



## **Message from President Hulbert**

Learn. Live. Lead ... A Strategic Plan for Nicholls State University 2005-2010 reflects a University undergoing a transition in prestige and academic standing. That transition was initiated by the faculty a decade and more ago but was only finalized in the fall of 2005 when the University moved to selective admissions. With broad recognition of the academic programs, through regional and discipline-based accreditation, the University also has seen years of progressive change in the student body in terms of academic preparation. Significantly improved ACT scores and the retention rates of students reflect that change.

Through the collective effort of so many members of the University family, faculty, staff, students, alumni and friends alike, we have created a shared vision for Nicholls State University. That vision is recognition for Nicholls as a premier, selective admissions institution of higher education dedicated to the needs of its diverse student body.

Nicholls' reputation as a respected teaching institution is well known. The significant contributions of faculty to research and service are founded upon the depth and breadth of the University's academic experience. Together, we will continue to work for the University to truly become the center for collaborative scientific, technological, cultural, educational, and economic leadership and services in South Central Louisiana.

## **Institutional History and Purpose**

Nicholls State University, located in Thibodaux, Louisiana, is a comprehensive, regional institution serving south central Louisiana and beyond. Tax supported and coeducational, it first opened its doors September 23, 1948, as Francis T. Nicholls Junior College of Louisiana State University.

In 1956, the Louisiana Legislature separated Nicholls from LSU and authorized it to develop four-year curricula. Thus, in September 1956, the former junior college began operation as Francis T. Nicholls State College. It granted its first degrees in May 1958. Act 93 of the State Legislature in 1970 changed the name to Nicholls State University.

Nicholls is located in the heart of “Cajun Country,” an area rich in tradition and culture. Its location in the heart of the Mississippi River delta allows easy access to the river, its tributaries, Louisiana’s wetlands, and the Gulf of Mexico. The 210-acre campus is approximately 50 miles southwest of New Orleans and 60 miles southeast of Baton Rouge.

For more than half a century, Nicholls State University has been the sole provider of higher education in a region with abundant cultural and natural resources. The university’s strong general education program prepares students to exercise leadership in a global society and enhances their ability to create a vision for the future. By maintaining a major partnership with businesses, local school systems, community agencies, and other educational institutions, Nicholls actively participates in the development of the region.

Established along the banks of Bayou Lafourche, in the heart of one of the nation’s major estuaries, Nicholls provides unique opportunities for instruction and research in the fields of marine and environmental science. The university has taken advantage of its strategic location to assume a leadership role in a region with ample resources in agricultural, fishing, petrochemical, and oil field-related industries. As a leader, the university continues to contribute significantly to the growth of the region in regard to new technology, manufacturing, and international trade.

## **Strategic Plan 2006-2010**

In 2004 faculty, staff, students and the community at large were invited to participate in the strategic planning process for determining the future of Nicholls State University. A total of eight planning meetings were held and included interactive sessions in which participants conducted an environmental scan of the university’s external and internal environments, modified its mission and vision, established values, and developed strategic goals, performance initiatives and supporting strategies. These strategic goals, performance initiatives and strategies, along with unit and departmental annual objectives will serve as guideposts for focusing the university’s energies on achieving its vision and mission for the next four years.

## **Vision Statement**

Within the initial decade of the new millennium, Nicholls State University will be recognized as a premier, selective admissions institution of higher education dedicated to the needs of its diverse student body. The University will become the center for collaborative scientific, technological, cultural, educational, and economic leadership and services in South Central Louisiana.

## Mission Statement

Nicholls State University provides a unique blend of excellent academic programs to meet the needs of Louisiana and beyond. The university cultivates productive, responsible, engaged citizens in a personalized, culturally rich and dynamic learning environment through quality teaching, research, and service.

Mission Statement Board Approved 4/27/2005

## Values

The Nicholls State University community supports the Nicholls Creed, affirming “values that promote citizenship, concern for self and others, and the desire for a better world,” and embraces as its core values:

**Diversity:** We respect differences among members of society by providing a nurturing and tolerant environment.

**Excellence:** We strive to achieve the highest quality in all endeavors. We strive for excellence in teaching, research, and service, and empowerment through learning.

**Integrity:** We strive to be fair and truthful in all instances.

**Leadership:** We are good stewards and representatives of the university because we value our collective role as a regional leader and model for all we serve.

**Respectfulness:** We commit to the customs and amenities of a civil society. We respect the rights of others and are responsive to the needs and interests of our constituents.

**Responsibility:** We are responsible for our actions. We adhere to the doctrine of individual accountability in all our activities and contributions.

## Clientele

Nicholls State University serves a diverse population of traditional and non-traditional students, as well as professional, social, and cultural groups who contribute to the university and benefit from their relationship with it.

## Comparative Advantage

The principle of “Excellence in Education with a Personal Touch” has become embedded in the organizational culture of the university. This principle promotes an academic and social environment where students interact with caring faculty and staff and receive individualized attention.

## Strategic Goals

In an effort to fulfill its mission, the following strategic goals have been developed:

1. Increase opportunities for student access and success.
2. Ensure quality and accountability.
3. Enhance services to community and state.
4. Manage fiscal resources.  
(all resources related to university expenses)
5. Increase recognition and visibility of university.
6. Enhance sense of university community.
7. Promote a diverse university community to provide an enriched and challenging educational experience.

## Strategic Goal 1

### Increase opportunities for student access and success\*

#### *Initiatives and Supporting Strategies*

I-1 Increase fall 14th day headcount enrollment by 1.1% from baseline level of 7,262 to 7,341 by fall 2009 (Falcon, Dial) (ULS)

- Increase efforts to further develop articulation agreements with the institution and K-12 schools. (ULS)
- Increase availability and participation in distance learning through conventional broadcast video, interactive video, Internet, or other media. (ULS)
- Implement or enhance initiatives geared towards improving retention rates. (ULS)
- Increase retention activities and services.
- Implement goals of University College to create a better support system for the first-year experience.
- Conduct assessments and placements to identify student needs.
- Complete planned improvements to physical plant.
- Increase student recruitment efforts in the region and beyond
- Recruit better academically prepared students.
- Implement or enhance initiatives geared towards improving retention rates.
- Increase involvement of Nicholls students in recruiting process (e.g.: members of Greek community, Honor Society members, etc.)
- Study feasibility of child care center on campus.
- Increase presence at high schools and other community locations.

I-2 Maintain or increase minority fall headcount enrollment from fall 2003 baseline level of 1,525 by fall 2009 in light of new admission standards. (ULS)

- Increase mentoring, tutoring and related programs. (ULS)
- Provide additional support for minority students through the efforts of the creation of a University College offering additional advising support to these students. (ULS)
- Establish agreements with community colleges to minimize loss of credits in transfer. (ULS)
- Encourage the hiring of minority administrators, faculty and staff. (ULS)
- Develop at least one fundraiser for minority scholarships by fall 2009.
- Expand outreach programs to recruit minority students. (ULS)

I-3 Enhance graduate programs with flexible delivery of instruction - at least one graduate program will offer at least half of its courses through a flexible delivery method (example, online) by fall 2009.

- Develop cohort student program for Masters in Math.
- Increase number of online course offerings for Masters in Math.

I-4 Enhance the relationship between the university and regional community colleges to develop a seamless transition process from the community colleges to the university by fall 2006.

- Establish a web link to the university's articulation agreements with the regional community colleges.
- Maintain articulation agreements with regional community colleges.
- Develop opportunity for transfer scholarships.

I-5 Implement Quality Enhancement Plan to enhance critical thinking through writing and student and faculty engagement.

- Be certain that resources are provided to allow for implementation of the QEP.
- Develop and implement services/co-curricular activities which support the goals of the university's Quality Enhancement Plan.

## Strategic Goal II

### Ensure quality and accountability\*

#### *Initiatives and Supporting Strategies*

II-1 Increase percentage of first time, full time, degree seeking freshmen retained to second year at NSU by 9 percent from fall 2003 baseline of 68.8% to 77.8% by fall 2009. (ULS)

- Increase retention activities and services. (ULS)
- Implementation of University College to create a better support system for the first-year experience. (ULS)
- Conduct assessments and placements to identify student needs. (ULS)
- Increase operating funding for scholarships.
- Increase number of endowed scholarships.
- Aggressively recruit better academically prepared students. (ULS)
- Conduct assessments and placements to identify student needs. (ULS)
- Realign scholarships with new university strategic plan.
- Increase co-curricular activities outside the classroom that will help enhance the value of staying at Nicholls.

II-2 Increase the state-wide six year graduation rate at Nicholls by 4.3 percent from the fall 2003 baseline level of 35.9% to 40.2% by fall 2009. (ULS)

- Increase retention activities and services through University College. (ULS)
- Conduct surveys/assessments to determine student needs and suggestions for improvements. (ULS)
- Aggressively recruit better academically prepared students who are more likely to remain through graduation. (ULS)
- Conduct surveys/assessments to determine student needs and suggestions for improvements. (ULS)

II-3 Institutionalize development program for new faculty as measured by consistency of program offerings and increase in faculty satisfaction with program.

- Continue and expand new faculty seminar series.
- Conduct annual surveys for improvements.

II-4 Improve 4-Year Graduation Rate from fall 2005 baseline of 10.6% to 13.1% by fall 2009.

- Development of a 'Graduate in Four' Program.
- Increase Web Based Courses.
- Increase the various incentives for early graduation. (i.e., TOPS program)
- Alternate session courses, paired courses, online offerings with alternate starting points.
- Encourage the offering of a capstone course for every curriculum or major.
- Increase opportunities for advanced placement and/or awarding of CLEP credit.

II-5 Prioritize and strengthen “quality” vs. “quantity” of educational programs as evidenced by elimination of non-productive programs.

### **Strategic Goal III**

#### **Enhance services to community and state\***

##### *Initiatives and Supporting Strategies*

III-1 Increase the number of undergraduate nursing degrees conferred 30% from the baseline level of 76 in fall 2003 to 99 by fall 2009. (ULS)

III-2 Develop an additional graduate program with a qualifying CIP by fall 2009.

- Feasibility study/needs survey for which area would have sufficient need to justify program.
- Explore possibility of a MAT degree\* (Other possible programs may include MFA, MSN, MS Social Sciences, Applied Doctorate in Psychology.)

III-3 Develop opportunities for collaboration with the regional community.

- Provide a speakers bureau.
- Enhance interaction between career services office and individual academic departments and business/industry.

### **Strategic Goal IV**

#### **Manage fiscal resources\***

#### **(all resources related to university expenses)**

##### *Initiatives and Supporting Strategies*

IV-1 Increase the total dollar amount of federal, state, and local-private gifts, grants and contracts awarded to Nicholls by 34% (from \$5,668,550 to \$7,596,400) by June 2010. (ULS)

- Increase institutional support for individuals seeking awards through an expansion of the Office of Research and Sponsored Programs. (ULS)
- Encourage participation in sponsored research programs that support the mission of Nicholls State University. (ULS)
- Increase participation from the grant writer in pre-award process in determining budget categories.
- Provide grant writing workshops.
- Streamline post award process to access funds on a more timely basis.
- Assist in providing grant writing workshops.
- Provide incentive to grant writers through direct sharing of indirect cost revenues.
- Increase the number of mail and phone solicitations for unrestricted gifts.
- Encourage and assist departmental and college-based fund raising efforts for seeking an increase in gifts restricted specifically for university departments or colleges.
- Examine what we ask our students to do – reduce paperwork, reduce time, enhance/re-engineer processes.
- Reward students in various ways for staying enrolled, recruiting others, etc.

IV-2 Increase total dollar amount of institution-based academic scholarships awarded per academic year from the baseline of \$674,962 for the 2003-04 academic year by 92% (\$1,295,926) for the 2009-2010 academic year. (ULS)

- Place added emphasis on retaining high-ability students. (ULS)
- Increase efforts to build the university's honors program. (ULS)
- Seek restricted donations for scholarships and honors program.
- Focus on recruiting high-ability students. (ULS)

IV-3 Computerize three additional management/service processes by fall 2009 (ex. timesheets, R-1s, R-2s, grades, annual planning process, class schedule, card swipe charges for printing, grade reporting system, approval process for timesheets).

- Develop in-house software or find external software .
- Develop on-line system for grade reporting.
- Develop on-line system for approval of timesheets, R1's and R2's.
- Collaborate with Computer Services to develop on-line system for approval of timesheets, R1's and R2's.
- Utilize Colonel Card system for printing charges.

IV-4 Develop and implement a conservation plan to conserve tangible resources (e.g. paper, electricity, water) by fall 2008.

- Better manage computer repair process.
- Require direct deposit of all employees.
- Eliminate printing of payroll stubs.

## Strategic Goal V

### Increase recognition and visibility of university

#### *Initiatives and Supporting Strategies*

V-1 Achieve recognition as an excellent university from which to earn an undergraduate degree, as reflected in the Freshman Goals and Expectations Survey response to "why did I choose Nicholls". (Response will decrease from 2.05 to 1.90 to Item 6 in the survey, Good Academic Reputation, by fall 2009).

- Increase presentation and participation by faculty and students at regional and statewide professional conferences.
- Cultivate knowledge of available university programs.
- Stimulate faculty recognition associated with evaluations.
- Sponsor high school academic competitions in various academic areas.
- Increase the number of courses and seminars offered by non-traditional delivery methods.
- Increase opportunities for articulation and cross enrollment of courses between Nicholls' and high schools.
- Increase attention to physical appearance of facilities.
- Promote the university to increase recognition.
- Develop a speaker's bureau in partnership with Nicholls' faculty and high schools.
- Link successful graduates and current students back to their high schools.
- Create direct link to Nicholls Web page for area guidance counselors.
- Enhance co-curricular and service learning activities.
- Examine relationship between participation and campus activities/programs and graduation rate and align resources to support those that appear to have the greater success.

V-2 Develop at least one marketing tool for each academic and student support program where appropriate (Television, web, radio, newspaper, billboards, flyers, direct mail, mall presence) by fall 2009.

- Solicit/promote ideas to develop flash media programs for each major academic degree program.

V-3 Increase external recognition of Nicholls brand including logo and colors.

- Promote adherence to university policy regarding brand.
- Increase availability of Nicholls merchandise in retail outlets.

## **Strategic Goal VI**

### **Enhance sense of university community**

#### *Initiatives and Supporting Strategies*

VI-1 Increase faculty and student participation in classroom, intellectual, professional, social, and networking activities and experiences (based on baseline data established in 2006 through the Common Form and ACT Opinion Survey). Participation will increase from baseline data by fall 2009.

- Increase opportunities for interdisciplinary and multidisciplinary opportunities in teaching and research.
- Increase the number of team-taught courses, team grants.
- Evaluate the feasibility of interdisciplinary academic programs, for example a science program or a fine arts performance program.
- Enhance the breadth of curriculum.
- Greater promotion of internships, co-op learning and service learning and faculty consulting.

- Consider the feasibility of cooperative programs with other universities. (Master's programs in Nursing, English, Social Work)
- Develop mechanisms for collaboration with community partners to enhance job placement of students. Encourage faculty involvement.
- Increase internship opportunities beyond the Thibodaux-Houma region.
- Increase co-curricular activities.
- Increase number of students involved with community/based programs.
- Develop a comprehensive student-development plan.
- Collect the information about what students are doing in the way of community services, etc, and get the information out to others as to what our students are doing.
- Use student focus group research method to gather information on some of the above topics.
- Encourage international/out of state students to recruit other students.
- Do more publicizing of what students are doing targeted toward their home towns.

VI-2 – Every major degree program should develop some opportunity for service learning by spring 2010.

- Continue to offer faculty development and training in service learning. Promote greater awareness of the value of service learning to the academic experience.
- Develop partnership with TLTGroup to develop instructional technology for use with service learning activities.

## Strategic Goal VII

### Promote a diverse university community to provide an enriched and challenging educational experience

#### *Initiatives and Supporting Strategies*

VII-1 Increase enrollment of international students from 115 to 155 by fall 2009.

- Promote incorporation of international students in the community.
- Increase the coverage of international/global topics in coursework.
- Establish affiliations with services that evaluate international student backgrounds and transcripts.
- Partner with universities abroad (as well as in other cities and states of the U.S.) for accommodation of students and/or faculty.
- Alumni office will display “places” where one can find a Nicholls’ Graduate.
- Formalize more international/service learning activities into academic courses.
- Student Affairs will help to identify opportunities for internships, studies abroad, programs in other parts of the US.
- Student Affairs will work with Institutional Advancement to identify resources to support the activities listed above.
- Student Affairs will increase support services component for international students.
- Student Affairs will support the partnering of organizations in various activities to increase support services for international students.
- Expand formal efforts to integrate international student group

activities with other groups on campus.

- Encourage exchange of international faculty to provide our students more international exposure.
- Increase communication with foreign embassies to market Nicholls.
- Network with businesses that have international links to assist in recruiting efforts.
- Coordinate international activities to eliminate “reinventing the wheel” approach.

VII-2 Create at least one student exchange or study abroad program in another country or state in each college by fall 2009.

- Partner with universities abroad (as well as in other cities and states of the U.S.) for accommodation of student exchange or study abroad programs.
- Pursue grants to increase funding for student and/or faculty for study abroad activities.
- Assist with developing fundraising activities to generate monies to send students on exchange programs

\* Goals specified in University of Louisiana System Strategic Plan 2005-2010.

ULS Initiatives specified in University of Louisiana System Strategic Plan 2005-2010.

## Documentation of the Strategic Planning Process

In 2004, President Stephen Hulbert called for a new Strategic Planning Process for Nicholls State University. In the fall of 2004, under the direction of Associate Provost Lawrence Howell, an open invitation was extended to the Nicholls community to join us in a series of workshops to visit our present mission and vision statements. Over 80 members of the community, representing external stakeholders, students, faculty and staff, participated in the process.

The first session of Phase I of this process began with comments from President Hulbert and statements by Mr. Lawrence Howell, and Dr. Allayne Barrilleaux, Assistant Vice President for Academic Affairs reviewing the history of strategic planning at Nicholls and the changing environment in which the university is operating. An environmental scan of the university environment was also presented by Ms. Renee Hicks, Director of Assessment and Institutional Research.

The resulting mission, vision and values statements from this process were approved by the President's Cabinet and Nicholls Faculty Senate in the Spring of 2005 and by the Board of Supervisors for the University of Louisiana System on April 29, 2005.

Phase II of the Strategic Planning Process was led by Dr. Allayne Barrilleaux in the fall of 2005. Over 100 members of the Nicholls community participated in four sessions to develop the university strategic goals, initiatives and strategies for the 2006-2010 Strategic Plan. The following administrators provided an overview of their respective administrative units to facilitate the process: Dr. Carroll J. Falcon, Provost and Vice President for Academic Affairs; Lawrence W. Howell, Associate Provost; Lionel O. Naquin, Jr., Vice President for Finance and Administration; Dr. David E. Boudreaux, Vice

President for Institutional Advancement; and Dr. Eugene A. Dial, Vice President for Student Affairs and Enrollment Services.

### *Participants in Phase I of the Strategic Planning process:*

Arlene Adams	Marian Fertitta
Angela Alexander	Pam Folse
R. Allen Alexander	Luke Ford
Brenda Arceneaux	Patricia Gabilondo
Badi Asrabadi	Holly Garrison
Donald Bardwell	Jude Guidry
Aline Barr	Steven Guidry
Jim Barr	Roger Hamilton
Barbara Benoit	Brenda Hansen
Debi Benoit	Eric Haydel
Carol Blanchard	Eddie Hebert
David Boudreaux	Reneé Hicks
Patricia Caillouet	O. Cleveland Hill
Deborah Cibelli	C. Lindy Hoffman
Robert Clouatre	Mary Anne Hoffman
Nicole Cotton	Kathleen Holloway
Albert Davis	Sandy Holloway
Michael Davis	Lawrence Howell
Michael Delaune	Stephen Hulbert
Eugene Dial	Marilyn Kilgen
Leslie Dishman	Gayle Killian
Chris Donaldson	Betty Kleen
Jean Donegan	Syrous Kooros
Lee Dufrene	Shannon Lafont
Katie Duplantis	Jim Landry
Malcolm Duplantis	Travis Lavigne
Betty Elfert	Tammy Le
Terry Evans	Nolan LeCompte
Carl Eyman	

Carol Mathias  
Aimee Melancon  
Mike Naquin  
Nick Norton  
Richard Ourso  
Anne Perry  
Allayne Pizzolatto  
Tom Reckert  
Melanie Riche  
Beth Riviere  
Sue Russell

Patrick Seely  
Marlene Shaffer  
Gregg Stall  
Kathy Terracina  
Charles Theriot  
Kris Thistlethwaite  
Ashley Trosclair  
Anita Tully  
David Vicknair  
Joe Ben Welch  
Jennifer White  
Cong-Cong Xing

Susan Dupre  
Betty Elfert  
Carroll Falcon  
Ronnie Fanguy  
Marian Fertitta  
Tony Fonseca  
Luke Ford  
Pat Gabilondo  
Kitty Gaharan  
Diane Garvey  
Ray Giguette  
Irene Gordon  
Dennis Guillot  
Roger Hamilton  
Brenda Hansen  
Rose Harris  
Brenda Haskins  
Renee Hicks  
Susan Hoffman  
Sandy Holloway  
Larry Howell  
Stephen Hulbert  
James Irwin  
Jackie Jackson  
Illyria Keller  
Marilyn Kilgen  
Betty Kleen  
Syrous Kooros  
Shari Lawrence  
Colette Leistner  
Eugenia Lubrano  
Rebecca Lyons  
Carol Mathias

Shawn Mauldin  
Teresita McNabb  
Earl Melancon  
David Middleton  
Roberta Munive  
Lionel Naquin  
Mike Naquin  
Marilyn Newman  
Rick Ourso  
Anne Parr  
Linda Peltier  
Teresa Perry  
Sonya Premeaux  
Elizabeth Riviere  
Sue C. Russell  
Randy Ryker  
Keith Sarradet  
Norman Saurage  
Bobby Savoie  
Bridget Scott  
Jean-Mark Sens  
Billy Tauzin III  
Anke Tonn  
Becky Tucker-Pennington  
Chad Turner  
Richard Walker  
Joe Ben Welch  
Sue Westbrook  
Gerard White  
Melissa Wiley  
Cong-Cong Xing

*Participants in Phase II of the Strategic Planning process:*

Carroll Falcon  
Nolan Falgout  
Ronnie Fanguy  
Allen Alexander  
Badi Asrabadi  
Jim Baker  
Bill Barbera  
Don Bardwell  
Aline Barr  
Allayne Barrilleaux  
Debi Benoit  
Sumita Bhattacharyya  
Carol Blanchard  
David Boudreaux  
Lydia Boudreaux  
Ronnie Boudreaux  
Janel Bourgeois  
Lynne Bourgeois  
Carol Britt  
Ron Buckner  
Simone Camel

Michele Caruso  
Errol Champagne  
Judy Chauvin  
Karen Chauvin  
Craig Cheek  
Debi Cibelli  
Robert Clouatre  
Nicole Cotten  
Bridget Daigle  
Linda Dangerfield  
Terry Dantin  
Anna Daous  
Al Davis  
Michael Davis  
Mary Delabretonne  
Mike Delaune  
Eugene Dial  
Jean Donegan  
John Doucet  
Ken Duet  
Michelle Dufrene

## **Leadership**

### ***Board of Supervisors for the University of Louisiana System 2006-2007***

Mr. Jimmy D. Long, Sr. Chairman, Natchitoches  
Mrs. Elsie P. Burkhalter, Vice Chairman, Slidell  
Mr. Michael H. Woods, Parliamentarian, Shreveport

### ***Members of the Board***

Mrs. Elsie P. Burkhalter, First Congressional District, Slidell  
Mr. Andre G. Coudrain, First Congressional District, Hammond  
Dr. Eunice W. Smith, Second Congressional District, New Orleans  
Dr. Charles C. Teamer, Sr., Second Congressional District, New Orleans  
Mr. Donald T. "Boysie" Bollinger, Third Congressional District, Lockport  
Mr. Walter R. Rhodes, Third Congressional District, Pointe A La Hache  
Mr. Jimmy D. Long, Sr., Fourth Congressional District, Natchitoches  
Mr. Michael H. Woods, Fourth Congressional District, Shreveport  
Mr. D. Wayne Parker, Fifth Congressional District, Ruston  
Dr. Mildred Gallot, Fifth Congressional District, Grambling  
Mr. Jeff Jenkins, Sixth Congressional District, Baton Rouge  
Mr. Gordon A. Pugh, Sixth Congressional District, Baton Rouge  
Mr. Robert T. Hale, Seventh Congressional District, Lake Charles  
Mr. Winfred F. Sibille, Seventh Congressional District, Sunset  
Mr. Victor Bussie, Member at Large, Baton Rouge  
Ms. Mallory Wall, Student Member, Lake Charles

## ***University of Louisiana System***

Dr. Sally Clausen, System President, Baton Rouge

## **Nicholls State University**

### ***Chief Administrative Officers 2006-2007***

Dr. Stephen T. Hulbert, President  
Dr. Carroll J. Falcon, Provost and Vice President for Academic Affairs  
Mr. Lawrence W. Howell, Associate Provost  
Dr. Allayne L. Barrilleaux, Assistant Vice President for Academic Affairs  
Mr. Lionel O. Naquin, Jr., Vice President for Finance and Administration  
Mr. Michael Davis, Assistant Vice President for Administration  
Mr. Michael Naquin, Assistant Vice President for Finance/Controller  
Dr. Eugene A. Dial, Vice President for Student Affairs and Enrollment Services  
Dr. David E. Boudreaux, Vice President for Institutional Advancement  
Dr. Rebecca Tucker, Assistant Vice President for Institutional Advancement

### ***Deans 2006-2007***

Dr. Badi Asrabadi, College of Arts and Sciences  
Dr. Al Davis, University College  
Dr. Michele Caruso, Student Services  
Dr. Peter DiMicelli, Chef John Folse Culinary Institute  
Dr. Cleve Hill, College of Education  
Dr. Shawn Mauldin, College of Business  
Ms. Judy Daniels, Student Life  
Dr. Sue Westbrook, College of Nursing and Allied Health