Strategic Plan Implementation Committee Fall 2016 Summary Report – Part I: Faculty

Committee members: Lisa Broussard, David Danahar, Mary Farmer-Kaiser, Ahmed Khattab, Robert McKinney, Jordan Kellman (Chair), John Troutman, Glen Watson.

FACULTY STRATEGIC IMPERATIVE 1: SIGNIFICANTLY UPGRADE ACADEMIC FACILITIES RELATED TO INSTRUCTION IN ORDER TO MEET OR EXCEED THE QUALITY OF THOSE AT PEER INSTITUTIONS.

Faculty KPI 1: Within the first year, develop a master plan to evaluate and prioritize upgrades to academic facilities.

Key parties responsible: AVPAA-Faculty, Director of Facility Management, Deans

Progress: Major repairs list developed with $38M in repairs and upgrades. Implementation is in progress.

Action Plans: The University still lacks an effective, participatory process for requesting and prioritizing smaller scale repairs and upgrades to academic facilities. Facilities to meet with deans to discuss this issue and an **Academic Facilities Task Force** to be formed in Spring 2017 to address this need.

Faculty 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.

Key parties responsible: Provost, AVPAA-Faculty, AVPAA-Resources

Progress: Spending for instruction and academic support per FTE has increased dramatically (23.7%) since 2012.

Action Plans: Continue positive momentum, while targeting specific areas for increased support. Developing a mechanism for funding instructional equipment is a priority. Other aspects of instructional and academic support are addressed in other KPIs. The provost will also charge the deans with developing college specific peer sets for comparison purposes in Spring 2017.

Faculty KPI 3: Equip 90 percent of all classrooms with minimum digital technology: internet access, laptop/computer workstations, LCD projectors, screens, and sound systems.

Key parties responsible: Provost, CIO, Deans

Progress: Deans have each submitted lists of 10 classrooms per college to be equipped for a total of approximately 80 classrooms.

Action Plans: The Provost and CIO intend to continue equipping an additional 80 classrooms per year, resulting in close to 100% equipped classrooms within four years.

Faculty 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.

Key parties responsible: Dean of the Libraries, Administration and Finance, departmental library liaisons.

Progress: Library spending has increased: 2015/2016 expenditures were $1,878,136.66 compared to $$1,122,322.47 actual expenditures in 2012. Distance learning funds are set to return to the library, with a payment of $100,000 for 2016/2017. The Library undertook a comprehensive review of its journal subscriptions in collaboration with colleges and departments in 2016 and nearly all requests have been honored. Since the adoption of the strategic plan, the library has consistently ordered books as requested. Faculty senate voted to urgently prioritize library funding.

Action Plans: Commit to substantial University funding and explore further alternative funding sources such as grant overhead to help meet ongoing needs. Department heads can develop comprehensive lists of desired library acquisitions. Library can be more proactive in ordering recent materials. More communication between library liaisons and departments is needed.

Faculty KPI 5: Determine and provide the minimum supply budget required by each department.

Key parties responsible: AVPAA-Resources, Council of Department Heads, Deans

Progress: Supply budgets have been largely unchanged for many years, except for cuts to travel.

Action Plans: Departmental supply budgets have not changed to meet evolving department needs. The Council of Department Heads is well suited to take up this question and will be asked to begin developing a proposal in Spring 2017.

Faculty KPI 6: Meet the comparative peer average for maintenance, space allocation, ADA standards, and adjacency to faculty offices for instructional spaces.

Key parties responsible: AVPAA-Faculty, Director of Facilities

Progress: The State Board of Regents considers UL to have poor space use efficiency and thus to not qualify for new building resources. The Major Repairs list currently in implementation includes many upgrades in these areas.

Action Plans: Undertake a space use efficiency study; consider new systems for assigning classroom space; expand off-peak courses.

FACULTY STRATEGIC IMPERATIVE 2: EXPAND FACULTY STAFFING TO MEET OR EXCEED PEER STANDARDS FOR STUDENT TO FACULTY RATIOS, CHOICES OF COURSE OFFERINGS, AND FACULTY DIVERSITY

Faculty 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.

Key parties responsible: Provost, AVPAA-Programs, AVPAA-Resources, Director of Institutional Research, Deans

Progress: One of the primary reasons UL's UG S/F ratio is higher is that we use far fewer adjuncts than our peers, and the committee does not recommend changing that. The average overall student to faculty ratio in 2014 was 18.9 for our IPEDS peers, 22 for our system, 22 for LSU, and 23 for UL; While comparison with our out of state peers remains important, considering how Louisiana's higher education funding models have compared with those of the states represented by our IPEDS peers over this period, we are doing extremely well: since 2008, UL has had ahme smallest increase in S/F ratio (4.3%) of any school in our system or LSU, which together averaged a 10.7% increase. There are no longer any frozen faculty lines. Each year a hiring request process is undertaken and the University hires as many faculty as it can afford, prioritized by enrollments, disciplinary coverage and other needs.

Action Plans: Student to faculty ratios and needs vary greatly by course type and discipline, and the Provost will request that the deans include a discussion of class sizes and student to faculty ratios in their annual hiring priority requests beginning in Spring 2017.

Faculty KPI 8: Expand the recruitment and retention of new tenured and tenure-track faculty.

Key parties responsible: AVPAA-Faculty, HR Director, Deans

Progress: There are no longer any frozen faculty lines. 4% average faculty raises have occurred twice in the past four years. Many departments have recently developed junior faculty mentoring programs.

Action Plans: The hiring process should be streamlined, and happen earlier in the year. In this are there are many ideas and a need for University-wide organization. A **Faculty Recruitment and Retention Task Force** will be established to consider coordination and University-wide programming. A spousal hiring/accommodation policy should be developed. An effort at a more service-oriented posture in administrative offices that deal with faculty would also be helpful in faculty retention.

Faculty KPI 9: Ensure diversity and equity in faculty appointments with the aid of the Office for Campus Diversity.

Key parties responsible: Director of Equity, Diversity and Community Engagement, Deans, Department Heads

Progress: New programming has been developed in recent years, including Courageous Conversations, implicit bias training, and others. An initiative to reorganize the Black Faculty and Staff Association to play a stronger role in bringing diversity initiatives to the University is underway.

Action Plans: An updated, comprehensive diversity report is urgently needed. The Office for Campus Diversity will organize a voluntary search advocate program. Extra advertising funds from the Provost's office to reach minority candidates would help ensure diverse candidate pools. Many existing resources are not well known or used by search committees, so better communicating these is a priority.

FACULTY STRATEGIC IMPERATIVE 3: OFFER COMPETITIVE FACULTY SALARIES TO RECRUIT AND RETAIN THE BEST FACULTY

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

Key parties responsible: Provost, HR Director, Administration and Finance, Deans

Progress: Acknowledging ongoing salary issues, HR has been authorized to solicit bids from consultants specializing in higher education salary analysis to conduct a comprehensive study of our salary structures and make recommendations to determine market ranges that guide starting salaries as well as ensuring equity and establishing market benchmarks for salary adjustments for existing employees.

Action Plans: The administration understands that salaries are a very high priority and will continue to try to address salary issues where possible. Consultant bids will be considered in the Spring 2017 semester, with the aim of beginning work by Fall 2017.

FACULTY STRATEGIC IMPERATIVE 4: PROVIDE PROFESSIONAL DEVELOPMENT

Faculty 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.

Key parties responsible: Provost, AVPAA-Faculty

Progress: Possible space has been identified

Action Plans: Space should be secured during Spring 17. Faculty director with course release is being explored. Center will have close connection to OFYE, Academic Success Center, Office of Distance Learning, Information Technology, and Graduate School.

Faculty KPI 12: Provide faculty with the infrastructure needed to observe, evaluate, and provide constructive feedback on their instruction.

Key parties responsible: Provost, AVPAA-Faculty

Progress: Faculty Affairs has partnered with the Graduate school, Office of Distance Learning, and Office of First-year experience to offer workshops that include: syllabus development, adaptive technologies, and has held numerous teaching development webinars, and others. Possible space for center identified.

Action Plans: Create a **Teaching/Learning Center Task Force** to plan for the center's structure, staffing and programming.

Faculty KPI 13: Provide faculty support including but not limited to computing technology, relocation support, travel funding, start-up budgets, and GA/TA assistance that is competitive with institutions in our peer group.

Key parties responsible: Provost, AVPAA-Resources, AVPAA-Faculty

Progress: In the past five years, computer support has improved considerably, startup packages have improved dramatically, and travel funding has improved with the creation of Research Office travel grants (increased budget this year) and other resources.

Action Plans: Restore pre-2008 departmental travel budgets. A census of current resources and needs in specific areas, conducted by deans and department heads, is needed to gauge best use of targeted resources.