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INTRODUCTION

The SU System and Campus Chief Financial Officers all agree on the major assumptions behind the attached financial assumptions and projections. (Appendix A) They show that our fundamental issue is resources, or to be specific, the lack of resources. Our near term task is to reduce expenses and increase revenue to ensure the following: the Southern System will continue to exist; all of the units will remain part of the System; the accredited units will maintain their accreditation and autonomy; Chancellors will manage their units, including budgets and the hiring and firing of personnel; the individual units will strengthen over time.

Having said that, the question is what is the best working relationship between the System and the units to enable the achievement of the above goals? There are three possible scenarios. The first is a model currently being discussed by LSU, merge the System and SUBR campus into one office, and have that office operate all of the campuses. This is probably the most cost effective approach, but it does a disservice to the students and faculty of the individual units, including SUBR.

The other extreme would be the University of Louisiana System model, which minimizes the role of the System office such that it is basically a pass through between the units and the Board of Regents. This approach allows the greatest level of campus autonomy, but is also the least cost effective model, as services are duplicated and economies of scale are unavailable. In addition, it ignores an asset that Southern can use to its advantage, the fact that we are a System.

The third scenario is somewhere between the two extremes. Increase efficiency and reduce cost by eliminating duplication and creating economies of scale. Create new revenue streams by modernizing operating systems to support increases in enrollment, research, and fundraising. This blended approach avoids the attention imbalance of the first extreme, and the inefficiency of the second. It creates modern business support operations to enable academic programs to be effectively delivered.

In an attempt to reach consensus on the depth of the problem and the appropriate solutions, we commenced a transformation process that has been inclusive and transparent. Chancellors, staff, students, alumni and Members of the Board have been afforded an opportunity to participate.

Here are the key findings:

1. Our current business model cannot be supported with current and projected resources. Unit staffs are stretched thin, skill challenged, and multi-tasking to the point of inefficiency.

2. Although expenses have been reduced to the bare minimum on each campus, we must nevertheless find additional savings in the short run. This can only be done by taking a System-wide approach.

3. We must rapidly increase revenue. The main source of revenue is enrollment. On-campus enrollment must increase, but the main enrollment revenue opportunity is in high demand online degree programs.

4. A new business model is required that is technology-based, financially efficient, and provides the campuses with reliable back office support.
The attached recommendations, when taken as a whole, will redesign Southern around available and foreseeable resources, and recreate it as a model 21st Century System of Higher Learning, built upon the traditions of the past.

The recommendations are interconnected and rely upon each other for their individual success and the success of the System and units.

The main thrust of the Information Technology report is a governance model that places responsibility for procedure, personnel and structure under the authority of the System Vice President for Information Technology Management. This structure has been recommended by the Legislative Auditor. While we have made progress and reduced expenses under his indirect leadership at SUBR, speed and efficiency require that he have a more direct hand and the ability to implement operating processes System-wide.

The Legislative Auditor has also recommended more System level management in the accounting and reporting area. The Business and Finance recommendations envision budget analysis and management at the campus level, but accounting and reporting at the System level. This change, in conjunction with a unified chart of accounts, will enable us to eliminate ongoing audit findings for the late and inaccurate reports for which we were recently called to task by the Legislative Audit Advisory Committee. It also recommends producing economies of scale by outsourcing, where possible, at the System level as opposed to at the level of the individual units.

The most important recommendation relies on the success of the two above. While some efficiency will be gained through restructuring and elimination of duplication, the key to success is significantly increasing enrollment, both on campus and online. The marketing, processing, and retention of students are more technology-based, and require speed in the movement of applicants through the admissions and financial aid processes. We are recommending a unified enrollment processing center that will service all of the units. It would marry the online and on-campus back office operations, create unified student intake, admission and financial aid processing, online retention enhancement, and unified electronic marketing. Face-to-face marketing and recruiting, as well as final admissions decisions would remain campus functions.

Finally, while no board action is required, we have included the assessment and recommendations in the area of External Affairs. Even after we create efficiencies and increase revenue, we will still have to raise unrestricted resources from private sources in order to balance the budget over the next three years. This report offers insight into the challenges that must be overcome in order to do so.

Make no mistake; the above recommendations represent a paradigm shift in how Southern does business. Some, like unifying back office operations, have been common in the business world for more than a decade. The marrying of the online and on-campus worlds into a new student processing and learning approach is ahead of the curve, it offers a world of potential and there are the commensurate risks. However, given the speed and distance we have to travel in order to survive and then thrive, the potential benefits far outweigh the risks. If approved, we will begin the process of transitioning to the new model, with an expectation of full implementation beginning the next fiscal year.
INFORMATION TECHNOLOGY TRANSFORMATION COMMITTEE
ASSESSMENT AND RECOMMENDATIONS

GOALS

- Evaluate alignment of governance by consolidation and standardization of reporting relationships and responsibilities.
- Evaluate Shared Services Center to allow all institutions to leverage the latest in best-of-breed technologies and provide efficient and effective customer-focused services.
- Analyze business efficiency and effectiveness to reduce costs and complexity while optimizing the utilization of existing staffing levels.

KEY FINDINGS

1. Staffing and expertise at individual campuses is inadequate and insufficient to meet the current demands of a 21st century technology campus.

2. Budget constraints and staff reductions have created deficiencies in delivery, support, and expansion of services required for faculty, staff, and students.

3. Low morale for staff due to lack of compensation for additional duties required to assume duties from unfilled vacancies.

4. Legislative Audit Findings:
   a. Lack of IT centralized governance
   b. Inadequate IT policies and procedures
   c. Lack of standardized business processes
   d. IT priorities and investments are not aligned in accordance with enterprise strategies and objectives

5. Resources available for IT are declining and will likely continue to decline.

6. Changes in technology can offer new cost-effective models for delivering services and systems.

7. Technological change has been rapid and disruptive. The model for delivering IT will need to evolve as costs, demands, resources, and higher education technology trends change.

8. Full implementation of the Banner system will provide increased business efficiencies and improve effectiveness in administrative and academic computing.

9. Reliance on paper-based processes and procedures has a negative impact on the speed and delivery of business services and project completion.
10. IT personnel and skill sets need to be realigned to leverage the strengths and areas of expertise across the System.

11. Service desk operations are understaffed resulting in delayed responsiveness to end user needs and support requests.
**STRATEGIC RECOMMENDATIONS**

1. Establish a SUS Center for Information Technology (CIT), under the operational oversight of the Vice President of Information and Technology Management, to provide IT governance and coordination of technology services that align technology priorities and policies with the System and unit goals in a participative and transparent manner. The CIT would:

   a. Complete the modernization of major administrative applications with the minimal number of platforms required to meet critical requirements and develop a workforce that is positioned to take optimal advantage of emerging technology and systems.

   b. Adopt a technical direction that supports the provision of shared foundational services built upon an agreed upon architecture, optimizes the management of data, and creates an environment that can sustain critical services in a natural disaster.

   c. Create an integrated model of support services that optimizes the division of responsibilities between the campus technology groups and presents support services in a manner that is most intuitive to all stakeholders.

   d. Create a mix of virtual and physical spaces for research computing that fosters community among researchers, provides a vehicle to deliver shared computing resources and services in a manner that is easily accessible by faculty, avoids unnecessary duplication of effort, and enables Southern University System campuses to be global leaders in research.

   e. Create sustainable sources of funding for technology that enable campuses to adequately invest in the projects they pursue, sustain the performance of technology by supporting technology renewal and replacement, and incentivize effective technology utilization through the use of subsidies and charge-backs.
IT CUSTOMER SERVICE

The IT Customer Service group is responsible for reliable and effective information technology services management, delivery, and communications to the Southern University System community. The group employs industry standard best practices in ITIL Service Management, Change Management, and Performance Measurement. The IT Customer Service group includes:

- The **IT Help Desk team**—answers questions and provides general troubleshooting assistance for the System campuses community via telephone, e-mail, and instant messaging. The Help Desk staff is empowered with system administrator rights to fix most problems, as well as coordinate with other technical support, networking, academic and administrative computing staff to solve customers’ problems and questions.

- The **technical support team**—provides on-site technical support of SUS faculty, staff, students, and guests for issues pertaining to SUS-supported hardware, software, and network connectivity. Responds to requests for service, either through direct interaction with customers at OIT’s walk-in service or through issues that have been escalated from the OIT Help Desk. Installs, troubleshoots, and maintains workstation hardware components, network printers, software applications, and network related protocols to ensure a reliable and usable computing environment is maintained in support the university’s academic and business needs.

- The **technical training team**—designs, administers, and delivers the technical training curriculum. Assesses departmental and organizational needs utilizing performance measurement tools and consultation. Leverages industry best practices to design and implement learning and development solutions that meet system goals and IT process standards.

- Our **IT Service Manager**—provides team leadership in developing and managing service standards and processes with the goals of: fostering effective relationships, managing expectations, and reporting of performance metrics to the functional service owners and primary customer contacts across the System campuses.

ENTERPRISE SYSTEMS

The Enterprise Systems group is responsible for providing a comprehensive, integrated set of technology solutions that enables Southern University to improve the way we conduct business, supporting various staff and academic functions. Managing the universities’ technology portfolio continues to be a fine balance among modernizing existing solutions, charging ahead with new solutions, and continuing to operationalize best practices. The group is organized to provide a single point of contact to the staff and academic units, with specialized focus on the university’s data infrastructure and Web site.

The Enterprise Systems group includes:

- The **application management team**—provides application administration and third-level technical support for all enterprise systems applications, through the formulation of a well-defined quality assurance function.

- the **business applications team**—shapes and furthers enterprise solutions in support of university and system business functions in the areas of finance, accounting, budget, human resources, payroll, facilities, and risk management.
• The information services team defines the system's data infrastructure, thereby providing reliable, accurate, secure, and accessible data to the campus community through management of the system's data warehouse and analytical reporting functions.

• The project office institutionalizes best practices in several IT management service areas, building a reusable framework related to technology project and portfolio management practices.

• The student applications team shapes and furthers enterprise solutions in support of all schools for student-centered technology.

• The Web development team realizes an effective and compelling university Web site and a high-quality, Web-enabled campus, integrating Web technologies to support learning, teaching, and communications through the Web.

INFORMATION SECURITY

The Information Security group is responsible for protecting and defending Southern University's data resources by implementing industry-accepted security practices in IT planning, implementation, management, and operations, while ensuring confidentiality, integrity, Authenticity, and availability.

The team works to accomplish this through:

• ensuring compliance with applicable policies, laws, and regulations

• enforcing university policies and standards

• highlighting sources of risk to university management

• implementing technologies that increase the visibility of potential risks to our data

• developing repeatable processes that validate security in IT systems and services

• contributing to awareness, training, and education programs

• initiating partnerships with departments to evaluate and improve their computer security practices

• safeguarding new technologies and services

TECHNOLOGY OPERATIONS

The Technology Operations group continually strives for the balance of efficient applications of human resources, repeatable processes, and technology investment to administer the system information technology infrastructure.

The Technology Operations group includes:

• The network operations team provides operations management and monitoring, afterhours Help Desk assistance, information technology facilities management, and network engineering. The team also furnishes telecommunications services, desk-side technical support, and workstation lifecycle management.

• The systems engineering services team provides directory architecture management and engineering, systems engineering and operations, and database administration. The team also administers the e-mail and collaboration software environment and server and storage platforms architecture, engineering, and operation
ENROLLMENT SERVICES TRANSFORMATION COMMITTEE
ASSESSMENT AND RECOMMENDATIONS
(RECRUITMENT, ADMISSIONS, REGISTRAR,
AID, RETENTION, BURSAR)

GOALS

- Analyze the current organizational capacity within Student Services to meet current and future demand for a campus and online education.
- Research coordinated standardized processes for Student Services on a System-wide level.
- Assess the benefits of standardized processes for student services on a System-wide level within BANNER.

This assessment was conducted utilizing the SWOT Analysis. Following are the key findings and commonalities found prevalent among the constituencies of the functional areas within the Southern University System (hereafter referred to as System). Recommendations are based upon these findings.

KEY FINDINGS

- **Resources** - There are insufficient resources on each of the undergraduate campuses to hire and/or train staff, implement best practices, market and/or recruit students and degree programs, purchase and/or implement cutting edge technology.

- **Leadership and Communication** – Rank and file employees expressed a need for visionary leaders as change agents, with better skill sets and competencies of leaders in the functional areas, lines of active communication between all functional units, and an organizational structure that coordinates and is accountable for all functional areas.

- **Technology** – Technology is woefully underutilized in the areas of recruitment, admission, and retention of students on campus and online.

- **Need for Support** – There is a growing openness to dialogue and assistance from the System in addressing the deficiencies in the functional areas and the creation of a seamless transition through functional service areas for students within the System.
- **Readiness for Change** - There is a tiredness of the existing culture of territorial behavior, retaliation and nepotism, and a desire for one that reflects open communication, trust-building, and accountability

As a result of the foregoing key findings, the following recommendations are offered:

- Create a unified, System level Enrollment Services Center which will do the following:
  
  - Guide the development and implementation of policies and procedures to efficiently service and compliment online and on-campus recruitment, enrollment, and retention efforts.
  
  - Work with individual campuses to restructure and transition to a unified enrollment processing system that minimizes duplication but maintains their unique presence within the community.
  
  - Establish a state of the technology based System-wide student processing center to provide online marketing and intake admissions, financial aid, and records processing support.
FINANCE AND BUSINESS TRANSFORMATION COMMITTEE
ASSESSMENT AND RECOMMENDATIONS

Goal 1: Evaluate personnel, customer service needs and satisfaction, organization structure, policies, procedures, and contracts.

Goal 2: Evaluate Shared Services Centers of Excellence within the Finance and Business operations of the Southern University System.

KEY FINDINGS AND RECOMMENDATIONS

Louisiana Legislative Auditor - Findings and Comments

1. “We noted that IT governance requires more centralization, more authority exerted by the System. We think the same is true for financial reporting. We have had a situation at Southern where each college is responsible for submitting their own financial reports and information. What we would like to see is that the System exercises the authority to make that (financial) system uniform, and provide more oversight in the timely preparation of that information.”

2. “SUS had significant errors and/or omissions in its Annual Fiscal Report (AFR), which required adjustment, and submitted the AFR 62 days after the Office of Statewide Reporting and Account Policy (OSRAP) deadline. The System also did not ensure that monthly fiscal periods were closed timely in the new fiscal accounting system, Banner. This is the fifth consecutive year the System has had a finding related to fiscal report preparation. Management should develop written procedures to ensure that accurate and complete financial information is included in the AFR, the AFR is reviewed for accuracy and submitted to OSRAP timely, and the fiscal periods are closed timely after the end of the accounting periods.”

Assessment Team Key Findings

1. The general fund state appropriation for the Southern University System (SUS) has been reduced by approximately $42.4 million (43%) between FY 2008-09 and FY 2012-13. Approximately $21 million of this cut has been offset through self-generated revenues
(tuition and fees). Additionally, Southern has been forced to absorb approximately 12 million in unfunded mandated costs over this same period.

2. The mid-year reductions during this time frame have totaled approximately $14.7 million, resulting in a cumulative resource reduction of more than $47.8 million, or approximately 31% of the FY 2008-09 base operating budgets of $152.5 million. There has been a steady trend of declining enrollment on the flagship Baton Rouge campus in recent years, limiting the ability to recover losses in state funding through tuition increases.

3. System-wide improvement in customer service and general support operations is an essential element of any strategy to reverse the trend of declining enrollment. As a result of the fundamental shift away from state appropriations towards tuition as a method of funding, SUS has become more dependent on enrollment as a source of funding for its operations. This dynamic, combined with competition for available students, places a heavy emphasis on customer service, and the efficiency of support operations that facilitate effectiveness in recruiting, retention, and academic program delivery.

4. There is an acute need to leverage administrative and support staff among all campuses to effectively and efficiently deliver the appropriate services. Funding reductions have resulted in reduced staffs on all campuses, limiting the ability of each campus to effectively handle the financial management and administrative support responsibilities.

5. Due to a historical lack of collaboration among campuses, SUS has suffered from a lack of System-wide, comprehensive, coordinated efforts in the finance and support operations areas. This has put Southern and its campuses at great risk, especially in the areas of financial planning, forecasting, fiscal monitoring, and data driven decision making.

6. The Annual Fiscal Report (AFR) is the responsibility of the SUS, however, the accounting staff that performs much of the related work is based on the campuses with no direct accountability for the timeliness, accuracy, and completeness of the SUS financial statements.

7. There is general consensus among all campuses regarding the need for improved collaboration and major improvements in business and support operations.
8. The Baton Rouge campus is currently a focal point for delivery of some shared services to the campuses in the SUS. There is a high level of dissatisfaction with the quality of shared services provided through SUBR on behalf of the other campuses.

9. Southern employs many talented and knowledgeable staff in the support services areas. Although employees at each campus are knowledgeable about their own role in day to day business and support operations, there is a need for greater cross training and System-wide exposure so that employees have a greater comprehensive understanding of support services operations.

10. With many key staff members in the finance and accounting area at or near retirement eligibility, there is an acute need for succession planning, training, and staff development to prepare the next generation of managers to assume leadership roles in the delivery and oversight of support services operations.

11. There is a need for staff in key areas of operation to work across campus lines as a team, to minimize duplication of efforts, and help each other in critical areas of operation. Such inter-campus collaboration can help to capitalize on the skills and abilities of current staff and create opportunities for greater economies, improved service and increased efficiency throughout the SUS.

12. There is a need to review operational policies and procedures, and initiate a Business Process Reengineering project to update and modernize business processes to maximize alignment with, and utilization of, the Banner system.

13. There is a need to train staff to better utilize technology to help improve performance and reduce manual and redundant data entry.

**RECOMMENDATIONS**

1. Use a phased approach, where practical, to implementing comprehensive shared services. Develop staff at each campus to become experts for the SUS, decreasing duplication, reducing costs, and providing more efficient services for all constituencies. The goal for SUS will be to leverage economies of scale and work like a system, especially in “back office” operations.
2. Under the leadership of the Vice President for Finance and Business Affairs and Comptroller (VPFB), develop an inter-campus team of staff dedicated to working collaboratively to improve support operations and service delivery for all SUS constituencies. The VPFB will provide comprehensive, coordinated leadership for shared finance, business and support services operations and staff, and be responsible for overall management and supervision of the finance and business operations of SUS.

3. The Vice Chancellors for Finance and Administration of the respective campuses will serve as special advisors on fiscal and operational matters to the respective campus Chancellors, as well as the VPFB. They would provide oversight for the campus budgets, coordinate campus-based audit activities, and be responsible for day-to-day campus specific business and support services operations, while taking a leadership role in managing, supporting, and implementing major initiatives on a System-wide basis.

4. Consolidate the hosting, system maintenance and administration of Banner Finance applications. Establish and refine a common chart of accounts and transaction codes that provides for efficient input, extraction, compilation and analysis of transactions, data, and information on all levels (departmental, divisional, school, campus, System, etc).

5. Identify and cultivate “Rising Stars” among staff members that have the potential for advancement in higher education administration. Provide professional development and opportunities for career advancement. Review indirect expense categories for System-wide opportunities to save via leveraging, consolidating, streamlining, outsourcing, and/or other methods.

6. Identify and exploit System-wide opportunities to reduce costs or increase revenue through introducing, implementing or enhancing greater efficiencies; enhanced economies of scale; improved procurement practices; audits of existing agreements to insure accuracy and performance; performance studies and industry benchmarking; and, technological advancements or solutions.

7. Development and implementation of a “One Card” concept that provides all campuses with comprehensive functionality and wide-ranging commerce management capabilities.
FINANCE AND BUSINESS FUNCTIONS

BACK OFFICE

Is the part of most organizations where tasks dedicated to running the company itself take place. The term comes from the building layout of early companies where the front office would contain the sales and other customer facing staff and the back office would be those manufacturing or developing the products or involved in administration but without being seen by customers. Although the operations of a back office are usually not given a lot of consideration, they are a major contributor to a business. Examples of back-office tasks include IT departments that keep the phones and computers running, accounting, and human resources. These tasks are often supported by back-office systems; secure e-commerce software that processes company information (e.g. a database). A back-office system will keep a record of the company’s transactions as needed. Invoices, receipts, and reports can also be produced by the back-office system.

BUDGETS AND EXTERNAL REPORTING

Works collaboratively with the University community to promote stewardship of University resources by coordinating, compiling, and administering the annual Operating Budget in accordance with established guidelines, developing useful, timely, and accurate reports; and serving as a liaison with external and oversight entities such as BOR, OPB, OASRAP, and Legislative offices for periodic and ad-hoc financial and managerial reporting. Provides periodic analysis and reporting to management comparing budget-to-actual operating results. Manages the position control system that is used to track the number of authorized positions, as well as funding resources and budgeted amounts for each position.

FINANCIAL SERVICES

Responsible for System-wide financial management and assistance. This includes cash forecasting and investment management, administration of Banner Finance systems for accounting, disbursements, and payroll, Preparation of the System’s consolidated financial statements for inclusion in the Statewide CAFR, disbursement and receipt of all funds; calculation and negotiation of indirect cost rates; maintenance of plant fund and debt service accounts; grants and contracts accounting; students’ accounts and travel accounting, fixed asset
accounting, payroll processing, benefits accounting and tax reporting, and the processing of vendor payments.

**FINANCIAL POLICY AND CONTROL**

Responsible for the establishment, monitoring, maintenance, and distribution of accounting policies and procedures in accordance with generally accepted accounting (GAAP). This office also is responsible for establishing, monitoring, revising, and distributing procedures and standards related to access and utilization of the Banner Finance application and the System-wide unified chart of accounts, including the following functions: Banner and Date Warehouse Access Control; Development and Maintenance of System-wide Business Systems Plan; Long-range Planning for Business systems; Coordination of Testing for New Releases and Modifications; Coordination and Coordination of Training for banner Finance system users. Banner FIS training for all Financial Information System (FIS) users across the System, providing online resources, group, and individual training.

**AUXILIARY AND BUSINESS SERVICES**

Comprised of a diverse group of service units offering goods and services to the SUS community that is essential to academic and administrative success. Negotiates and manages University contracts with outside vendors providing campus products and services. By providing convenient, user friendly, customer driven and cost-effective goods and services, these units support the SUS efforts to fulfill its educational mission and to provide a comfortable community atmosphere for students, faculty, staff, and visitors to enjoy. Auxiliary and Business Services units include dining and catering, bookstore operations, vending and retail services, One card services and applications, ATM Services, laundry services, copier and document management services.

**PROCUREMENT SERVICES**

Responsible for the purchase of supplies, materials, equipment, and commercial services from outside vendors for all SUS departments. With a strong commitment to customer service, developments and fosters excellent working relationships with all departments, vendors, and state procurement. Responsible for soliciting, negotiating, and managing System-wide and cooperative contracts; and providing technical assistance to faculty, staff and other constituents regarding purchasing matters. Works collaboratively with receiving, central stores, and property management and accounts payable to ensure that all transactions are held to the highest possible professional, and legal, and ethical standards, abiding by the laws of the state and SUS procedures and policy.
**Facilities Planning**

Manages major construction, capital projects, bids, and contractors. Tracks and prioritizes deferred maintenance projects, advocates for legislative funding for system facilities, coordinates efforts with other state and federal agencies such as FEMA and GOHSEP, and addresses System-wide capital construction initiatives. Work closely with Procurement Services, facilities management, and finance departments to coordinate capital projects.

**Foundation Accounting**

Oversight and supervision of foundation systems for accounting, receipts, disbursements and interim financial reports. Preparation of the annual SUSF financial statement for inclusion in the SUS AFR.
EXTERNAL AFFAIRS TRANSFORMATION COMMITTEE ASSESSMENT AND RECOMMENDATIONS
(COMMUNICATIONS, ALUMNI AND CONSTITUENCY RELATIONS, TRADEMARKS AND INSTITUTIONAL ADVANCEMENT)

GOALS

1. Assess the need for a comprehensive public relations and marketing strategy that promotes the mission and value of Southern University.

2. Assess the capacity for effective institutional advancement by constituents and stakeholders that promotes alumni engagement, annual fundraising capacity, and financial transparency.

3. Analyze and identify trademark and licensing strategies that protects the University’s image, brand and revenue generating opportunities.

*This assessment was conducted utilizing the SWOT analysis with operational and focus groups.

KEY FINDINGS

1. There is a limited emphasis on electronic media and professional photography support System-wide. Failure to provide proper audio/visual and photography support limits the effectiveness of communications efforts.

2. The lack of communications between the campuses diminishes the opportunity for collaborative media support.

3. Failure to encourage external media relationships limits the opportunity to strengthen media credibility and support.

4. Marketing expertise for strategic planning of System-wide media relations campaign does not exist.

5. There is no strategy to increase unrestricted giving.

6. There is a limited electronic alumni database.

7. Membership into the System’s Alumni Federation should be established prior to graduation.

8. A perceived lack of financial transparency creates a culture of cynicism and non-support for unrestricted giving.

9. There is no System-wide strategic plan for major gifts and corporate giving.

10. There is an inconsistent use of the University’s trademarks. This failure limits the opportunity to protect the System’s reputation, name and image. Failure to communicate a plan to protect the University’s trademarks from unauthorized use diminishes branding opportunities.
RECOMMENDATIONS

1. Establish a System-wide communications and media committee to develop a comprehensive communications and public relations plan. This System-wide committee must meet regularly in person or via telephone conference to monitor, discuss, and track public relations objectives.

2. Invest in an extensive and current alumni database for communications and implementation of programs that strategically engage alumni in strengthening programs which provide tangible benefits to alumni and current students.

3. Immediately plan a campaign for unrestricted giving; tighten protocols for accountability and transparency of donor files.

4. Develop a comprehensive Trademark and Licensing website that communicates policies, procedures, and resources for effective utilization of branding opportunities.

5. Create a System-wide governmental relations committee to provide recommendations, oversight, and support for campus-based capital outlay requests.
These financial projections include revenue from the EOServe partnership. The EOServe revenue projections are based on the information in Appendix A1. A1 shows projected revenue for one course beginning January 12, 2013. The System revenue projections assume one program start in January, and another two starting in August.
APPENDIX B

PLANNING INPUT PROCESS

Over a year ago discussions began with Chancellors about creating System-wide operational efficiencies. Agreement was reached and the Board approved the establishment of a System level office of Human Resources. The office began operations in September, 2012.

In April, 2012, a Financial Summit was convened on the Baton Rouge Campus to discuss options for financial survival. Attendees included the President, the President’s Cabinet, Chancellors, and Vice Chancellors from the five campuses.

In June, 2012, the President, Chief of Staff, and the Vice President for Business and Finance met with the Chancellors and their Chief Financial Officers on the New Orleans Campus to discuss options to address our financial challenges.

At the Board of Supervisors’ meeting in June, 2012, Dr. Mason provided a document titled “Things to Consider when Deciding Southern’s Future.” and informed of a series of upcoming statewide meetings to seek input from the Southern University family relative to the document.

In July, 2012, the President sent a letter and the document, “Keys to the Future of the Southern System,” to alumni. A portal was set up for responses.

During the period July 20 - 25, 2012, Dr. Mason and his team (later appointed as the Transformation Committee) conducted town hall meetings in Lafayette, Alexandria, Shreveport, Monroe, New Orleans, Baton Rouge, and Franklinton, LA to solicit input from alumni and other supporters.

On July 31, 2012, the President announced the formation of a Transformation Committee, which would be responsible for research, planning, and recommendations necessary to create System-wide operational efficiencies.

On August 8, 2012, Dr. Mason met with the Chancellors to discuss the Transformation process, pledged transparency, and invited their full participation.

The Transformation Committee met weekly (Board Member Hendricks participated in most of these meetings.) The following meetings were held with employees to get information about their job duties, processes, and input on how to improve performance levels:

On September 19, 2012, IT, Enrollment Services, and External Affairs Transformation Committee members met with SUNO employees in each of these functional areas.
On September 24, 2012, a similar meeting was held with SUBR, SULC, and Ag Center employees.

On September 24, 2012 the Finance Transformation Committee member met with SUNO employees.

On October 2, 2012, the Transformation Committee members met with the SUSLA employees in the four functional areas.

Focus Group sessions were conducted separately with faculty, staff and students on the three campuses. A S.W.O.T. analysis was used to capture their opinions:

October 2, 2012 at Shreveport
October 4, 2012 at Baton Rouge
October 8, 2012 at New Orleans

On October 12, 2012, the Transformation Committee’s draft report was sent to the Chancellors, and the Board of Supervisors’ Reformation and Renewal Ad Hoc Committee for review/input.
APPENDIX C

TRANSFORMATION COMMITTEE MEMBERS

Evola C. Bates
Chief of Staff, Committee Chairperson

Kevin Appleton
Vice President for Finance & Business

Michelle Hill
Director of Admissions & Recruitment

Tony Moore
Vice President for Information Management

Byron C. Williams
Executive Counsel

Willie Hendricks
Board Liaison

Henry Tillman
Director of Publications
Communications Support
APPENDIX D

Addendum to Transformation Committee Report—“Securing the Future of Southern University”

Comments and input from the Board’s Ad Hoc Reform and Renewal Committee during meeting held on Thursday, October 18, 2012:

The Reform and Renewal Committee, Chaired by Hon. Willie Hendricks, discussed the Transformation Committee Report in great detail. Much of the attention was focused on the ability to achieve the revenue targets, particularly the online program revenue. There was broad consensus that the Transformation recommendations should be approved by the full board.

In addition, the Reform and Renewal Committee focused on the following language in the Legislative Auditor’s Report dated April 18, 2012:

“Southern University’s IT management has been decentralized where control remains at the individual campus level. Each campus is responsible for establishing most of its own IT policies and procedures.”

“A decentralized IT management structure increases the risk that System-wide IT priorities may not be adequately set, which will likely result in inefficient and ineffective operations. However, a centralized IT management approach allows for consistent IT governance, ensures that IT-related decisions are made in line with System strategies and objectives, provides effective oversight of IT-related processes, and enhances compliance with legal and regulatory requirements.”

“We noted that IT governance requires more centralization, more authority exerted by the System. We think the same is true for financial reporting. We have had a situation at Southern where each college is responsible for submitting their own financial reports and information. What we would like to see is that the System exercises the authority to make that (financial) system uniform, and provide more oversight in the timely preparation of that information.”

Comments and input from the Chancellors during meeting held on Thursday, October 18, 2012:

The Chancellors’ primary concern was the loss of control over the affected areas of their operations. Concerns were also expressed about past centralized structures that did not function well. Much of the discussion focused on the recent reorganization of IT on the Baton Rouge campus, and why a second restructuring is necessary. Mr. Moore explained that the SUBR reorganization began almost two years ago, and significant progress has been made, it was always seen as a step in the process of IT centralization. The restructuring proposed here will expand the work done on the Baton Rouge campus to the other campuses, where we will realize System-wide efficiencies and cost savings.