton Rouge, LA 70802

Dear Dr. Moffett:

As you know, the Board of Regents is in the process of drafting a new Master Plan. As part of that process, the Board will be reviewing and revising the role, scope and mission statements of all institutions. At this time I am asking all systems, in consultation with their respective campuses, to review and make suggestions to the role, scope and mission statements for the units in the System as they appear in the current Master Plan.

I expect that some adjustments will be necessary due to the changes that have occurred since publication of the Master Plan in 2001. For example, the SREB classifications of McNeese, Nicholls and Southeastern have changed and Southeastern now offers a doctoral program in cooperation with UL Lafayette.

Outside of the above mentioned revisions to statements for the colleges cited above, if the University of Louisiana System wishes to recommend a major change to an institution's role, scope and mission (changes in institutional classification, etc.), please provide answers to the following questions:

1. How would these changes alter the current campus institutional classification (Carnegie, SACS/CoC, etc.)?
2. What are the current conditions (range/breadth/depth of academic programs/units/ and research endeavors) at the affected campus which support a change in role, scope, and mission and/or institutional classification?
3. What are the campus/system short- and long-term developmental plans which necessitate a change in role, scope, and mission and/or institutional classification?
4. Do these plans call for the implementation of new academic programs/units/research endeavors? If so, what types and levels of new

programs/units/research endeavors are anticipated for this campus? Please provide a timeline for such changes.

- a. Please provide an assessment of existing faculty/staff/infrastructure resources that will be utilized and an estimate of new faculty/staff/infrastructure resources that will be required for new program/unit enhancements.
  - b. How will the system and institution fund the associated additional costs? If internal system reallocations or additional state funds are anticipated, how would this affect state support for existing academic programs/units/research endeavors?
5. In your estimation, how would such changes in role, scope, and mission and/or institutional classification affect current assignments/responsibilities of other, particularly proximate, state colleges and universities?

All of the current statements follow a format that I would like to continue. Attached to this letter is an electronic copy of the current role, scope and mission statements for the units of the University of Louisiana System for your use. Please submit your revised statements to my office by Friday, August 8<sup>th</sup>. Once staff has reviewed your response, I will be in contact with your office for further discussion on the suggested statements.

Thank you for your cooperation in this matter

Sincerely,

Sally Clausen  
Commissioner of Higher Education

Attachment

Pat A. Strong  
Chair

Artis L. Terrell, Jr.  
Vice Chair

Robert W. Levy  
Secretary

Sally Clausen  
Commissioner of  
Higher Education



**BOARD OF REGENTS**  
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Scott O. Brame  
Robert J. Bruno  
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Maurice C. Durbin  
Donna G. Klein  
Ingrid T. Labat  
W. Clinton Rasberry, Jr.  
Mary Ellen Roy  
Victor T. Stelly  
Harold M. Stokes  
Roland M. Toups  
Jamey R. Arnette, Student

July 16, 2008

Dear Randy:

First, thank you for carving time out of your very busy schedules to meet with our consultant, Dr. Gordon Davies. Your input is very important to us and I certainly appreciate you making this extra effort.

My assistant has attempted to schedule a System Heads' meeting, but it seems that July is a busy time for all of us. Thus, I am forwarding some documents to you for your careful consideration and response.

**Dual Enrollment**

Attached is a memorandum that outlines the Board of Regents' interpretation of Senator Cassidy's bill. We are receiving numerous calls from parents, high schools, and universities on this topic and ask that you circulate this information to your campuses as soon as possible (see Attachment A).

**Role, Scope and Mission**

Part of the process of drafting the new Master Plan is the revision of the role, scope and mission statements of all campuses. As you can see from the attached memorandum, I am asking that all systems, in consultation with your respective campuses, review and make suggestions for the units as they appear in the current Master Plan (see Attachment B).

**Recommendations for Performance Indicators for your campuses**

In your opinion, what particular two or three assessment measures would be valid indicators of each affected campus' success in fulfilling its assigned role, scope, and mission? Please elaborate on the type of measures to be utilized, how such measures would be taken, and how measurements scores would be rated.

I would appreciate receiving your responses to the matters above by August 11, 2008. Please do not hesitate to contact me if you have any questions.

Thank you.

7/17/08  
SSE  
**Copies to:**  
Dr. Nick Bruno  
Dr. Kay Kirkpatrick  
Dr. Brad O'Hara  
Dr. Kim Hunter Reed

## Sherry S Young

---

**From:** Randy Moffett [RMoffett@uls.state.la.us]  
**Sent:** Tuesday, July 22, 2008 4:41 PM  
**To:** president@louisiana.edu  
**Subject:** Master Plan Issues

**Attachments:** BoR 071608 Letter and Attachments.pdf

RECEIVED

JUL 22 2008



BoR 071608 Letter  
and Attachme...

Office of the President

Joe:

Attached is a letter from Dr. Clausen that outlines a time-sensitive request to update our role, scope, and mission statements as well as answers to important clarifying questions. Current role, scope and mission statements are included.

In a related vein, we have also been asked to generate two or three assessment measures that would be valid indicators of campus success in fulfilling your role, scope and mission. Please elaborate on the types of measures to be used, how such measures would be taken and how measurement scores would be rated. As I understand that related implications could be somewhat daunting, my intention at this time is to use your suggestions to initially provide several possible system-wide indicators for consideration by the Regents.

We have been asked to provide this material to the Board of Regents by Monday, August 11th -- please forward your drafts to me by noon on Tuesday, August 5th so we can review and discuss with you further. Rest assured that your response will not be forwarded until we have completed our discussions. I know that this requires a quick turnaround and appreciate your attention to this important aspect of the State's Master Plan for Higher Education.

As our staff receives other information, we will keep you updated. In the interim, please feel free to call if you have any questions.

Thank you!

Randy

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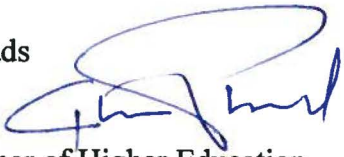
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January 10, 2012

Memorandum

To: System Heads

From: Jim Purcell   
Commissioner of Higher Education

RE: Role, Scope and Mission Statements

House Concurrent Resolution No. 30 (HCR 30) of the 2011 Legislature requires, among other things, that the Board of Regents establish role, scope and mission statements for each of the colleges and universities. Facing the possibility of severe projected budget reductions in 2010, the Board of Regents worked with NCHEMS to draft some work related to potential impacts of budget cuts, including changes to role, scope and missions of colleges and universities. Since some of the work required by HCR 30 had already been developed, the staff engaged NCHEMS to revisit its earlier work and revise the statements as appropriate. NCHEMS has completed its work and submitted a draft report for review.

RS 17:3128 requires that "After consultation with each postsecondary education management board, the chancellor, and the president of each public institution of postsecondary education, the Board of Regents shall devise, describe, and establish a mission for each ... institution within each system." At this time, I am asking each system and member campus to review and comment on the role, scope and mission statement included in the attached draft.

As expected, role, scope and mission statements for the same type of institution (statewide universities/regional universities /two-year colleges) are constructed similarly. While I invite general comments regarding the overall document, it is on the individual draft role, scope and mission statements that I seek your direct input. As you can see, all draft statements follow a prescribed format: A short introductory statement, 1. Audiences; 2. Array of Programs and Services, and; 3. Special Programs/Features. The third item (Special Programs/Features) has intentionally been left blank so that you may complete this section. Please identify up to five bullets listing any combination of high quality academic programs/institutes/centers, etc. that you wish to highlight that make the campus unique. These programs/features should be tied directly to the institution's role, scope and mission.

System Heads  
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In cooperation with your member campuses, please review the role, scope and mission statement for each campus and submit the completed Special Programs/Features section by no later than **Friday, January 20<sup>th</sup>** to Dr. Larry Tremblay ([larry.tremblay@la.gov](mailto:larry.tremblay@la.gov)). It is my intent to present the results of the review to the Board of Regents at its meetings on January 25<sup>th</sup>/26<sup>th</sup>.

Thank you for your cooperation in this matter.

Attachment

## University of Louisiana at Lafayette

The University of Louisiana at Lafayette (UL Lafayette) is a comprehensive doctoral university with a mission to educate undergraduate and graduate students in a variety of arts, sciences and professional programs, and to conduct ~~leading prominent~~ research activities in these fields. Admission to UL Lafayette is selective, and ~~higher transfer in is~~ based on courses completed and academic performance.

Commented [LF1]: What does this mean?

### 1. Audiences

UL Lafayette has a ~~statewide mission~~ and is responsible for serving:

Commented [LF2]: What about out-of-state and international students?

- a. Residents from ~~throughout the entire state of~~ Louisiana, especially those of the South Louisiana region, who have excelled in high school studies and ~~are seeking~~ a baccalaureate or graduate degree, or ~~wish to continue theiring~~ professional education;
- b. ~~Transfer students from two-year community colleges, via Develop~~ articulation agreements ~~for two-year community college transfer students;~~
- c. ~~Academic disciplines and research, scholarship, creative, and professional communities; Employers, both public and private – including school districts, health care providers, professional fields, local governments, private businesses and community agencies seeking technical assistance and applied research;~~
- d. Economic development interests and entrepreneurs throughout the state;
- e. ~~Academic disciplines and research, scholarship, creative endeavors, and professional communities; and Employers, both public and private – including school districts, health care providers, professional fields, local governments, private businesses and community agencies seeking technical assistance and applied research; and~~
- f. The Acadiana community and region, by providing a broad range of academic ~~programs~~, community engagement, cultural activities, and public events.

Commented [LF3]: I moved this up in the list (above economic development, which does not apply to all programs).

### 2. Array of Programs and Services

- a. Support for K-12 schools seeking ~~college~~ general education ~~college~~ courses for advanced students and ~~providing assistance aiming~~ to ensure that their graduates are college and career-ready.
- b. ~~Coexistence-Availability~~ of a broad range of baccalaureate and graduate-degree programs in arts, ~~and~~ sciences, and professional fields, appropriate to a comprehensive doctoral, teaching, and research university.
- c. Accreditation of baccalaureate and graduate programs in the disciplines of accounting, business, management, and marketing; architecture and related fields; computer and information sciences; education; engineering; fitness studies; health and allied professions; physical sciences; psychology; social service professions; and visual and performing arts.
- d. Per capita research activity that includes research and development in STEM and Non-STEM fields, research centers and staff including ~~postdoctoral~~ and doctoral programs in ~~computer science and technology, education, engineering, health and life sciences, humanities, liberal arts, mathematics, and science.~~
- e. Services specifically designed to meet the cultural, economic, social, and technological development needs of the state.

Commented [LF4]: Postdoctoral students? Fellows?

Commented [LF5]: This is a mix of colleges, general areas, and individual disciplines. Can we make this list more parallel? Perhaps by naming our doctoral programs?

### 3. Special Programs/Features

- a. Lifespan development with early childhood emphasis.



- b. Louisiana arts, culture and heritage programs and research, including a focus on Francophone, Cajun and Creole cultural traditions.
- c. Graduate and undergraduate programs in environment, energy and economics.
- d. Graduate and undergraduate programs in nursing and health care systems support.
- e. Computing, informatics and smart systems development.

## University of Louisiana at Lafayette

The University of Louisiana at Lafayette (UL Lafayette) is a comprehensive doctoral university with a mission to offer exceptional education informed by diverse worldviews, tradition, and heritage to undergraduate and graduate students in a variety of arts, sciences and professional programs. The University seeks to develop leaders and innovators and to conduct who advance knowledge and culture leading research and creative activities in these fields.- Admission to UL Lafayette is selective, and higher transfer in based on courses completed and academic performance.

### 1. Audiences

UL Lafayette has a statewide mission and is responsible for serving:

- a. Residents from throughout Louisiana, especially those of the the Acadiana South Louisiana region, who have excelled in high school studies and are seeking a baccalaureate or graduate degree or continuing professional education in a traditional or online setting;
- b. Develop articulation agreements Two for two-year community college transfer students;
- c. Employers, both public and private – including school districts, health care providers, professional fields, local governments, private businesses and community agencies seeking technical assistance and applied research;
- d. Economic development interests and entrepreneurs throughout the state;
- e. Academic disciplines and creative, industry, professional, the research, and scholarly, community communities; and
- f. The Acadiana community and region, by providing a broad range of academic, and community engagement, cultural activities, and public events.

### 2. Array of Programs and Services

- a. Support for area K-12 schools seeking college general education courses for advanced students and providing assistance into ensuring that their graduates are college- and career-ready.
- a-b. A Coexistence of a broad range of baccalaureate and master's graduate-level core degree programs in arts and sciences and professional fields, arts and sciences programs appropriate to a comprehensive doctoral, teaching and research university.
- b. Accreditation of Baccalaureate-baccalaureate and graduate programs in the the professional fields disciplines of accounting, business, management, and marketing; of architecture and related fields; computer and information sciences; education; engineering; fitness studies; criminal justice, nursing and allied health health and allied professions; physical sciences; psychology; social service professions; and business visual and performing arts.
- c. Support for area K-12 schools seeking college general education courses for advanced students and assistance in ensuring that their graduates are college- and career-ready.
- d. Per capita Doctoral programs in a variety of arts, sciences and professional fields, including English, education, nursing, computer and systems engineering, mathematics and environmental biology.
- d. research activity that includes research and development in STEM and Non-STEM fields, research centers and staff including postdoctoral, and doctoral programs in computer science and technology, education, engineering, health and life sciences, humanities, liberal arts, mathematics, and sciences.

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- e. Services specifically designed to meet the cultural, economic, social, and technological development needs of the state.

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### 3. Special Programs/Features

- a. Lifespan development with early childhood emphasis.
- b. Louisiana arts, culture and heritage programs and research, including a focus on Francophone, Cajun and Creole cultural traditions.
- c. Graduate and undergraduate programs in environment, energy and economics.
- d. Graduate and undergraduate programs in nursing and health care systems and support.
- e. Computing, informatics and smart systems development.

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