

Annual Retreat

Southern University Board of Supervisors

Thursday, August 25, 2011

Southern University Metro Center

610 Texas Street

Shreveport, Louisiana

8:00 a.m. BREAKFAST

8:45 a.m. RETREAT OPENING

Mr. Darren G. Mire, Board Chair

RETREAT OVERVIEW

Atty. Murphy F. Bell, Jr. – Facilitator

MOOD OF THE LOUISIANA LEGISLATURE

Mr. Patrick W. Bell

SESSION I

9:15 a.m. THE SOUTHERN STRATEGY – RETURN TO GLORY

SYSTEM President – Ronald Mason, Jr.

SUNO Chancellor – Victor Ukpolo

SUSLA Chancellor – Ray Belton

SULC Chancellor – Freddie Pitcher

SUAREC Chancellor – Leodrey Williams

SESSION II

11:00 a.m. RENAISSANCE SOUTHERN

SUBR Chancellor – James Llorens

12:00 p.m. LUNCH AND PRESENTATION

Presentation by Southern University - Shreveport

SESSION III

BUDGET RECOMMENDATIONS FOR FY 2011-2012

(Sources, uses and impact on services and staff)

1:00 p.m. SU SYSTEM Vice President Kevin Appleton

1:30 p.m. SUBR Vice Chancellor Flandus McClinton, Jr.

2:00 p.m. SUNO Vice Chancellor Woodie White

2:30 p.m. SUSLA Vice Chancellor Benjamin Pugh

3:00 p.m. SULC Vice Chancellor Terry Hall

3:30 p.m. SUAREC Vice Chancellor Adell Brown

4:00 p.m. STATE AND BOARD OF REGENTS POLICY IMPACT

Formula Funding – Vice President Appleton

Selective Admissions Implementation

Chancellor Llorens

Chancellor Ukpolo

4:30 p.m. HIGHER EDUCATION GOVERNANCE COMMITTEE

Mr. Patrick W. Bell

4:45 p.m. WRAP-UP SESSION AND EVALUATIONS

5:00 p.m. ADJOURNMENT

The Southern Strategy

A Return to Glory

**Recommendations on the Future of the Southern University
System of Higher Learning**

August, 2012

The Southern Strategy: A Return to Glory is a roadmap to begin the process of moving Southern toward a more secure, distinguished place in Higher Education. It has been reviewed and approved by the System Chancellors, and represents our collective thinking.

We recommend it for your consideration.

Ronald Mason, Jr. President, Southern University System of Higher Learning

The Southern Strategy is a strategic approach to enhance the competitiveness and long term viability of the Southern University System of Higher Learning. It envisions Southern as a model 21st Century system of higher learning and America's Historically Black University model.

The strategies detailed below are necessarily aggressive. In a political environment that seeks to transfer its New Orleans and two year campuses to other systems, and impose increasingly draconian cuts on its flagship, it is not unreasonable to conclude that we face what are perhaps our greatest challenges. Indeed, the nation's only historically black university system is in a struggle for its very existence.

Southern is at a crossroads in its history. We can continue to bleed from a thousand cuts as our flagship loses enrollment, staff and the ability to deliver critical services; or, we can accept the reality of our circumstances and respond in a proactive way by using the resources available and foreseeable to build a lean, efficient, globally competitive, state of the art institution of higher learning. The latter option is the vision of the Southern Strategy.

Over the course of the next four years, Southern will implement the following five strategies.

1. Modernize the Academy and synergize Academic programs.

- a) Identify system academic cores (SUBR December 31, 2011; Other Units December, 2012)
- b) Prioritize program offerings per campus, System wide (June, 2013)
- c) Develop System wide research support function (July, 2012)
- d) Strengthen International Programs System wide(July, 2012)
- e) Implement On-Line brand (January, 2012)
- f) Enhance Community College Articulation
- g) Enhance Dual Enrollment Opportunities

2. Modernize and synergize support operations.

- a) Prioritize fiscal support needs (December, 2011 –Phase I)
- b) Implement efficiencies
 - I. Human Resources (September, 2011)
 - II. Information Systems (September, 2011)
 - III. Financial Support Operations (January, 2012)

3. Increase private and public resources.

- a) Strengthen the Jaguar Nation
 - I. Southern Oath for all freshmen (Fall, 2012)
 - II. System wide Core Values (January, 2011)
- b) Invest in appropriate staff (Begin July, 2012)

- c) Invest in appropriate software (January, 2012)
- d) Invest in travel (Ongoing)

4. Market a “new southern” built upon the traditions of the past.

- a) Raise funds for marketing campaign (October, 2011)
- b) Hire marketing firm (October, 2011)
- c) Support image change with bona fide performance (August, 2012)

5. Identify and strategically organize available and foreseeable resources.

- a) Right size Baton Rouge budget (August, 2011)
- b) Right size other unit budgets (August, 2012)
- c) Redesign system funding allocation model (June 30, 2012)

Each of these strategies and implementation recommendations are discussed below in more detail.

Modernize the Academy and synergize Academic programs.

Learning needs have changed over time and most universities are in various stages of understanding and adjusting to the new reality. Technological advances, ever changing job market and work force, student lifestyles and other evolutionary changes require both the faculty and college support systems to respond quickly if they are to maintain their relevance. In addition, the ability to change and adapt over time must be fused into the learning culture. In the past, learning was the goal. Now, learning how to learn is the goal of the modern student.

Southern has not kept up and must therefore adapt quickly. The change process at Southern actually started several years ago, though not always in a strategic fashion. After Katrina, SUNO was forced to drastically reduce its program offerings and coordinate what was left with the University of New Orleans. In response to a series of budget reductions, SUBR began reviewing and reorganizing programs last year. In addition, the Board of Regents has required that certain “low completer” programs be combined or eliminated, and that programs be aligned with workforce needs. Now, in light of another major budgetary challenge, SUBR has determined to identify and focus on core programs and to strategically realign its academic offerings. The goal is to lay an academic foundation upon which to build excellence. The SUBR will engage in a process to present its plan, *Renaissance Southern*, at the December Board meeting.

Over the course of the next year, a similar process will occur across the system. Academic cores will be identified, academic offerings will be prioritized, delivery will be coordinated and electronic assistance will be infused throughout. The ultimate goal would be to expand the breadth and depth of academic programs to all students enrolled in study at Southern, and deliver them through the best means available.

Learning today is global, and a Southern graduate will have to be globally competent. In addition to being able to think critically, he or she will require proficiencies in information systems, math, English and writing, and be exposed to a foreign language and an experience abroad. The plan is to provide the opportunity to travel abroad on a System wide basis by the end of next fiscal year.

An On-line College will be developed during the next year. Many students seeking on-line education are HBCU non completers. They choose the convenience of online, because they work while attending school. However, many often exhaust financial aid, incur high debt, and drop out before attaining a degree. Southern can offer a better product by expanding our hands on, nurturing culture to the on-line experience. This can be a potent revenue source over time. Implementation should begin January, 2011.

Our relationship with Community Colleges, for SUSLA four year universities, and High Schools will have to be strengthened. Articulation agreements will have to be activated; community college instruction on our four year campuses, vice versa for SUBR, and dual enrollment programs will all have to be expanded.

Modernize and synergize business support operations.

Business support systems must improve. Since SUBR provides much of the support for the Baton Rouge land mass and some support, such as human resources processing, for the entire system, much of the initial improvement must occur at SUBR. In August, 2010 Southern began the restructuring process by centralizing Internal Audit and Institutional Research. In January, 2011 key support areas System wide were analyzed with an eye toward improvement.

The System performed a program and operational audit in the Human Resource area. All Payroll Action Forms are processed by SUBR, but there is some duplication across the system. In addition, while staff heavy, many of the necessary skills are lacking within the operation. Implementation of Banner will help; but, in addition, we recommend the centralized management structure contained in Attachment I.

Information Technology was also assessed, because it is at the heart of almost everything the System and campuses do, including recruitment, admissions, student records, billing, grant administration, communications, accounting and so forth. In addition, the campuses have struggled and expended millions of dollars attempting to implement the Banner administrative software system. Technology is supposed to enhance opportunities to maximize revenue. In the case of SUBR, and therefore Southern, the opposite has been the case. Our recommendation, contained in Attachment II, is to synergize Information Technology according to a plan developed by the System in cooperation with the Chancellors. Doing so should improve service and reduce cost by approximately \$300k at first cut. The process would begin in Baton Rouge and fold in the other units as service improves. The Chancellors will be responsible for implementation of the components on their campus and evaluated accordingly.

The third critical area is the finance area. Legislative audits have had repeat findings for over three years. Vendors complain of late or missed payments. The state required annual financial report is chronically submitted late. In addition, the new GRAD Act autonomies require System wide coordination. Staffs are thin and lacking necessary skills. People must trust that Southern's fiscal affairs are in order if we are to be able to increase investment in our enterprise. We have recommended that a full operational audit of the finance area be performed by the System Vice President, in coordination with the Chancellors, with recommendations to be made for improvement by December 31, 2011. See, Attachment III.

Increase private resources.

The Jaguar Spirit has always been Southern's greatest asset. However, it has been put to the test of late. Distrust is high and confidence is low in Southern's ability to conduct its business well. One year ago, the System Office, SUBR, the Foundation and the Alumni Federation were all working at cross purposes, more like competitors than members of the same family. In addition, on-going litigation involving some current and former board members, and the former president, has not served Southern well. All of these things are vexatious of the spirit and disinclines people from investing in Southern.

Relationships have improved some during the course of the last year. There is, however, much work left to be done. The processes of rebuilding trust and fortifying the spirit must happen internally as well as externally. We are proposing the development of System Core Values to be shared by all units. We also propose the crafting of a Southern Pledge, to be made a part of the orientation of all incoming freshman.

In addition, as fundraising increases, some will be reinvested into staff, software and travel when possible, to expand fundraising activity over time as described in Attachment IV.

Market a “New Southern” built upon the traditions of the past.

It is essential to reverse the trend of reduced enrollment at SUBR. In order to do so, we will have to get the word out about the “new” Southern: the 21st century, efficient, cutting edge, global learning community. Professional marketing will be necessary to make an immediate impact. Attempts will be made to raise private funds to pursue this important strategy.

However, we can’t talk it if we are not walking it, which means that the above mentioned strategies must be well underway. This is especially true since most of the enrollment challenges we have are not incoming students, but rather students who enroll at SUBR (the extreme example) and transfer to another institution. We must turn our students into our best recruiters by improving their campus experience and celebrating it to the world!

Identify and strategically organize available and foreseeable resources.

We have more enterprise than we have resources to run effectively. SUBR is the most critical, but budgets are thin across Southern. The first step in matching resources to operations will, of necessity, occur at SUBR. It will have to be financially and programmatically restored by FY 1012 – 1013. Over the course of the next two years, we will also work with Chancellors across the System to realistically assess resource levels, structure, and staffing. In addition, the campuses pay a fee to SUBR for services that in some cases are not competently provided. Indeed, some units duplicate the purchased service in order to ensure that the work gets done. The goal is to have a funding model that distributes resources fairly across the system, pays fairly for actual services provided, and is stable such that each unit will be better able to engage in long term planning.

Every challenge presents a corresponding opportunity. While the challenges for Southern are great, they are not insurmountable. However, incremental change is not an option. The forces of possible demise are persistent, and on our door step. Our greatest challenge is time. Our actions during the next few months, beginning with the August Board meeting, must be well planned but also aggressive, decisive and quick. Unity of purpose, projected to the external world is also essential. Finally, the paramount motivation going forward must be an unwavering commitment to a better future for Southern and the students it serves.

HUMAN RESOURCES AUDIT and RECOMMENDATIONS

August, 2011

Evola C. Bates, Chief of Staff

Brandon Dumas, Deputy Chief of Staff

Tramaine Breaux, Intern

Table of Contents

- I. Introduction
 - ❖ Charge
 - ❖ Background
 - ❖ Objectives
 - ❖ Expected Results
- II. Process
- III. Findings
- IV. Recommendations
- V. Appendices
 - ❖ Appendix 1 – Campuses Current Staff & Budget
 - ❖ Appendix 2 - Average HR-to-Employee Relation, by Organization Size
 - ❖ Appendix 3 - Proposed Organizational Structure
 - ❖ Appendix 4 - Proposed Budget

Introduction

- I. **Charge** – Conduct a comprehensive audit of the three campuses human resources operations. The audit will encompass a review of staffing, regulatory compliance, policies, procedures and practices. A summary of findings and recommendations will be submitted to the President no later than May 31, 2011.

- II. **Background** – For the past several years, state funding for education has been reduced. With a significant portion of our funding dedicated to personnel, it is important that our human resources departments ensure that the right employees are in the right jobs, that benefits are cost effective, and that we comply with all regulatory agencies. The success of our System depends on the capabilities of our employees, our most valued assets.

Introduction

III. Objectives

- ❖ Review departments' organizational structure (resumes & job descriptions)
- ❖ Review all policies and practices in employment, compensation and benefits administration
- ❖ Review processes
- ❖ Review recordkeeping and posting requirement
- ❖ Review regulatory compliance
- ❖ Review HRIS
- ❖ Review employee relations function

INTRODUCTION

IV. Expected Results

- ❖ **Specialized HR staff**
- ❖ **Updated procedures**
- ❖ **Automated processes**
- ❖ **Revised handbook**
- ❖ **Improved customer service**

PROCESS

ACTION STEP

**Meeting with Human
Resources Directors**

TASKS/STATUS

- **Discussed purpose, objectives, and expected results of the audit.**
- **Requested employees' job descriptions and resumes.**

Action Completed

PROCESS

ACTION STEP

- **Collect Data**

TASKS/STATUS

- Request copies of organizational charts
- Review mission, vision, strategic goals
- Request hiring/termination data
- Request appointment/promotion data
- Review exit interview policy
- Review forms
- Request copies of Staff Handbook

Action Ongoing

PROCESS

ACTION STEP

- **HR Department Site Visits**
 - SUBR
 - SUSLA
 - SUNO

TASKS/STATUS

- Reviewed personnel files/job descriptions
- Interviewed staff
- Reviewed processes
- Reviewed benefits summary plan descriptions
- Reviewed regulatory compliance (ADA, FMLA, FLSA, etc.)

Action Completed

PROCESS

ACTION STEP

- HR Directors attend Finance, Business and Administration system-wide retreat

TASK/STATUS

- **Attended Finance, Business, Administration and IT Retreat held on February 21-22, 2011.**

Action Completed

FINDINGS

- **Low staff morale**
- **Lack of specialized HR personnel**
- **Outdated policies**
- **Inconsistent procedures among campuses**
- **Unclassified employment hiring task performed by departments**
- **Payroll function in HR**
- **Lack of technology/training to perform tasks-several manual functions**
- **Working environment**

FINDINGS

- The offices have a combined total of 29 full-time employees who serve a total of 2,157 employees of which 1,922 are full-time employees. The average HR-to-Employee Ratio for our organization size is 0.79. Our ratio is 1.252. (Appendix 2)
- Less than 40% of the HR staff have specialized training/experience in either employment, compensation/classification, benefits, and employee relations/training.
- The combined staff budget is \$1,507,048
 - ❖ SUBR \$1,015,340
 - ❖ SUNO 292,739
 - ❖ SUSLA 198,969

RECOMMENDATIONS

- Create a System HR Office with a System Administrator, and specialized personnel for the functions of employment, classification, benefits, and employee relations/training. With a more specialized staff, policies and procedures will be updated; classification/compensation structure will be implemented; a performance evaluation tool will be designed and implemented for unclassified employees; new employee orientation will be consistent across campuses; campus resources will be identified for staff training; and, an automated recordkeeping system will be developed.
- Staff at campuses will include HR Manager and one support personnel with reporting authority to System HR Administrator.
- Remove payroll function from HR to Business and Finance Administration .

(See, Appendices 3,4)

APPENDIX 1

CAMPUSES HR STAFF & BUDGETS

| SUBR (SULC, SUAREC) | | SUNO | | SUSLA | | TOTALS |
|------------------------|------------------------|----------------------------|----------------------|------------------------|---------------------|-----------------------|
| Salaries | \$ 763,589.00 | Salaries | \$ 219,193.00 | Salaries | \$152,284.00 | \$1,135,066.00 |
| Fringe Benefits | \$ 225,641.00 | Benefits | \$ 69,046.00 | Benefits | \$45,685.00 | \$340,372.00 |
| Graduate Assistants | \$ 5,000.00 | Operating Services | \$ 2,000.00 | Operating Services | ~ | \$ 7,000.00 |
| Travel | \$ 610.00 | Supplies | \$ 2,500.00 | Supplies | \$ 1,000.00 | \$ 4,110.00 |
| Operating Services | \$ 18,000.00 | | | | | \$ 18,000.00 |
| Supplies | \$ 2,500.00 | | | | | \$ 2,500.00 |
| Total | \$ 1,015,340.00 | Total | \$ 292,739.00 | Total | \$198,969.00 | \$1,507,048.00 |
| SUBR | | Full Time Faculty | 113 | Full Time Faculty | 85 | |
| Staff | F/T=761 P/T= 19 780 | Part Time Faculty | 37 | Part Time Faculty | 80 | |
| Faculty | F/T=354 P/T= 65 419 | Full Time Staff | 220 | Full Time Staff | 189 | |
| Total Employees | 1199 | Part Time Staff | 5 | Part Time Staff | 4 | |
| SULC | | | | | | |
| Staff | F/T=69 P/T=.50 69.50 | Total Employees | 375 | Total Employees | 358 | |
| Faculty | F/T=30 P/T=23 53 | | | | | |
| Total Employees | 122.5 | | | | | |
| SUAREC | | | | | | |
| Staff | F/T=79 P/T=.50 79.50 | | | | | |
| Faculty | F/T=22 22 | | | | | |
| Total Employees | 101.5 | | | | | |
| Total Employees | 1423 | | | | | |
| | | Total F/T Employees | 1,922 | | | |
| | | Total Employees | 2,156 | | | |

Appendix 2

Average HR-to-Employee Ratio, by Organization Size

| | |
|----------------|------|
| Fewer than 100 | 2.70 |
| 100 to 249 | 1.26 |
| 250 to 499 | 1.07 |
| 500 to 999 | 0.82 |
| 1,000 to 2,499 | 0.79 |
| 2,500 to 7,499 | 0.53 |
| 7,500 or more | 0.42 |

The HR-to-Employee Ratio is used to help establish HR staffing, and determine how well HR delivers services. For our calculation, 27 full-time HR staff members were considered in the calculation, because the other 2 full-time employees are dedicated to the payroll function. (27 divided by 2,156 employees x 100)

Another standard ratio is 1:100; one full-time HR employee per 100 employees.

Source: SHRM Human Capital Benchmarking Study

Appendix 3

PROPOSED ORGANIZATIONAL CHART



Appendix 4

PROPOSED BUDGET

PERSONNEL:

| | |
|--------------------------------------|----------|
| System HR Administrator | \$95,000 |
| Employment Director | 51,000 |
| Benefits Director | 54,000 |
| Compensation Director | 62,000 |
| Employee Relations/Training Director | 51,000 |
| 2 Employment Coordinators@\$30,000ea | 60,000 |
| 2 Benefits Coordinator@\$33,000ea | 66,000 |
| Compensation Analyst | 33,000 |
| HRIS Analyst | 40,000 |
| Data Clerk | 27,000 |
| 2 Campus Managers@\$40,000ea | 80,000 |
| Benefits Accounting Clerk | 27,000 |
| 3 Clerical positions@\$25,000ea | 75,000 |

Total \$721,000

Fringe @ 33.03% 238,146

Total \$959,146

OPERATING SERVICES: 25,000

SUPPLIES: 50,000

TRAVEL: 10,000

Grand Total \$1,044,146

Southern University System

Service Center of Excellence for Information &
Computing Technology

*Global Strategy for Innovation, Efficiency, & Effectiveness in
Building a 21st Century Digital Campus*

Tony Moore
Vice President for Information Technology & Management

VISION STATEMENT

SOUTHERN OPS Business and Support Units

We are a global model of efficiency and best practices in higher education administration providing exemplary services that are student-centered and customer-focused, while utilizing adaptable, high performing teams and cutting edge technology for continuous process improvement.*

**Developed at Business, Finance, and IT Administration Retreat on February 22, 2011.*

Current IT Environment

The IT environment across the System has strengths and weaknesses in various service areas. Current economic and political realities require us to mold the knowledge and expertise into a unified model utilizing the strengths of each campus leveraged across the enterprise.

The following summarizes the state of the IT departments across the System:

- Budget Constraints
- Lack of Project “Ownership”
- Inadequate Staffing
- Resistance to Change
- Slow Decision-Making
- Concurrent Accreditation Demands
- Staff Retention Challenges
- Campus Unpreparedness
- Poor Planning
- Extra Work Without Compensation
- Competing Priorities

Staffing in some areas requires retraining, retooling and replacement of personnel and functional responsibility.

STRATEGIC PRIORITIES AND FOCUS

- Provide centralized technology support services to all campuses and the system office
- Develop and enhance the ERP initiative by participating in the planning, design, implementation, and delivery of service
- Provide a reliable infrastructure that is scalable, robust, and efficient
- Promote innovative uses of IT resources
- Enhance the system's internet and social networking presence
- Improve academic and support services
- Develop partnerships throughout the system community and beyond

MAJOR GOALS AND OBJECTIVES

| Goal Description | Fiscal Year Timeline |
|---|----------------------|
| <ul style="list-style-type: none"> ❑ <u>Improve efficiency of business operations</u> ➤ <i>Action Items:</i> <ul style="list-style-type: none"> ✓ Standardize business practices. ✓ Train staff to increase knowledge base. ✓ Upgrade end-user equipment. ✓ Streamline project management to expedite delivery of IT initiatives. | (FY11-12) |
| <ul style="list-style-type: none"> ❑ <u>Improve purchasing power by combining resources</u> ➤ <i>Action Items:</i> <ul style="list-style-type: none"> ✓ Coordinate the acquisition of technology resources to take advantage of the strength of corporate negotiations. ✓ Standardization of software packages and licenses. | (FY11-12) |
| <ul style="list-style-type: none"> ❑ <u>Elimination of duplicate systems</u> ➤ <i>Action Items:</i> <ul style="list-style-type: none"> ✓ Combine essential operational systems. ✓ Ensure that resources are shared throughout the entire university system. | (FY11-12) |
| <ul style="list-style-type: none"> ❑ <u>Promote accountability in the investment of IT resources</u> ➤ <i>Action Items:</i> <ul style="list-style-type: none"> ✓ Monitor IT spending practices. ✓ Centralized purchasing of IT resources. | (FY11-12) |

MAJOR GOALS AND OBJECTIVES

| Goal Description | Fiscal Year Timeline |
|--|----------------------|
| <ul style="list-style-type: none">❑ <u>Establish System-Wide IT Task Forces for Policies and Procedure Development</u>➤ <i>Action Items:</i><ul style="list-style-type: none">✓ Develop IT Task Forces composed of faculty, staff, and students for oversight, planning, collaboration, and communication of IT-related campus technology projects and initiatives.✓ Establish framework for Center for Student Computing for management of student workers in support of academic, administrative, and research computing. | (FY11-12) |

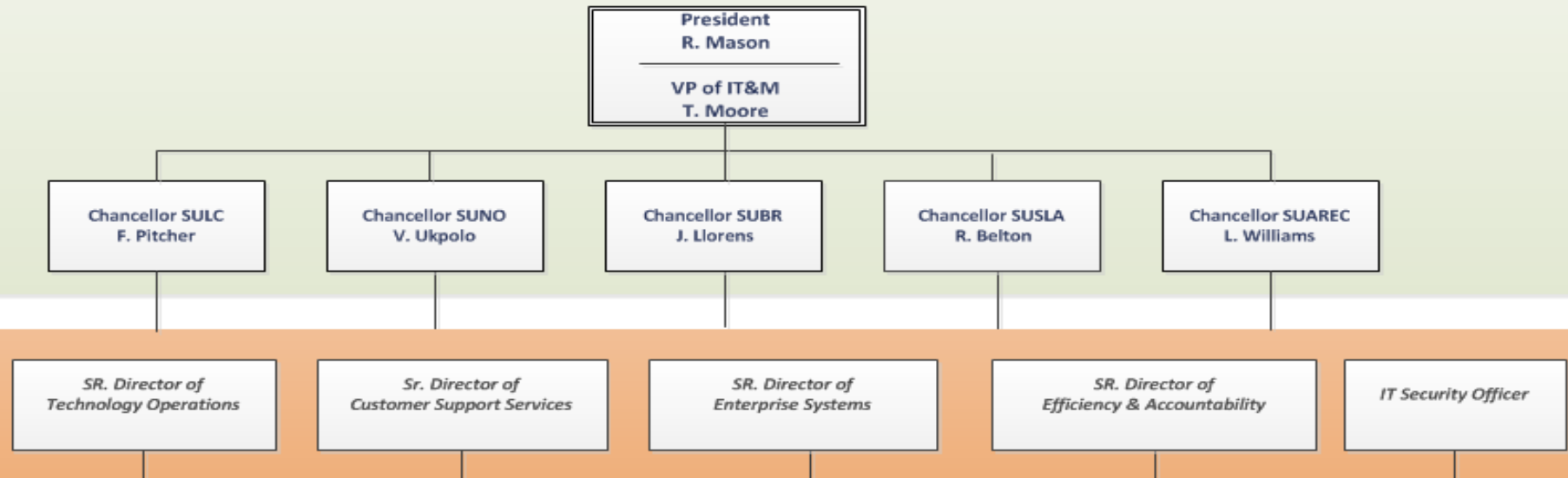
MAJOR GOALS AND OBJECTIVES

| Goal Description | Fiscal Year Timeline |
|---|----------------------|
| <ul style="list-style-type: none">❑ <u>Improve data sharing capabilities</u>➤ <i>Action Items:</i><ul style="list-style-type: none">✓ Implement an enterprise-level data warehouse.✓ Mandate the use of data standards and integrity.✓ Facilitate data integration. | (FY12-13) |
| <ul style="list-style-type: none">❑ <u>Deliver IT services that are robust, scalable, and reliable</u>➤ <i>Action Items:</i><ul style="list-style-type: none">✓ Continuous upgrades and updates.✓ Plan for the future; economy of scale.✓ Reduce down time.✓ Develop standards for computer hardware, network components and software. | (FY12-13) |
| <ul style="list-style-type: none">❑ <u>Ensure the security of data and network resources</u>➤ <i>Action Items:</i><ul style="list-style-type: none">✓ Determine the purpose and function of the resources.✓ Ensure that requisite security measures are implemented for the resources.✓ Analyze potential threats and the feasibility of various security measures.✓ Develop a role based security infrastructure. | (FY12-13) |

MAJOR GOALS AND OBJECTIVES

| Goal Description | Fiscal Year Timeline |
|---|----------------------|
| <ul style="list-style-type: none">❑ <u>Increased accessibility of computing services</u>➤ <i>Action Items:</i><ul style="list-style-type: none">✓ Establish and implement a software quality process and team.✓ Encourage accessibility among all campuses.✓ Extend student access to computing resources to 24x7 availability. | (FY12-13) |
| <ul style="list-style-type: none">❑ <u>Develop a disaster recovery plan</u>➤ <i>Action Items:</i><ul style="list-style-type: none">✓ Identify essential services.✓ Develop and revamp business continuity plans and DRP Planning.✓ Implement solutions for backup and recovery. | (FY12-13) |

ORGANIZATIONAL STRUCTURE



Functional Responsibility Matrix

- Email
- Automation
- Research Support
- Communications
- Network Support
- Data Center Operations
- VPN
- Disaster Recovery
- Network Security
- Job Submission

- Helpdesk
- Research Support
- Desktop Support
- Training
- Web Services
- Classroom Technology
- Social Media
- A/V Support
- Asset Management

- Database Administration
- Reporting
- Portal
- Document Management
- Banner ERP
- LMS (Blackboard/Moodle)
- Emerging Technologies
- Application Development

- Project Management
- Contracts
- Budget Management
- Policy Management
- Procurement
- Effectiveness
- Business Process Analysis
- Audit Compliance
- External Funding

- Security Management
- Security Policies
- Regulatory Compliance
- Security Audits
- Security Monitoring
- Security Reporting
- Data Security

A 21st Century Digital University System!

- Responsive and unified organizational structure for IT planning, management and policies
- Highly proficient and skilled workforce
- Clearly defined roles and responsibilities
- Centers for innovation
- Agile adaptability to emerging technology trends
- Integrated, comprehensive, and robust networking and telecommunications infrastructure
- Student-centered, student-focused technology systems
- On-demand, secure access to information (24/7)
- Alignment with System and campus strategic priorities
- Detailed business continuity and disaster recovery plans



SOUTHERN UNIVERSITY SYSTEM

Support Services Strategy

Service Centers of Excellence

Accountability - Efficiency - Customer Satisfaction

Kevin Appleton, Vice President for Business and Finance

VISION STATEMENT

Business and Support Operations Units

We are a global model of efficiency and best practices in higher education administration providing exemplary services that are student-centered and customer-focused, while utilizing adaptable, high performing teams and cutting edge technology for continuous process improvement.

❖ *Developed by consensus of Team Leaders at February 22, 2011 retreat*

Strategic Priorities and Focus

- **Service Oriented Attitude.**

- Improve customer service through better interactions with constituencies
- Recognition that business and support operations are service units whose primary purpose is to enable others (primarily faculty and students) to carry out the Southern mission

- **Operational Efficiency and Effectiveness.**

- Maximize utilization of human, physical and financial resources
- Maximize utilization of technology as a tool to achieve efficiencies
- Improve both reputation and reliability for operational management
- Become a model for best practices in university administration

- **Financial Accountability.**

- Optimize allocation of resources to achieve institutional goals
- Exceed financial management and reporting standards as set by the Board of Supervisors, Regents and other oversight entities
- Implement processes to improve timely collection of tuition, grants and other revenues
- Develop and exploit new revenue sources to improve financial stability

CUSTOMER SERVICE STANDARD

Business and Support Operations Units

We are committed to responding to the needs and concerns of our customers by providing accurate information in a timely and professional manner, being courteous, empathetic and respectful while adhering to applicable laws, regulations, policies and guidelines.

❖ *Developed by consensus of Team Leaders at February 22, 2011 retreat*

Major Goals and Objectives - FY 2011-12 (Year 1)

- **Operational Audit of Finance and Business functions.**
 - Develop audit plan with Chancellors
 - Adopt operational improvements by December 31, 2011
- **Develop inter-campus teams(Service Centers of Excellence) to improve business support operations and service delivery.**
 - Capitalize on the skills and abilities of current staff throughout the Southern system
 - Redistribute and reassign current duties and responsibilities to maximize efficiencies and economies of scale
 - Increase focus on succession planning, training and development to prepare the next generation of managers to assume leadership roles
 - Optimize efficiencies in business and support services and reduce redundancy and excess costs
- **Eliminate repeat audit findings.**
 - Annual Financial Report Preparation (AFR); Control Over Leave Records; Control Over Receivables
- **Improve monitoring of financial performance, and enhance fiscal oversight.**
 - Implement, revise and enhance the Banner (Finance, HR, Student) applications to provide better fiscal oversight and expanded management information
 - Develop and implement periodic financial reporting protocols to provide information to management and BOS
 - Improve processes for billings and collection of student tuition, grant reimbursements, third party payments, and other receivables.
 - Provide on-line access to departmental accounts and budgets

Major Goals and Objectives - FY 2013 thru FY 2016 (Yrs 2 - 5)

- **Improve efficiency and service in registration processes to enhance student experience and customer satisfaction.**
 - Automate billing and payment processes
 - On-line access to students' account and financial aid information
 - Automate processing of book vouchers
 - Expedite processing of student refunds and title IV refunds
- **Identify, develop, and exploit revenue opportunities.**
 - Auxiliary Contracts: Food Services; Bookstore; Licensing; Vending; Laundry; Printing Services; Retail Services
 - Card Services: Off Campus Merchants, Banking Services
 - Conferences and Events; Parking and Transportation; Other

Major Goals and Objectives - FY 2013 thru FY 2016 (Yrs 2 - 5)

- **Reengineer procurement processes to improve service, efficiency, and enhance budgetary controls.**
 - Explore and implement opportunities for volume purchasing, and collaborations among SUS institutions and with sister schools, to enhance buying power and reduce costs.
 - Collaborative purchasing possibilities for major purchases and leases (copiers, equipment and leases, office supplies, cleaning supplies, etc.)
- **Implement a comprehensive tool and approach for long-term strategic financial planning.**
 - Multi year approach to budget and capital planning
 - Develop dashboard, benchmarks and targets for financial ratios

Major Goals and Objectives - FY 2013 thru FY 2016 (Yrs 2 - 5)

- **Recalibrate system and campus budgets to optimize resource allocation in alignment with current fiscal realities.**
- **Develop comprehensive investment policy to balance risk and financial return.**
 - Forecast cash flow requirements to identify cash balances available for investment purposes
 - Pool financial resources and improve management for long-term and short-term investment instruments.
- **Develop and enhance websites to provide expanded information and improve service to internal and external customers.**
 - Publish a comprehensive list of system and/or campus policies, procedures and processes
 - Functional user-controlled web content through use of management systems

Staffing and Efficiencies

- Southern's current operating structure results in duplication of many administrative functions by campus. It is apparent that there are efficiencies and economies that may result from administrative restructuring. It is reasonable to conclude that minimum savings of approximately 5% of financial operations staffing costs (\$235,000) can ultimately be realized from synergizing operations system wide.



SOUTHERN UNIVERSITY SYSTEM

“Creating an Advancement Culture”

Office of Institutional Advancement

SUS Foundation * SUS Alumni Federation

Ernie Troy Hughes, Vice President for Institutional Advancement

VISION & MISSION

- ◎ **Our Vision** The Office of Institutional Advancement will be a model for excellence in fundraising, investment management and stewardship.
- ◎ **Our Mission** The mission of the Office of Institutional Advancement is to enrich the lives of those touched by the Campuses of the Southern University System by maximizing private charitable and alumni support and providing resources and back office support to the Campuses of the System.

Strategic Priorities and Focus

○ **Accountability and Service**

- > Ensure that reports, stewardships and acknowledgments are completed in a timely manner
- > Be wise Stewards of resources
- > Provide transparency in financial reports

○ **Maximize Fundraising through Innovative Strategies**

- > Maintain a strong annual fund and major gift program
- > Engage Alumni in chapters membership and giving to university
- > Set framework for a capital campaign
- > Work closely with the corporate community
- > Become a model for best practices in Advancement
- > Planned Giving strategies

○ **Enhance the Culture of Philanthropy**

- > Work closely with Faculty and Staff to create a Strong Faculty and Staff Fund
- > Create an environment for students, young alumni and mature alumni to give back to the University
- > Strengthen the SUS Foundation and Alumni Federation Boards of Directors
- > Work closely with various campuses to promote philanthropy activities
- > Expand communication to reach strategic objectives

Major Goals and Objectives - FY 2011-12 (Year 1)

- **Develop an Effective Partnership between the System Foundation and the Alumni Federation**
 - > Realign and maximize the skills and abilities of current staff
 - > Develop MOU to define the roles and responsibilities of each organization
 - > Cooperatively engage key constituencies in the region, state and nation
 - > Jointly produce publications

- **Improve Accountability**
 - > Clean annual audits of Foundation and Federation
 - > Monthly statements to account holders
 - > Balanced Foundation Investment Policy
 - > Pooled Investments

- **Build Broad Database and Prospect Research Capacity**
 - > Combine and verify database of all system units
 - > Begin implementation of new online net community for advancement with Blackbaud Spark

- **Raise More Money**
 - > Increase unrestricted annual giving by 25%
 - > Create 1890 Society
 - > Lay ground work for corporate support
 - > Support Alumni chapters

Major Goals and Objectives (Years 2 - 5)

Fundraising

- **Increase the total number of donors, calculated on a three-year moving average**
 - Develop effective annual giving program- with a goal to reach \$1.0 million annually
 - Maintain a donor retention rate of at least 50%
 - Generate at least 1000 new donors annually
 - Build a stronger relationship with corporate community
 - Build the University endowment at least 5% annually (\$650,000)
 - Increase planned giving to at least 15% of the portfolio
 - Work closely with campuses and chancellors
- **Increase the number of major gifts**
 - Develop program to attract donors over a five year period to setup scholarships, professorships and chairs
 - Increase the number of gifts over \$25,000
 - Work closely with campuses and chancellors
- **Increase the System faculty and staff fund & establish the family fund**
 - Develop incentives for faculty and staff members to give to the University
 - Establish a fund for faculty and staff member to travel and attend conferences
 - Establish the Family Fund – for parents and friends

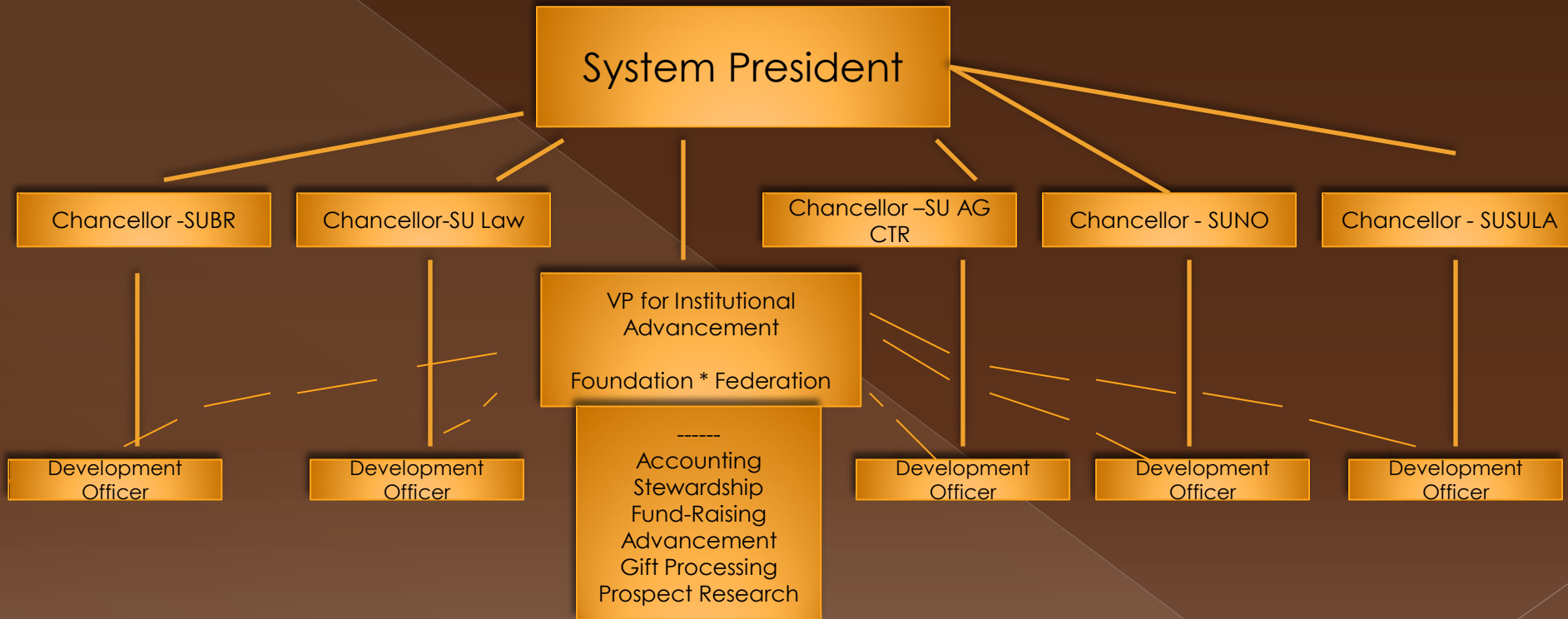
Investments

- **Achieve reasonable returns on the portfolio.**

Administrative

- **Gear up for capital campaign**

Organizational Structure



The Campus development officers will report directly to their Chancellors but will have a working connection to the System Office of Institutional Advancement for back office support, coordination, and resources.