

UL Lafayette Strategic Planning and Budgeting Accomplishments

June, 2019

Louisiana Board of Regents Master Plan for Post-secondary Education Goal/Objective	Strategic Plan SI Section	Key Performance Indicator	Initiative	Accomplishments	Budgetary impact
goal 3: achieve greater accountability, efficiency and effectiveness in the postsecondary education system	SI 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	Academic Facilities repairs	Developed \$38M campus repair and upgrade list. Approximately \$4 million completed as of Summer 2019.	\$4 million spent utilizing the building and use fees assessed to students
objective 1-4: improve postsecondary persistence/retention rates. (1st to 2nd year and 1st to 3rd year); <i>objective 1-6: increase the rate and number of students earning a postsecondary credential</i>	SI 1: Significantly upgrade academic facilities related to instruction in order to meet or exceed the quality of those at peer institutions	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	Instructional Support Spending	Funding increased	Spending for instruction and academic support increased over 25% since 2012
goal 3: achieve greater accountability, efficiency and effectiveness in the postsecondary education system	SI 1: Significantly upgrade academic facilities related to instruction in order to meet or exceed the quality of those at peer institutions	Faculty KPI 3: Equip 90 percent of all classrooms with minimum digital technology: internet access, laptop/computer workstations, LCD projectors, screens, and sound systems	Classroom IT initiative	Four year implementation plan developed in 2016 equipping 80 classrooms per year; Deans submitted priority lists. Plan will be complete by 2020 with approximately 80% of classrooms equipped as of spring 2019	Budget allocations of approximately \$350,000 were made to accommodate the equipment needed between FY2016-2017 and FY 2018-2019
goal 3: achieve greater accountability, efficiency and effectiveness in the	SI 1: Significantly upgrade academic facilities related to	Faculty KPI 4: Allocate sufficient funds to increase library expenditures for provision of research and	Library support	Increase in library support from 2012 to 2016 was 29% and a 75% increase through 2019, in spite of budget cuts. A new	Budget allocations to Library were increased in response to faculty

postsecondary education system	instruction in order to meet or exceed the quality of those at peer institutions	information resources to meet or exceed the average of our comparative peer institutions		system was introduced of pairing librarians with departmental liaisons to oversee discipline related acquisitions.	prioritization and strategic plan. Attached is a Schedule of Library Material Expenses FY12 to FY19.
objective 1-4: improve postsecondary persistence/retention rates. (1st to 2nd year and 1st to 3rd year); <i>objective 1-6: increase the rate and number of students earning a postsecondary credential</i>	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	Student KPI 1: Implement and sustain student support to retain and graduate and graduate students	Degree Audit	DegreeWorks implementation began in 2015, Students and advisors are now using degreeworks audit; implementation should be finalized by 2020?	Budget allocations were made to accommodate the licensing and implementation costs which total \$197,304 through FY2018.
objective 1-4: improve postsecondary persistence/retention rates. (1st to 2nd year and 1st to 3rd year).	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	Student KPI 1: Implement and sustain student support to retain undergraduate and graduate students	Student success positions	Created and filled the new position Executive Director of Student Success, created and filled three full time professional advisor positions	Budget allocations were made to accommodate these new positions at a cost of \$228,938 per year plus benefits.
objective 1-6: increase the rate and number of students earning a postsecondary credential	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	Student KPI 2: Expand recruitment of high-potential undergraduate and graduate students, which embraces diversity and enhances the university's image nationally and internationally, in both distance and traditional degree programs.	Targeted recruiting	Created and filled Director of Admissions position in FY2017. Targeted New Orleans and Shreveport suburbs and increased Freshman enrollment significantly between 2013 and 2017.	During years of Increased Freshman enrollment, allowed general fund to support initiatives and growth programs
<i>objective 1-6: increase the rate and number of students</i>	SI 1: Recruit, retain, and graduate outstanding	Student KPI 2: Expand recruitment of high-potential undergraduate and	International Director	Based on broad-based task force and its research-and data-based conclusions	Changes were made to the Organizational Hierarchy in the

<i>earning a postsecondary credential</i>	students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	graduate students, which embraces diversity and enhances the university's image nationally and internationally, in both distance and traditional degree programs.		[International Task Force Report], created and filled the position of Executive Director of Global Engagement, and reorganized International Programs and Study Abroad under new International Affairs unit.	ERP to reflect these changes. Budget allocations were made to accommodate the new position at a cost of \$100,000 per year plus benefits.
<i>objective 1-6: increase the rate and number of students earning a postsecondary credential</i>	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	Student KPI 2: Expand recruitment of high-potential undergraduate and graduate students, which embraces diversity and enhances the university's image nationally and internationally, in both distance and traditional degree programs.	Graduate Assistantship Initiative	Graduate school collaborated with the colleges that have Ph.D. programs	Dedicated budget unit for Doctoral Recruitment (9509). Since 2012, \$110,621 has been expended for Doctoral Recruitment.
<i>objective 1-3: increase the number of adults age 25 and older enrolled in postsecondary education programs.</i>	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	Student KPI 5: Expand and enhance incentives for graduate students' enrollment.	GA stipend increase	GA/Fellow stipend increases went into place in FA2015 (doctoral: \$12,000-\$15,900) and FA2016 (master's: \$7,500-\$10,070), leading to increase in percentage yield of admitted new students	Budget allocations were made to accommodate the increase in GA stipends. Expenses for GA Stipends increased from \$4,840,063 in 2015 to \$5,409,674 in 2016 and \$6,045,398 in 2017.
<i>objective 1-3: increase the number of adults age 25 and older enrolled in postsecondary education programs.</i>	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and	Student KPI 5: Expand and enhance incentives for graduate students' enrollment.	Premium Assistance for international Gas	added SP 2014 incentive in international GA/Fellow offers that provides 50% premium assistance for mandatory international health insurance	Budget allocations were made to accommodate the funding of 50% of the premium. Since SP 2014, \$615,627 of premium

	returning adults).				assistance has been granted.
<i>objective 1-6: increase the rate and number of students earning a postsecondary credential</i>	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	Student KPI 2: Expand and enhance incentives for graduate students' enrollment.	Teacher Tuition Incentives	Teacher tuition incentive awards reviewed in SU 2015 and reauthorized in FA 2015 with expanded eligibility, higher awards, and incentives for progression at the master's level	Dedicated budget unit for Teacher Tuition Incentives (9512). Since 2016, \$562,350 of teacher incentive awards have been granted.
<i>objective 1-4: improve postsecondary persistence/retention rates. (1st to 2nd year and 1st to 3rd year); objective 1-6: increase the rate and number of students earning a postsecondary credential</i>	SI 3: Increase student productivity and success through engagement in mentored research, innovative projects, and creative endeavors.	Student KPI 10: Promote a comprehensive chain of research mentoring for graduate students via student-faculty interactions, peer activities, and apprenticeships	Graduate Mentoring Improvements	James Jackson Community of Scholars created by the Graduate School in partnership with Office for Campus Diversity in FA15; candidacy recognitions started in SP16 for doctoral and SP17 for master's to recognize advancing students and, for doctoral students, their mentors; University Committee on Graduate Student Success and Retention (created in FA15) has undertaken research and encouraging more mentor programming, training, and support; mentorship programming initiated by Graduate School and is now being offered regularly and in partnership with AA Faculty Affairs and/or Office for Campus Diversity.	Budget allocations were made to accommodate any new spending associated with this objective
<i>objective 1-3: increase the number</i>	SI 1: Recruit, retain, and	Student KPI 3: Maximize	Agreements with	New agreements with SLCC and BRCC	Budget allocations

<i>of adults age 25 and older enrolled in postsecondary education programs.; objective 1-5: increase graduation of transfer students.</i>	graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	opportunities for student enrollment and progression in traditional and distance education curricula, including strengthening transfer partnerships with community colleges	Community Colleges		were made to accommodate any new spending associated with this objective
<i>objective 1-3: increase the number of adults age 25 and older enrolled in postsecondary education programs.; objective 1-6: increase the rate and number of students earning a postsecondary credential</i>	SI 1: Recruit, retain, and graduate outstanding students (undergraduate and graduate; traditional and nontraditional; transfer and returning adults).	Student KPI 3: Maximize opportunities for student enrollment and progression in traditional and distance education curricula, including strengthening transfer partnerships with community colleges	Adult Completion Program	Created a now thriving online adult completion program in 2016.	Budget allocations were made to accommodate any new spending associated with this objective
<i>objective 2-1: maintain and build strength in foundational science and technology disciplines identified in first louisiana; objective 2-2: promote multidisciplinary and multi-institutional collaborative research efforts.</i>	SI 1: Enhance supporting infrastructure for the conduct of research and innovation.	Research KPI 1: ensure that support services are sufficient to sustain the efforts of university researchers	Grant workshops	Graduate school began providing grant writing workshops	Budget allocations were made to accommodate any new spending associated with this objective
	SI 1: Enhance supporting infrastructure for the conduct of research and innovation.	Research KPI 1: ensure that support services are sufficient to sustain the efforts of university researchers	Purchased Docusign	Streamlined and shortened the grant signature process	Budget allocations of \$2,640 annually were made to accommodate the purchase of Docusign. Initiative placed on hold due to Banner implementation
<i>objective 2-1: maintain and build strength in foundational science and technology disciplines identified in first louisiana.</i>	SI 1: Enhance supporting infrastructure for the conduct of research and innovation.	Research KPI 1: ensure that support services are sufficient to sustain the efforts of university researchers	Research travel grant budget	The Research Travel Budget was created and funded at \$100,000/year in FY2015, \$120,000/year in FY2016, and increased to \$125,000 in FY2017 and FY2018.	New fund was created to account for the \$470,000 of travel grants funded from FY2015 to FY2018 (292001)

<p>objective 2-1: maintain and build strength in foundational science and technology disciplines identified in first louisiana; <i>objective 2-2: promote multidisciplinary and multi-institutional collaborative research efforts;</i> <i>objective 2-3: sustain and advance research commercialization and translational activities that promote economic development in louisiana.</i></p>	<p>SI 1: Enhance supporting infrastructure for the conduct of research and innovation.</p>	<p>Research KPI 2: Provide incentives and training to increase faculty and staff engagement in research and innovation</p>	<p>Increase indirect return</p>	<p>The indirect return issued to PIs and Co-PIs started with a base return of 8% and was increased for federal funding and programs supporting students. The total percentage available to be returned for a single project did not exceed 25%. There was also an indirect return issued to departments, colleges, and centers. The indirect return started with a base return of 8% and was increased for collaboration between units.</p>	<p>Since the incentive was implemented in FY 2011, a total of \$2,285,429 has been issued in indirect returns. PIs/Co-PIs = \$1,084,821 Departments = \$297,350 Colleges = \$304,104 Centers = \$599,153</p>
<p>objective 2-1: maintain and build strength in foundational science and technology disciplines identified in first louisiana; <i>objective 2-2: promote multidisciplinary and multi-institutional collaborative research efforts.;</i> <i>objective 2-3: sustain and advance research commercialization and translational activities that promote economic development in louisiana.</i></p>	<p>SI 3: Expand research programs beyond our existing strengths and take advantage of our historical, cultural, and geographical setting for research and scholarly purposes.</p>	<p>Research 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.</p>	<p>Communities of Interest</p>	<p>Developed tremendously successful Communities of Interest program that has spurred numerous interdisciplinary collaborations</p>	<p>Budget allocations were made to accommodate any new spending associated with this objective</p>
<p>goal 3: achieve greater accountability, efficiency and effectiveness in the postsecondary education system</p>	<p>SI 1: Establish a shared governance model that facilitates trust, teamwork, and cross-</p>	<p>Governance KPI 1: Establish an elected representative body of governance for each of the primary constituent</p>	<p>Governance Overhaul</p>	<p>During the 2018-2019 AY, consensus was obtained on the structure and membership conditions of a task force to oversee a</p>	<p>Budget allocations were made to accommodate any new spending</p>

	functional collaboration, and aligns all stakeholders to the Vision and Mission.	groups on campus: faculty, students, classified staff and unclassified staff.		complete redesign of the University's governance structure. This task force began meeting in Spring 2019.	associated with this objective
goal 3: achieve greater accountability, efficiency and effectiveness in the postsecondary education system	SI 2: Provide each level of governance with data analytics capabilities that create a collaborative culture and increase the University's overall impact.	Governance 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	Banner implementation	Danahar working	Since FY2016, \$12,841,260 has been spent on the implementation and maintenance of an ERP system
goal 3: achieve greater accountability, efficiency and effectiveness in the postsecondary education system	SI 3: Develop the Human Resources function in support of the Mission and Vision.	Governance 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.	HR Rebuild	During the period under question, the University has created the HR department and filled the position of HR director and 10 new HR positions, and completely redesigned its personnel policies, processes and procedures.	The annual cost for the 10 new HR positions is \$668,033 plus benefits.