



University of Louisiana Monroe Presidential Leadership Profile

UNIVERSITY OF
LOUISIANA
SYSTEM



EXECUTIVE SUMMARY

Introduction

The University of Louisiana at Monroe (ULM) stands as a pillar of higher education in Northeast Louisiana, shaping the academic and economic landscape of the region for nearly a century. Since its founding in 1931, ULM has evolved to meet the changing needs of students and the workforce, offering innovative programs that prepare graduates for success in an increasingly complex world. As a proud member of the University of Louisiana System, ULM remains committed to academic excellence, research, and service, fostering an environment where students thrive, faculty excel, and the community benefits from its impact. Among its many contributions to the state, ULM is home to Louisiana's only public College of Pharmacy, underscoring its critical role in healthcare education and workforce development. Additionally, the Edward Via College of Osteopathic Medicine (VCOM) has established a branch on ULM's campus, further enhancing the university's commitment to healthcare education.

History of the Institution and Region

ULM began as Ouachita Parish Junior College in 1931, operating under the Ouachita Parish School System before transitioning to state control in 1934 as the Northeast Center of Louisiana State University. Over the decades, the institution expanded its academic offerings and mission, becoming Northeast Louisiana State College in 1950, Northeast Louisiana University in 1970, and finally adopting its current name in 1999. This growth mirrors the development of Northeast Louisiana, a region known for its resilience, cultural richness, and economic progress. Anchored by the Ouachita River, the Monroe community has long been a center of commerce, industry, and education, with ULM playing a crucial role in driving regional advancement. Today, ULM continues to honor its legacy while looking forward to new opportunities that will shape the future of higher education in Louisiana.

The Next President

The next president of the University of Louisiana Monroe will be a visionary and dynamic leader committed to advancing the university's mission and impact. This individual will drive transformative initiatives that elevate academic excellence, enhance student success, and strengthen ULM's role as a vital institution in the region and beyond.

The president will be responsible for fostering a vibrant and inclusive student experience, optimizing the university's organizational structure to align with strategic goals, and inspiring a dedicated community of faculty, staff, and students. As a visible and engaged leader, the president will advocate for ULM among external stakeholders, including local and state leaders, business and industry partners, and the broader community. Additionally, the president will be charged with ensuring the university's long-term financial sustainability through sound fiscal management and resource development.

The ideal candidate will be a highly capable and collaborative leader with strong communication, financial, and management skills. Candidates should have a distinguished record of achievement in higher education or possess the credentials and experience necessary to earn the respect and confidence of the academic community and external stakeholders.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 11 of this document.



ACADEMIC EXCELLENCE

- 8,600+ Students across the university from 48 states and 50+ countries
 - 6,765 undergraduates
 - 1,840 graduate and professional students
- 75 + Majors
- 25 + Graduate programs
- 3,400 + Undergraduate and graduate course sections taught per year
- 8,100 + Continuing education course hours provided annually
- Degrees offered:
 - Bachelor's
 - Master's
 - Doctoral
 - Professional
 - Certificate
- 12 Schools in 4 Colleges
 - College of Arts, Education, and Sciences
 - School of Education
 - School of Humanities
 - School of Sciences
 - School of Visual and Performing Arts
 - College of Business and Social Sciences
 - William D. Hoover School of Accounting, Financial & Information Services
 - School of Behavioral & Social Sciences
 - School of Construction Management
 - David and Sharon Turrentine School of Management
 - College of Health Sciences
 - School of Allied Health
 - Kitty DeGree School of Nursing
 - College of Pharmacy
 - School of Clinical Sciences
 - School of Basic Pharmaceutical and Toxicological Sciences

EMPLOYEE DATA

The institution employs 329 full-time and 91 part-time faculty members, excluding graduate assistants. Additionally, the staff includes 831 full-time and 102 part-time employees, also excluding graduate assistants.



OPERATING BUDGET

The University of Louisiana Monroe’s FY25 operating budget is \$106.5 million, with 69.6% allocated to the university’s core mission—student instruction, research, public service, academic support, student services, and scholarships. The remaining 30.4% supports institutional services, plant operations, and agency transfers.

Funding Sources

64% from tuition and fees (self-generated)
36% from state funds

State Appropriations (budgeted)	\$ 38,244,796
Self-Generated Funds (budgeted)	\$ 68,227,710
TOTAL BUDGET	\$ 106,472,506

*Total reflects all sources of revenue, including restricted and unrestricted.

Budget Allocation Breakdown

Instruction: 40.7%
Research & Public Service: 4.6%
Academic Support: 5.4%
Student Services: 5.4%
Institutional Services: 15.3%
Scholarships: 13.5%
Plant Operations: 10%
Transfers: 5.1%

Additional Budgets

Auxiliary Services: \$9.9 million (student union, recreation, food services, bookstore, etc.)
Division I Athletics: \$20.9 million (salaries, scholarships, travel, equipment, operations, etc.)
Housing: \$3.4 million (managed by a third-party affiliate)

Undergraduate Tuition & Costs

Tuition Only:
In-State: \$5,788
Out-of-State: \$17,888

Total Cost (Tuition, Fees, Room & Board):
In-State: \$19,734
Out-of-State: \$31,834

Endowment

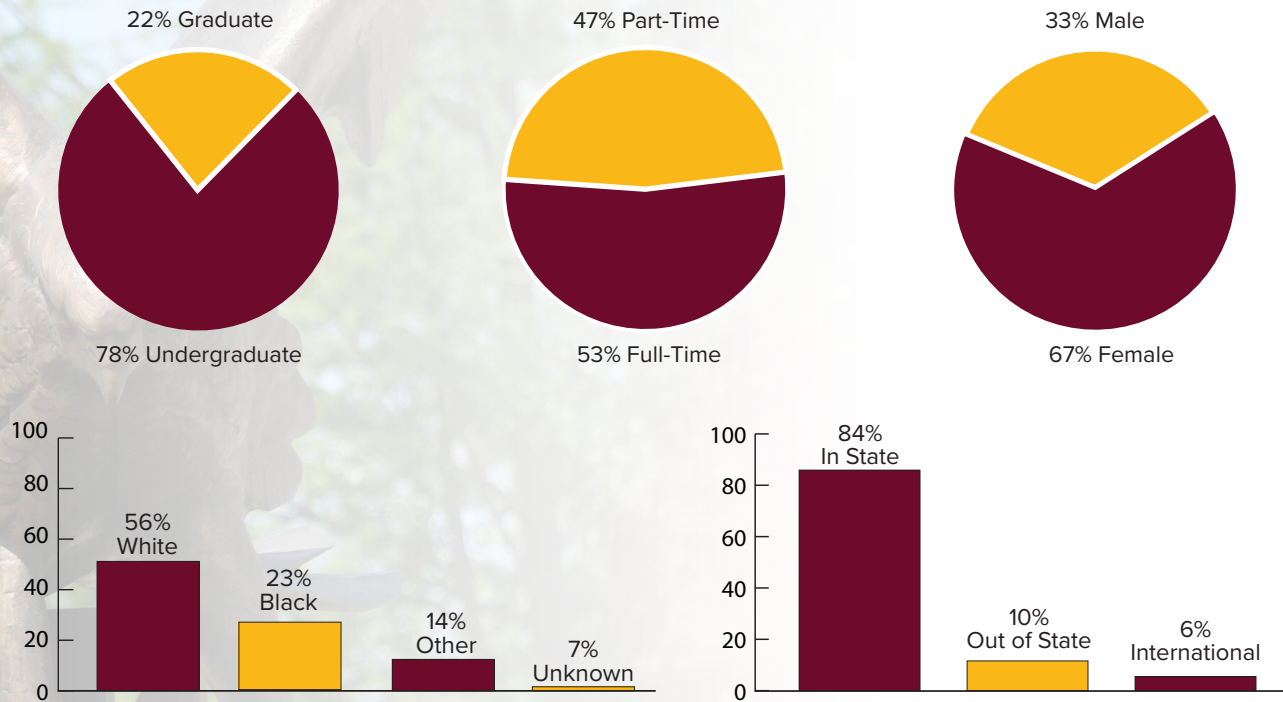
ULM’s endowment exceeds \$87 million.



ENROLLMENT

The University of Louisiana Monroe is celebrating a record setting enrollment increase. Fall 2024 enrollment at ULM has increased 4% over Fall 2023.

8,764 Fall 2024 End-of-Term Enrollment



Enrollment is up across a number of sectors including first-time freshmen, international students, the ULM Honors Program, and the graduate school.

First-time freshman enrollment jumped 22%, an increase bolstered by the largest international freshman class ever. International freshman enrollment more than doubled, with a 110% increase from 2023 to 2024. The ULM Graduate School is boasting its largest-ever enrollment, with an increase of 9% over Fall 2023.

RETENTION

The University of Louisiana Monroe reported a 72.62% first-time, full-time retention rate for the fall 2023-2024 FTIC cohort at the same institution.



RESEARCH WITH IMPACT

The University of Louisiana Monroe conducts meaningful research on matters that directly impact the quality of life for people throughout Northeast Louisiana and the state. In addition, ULM has several professional service contracts in the health, pharmaceutical, legal, and insurance sectors for almost \$5 million. The Office of Sponsored Programs and Research (OSPR) submits more than 80 grant applications annually (with a success rate of 1 in 6) and manages 75 grants and professional contracts of \$20 million. The Chief Innovation & Research Officer (CIRO) coordinates the technology transfer aspect of research by evaluating the potential intellectual property value of research and assisting with the patenting process. ULM has licensed a product that is available through Amazon.

Almost 2/3 of all research is federally funded. ULM receives professional services monies and funded research from businesses and nonprofit organizations. In the past three years, ULM has received federal support for pharmacy and weather-related projects through Congressional development.

Opportunities for expanded research are in education (non-TRIO) and non-pharmacy health programs, such as Nursing and Occupational Therapy.

Additional staffing is needed for ULM to reach Carnegie R2 status, especially in pre-awards and technology transfer.

Some supportive links:

- [ULM's product enters the healthy aging market](#)
- [Magazine Preview: Atmospheric Science program readies students for bright futures](#)
- [ULM Foundation announces Paul W. Sylvester Louisiana Cancer Foundation Endowed Scholarship](#)
- [ULM English professor translates science-and-literature research for the classroom](#)



ATHLETICS

Talons Out:

With 385 student-athletes competing in 17 NCAA Division I sports, the ULM Warhawks are members of the Sun Belt Conference. ULM Athletics proudly represents the city of Monroe, Northeast Louisiana, and more than 65,000 alumni.



Warhawks

In its history, ULM Athletics is approaching 100 conference titles, while also celebrating two monumental feats:

- 1985 Women's Basketball Final Four
- 1987 Football I-AA National Champions

ULM Athletics is changing lives, celebrating success in the classroom which will ultimately lead to our student-athletes being successful in the community.

During the fall of 2024, ULM student-athletes earned:

- 91% graduation rate
- 3.461 GPA (highest since 2010)
- 70 students had a 4.0 GPA
- 71 named to President's List (> 3.9 GPA)
- 174 named to Dean's List (> 3.5 GPA)
- 214 Student-Athletes on Commissioner's List and Honor Roll



Sun Belt Conference

Since becoming a member of the Sun Belt Conference in 2001, the ULM Warhawks continue to battle in the competitive venues to make alumni and friends proud.

- ULM Women's Golf was crowned 2023 Sun Belt Champions, earning the program's first conference title and placing 2 student-athletes on the All-Tournament Team.
- ULM Women's Basketball 2023-2024 team won 21 games (the most since 2004-2005) and advanced to the NIT quarterfinals, the longest postseason run in 39 years.
- ULM Football had 9 student-athletes earning All-Sun Belt Honors, with Ahmad Hardy being named Sun Belt Conference Freshman of the Year.
- ULM Men's Basketball Head Coach Keith Richard announced his retirement after 15 years leading the Warhawks, concluding a 40-year career and being part of 6 of the program's NCAA tournament appearances.
- ULM Baseball won 34 games in 2008, finishing the regular season as Sun Belt Champions.



OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The next president of the University of Louisiana at Monroe will provide visionary and unifying leadership to ensure the university's long-term success. As the chief executive officer, the president is responsible for strategic direction, financial sustainability, institutional growth, and executive leadership. This role requires a leader who can align diverse stakeholders under a cohesive vision, build strong internal and external relationships, and strengthen ULM's impact at the local, regional, and national levels.

Strategic Leadership and Institutional Growth

ULM seeks a bold and collaborative leader who can position the university for sustained success by:

- Unifying institutional priorities through clear vision, strong executive leadership, and collaborative governance.
- Ensuring financial stability by driving budget discipline, revenue generation, and external partnerships that align with strategic goals.
- Advancing enrollment strategies that strengthen traditional undergraduate education while expanding opportunities for adult learners, online students, and graduate programs.
- Leveraging ULM's strengths in workforce development and research to secure funding, enhance academic offerings, and position the university as a leader in key industries.

The president must foster a strong, high-performing executive leadership team that is aligned with institutional priorities and accountable for delivering results.

Institutional Reputation, Partnerships, and Economic Impact

ULM plays a critical role in Northeast Louisiana's economic and workforce development. The president must:

- Represent ULM at the state, regional, and national levels, advocating for funding, policy, and strategic opportunities that benefit the university.
- Strengthen industry and government partnerships to align ULM's academic and workforce initiatives with economic needs, particularly in technology, cybersecurity, and healthcare.
- Expand ULM's visibility and reputation by actively engaging with business leaders, elected officials, alumni, and philanthropic partners to elevate the university's role in higher education, research, and innovation.

By forging strong external relationships, the president will ensure that ULM is recognized as a key driver of economic growth and a hub for talent development.

Athletics, Foundations, and Institutional Advancement

Athletics and university foundations play an essential role in engagement, fundraising, and institutional sustainability. The president must:

- Ensure financial stability in athletics by aligning resources, fundraising efforts, and external support with ULM's long-term vision.
- Leverage the collective strength of ULM's foundations to support capital projects, student success initiatives, and institutional growth.
- Engage alumni, donors, and stakeholders in a meaningful way to enhance private investment and long-term financial sustainability.

A strong, unified approach to institutional advancement will expand ULM's reach and secure critical funding for future growth.



Executive Leadership, Operational Efficiency, and Communication

The next president must be an experienced executive with the ability to drive institutional effectiveness and operational excellence. This includes:

- Strengthening and empowering the executive leadership team to align decision-making with ULM's strategic priorities.
- Enhancing internal operations and fiscal oversight to optimize resources and improve university-wide efficiencies.
- Ensuring transparent, strategic communication across all levels of the university to foster trust, collaboration, and a shared commitment to ULM's mission.

The president must lead with clarity, accountability, and a commitment to continuous improvement, ensuring that all areas of the institution are working toward a common vision.

Summary

The next president of ULM will serve as a visionary, strategic leader responsible for driving institutional success. This role requires a president who can:

- Unify and lead a high-performing executive team to advance ULM's mission and long-term sustainability.
- Ensure financial stability and operational efficiency while maximizing growth opportunities.
- Expand strategic partnerships and institutional visibility at state, regional, and national levels.
- Leverage athletics, foundations, and alumni engagement to strengthen ULM's financial and institutional standing.
- Advocate for policies, funding, and workforce alignment that position ULM as a leader in higher education and economic development.
- Champion shared governance and inclusive leadership to ensure collaboration and transparency in decision-making.

As ULM moves forward, the president will play a critical role in shaping the university's future, driving innovation, and ensuring its continued success as a leading institution in Louisiana and beyond.



PROFESSIONAL AND PERSONAL QUALITIES

University of Louisiana Monroe seeks an experienced leader to be its next president. The ideal candidate will possess the following qualifications and personal characteristics.

Professional Qualifications

The next president of the University of Louisiana Monroe should possess:

- **Academic and Leadership Credentials:** An earned doctorate from an accredited institution (preferred) and a proven record of successful senior leadership experience in higher education or other relevant sectors.
- **Strategic and Fiscal Expertise:** Strong financial management skills, including experience in budget oversight, resource allocation, and philanthropy, ensuring the university's long-term financial sustainability.
- **Commitment to Academic Excellence and Research:** A deep understanding of and dedication to fostering academic excellence, research innovation, and student success.
- **Student-Centered Approach:** A commitment to student well-being, retention, and recruitment initiatives, with a particular focus on supporting diverse and special student populations.
- **Advocacy and External Relations:** The ability to serve as a strong advocate for the university at the state, regional, and national levels, building productive relationships with elected officials, policymakers, business leaders, and community partners.
- **Athletic-Academic Balance:** A clear understanding of the role of athletics within the university and the ability to maintain an appropriate balance with academic priorities.
- **Institutional Advancement:** A commitment to securing public and private resources to advance ULM's mission and strategic goals.
- **Understanding of Institutional Mission:** A clear appreciation for the mission of a regional, student-focused institution and its role in serving an evolving higher education landscape.
- **Commitment to Arts and Culture:** A recognition of the unique cultural and artistic contributions of the region and an appreciation for their role in the university's identity.
- **Partnership and Collaboration:** A strong track record of fostering collaborative partnerships with local, regional, and national stakeholders to enhance educational and economic opportunities.

Personal Qualities

The ideal candidate will exhibit:

- **Visionary and Innovative Leadership:** The ability to be an entrepreneurial and progressive leader who fosters innovation and drives positive change.
- **Inspiring and Inclusive Leadership Style:** The capacity to inspire confidence, trust, and enthusiasm among students, faculty, staff, alumni, and external partners.
- **Strong Communication and Transparency:** Exceptional communication skills and a commitment to transparency in governance and decision-making.
- **Collegiality and Shared Governance:** A demonstrated ability to lead within a collaborative, shared decision-making environment while valuing diverse perspectives.
- **Cultural Intelligence and Inclusion:** A deep respect for cross-cultural and ethnic differences, with a commitment to fostering a welcoming and inclusive campus climate.
- **Commitment to Community Engagement:** A passion for increasing ULM's prominence and impact within the local and regional community.
- **Resilience and Long-Term Dedication:** The ability and willingness to lead ULM with a long-term vision, ensuring stability and continued growth.



PROCEDURE FOR CANDIDACY

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile. For fullest consideration, candidate materials should be received by **April 11, 2025**.

Application materials should be submitted to:

ulmpresidentialsearch@ulsystem.edu.

Nominations and inquiries can be directed to:

Erica Calais, Ed.D., ulmpresidentialsearch@ulsystem.edu



UNIVERSITY OF LOUISIANA AT MONROE OVERVIEW

The University of Louisiana at Monroe is a student-centered, comprehensive public university located in Northeast Louisiana along the banks of Bayou DeSiard in Monroe, Louisiana. As one of nine institutions in the University of Louisiana System (ULS), ULM is committed to expanding access to higher education, fostering innovation, and contributing to the economic and workforce development of the region and the state.

Mission Statement

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.

Vision Statement

ULM will change lives by bringing true equality, inclusiveness, and opportunity for all individuals in our region and beyond.

The core values that guide ULM include:

- **EXCELLENCE** reflects personal expectations and regional, national, and global standards. It is relentlessly pursued through diligent individual and collective efforts and is achieved by setting the highest goals possible.
- **SCHOLARSHIP** includes original research and creative works, the development of new interpretations, applying knowledge to solve problems, and the sharing of knowledge through teaching. Scholarship defines the intellectual climate and culture of a university.
- **DIVERSITY** in all areas enriches and strengthens a university. Uniqueness in students, faculty, and staff expands the opportunity for learning.
- **RESPONSIBILITY** Students, faculty, and staff have a duty to be conscientious stewards of entrusted resources. Responsibility includes engaging in a learning environment in a caring, non-discriminatory and equitable manner. Integrity is to be demonstrated by striving to be honest in conduct, to keep promises made, and to treat others with appropriate respect.
- **STUDENT-CENTERED** The University faculty and staff seek to engage the whole student by preparing each individual for a meaningful life and service to humanity.

Academic Structure

ULM is organized into four academic colleges, each structured by schools that provide specialized instruction and research opportunities:

- College of Arts, Education, and Sciences – Houses programs in humanities, social sciences, education, natural sciences, and creative arts.
- College of Business and Social Sciences – Includes programs in business administration, political science, criminal justice, and social sciences.
- College of Health Sciences – Offers programs in nursing, kinesiology, medical laboratory science, and the Doctor of Physical Therapy (DPT) program.
- College of Pharmacy – Home to Louisiana's only public pharmacy school, offering professional and graduate degrees in pharmaceutical sciences and clinical practice.



Executive & Administrative Leadership and Governance

The president of ULM serves as the institution's chief executive officer, leading strategic planning and operational oversight. Reporting to the president are key executive leadership positions responsible for academic affairs, student affairs, business operations, research, and institutional advancement. These include:

Executive Council

- Provost and Vice President for Academic Affairs – Oversees academic programs, faculty development, and research initiatives.
- Vice President for Student Affairs – Focuses on student engagement, campus life, and support services.
- Vice President for Business Affairs – Manages financial operations, facilities, and campus infrastructure.
- Vice President for Enrollment Management & University Relations: Manages recruitment/admissions/registrar/financial aid/university communications and marketing
- Vice President for Information Services & Student Success: Manages the Student Success Center and campus information technology.
- General Counsel – Oversees university legal matters.
- Chief Strategy Officer – Leads implementation of the strategic plan and other special projects.
- Athletic Director – Provides oversight for ULM's intercollegiate athletics programs and NCAA compliance.

Administrative Council (Inclusive of Executive Council)

- Director of Internal Audit: Oversees review and audits of university processes and records.
- Executive Director ULM Advancement, Foundation & Alumni Association: Oversees university foundation and giving and alumni relations.
- Chief Innovation & Research Officer: Leads the grants and research initiatives at the university.

ULM also operates under the governance of the University of Louisiana System, ensuring alignment with statewide higher education initiatives and policies.

Athletics and Conference Affiliation

ULM competes in Division I intercollegiate athletics as a member of the Sun Belt Conference (SBC). The university fields 17 varsity sports teams known as the Warhawks, fostering school spirit and community engagement. In addition to the Sun Belt Conference, some sports compete in the Missouri Valley Football Conference (MVFC) and the Southland Conference. ULM takes pride in its strong tradition of athletic competition, student-athlete success, and alumni support.

Campus and Community Impact

ULM's beautiful campus in Monroe, Louisiana, serves as a hub for education, research, and cultural enrichment in Northeast Louisiana (NELA). The university is a regional leader in workforce development, health sciences, technology, and business innovation. ULM maintains strong partnerships with industry, government, and local organizations, ensuring that students receive hands-on learning experiences and career opportunities that contribute to the state's economic growth.

Through academic excellence, strategic leadership, and community engagement, ULM continues to evolve as a leading institution in higher education, driving innovation and opportunity for Louisiana and beyond.



SOURCES FOR ULM LEADERSHIP PROFILE

ULM Institutional History, Development, & Leadership:

- [ULM History Page](#) – Overview of the university’s historical development and name changes.
- [ULM Mission & Vision](#) – Overview of the university’s mission, vision, and core values.
- [ULM Executive Level Leadership](#) – Overview of the university’s executive level leadership.

ULM Academic Affairs & Colleges:

- [Office of Academic Affairs](#) – Leadership and administration of academic programs.
- [College of Arts, Education, and Sciences](#) – Programs in liberal arts, education, and social sciences.
- [College of Business and Social Sciences](#) – Business, political science, criminal justice, and more.
- [College of Health Sciences](#) – Nursing, health studies, kinesiology, and medical laboratory science.
- [College of Pharmacy](#) – The only public pharmacy program in Louisiana.
- [Graduate School](#) – Advanced degrees and research opportunities.
- [Office of Sponsored Programs & Research](#) – Research development and grant funding opportunities.

ULM Academic Catalogs:

- [ULM Undergraduate Catalog](#) – Comprehensive guide to undergraduate academic offerings.
- [ULM Graduate Catalog](#) – Comprehensive guide to graduate academic offerings.

Student Affairs & Campus Life:

- [Division of Student Affairs](#) – Student engagement, support services, and leadership development.
- [Student Development](#) – Involvement opportunities, student organizations, and leadership programs.
- [Student Success Center](#) – Academic support, tutoring, and advising resources.
- [Admissions & Recruitment](#) – Prospective student information, campus tours, and application process.
- [Student Handbook](#) – Student policies and processes.

Auxiliary Services & Student Support:

- [ULM Auxiliary Enterprises](#) – Campus services, dining, bookstore, and transportation.
- [Housing & Residential Life](#) – On-campus housing options and residential communities.
- [Warhawk ID Services](#) – Campus ID cards and student services.
- [Dining Services](#) – Meal plans, dining locations, and hours.

Edward Via College of Osteopathic Medicine (VCOM) at ULM:

- [VCOM at ULM Announcement \(2018\)](#) – Press release announcing the partnership between ULM and VCOM.
- [ULM News – VCOM Mini-Med School \(2024\)](#) – Article on ULM and VCOM collaboration in medical education.
- [ULM’s Progress Toward an Osteopathic Medical School \(2018\)](#) – Early reporting on the medical school partnership.
- [VCOM Louisiana Campus Website](#) – Official page for the VCOM Louisiana location at ULM.



Shared Governance:

- [Student Government Association \(SGA\)](#) – Student representation and advocacy at ULM.
- [Faculty Senate](#) – Governance body representing faculty interests and policy recommendations.
- [Faculty Handbook](#) – Policy manual for faculty.
- [Staff Senate](#) – Advisory body advocating for ULM staff interests and development.
- [Unclassified Staff Handbook](#) – Policy manual for employees.

Alumni and Foundations:

- [ULM Alumni Association](#) – Engaging alumni and fostering lifelong connections with the university.
- [ULM Foundation](#) – Supporting the university through fundraising and philanthropy.

Arts, Media, and Campus Publications:

- [ULM School of Visual & Performing Arts \(VAPA\)](#) – Music, theatre, dance, and fine arts programs.
- [KEDM Public Radio \(90.3 FM\)](#) – ULM's NPR-affiliated public radio station.
- [The Hawkeye](#) – ULM Student Newspaper – Student-led journalism covering campus news.

Athletics:

- [ULM Athletics](#) – ULM Athletics inclusive of the sports, tickets, fans, departments, and athletic foundation.