

University of Louisiana Monroe



College of Business and Social Sciences Strategic Plan 2025-2030

Student Centered-Excellence Driven

Approved by vote of faculty April 4, 2025

Preamble

The College of Business and Social Sciences is an integral component of the University of Louisiana Monroe, and as such, developed its vision, mission, and strategic plan in support of and in alignment with the University's plans.

University Vision

The University of Louisiana Monroe will change lives by bringing true equality, inclusiveness, and opportunity for all individuals in our region and beyond.

College Vision

The College of Business and Social Sciences at the University of Louisiana Monroe seeks ever-increasing excellence in business and social sciences education by offering a student-centered learning environment that produces high-quality graduates and by engaging in research and service that benefits students, business and the community.

University Mission

The ULM prepares individuals from northeast Louisiana and beyond to compete, succeed, and contribute in an ever-changing global society through a transformative education while positively impacting society through research and service.

College Mission

The College of Business and Social Sciences prepares students from Northeast Louisiana and beyond for productive careers and responsible citizenship and benefits students, business, and the community through practical research and service.

In pursuit of this mission, the undergraduate and graduate curricula, along with an active approach to learning, are intended to help both business and non-business students develop the knowledge, skills, abilities, ethics, and attitudes needed for successful careers and a lifetime of learning in a technological and global environment. The College emphasizes the interrelatedness of business and social science disciplines that prepares students for both specific functional responsibilities within larger organizations and for the wide scope of responsibilities typically encountered within smaller organizations and society in general. Graduates should be able to function effectively in entry-level positions, advance to higher positions, participate in entrepreneurial ventures, and/or pursue advanced studies.

The second commitment of the College is to create and disseminate intellectual contributions which will (1) assist in the growth and development of faculty, students, business and society; (2) enhance the

learning environment in higher education; and (3) contribute to economic development and societal improvement. Our College places primary emphasis on applied scholarship and encourages basic research and instructional development as important parts of the intellectual mission of the College.

The third commitment of the College is to provide quality service to the business community and society, the professions represented in the College, and the University. In particular, the College strives for state and regional distinction in activities related to entrepreneurial and small business development, business and economic research, and research that improves human development and success, including workforce development. Service nurtures ties with the business sector and our community partners, helps keep academic programs dynamic and relevant, and promotes economic development and societal improvement, particularly through delivery of applied knowledge to regional organizations.

Values

For the ULM College of Business & Social Sciences, our values and ideals drive our vision and are the foundation for our mission.

Integrity. Integrity means Honesty, Soundness, Morality, and Constancy.

- We are role models and mentors for our students, colleagues, and stakeholders. Consequently, our actions always must reflect integrity. Integrity builds trust and respect; trust and respect build great leaders and great organizations.
- We emphasize the importance and expectation of integrity in our students; our students represent the community of the future and their actions reflect our reputation and quality.

Independence. Independence involves Competence, Self-Reliance, Freedom, and Confidence.

- We understand the independence of thought by faculty contributes to the betterment of the CBSS, its students, and the community.
- We improve the community by preparing students to be competent thinkers who are confident in their role in society.
- We believe the development of knowledge and reason in our students leads them to become productive, independent contributors of the future and life-long learners.

Intellect. Intellect involves Reason, Understanding, Learning, and Knowledge.

- We have an abiding respect for the pursuit and effective application of knowledge.
- We strive to stimulate our own intellect through professional development activities and other scholarly endeavors.
- We provide to our students the activities that will promote their own intellectual development and demonstrate to them the opportunity and achievement that is possible through reason, knowledge, and understanding.

Involvement. Involvement embodies Interaction, Engagement, Collaboration and Concern.

- We understand the involvement and interaction with students extend beyond the classroom and contribute to their intellectual, personal, and professional growth.
- We believe students should be actively involved in their own learning process and professional growth.
- We encourage faculty involvement in the community through specialized skills, continued learning, and practical development.
- We foster collaboration in order to develop the skills needed to work with and lead teams.

Improvement. Improvement involves Growth, Enrichment, Cultivation, and Advancement.

- We are uniquely positioned to improve students' lives through our teaching, mentoring, and interaction with them.
- We should improve our community through our preparation of quality graduates, production of scholarly research, and interaction with organizations in the region.
- We have a responsibility not only to maintain our professional qualifications but to continually seek further professional development in the pursuit of excellence.

Innovation. Innovation means Invention, Revolution, Modernization, and Origination.

- We provide a transformational educational process that improves students' careers and lives.
- We improve the practice of business and society through sharing of new ideas, processes, methods and theories.
- We create and share new approaches to learning that helps improve the educational process.

Impact. Impact includes Influence, Impression, and Effect.

- We identify and measure the outcomes of our efforts to ensure appropriate impact.
- We strategically identify areas that we hope to change through impactful teaching, research and service.
- We allocate our resources to maximize impact of our efforts.

2025-2030 Strategic Planning Process

The following timeline details the steps taken by our faculty and staff to develop the goals, initiatives, and action items over the past year and a half. This strategic plan was prepared using input and feedback gathered from various exercises including:

- Review and consideration by the CBSS Strategic Planning Committee - Fall 2023, Spring 2024, and Fall 2024
- Strategic planning retreat using the SOAR analysis were held with the staff/administrative staff team – Spring 2024
- Strategic planning retreat using the SOAR analysis were held with the faculty – Spring 2024
- Review of data gathered from the SOAR analysis and follow up questionnaire administered to CBSS faculty and staff – Spring 2024
- Open discussion of information gathered from the strategic planning process at a Food for Thought meeting of the faculty and staff – Spring 2024
- Strategic planning exercises held with faculty-selected students which included face-to-face students and online students representing all programs in the CBSS – Spring 2024
- Strategic planning exercises held with faculty-selected alumni and community members representing most of the programs within the CBSS – Spring 2024
- Participation of the CBSS Strategic Planning Committee in data and feedback gathering activities – Fall 2023, Spring 2024, and Fall 2024
- Leadership retreat held by the Executive Committee - Summer 2024
- Numerous leadership meetings – Spring and Summer 2024
- Presentation of first draft of strategic plan to full faculty/staff group – Fall 2024
- Conducted feedback gathering survey of faculty/staff about first draft - Fall 2024
- Held a Food for Thought review exercise of draft strategic plan – Fall 2024
- Continued reviews and modifications of draft strategic plan by Strategic Planning Committee and Executive Committee – Fall 2024
- Review by internal institutional groups (Dean's Council) – Completed Winter 2024-2025
- Review by CBSS students (SGA, Hawks Committee) – Completed early Spring 2025
- Review by external community (alumni, employers) – Completed early Spring 2025

The vision and mission of the CBSS, as shown below, was considered during all aspects of the development of these proposed goals, initiatives, and action items.

College Vision

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College Mission

The College of Business and Social Sciences prepares students from Northeast Louisiana and beyond for productive careers and responsible citizenship and benefits students, business, and the community through practical research and service.

The CBSS Strategic Plan is being developed with three underlying foundational principles related to the goals, initiatives and action items. These goals, initiatives and action items are intended to be:

- (1) reasonable and attainable while also stretching us to improve,
- (2) measurable without requiring overwhelming data collection, and
- (3) specific and purpose-driven but also flexible and adaptable.

Overall, this strategic plan identifies five goals for the CBSS which are in alignment with its vision and mission. Those goals are:

Goal 1: Prepare students to become responsible, ethical, and productive members of society

Goal 2: Create and deliver strong and relevant academic programs

Goal 3: Foster an environment that encourages impactful intellectual productivity

Goal 4: Contribute to our community and society through engagement, leadership, and service

Goal 5: Promote a culture of excellence and pride in faculty, staff, and students

The initiatives associated with each goal are identified with a letter (e.g., A) and the action item associated with each initiative is identified with a numeral (e.g., 1). Proposed initiatives and action items for each goal are presented below.

Goal 1: Prepare students to become responsible, ethical, and productive members of society

- A. Provide effective advising and mentoring to students
 - 1. Provide annual advising training for advisors and students
 - 2. Mentor students on career paths to address their interests and professional growth
 - 3. Develop and utilize advising tools that define the roles, expectations, and resources available to both advisors and students
 - 4. Create mechanism and collect feedback from students on their advising and mentoring needs and experiences
- B. Encourage ethical awareness and behavior
 - 1. Create a code of ethics that outlines expected behaviors and practices
 - 2. Integrate ethical concepts and situations in each academic program to provide context-specific ethical education
 - 3. Offer workshops and presentations on specific ethical issues relevant to different fields and situations
- C. Build engagement of students within professional, social, and networking opportunities
 - 1. Host networking events where students can meet professionals and alumni from various organizations/industries
 - 2. Encourage students to join professional societies related to their fields of study
 - 3. Collaborate with external community partners on projects that involve students
- D. Promote high-impact experiential learning for students
 - 1. Develop resources to allow for experiential learning for students
 - 2. Ensure each program includes experiential learning opportunities in its curriculum
 - 3. Partner with businesses, organizations and nonprofits to provide internship opportunities
 - 4. Develop and promote study abroad programs that offer immersive cultural and academic experiences
- E. Guide graduates into appropriate and related careers or further educational paths
 - 1. Involve industry professionals in advisory boards to provide insights on curriculum relevance and job market trends
 - 2. Conduct surveys and follow-up interviews with graduates to gather feedback on their career paths and the effectiveness of career services
 - 3. Ensure each program regularly communicates with students/graduates about opportunities, events, and options

Goal 2: Create and deliver strong and relevant academic programs

- A. Provide a quality curriculum in all programs
 - 1. Establish regular cycles for reviewing and updating curricula to ensure alignment with trends, advances, and needs
 - 2. Maintain existing accreditations and pursue new accreditations when feasible
 - 3. Collect and analyze assessment data to measure curriculum effectiveness and to drive improvement
 - 4. Promulgate career information for the college's programs
- B. Develop faculty sufficiency and quality for academic programs
 - 1. Provide orientation and professional development opportunities to support ongoing career growth and skill enhancement
 - 2. Provide resources and training on effective teaching methodologies, assessment strategies, and the use of educational technologies
 - 3. Staff programs adequately with appropriate talent
 - 4. Assess the sufficiency and quality of faculty on a regular basis
- C. Encourage innovative and responsive programs
 - 1. Analyze industry demands/trends and employer/graduate feedback to ensure innovative and responsive programs
 - 2. Incorporate projects into relevant courses across each curriculum to encourage student application of classroom knowledge to real-world challenges and practical skills
 - 3. Provide access to software, hardware, and tools that support creative and entrepreneurial endeavors

Goal 3: Foster an environment that encourages impactful intellectual productivity

- A. Foster multidisciplinary research and collaboration
 - 1. Offer workshops and activities on effective collaboration techniques and specific topics that require input from multiple disciplines
 - 2. Recognize and promote multidisciplinary research activities and achievements
 - 3. Establish opportunities to foster interdisciplinary research, instruction and innovation
- B. Promote student involvement in research
 - 1. Encourage involvement in student-related research programs (e.g., emerging scholars program, research symposium)
 - 2. Offer funding opportunities to support student attendance and presentations at academic conferences
 - 3. Highlight student research achievements in newsletters, websites, and social media
- C. Provide resources for faculty development and training
 - 1. Provide annual professional development support to faculty
 - 2. Host research-related (e.g., stat package use) professional development opportunities
 - 3. Evaluate existing resources and identify gaps
 - 4. Develop a seed grant fund to promote impactful research
- D. Recognize and reward those faculty members who produce impactful intellectual contributions
 - 1. Clearly define what constitutes high-impact contributions for research, teaching, and community engagement
 - 2. Recognize contributions that have a significant impact on the community and involve community partners in the recognition process

Goal 4: Contribute to our community and society through engagement, leadership, and service

- A. Encourage faculty leadership and engagement in our community/region
 - 1. Document and report faculty's external service activities
 - 2. Develop partnerships with local organizations, businesses, or government agencies to foster faculty leadership and impact
 - 3. Establish a recognition system for faculty members who actively contribute to community engagement
- B. Provide programs that are well-recognized by the campus and external community
 - 1. Provide and enhance programs such as the Pelican Cup, Women Take Flight, EntrepreneurHer, and others
 - 2. Develop seminars and programs for businesses and nonprofits
 - 3. Publicize success stories to build credibility and demonstrate impact
- C. Grow entrepreneurial spirit and opportunity
 - 1. Conduct workshops, seminars, and events focused on entrepreneurship skills and knowledge
 - 2. Offer certificate programs or minors in entrepreneurship for students interested in starting their own ventures
 - 3. Build partnerships with local businesses, startups, incubators, accelerators, and economic development organizations
- D. Involve students with the community through professional/service projects and activities
 - 1. Incorporate community projects into academic courses, service-learning programs, or student clubs and organizations
 - 2. Offer opportunities for students to learn about community development, social justice issues, and ethical considerations
 - 3. Conduct a needs assessment to identify pressing issues or areas where students can make a meaningful impact

Goal 5: Promote a culture of excellence and pride in faculty, staff, and students

- A. Support faculty/staff professional and leadership development
 - 1. Promote formal leadership programs tailored to the needs of faculty and staff at different career stages
 - 2. Identify development opportunities within the institution, committees, professional associations, and community organizations for faculty, staff, and students
- B. Celebrate accomplishments of faculty, staff, and students
 - 1. Create formal recognition programs to acknowledge outstanding achievements
 - 2. Establish clear criteria and nomination processes for selecting award recipients
- C. Provide college/school events that allow for networking and open discussion opportunities
 - 1. Provide internal networking events that allow faculty to interact based on professional, personal, and academic interests
 - 2. Organize open forums and feedback opportunities where faculty, staff, and students can discuss various issues and ideas
 - 3. Conduct a periodic survey of faculty/staff and students related to challenges and needs in college