



# SOUTHERN UNIVERSITY SYSTEM BOARD OF SUPERVISORS

## MEETING



9 a.m.

Friday, November 23, 2018

Strand 12 Meeting Room  
2nd Floor, Hyatt Regency  
601 Loyola Avenue  
New Orleans, Louisiana

# **SOUTHERN UNIVERSITY BOARD OF SUPERVISORS MEETING**

## **Committee of the Whole**

**Friday, November 23, 2018**

**9 a.m.**

**Hyatt Regency**

**601 Loyola Avenue- New Orleans, Louisiana**

### **AGENDA**

1. Call to Order and Invocation
2. Roll Call
3. Adoption of the Agenda
4. Public Comments
5. Above and Beyond Award
6. Special Presentation(s)
  - A. Advanced BioMedics
  - B. Dr. Kim Hunter Reed, Commissioner of Higher Education, LA Board of Regents
  - C. Dr. Rani Whitfield and Atty. Edmond Jordan, LA State Representative District 29
  - D. Dr. Dawn Mellion-Patin, 2018 George Washington Carver Distinguished Service Award Iowa State University, College of Agriculture and Life Sciences
  - E. Presentation of Scholarship in Memory of Marquita Christy
  - F. Presentation by Mr. D. L. Wallace of the Success Training Institute, Dallas, Texas
  - G. Board Chair Ann A. Smith and Vice Chair Donald Ray Henry
7. Election of Board Officers for 2018
  - A. Chairman
  - B. Vice Chairman
8. Action Items
  - A. Approval of Minutes of the October 26, 2018, regular meeting of the Board of Supervisors
  - B. Approval of Minutes of the November 8, 2018 special meeting of the Board of Supervisors
  - C. Request Approval of Certification of SUBR Candidates for Graduation (Fall 2018)
  - D. Request Approval of Certification of SULC Candidates for Graduation (Fall 2018)
  - E. Request Approval of Memorandum of Understanding (MOU) Between the Southern University System (SUS) and the Bernhard Group for Energy Conservation
  - F. Request Approval of Cooperative Endeavor Agreement SUNO and LCMC Health Clinical Services, LLC D/B/A NOLA Physicians Group
  - G. Request Approval of the SU System Strategic Plan

H. Request Approval of Personnel Action on positions equal to or greater than \$60,000

Name	Position/Campus	Salary
1. Dawn Harris	Director of Human Resources (SUBR) (New Appointment)	\$ 90,000.00
2. Stephen Findley	Director of Facilities & Risk Management (SUSLA) (New Appointment)	\$ 63,000.00
3. Tiffany Freeman	Director of Student Life (SUBR) (New Appointment)	\$ 62,000.00
4. Leslie McClellon	Special Assistant to the Chancellor for Economic Development (SUSLA) (title change only)	\$ 84,048.00
5. Kerri Landry Thomas	Title IX Coordinator/Director of Career Services (SULC) (New Appointment)	\$ 90,000.00
6. Tavares Walker	System Director of Compliance and Ethics and Associate General Counsel (SUS) (new appointment)	\$105,000.00

I. Leave Requests

1. Sharon Williams Chriss, medical leave
2. Stanley Halpin, medical leave
3. Russell Jones, sabbatical Leave

J. Resolutions

9. Informational Items

- A. Priority Projects Updates, SUS
- B. Interim Financial Report as of October 31, 2018
- C. System President's Report
- D. Campus Reports

10. Other Business

11. Adjournment

Minutes  
October 26, 2018  
Regular Board Meeting

**Southern University and A&M College System**  
**BOARD OF SUPERVISORS MEETING**  
2<sup>nd</sup> Floor, J.S. Clark Administration Building  
Baton Rouge, LA  
**9:00 a.m.**  
**Friday, October 26, 2018**

The meeting of the Southern University Board of Supervisors was called to order by Board Chair Mrs. Ann A. Smith. The invocation was given by Rev. Kenneth York pastor of the Faith A.M.E. Zion Church of Baker, LA.

**PRESENT**

Mrs. Ann A. Smith, Rev. Donald R. Henry, Mr. John Barthelemy, Dr. Leroy Davis, Mr. Raymond Fondel, Dr. Curman Gaines, Rev. Joe R. Gant, Mr. Richard Hilliard, Ms. Xavieria Jeffers, Atty. Patrick Magee, Atty. Domoine Rutledge, Mr. Mike Small, Dr. Leon R. Tarver II, and Dr. Rani Whitfield

**ABSENT**

Atty. Tony Clayton and Rev. Samuel Tolbert

**UNIVERSITY PERSONNEL ATTENDING**

System President Ray Belton, Chief of Staff Katara Williams, Executive Vice President/Executive Vice Chancellor James Ammons, Vice President for Finance and Business Affairs Flandus McClinton, Vice President for Strategic Planning, Policy and Institutional Effectiveness Vladimir Appeaning, Vice President for External Affairs Robyn Merrick, Dr. David Adegboye, (SUNO), Dr. Bobby Phills (SUAREC), Dr. Rodney Ellis (SUSLA), and Atty. John Pierre (SULC).

**BOARD COUNSEL**

Attys. Winston DeCuir, Jr., and Deidre Robert

**ACADEMIC AFFAIRS COMMITTEE**

Friday, October 26, 2018  
Southern University Board of Supervisors' Meeting  
2<sup>nd</sup> Floor, J.S. Clark Administration Building  
Baton Rouge, LA  
Minutes

Board Chair Mrs. Ann A. Smith announced the convening of the Academic Affairs Committee. Academic Affairs Committee Chair Dr. Curman Gaines called the committee meeting to order.

**Present:** Dr. Curman Gaines, Mr. John Barthelemy, Rev. Joe R. Gant, Dr. Leon R. Tarver, Dr. Leroy Davis, Ms. Xavieria Jeffers, and Mrs. Ann A. Smith

**Absent:** Atty. Tony Clayton

**AGENDA ITEM 3: ADOPTION OF THE AGENDA**

Upon the motion by Rev. Joe Gant and seconded by Dr. Leon R. Tarver the agenda was recommended for adoption.

Motion passed

**AGENDA ITEMS 4: PUBLIC COMMENTS**

NONE

**AGENDA ITEM 5: ACTION ITEMS**

**A. Request to Establish a Tuition-Fee Discount Policy for Law Students over 55 and who are Louisiana Residents**

Chancellor John Pierre stated that the law center experienced an influx of students over 55 and because of a provision in LA Title 17 of the LRS (Louisiana Revised Statutes) regarding benefits to persons over the age of 55 the policy is being presented. The cost of attendance is \$3,000 per semester for students in that category. He stated that there would be a \$15-\$18K loss in revenue. As it relates to enrollment, for many students the out of state fees are doubled the in- state fee. The SU Law Center is competitive because it has the authority to offer waivers and partial waivers to out of state students. It is also competitive because it practices wholistic admissions.

Board member Xavieria Jeffers questioned who would assume the loss in revenue. Chancellor Pierre stated that the Law Center would be responsible for the loss in revenue.

Upon the motion by Dr. Leon R. Tarver II and seconded by Dr. Leroy Davis the tuition discount policy for law students over the age of 55 was recommended for approval.

Motion passed.

#### **AGENDA ITEM 6: INFORMATIONAL ITEMS**

##### **B. Dual Enrollment**

Dr. Belton stated that dual enrollment is a priority and invited each Chancellor to provide an update on their efforts to increase dual enrollment at their respective campuses.

SUNO Chancellor Lisa Mims-Devezin stated that 189 students are enrolled in dual enrollment and hired a dual enrollment coordinator who works actively with principals at the high schools. Also, SUNO will hire a retention counselor for dual enrollment students who will work with guidance counselors at the high schools to ensure that students receive the support services that they need.

SUSLA Chancellor Ellis stated that dual enrollment is 558 students which is a decrease from previous years. Changes made include moving the dual enrollment department from academic affairs to the division of student affairs because of the synergy that exists. He stated that since student affairs is responsible for recruiting the goal is to align dual enrollment with student affairs.

SUBR – Dr. Ammons thanked Dr. Gaines for ensuring that dual enrollment is a priority and encouraging the University to focus on dual enrollment because it is a high priority for the state of Louisiana. SUBR has 188 students participating in dual enrollment for the Fall 2018 semester with 12 high schools participating. Efforts to increase dual enrollment at SUBR include hiring a dual enrollment counselor in the Spring 2018. Rev. Gant had a concern that the students participating in dual enrollment are not becoming students at SU System campuses.

Dr. Gaines would like to establish a timeline on progress reports to the Board and encouraged Dr. Ammons to continue his efforts in dual enrollment.

#### **AGENDA ITEM 8: OTHER BUSINESS**

NONE

#### **AGENDA ITEM 9: ADJOURNMENT**

Upon the motion by Rev. Joe R. Gant and seconded by Dr. Leroy Davis the Academic Affairs Committee adjourned.

Motion passed

**FACILITIES AND PROPERTY COMMITTEE**

*(Following the Academic Affairs Committee)*

Friday, October 26, 2018

Southern University Board of Supervisors' Meeting

2<sup>nd</sup> Floor, J.S. Clark Administration Building

Baton Rouge, LA

**Minutes**

The Facilities and Property Committee was called order by Committee Chair Rev. Donald R. Henry.

**Present:** Dr. Rani Whitfield, Rev. Donald R. Henry, Dr. Leroy Davis, Mr. Raymond Fondel, Jr., Mr. Richard Hilliard, Dr. Leon R. Tarver II, and Mrs. Ann A. Smith

**AGENDA ITEM 3: ADOPTION OF THE AGENDA**

Upon the motion by Mr. Raymond Fondel and seconded by Mr. Richard Hilliard the agenda was recommended for adoption.

Motion passed.

**AGENDA ITEM 4: PUBLIC COMMENTS**

NONE

**AGENDA ITEM 5: INFORMATIONAL ITEM(S)**

**A. Priority Project Updates (per campus)**

Mr. Eli Guillory, System Facilities Planning Director updated Board members on the status of projects at each campus. A written report was included in the meeting packet. Several items were added including the repairs to the road near the dormitories. He stated that the University received bids in the amount of \$150,000.00. He is working with Mr. Kestee Weir and Title III Director Huey Lawson to fund the project. Because of the irregular weather patterns, clearing the ravines and bluff area has been stalled. Mr. Guillory stated that the campus received funding for renovations to the roof and some interior repairs at the SU Laboratory School. The SU Lab School locker room and parking lot also will be addressed. Progress continues on deferred maintenance projects.

Rev. Gant commended Mr. Guillory for his work and responsiveness. Board Member Fondel inquired about the various security gates that are broken on the Baton Rouge campus. Mr. Guillory stated that the gates failed at certain weld connections and a structural engineer will be involved in repairing the gates. Board member Fondel requested an update at the next Board meeting on the access gate at Swan Street.

Board Chair Ann Smith also commended Mr. Guillory and asked Dr. Belton to work with SUNO Chancellor Lisa Mims-Devezin to arrange a campus visit for members of the Board during the November meeting.

Board member Rutledge spoke about the concentration nationally on wild spaces that are student centered. He explained that the literature has many examples of Universities that are investing in student unions, book stores and eating spaces and combining them for student use. The concept is used to attract students. He added that many of these spaces are funded by public-private partnerships. Board member Rutledge challenged the SU System administration to begin exploring partnerships to create wild spaces especially at the Baton Rouge campus to enhance the student experience.

#### **AGENDA ITEM 6: OTHER BUSINESS**

NONE

#### **AGENDA ITEM 7: ADJOURNMENT**

Upon the motion by Dr. Leroy Davis seconded by Mr. Raymond Fondel the Facilities and Property Committee adjourned.

Motion passed.

**FINANCE COMMITTEE**  
*(Following the Facilities and Property Committee)*  
Friday, October 26, 2018  
Southern University Board of Supervisors' Meeting  
2<sup>nd</sup> Floor, J.S. Clark Administration Building  
Baton Rouge, LA  
**Minutes**

The Finance Committee was called order by Committee Chair Atty. Domoine Rutledge.

**Present:** Att. Domoine Rutledge, Rev. Donald R. Henry, Richard Hilliard, Atty. Tony Clayton, Rev. Joe Gant, Dr. Leon Tarver and Ann Smith

**Absent:** Atty. Tony Clayton

**AGENDA ITEM 3: ADOPTION OF THE AGENDA**

Upon the motion by Rev. Donald R. Henry seconded by Dr. Leon R. Tarver II the agenda was adopted.

Motion passed

**AGENDA ITEM 4: PUBLIC COMMENTS**

NONE

**AGENDA ITEM 5: ACTION ITEM (S)**

**A. Request Approval of the SUS Financial Management Plans**

- 1. Southern University and A&M College at Baton Rouge (SUBR)**
- 2. Southern University at New Orleans (SUNO)**
- 3. Southern University at Shreveport (SUSLA)**
- 4. Southern University Agricultural Research and Extension Center (SUAREC)**
- 5. Southern University Law Center (SULC)**

Committee Chair Domoine Rutledge stated that the financial management plans do not augment the budget adopted in August. The documents presented are done so in response to the Board's request from each campus to provide areas where savings can be realized. Vice President Flandus McClinton provided a schedule for each campus and the amount of money that will be saved over a period of three years. The intent is to review in December and June to determine projected savings and ultimately to determine how the savings that are realized will be redirected. Many of the campuses have plans to support the Academy and Enrollment Management.

Upon the motion by Dr. Leon R. Tarver II and second by Rev. Gant that the financial management plans would be presented for consideration during the October meeting.

Motion passed

**B. Request Approval for FY 19-20 Budget Requests**

1. Southern University and A&M College at Baton Rouge (SUBR)
2. Southern University at New Orleans (SUNO)
3. Southern University at Shreveport (SUSLA)
4. Southern University Agricultural Research and Extension Center (SUAREC)
5. Southern University Law Center (SULC)

Budget request to the Board of Regents, operational and expanded need request, continuation, sunset review budget request and workforce development request. It is a wish list that is submitted to the state to show where the funds would be appropriated if they were available.

Upon the motion by Rev. Donald Henry and seconded by Mr. Richard Hilliard the budget request was recommended for approval.

Motion passed.

**C. Request Approval to Increase Student Identification Fee (SUBR)**

Committee Chair Domoine Rutledge stated that the students are currently charged \$5.00 for fall and spring \$2.50 for the summer. The office that manages the student identification cards would like to increase the fee to \$15 for Fall and Spring and increase the fees in summer to \$7.50. The office has been operating with a budget shortfall. Committee Chair Rutledge invited student Board member to discuss the matter. Committee Chair Rutledge invited Student Board Member Xaveria Jeffers to give comments on the request. She asked what other revenue sources are available and where did the University find funds to supplement the budget previously. Vice Chancellor for Finance Ben Pugh was called forward to explain how the office has been sustained previously. He advised that the office had generated enough funds to cover any deficits until recently when technological upgrades were made to the operation. He explained that there is \$75,000 in maintenance fees. Bartholomew asked if the equipment services any other areas. Dr. Belton stated that the cards also provides a service for students to use in the dining hall and in the student union and other places on campus. System Vice President Flandus McClinton stated that student attendance can be tracked at games. Fondel requested a list of fees for students at the SUBR campus and when they expire. Dr. Davis stated that maybe the card should have a different name so that is indicative of the functions.

Upon the motion by Dr. Leon R. Tarver II and seconded by Mr. Richard Hilliard the fee increase for student identification cards was recommended for approval.

Motion passed.

**AGENDA ITEM 6: INFORMATION ITEM (s)**

**A. Interim Financial Report**

Mr. McClinton provided the Interim Financial Report as of September 30, 2018 and fall semester revenue. For the campuses with fees SUBR campus exceeded budget, SU Law Centers exceeded the budget; SUNO was less than the budget by \$800,000 and SUSLA was less than the budget by \$200,000. He cautioned CFOs at Shreveport and SUNO to look at the budget for the Spring semester to increase revenue or reduce expenditures. He advised CFOs to plan ahead and make adjustments and take precautions in order to have a balanced budget.

**AGENDA ITEM 7: OTHER BUSINESS**

NONE

**AGENDA ITEM 8: ADJOURNMENT**

Upon the motion by Rev. Joe Gant and seconded by Dr. Leon Tarver the Finance Committee was adjourned.

**GOVERNANCE COMMITTEE**  
*(Following the Facilities and Property Committee)*  
Friday, October 26, 2018  
Southern University Board of Supervisors' Meeting  
2<sup>nd</sup> Floor, J.S. Clark Administration Building  
Baton Rouge, LA

**Minutes**

The Governance Committee was called to order by Committee Chair Dr. Leroy Davis

**Present:** Mr. John L. Barthelemy, Dr. Leroy Davis, Rev. Joe R. Gant, Jr., Rev. Donald R. Henry, Ms. Xavieria Jeffers, Mr. Mike Small, and Mrs. Ann Smith

**Absent:** Rev. Samuel C. Tolbert

**AGENDA ITEM 3: ADOPTION OF THE AGENDA**

Upon the motion by Rev. Joe R. Gant, Jr. and seconded by Ms. Xavieria Jeffers the agenda was recommended for adoption.

Motion passed

**AGENDA ITEM 4: PUBLIC COMMENTS**

NONE

**AGENDA ITEM 5: ACTION ITEM (S)**

**A. Request Approval of Substantive Change Policy (SUBR)**

President-Chancellor Belton stated that the Principles of Accreditation prescribes that the University establish a policy that provides procedures that conforms to its standards for substantive changes. The policy indicates that the University is aware of its responsibility to report any substantive changes to the Southern Association of Colleges Commission on Colleges.

Upon the motion by Mr. John Barthelemy and seconded by Ms. Xavieria Jeffers the substantive change policy was recommended for approval.

Motion passed

**B. Request Approval of Change of Major Policy (SUSLA)**

Chancellor Richard Ellis explained that the proposed policy limits when and how often students change their majors and puts parameters in so that students seek advisement prior to making the change.

Upon the motion by Rev. Donald R. Henry and seconded by Mrs. Ann Smith the substantive change policy for the Shreveport campus was recommended for adoption.

Motion passed

#### **AGENDA ITEM 6: INFORMATIONAL ITEMS(S)**

##### **A. Officers and Personnel of the Board**

System Vice President Vladimir Appeaning presented scenarios to the Board as it relates to the election of officers. A summary of the proposals was distributed to each Board member. He explained that instead of having the election of a chair and vice chair, the proposal is to elect a chair-elect who assumes the chair position after 1 year. The proposal also outlined a 2-year scenario for the chair-elect. The model is used nationally, regionally, and locally. He presented comparisons of the UL System and LCTCS system. He said that the benefit of the model is that there is continuity and a seamless transition.

Dr. Leon R. Tarver, II questioned the attorney about making changes to by-laws. Before a change can be adopted, Atty. DeCuir stated that the Board must receive a 10-day notice prior to any changes are made to by-laws.

Rev. Gant stated that if the Board adopts the 2-year plan for chair-elect. Then the chair would be selected for 4 years.

Dr. Tarver asked that a brief synopsis of each system that was referenced in the presentation be provided to members of the Board.

##### **B. Proposed Amendment of Board Regulations Regarding Consideration of Employee Appeals**

Information that was presented in March a proposed amendment to the termination clause of the by-laws. A redline version of the proposed changes was distributed to members of the Board. For an at-will employee, the appeal would end at the President. Employees will have all other employment rights. Atty. DeCuir stated that the University has a grievance process that is available to employees. Dr. Davis asked for a list of positions that will be impacted by the change.

#### **AGENDA ITEM 7: OTHER BUSINESS**

NONE

#### **AGENDA ITEM 7: ADJOURNMENT**

Upon the motion by Rev. Gant and seconded by Dr. Davis the Governance Committee adjourned.

Motion passed.

**INTERNAL AFFAIRS COMMITTEE**  
*(Following the Governance Committee)*  
Friday, October 26, 2018  
Southern University Board of Supervisors' Meeting  
2<sup>nd</sup> Floor, J.S. Clark Administration Building  
Baton Rouge, LA

**Minutes**

The Internal Affairs Committee was called to order by Committee Chair Mike Small

**Present:** Dr. Leon R. Tarver II, Mr. John L. Barthelemy, Rev. Joe R. Gant, Jr., Dr. Curman L. Gaines, and Mrs. Ann A. Smith

**Absent:** Atty. Tony Clayton

**AGENDA ITEM 3: ADOPTION OF THE AGENDA**

Upon the motion by Rev. Joe Gant and seconded by Mr. John Barthelemy the agenda was recommended for adoption.

**AGENDA ITEM 4: PUBLIC COMMENTS**

NONE

**AGENDA ITEM 5: ACTION ITEM(S)**

**A. Request Approval of the Annual Risk Assessment and Audit Plan (SUS)**

**B. Request Approval of the Internal Audit Charter (SUS)**

Executive Internal Auditor Brian Adams provided hard copies of the annual risk assessment and audit plan and the internal audit charter to members of the Board. In response to a question from Board Chair Ann Smith concerning checks and balances, Mr. Adams summarized the materials that were presented.

Atty. Rutledge questioned the reporting structure that was included in the documents and reiterated that the structure would not change. The President and the Board Chair will have oversight of the internal audit department.

Upon the motion by Rev. Joe R. Gant, Jr. and seconded by Dr. Leon R. Tarver II the action items A and B were recommended for approval in globo.

**AGENDA ITEM 6: OTHER BUSINESS**

NONE

**AGENDA ITEM 7: ADJOURNMENT**

Upon the motion by Rev. Gant and seconded by Dr. Curman Gaines the Governance Committee adjourned.

Motion passed.

**PERSONNEL AFFAIRS COMMITTEE**

*(Following the Governance Committee)*

Friday, October 26, 2018

Southern University Board of Supervisors' Meeting

2<sup>nd</sup> Floor, J.S. Clark Administration Building

Baton Rouge, LA

**Minutes**

The Personnel Affairs Committee was called to order by Committee Chair Atty. Patrick Magee

**Present:** Atty. Patrick Magee, Dr. Curman Gaines, Rev. Joe R. Gant, Rev. Donald R. Henry, Dr. Leon R. Tarver II, and Mrs. Ann A. Smith

**Absent:** Atty. Tony Clayton

**AGENDA ITEM 3: ADOPTION OF THE AGENDA**

Upon the motion by Rev. Joe Gant and seconded by Dr. Leon R. Tarver II the agenda was recommended for adoption.

**AGENDA ITEM 4: PUBLIC COMMENTS**

Sheila Swift, President of the SUSLA Faculty Senate and SUSLA Faculty Senate Vice President Latanya Brittantine spoke about personnel action item **5 A 6**. Faculty members are concerned that there is a proposed hiring freeze for faculty and has concerns about the title change for item **5 A 6**.

**AGENDA ITEM 5: ACTION ITEMS**

**A. Request Approval of Personnel Action on Positions greater than \$60,000**

Name	Position/Campus	Salary
1. John Barrileaux	Assistant Professor Tenure-Track (SUNO) (12-month to 9-month)	\$ 70,000.00
2. Kelly Carmena	Clinical Assistant Professor/Supervisor of the Criminal Law Clinic (12-month stipend of \$30K via grant renewal)	\$91,880.00
3. Laura Douresseaux	Assistant Professor Tenure-Track (SUNO) (12-month to 9-month)	\$ 70,000.00
4. Yun Doo Lee	Assistant Professor of Business Administration (SUNO) (new appointment)	\$78,000.00
5. Dawn Mitchell Harris	Director of Human Resources (SUBR) (new appointment)	\$90,000.00
6. Leslie McClellon	Special Assistant to the Chancellor for Economic Development (SUSLA) (title change only)	\$84,048.00
7. Jason Ordogne	Senior Banner Systems Analyst (SUBR) (new appointment)	\$75,000.00
8. Yolander Smith	Project Manager (DXC) (new appointment)	\$108,000.00
9. Kerii Landry Thomas	Title IX Coordinator/Director of Career Services (SULC) (new appointment)	\$90,000.00
10. Tavares Walker	Executive Director for Compliance and Ethics (SUS) (new appointment)	\$105,000.00

Discussion: Board Chair Smith asked for an explanation for Action Item 5A5-Dawn Harris and 5 A 10-Tavares Walker. Dr. Belton stated that the University would like to provide operational guidance for the Baton Rouge land mass. The unit was recently reorganized and much of the work is facilitated manually and the department is a department of transactions but should also provide training and professional development. The Associate VP of HR would provide guidance and shaping, but the director would provide operational guidance on the Baton Rouge land mass. Dr. Tarver asked if the function was being performed currently. Dr. Belton stated that no one is performing that function and it is a new position. HR Vice President Tracie Woods provided information regarding the position. Rev. Gant asked if the position was advertised.

Atty. Woods stated that it was not. He stated that the item should be pulled because the item did not follow policy or procedure. Dr. Tarver stated that there is an exception to the policy if a request is made to waive the

Upon the motion by Rev. Gant and seconded by Dr. Curman Gaines that action item 5A5 is tabled until the November Board meeting.

Motion passed.

Discussion of 5A 10: Dr. Belton stated that there is a structure to address Title IX allegations and complaints and to provide support to the General Counsel. The University has been asked to respond to an inordinate number of Title IX issues. University has gaps in making responses to the allegations and the new appointment will provide the infrastructure that is needed.

Upon the motion by Rev. Gant and seconded by Chair Smith action item 5A10 was tabled until the November meeting.

Motion passed.

Dr. Tarver asked if the position was a new position. Dr. Belton stated that it is a new position. Dr. Tarver also asked if the position was advertised. Dr. Belton stated that it was not advertised.

Dr. Leroy Davis wanted to know if item 5A4 was a previous employee and grew to that \$70,000 salary over time. Chancellor Mims Devezin stated that the salary meets the requirements of the accrediting body AACSB and that the appointment is a replacement for a professor who passed away.

Dr. Davis asked for an explanation about DXC. Dr. Ammons stated that the company has moved part of the operations to NOLA it is one of the largest IT companies in the world. They have partnered with LCTCS to build a workforce for its digital transformation center. 2,000 people will be hired. They have \$25 million invested in the partnership and \$5 million will be given to Southern University System to build the workforce. There are several positions that will be filled. The project director will work at the SUNO and SUBR campuses.

Upon the motion by Board Chair Smith and seconded by Dr. Curman Gaines item 5A 9 Kerri Landry Thomas was recommended to be tabled until the November meeting.

Motion passed

Upon the motion by Rev. Joe R. Gant and seconded by Dr. Leon R. Tarver II Items 5 A 1, 2, 3, 4, 7 and 8 were recommended for approval.

Motion passed.

Upon the motion by Rev. Joe R. Gant Jr. and seconded by Dr. Curman Gaines action item 5A6 was deferred until the November board meeting.

Motion passed.

In presenting personnel actions to members of the Board, Dr. Curman Gaines encouraged administrators to inform Board members about searches being waived

#### **AGENDA ITEM 6: OTHER BUSINESS**

NONE

#### **AGENDA ITEM 7: ADJOURNMENT**

Upon the motion by Rev. Joe Gant and seconded by Dr. Curman Gaines the personnel committee adjourned.

Motion passed.

**SOUTHERN UNIVERSITY BOARD OF SUPERVISORS**

*(Following the Personnel Affairs Committee)*

Friday, October 26, 2018

Southern University Board of Supervisors' Meeting

2<sup>nd</sup> Floor, J.S. Clark Administration Building

Baton Rouge, LA

**Minutes**

The meeting of the Southern University Board of Supervisors was called to order by Board Chair Ann Smith.

**Present:** Mrs. Ann Smith, Rev. Donald R. Henry, Mr. John L. Barthelemy, Dr. Leroy Davis, Mr. Raymond Fondel, Rev. Joe R. Gant, Jr., Dr. Curman Gaines, Mr. Richard Hilliard, Ms. Xaveria Jeffers, Atty. Patrick Magee, Atty. Domoine Rutledge, Dr. Leon R. Tarver II, Mr. Mike Small, Dr. Rani Whitfield

**Absent:** Atty. Tony Clayton and Rev. Samuel Tolbert

**UNIVERSITY PERSONNEL ATTENDING**

System President Ray Belton, Chief of Staff Katara Williams, Executive Vice President/Executive Vice Chancellor James Ammons, Vice President for Finance and Business Affairs Flandus McClinton, Vice President for Strategic Planning, Policy and Institutional Effectiveness Vladimir Appeaning, Vice President for External Affairs Robyn Merrick, Dr. David Adeboye, (SUNO), Dr. Bobby Phillips (SUAREC), Dr. Rodney Ellis (SUSLA), and Atty. John Pierre (SULC).

**BOARD COUNSEL**

Attys. Winston DeCuir, Jr., and Deidre Robert

**AGENDA ITEM 3: PUBLIC COMMENTS**

NONE

**AGENDA ITEM 4: SPECIAL PRESENTATIONS/RECOGNITION**

**A. Above and Beyond Award**

The Above and Beyond award was presented to Mr. Robert Lawrence custodian in facilities services. Mr. Cordell Veal supervisor introduced Mr. Lawrence who has more than 18 years of service on the Baton Rouge campus. He received a plaque and certificate from Board Chair Ann Smith and President-Chancellor Belton.

Additionally, The Above and Beyond award was presented to Ms. Rosa Robbins, administrative assistant in International Affairs and Outreach. She was presented a plaque and certificate from Board

Chair Ann Smith and President-Chancellor Belton. Immediate supervisor Dr. Barbara Carpenter introduced the honoree.

Rev. Donald R. Henry recognized Board Chair Ann Smith and presented the Above and Beyond award to her along with Dr. Ray Belton.

Dr. Leroy Davis announced that Board Chair Smith was inducted into the Kentwood High School Hall of Fame.

**AGENDA ITEM 6: ACTION ITEM (s)**

Upon the motion by Rev. Joe Gant and second by Atty. Patrick Magee items **6A, 6 B, and 6C, 6D, 6E, 6F, 6G** were recommended for approval in globo.

Motion passed

- A. Approval of Minutes- September 21, 2018 Meeting of the Southern University Board of Supervisors**
- B. Approval of Committee Reports and Recommendations**

Upon the motion by Rev. Joe Gant and seconded Atty. Patrick Magee the committee reports of the Academic Affairs Committee, Facilities and Property Committee, Finance Committee, Governance Committee, Internal Audit Committee, and Personnel Affairs Committee were recommended for approval.

Motion passed.

**RESOLVED** by the Board of Supervisors for Southern University, that the actions taken by the Athletics Committee, Governance Committee, and Personnel Affairs Committee be and they are hereby approved.

- 1. Academic Affairs**
  - A. Request Approval Establish a Tuition-Fee Discount Policy for Law Students over 55 and who are Louisiana Residents (SULC)**

**RESOLVED** by the Board of Supervisors for Southern University that the tuition fee discount policy for law students over age 55 and who are Louisiana Residents (SULC) be and it hereby is approved.

- 2. Governance Committee**
  - A. Request Approval of Uniform Policy on Free-Speech (SUS)**

**RESOLVED** by the Board of Supervisors for Southern University, that the Uniform Policy on Free-Speech for the Southern University System (SUS) be and it hereby is approved.

**B. Request Approval of Child Abuse Reporting Policy (SUSLA)**

**RESOLVED** by the Board of Supervisors for Southern University that the Child Abuse Reporting Policy for Southern University Shreveport (SUSLA) be and it hereby is approved.

**3. Personnel Affairs Committee**

**A. Approval of Personnel Actions on positions greater than \$60,000**

1. **RESOLVED** by the Board of Supervisors for Southern University, that the appointment of John Barrileaux as assistant professor tenure track, 9 months (SUNO) at a salary of \$70,000 be and it hereby is approved
2. **RESOLVED** by the Board of Supervisors for Southern University, that the appointment of Laura Douresseaux as Assistant Professor tenure-track, 9-months at Southern University at New Orleans (SUNO) at the salary of \$70,000 be and it hereby is approved
3. **RESOLVED** by the Board of Supervisors for Southern University, that the appointment of Kelly Carmena as Clinical Assistant Professor/Supervisor of the Criminal Law Clinic (12-month stipend of \$30,000 via grant renewal), SULC, at the salary of \$91,880 be and it hereby is approved
4. **RESOLVED** by the Board of Supervisors for Southern University, that the new appointment of Yun Doo Lee as assistant professor of Business Administration Southern University at New Orleans (SUNO) at the salary of \$78,000 be and it hereby is approved.
5. **RESOLVED** by the Board of Supervisors for Southern University, that the appointment of Jason Ordogne as senior banner systems analyst (SUBR) at the salary of \$75,000 be and it hereby is approved.
6. **RESOLVED** by the Board of Supervisors for Southern University, that the new appointment of Yolander Smith as project director at XCorp at the salary of \$108,000 be and it hereby is approved.

**C. Request Approval of Memorandum of Understanding Between the Southern University Law Center and the Chitimacha Tribe of Louisiana (SULC)**

**RESOLVED** by the Board of Supervisors for Southern University that the Memorandum of Understanding between the Southern University Law Center and the Chitimacha Tribe of Louisiana (SULC) be and it is hereby approved.

**D. Request Approval of Memorandum of Understanding between the Southern University Law Center and the Governor's Office of Indian Affairs (SULC)**

**RESOLVED** by the Board of Supervisors for Southern University that the Memorandum of Understanding between the SU Law Center and the Governor's Office of Indian Affairs be and it is hereby approved.

**E. Request Approval of the Memorandum of Understanding between the Southern University Law Center and the Federation of Southern Cooperatives**

**RESOLVED** by the Board of Supervisors for Southern University that the Memorandum of Understanding between the Southern University Law Center and the Federation of Southern Cooperatives be and it is hereby approved.

**F. Request Approval of Proposed Memorandum of Understanding Between the Southern University Law Center and the Federation of Southern Cooperatives (SULC) Request Approval of Memorandum of Understanding between the Southern University System and SU Foundation Enterprise partners for the purpose of developing, operating and managing two programs: (1) the SU Center for Corporate Strategy Solutions (SUCCESS) a Center of Excellence in Cyber Security Training and Certification and; (2) the SU Center for Corporate Strategy Solutions (SUCCESS) a Center of Excellence for Federal Procurement Services (SUS)**

**RESOLVED** by the Board of Supervisors for Southern University that the Memorandum of Understanding between the SU System and the SU Foundation Enterprise Partners for the purpose of developing, operating and managing two programs: (1) the SU Center for Corporate Strategy Solutions (SUCCESS) a Center of Excellence in Cyber Security Training and Certification and; (2) the SU Center for Corporate Strategy Solutions (SUCCESS) a Center of Excellence for Federal Procurement Services be and it is hereby approved.

**G. Request Approval of Grant/Contract with East Baton Rouge Parish Office of the Public Defender (SULC)**

**RESOLVED** by the Board of Supervisors for Southern University that the Grant/Contract with East Baton Rouge Parish Office of the Public Defender for the SU Law Center (SULC) be and it is hereby approved.

## **H. Resolutions**

### Condolences

The Ruth M. Hall Family  
The Wayde K. Sims Family  
The Beverly Powell Family  
The Sheila Finch Family  
The Victor Earl West Family

The Nita Ridley Family  
The Naquail Brooks Family  
The Eddie Hildreth Family  
The Raymond Lockett Family

## **AGENDA ITEM 7: INFOMATIONAL ITEM(S)**

### **A. System President's Report**

Dr. Ray Belton thanked Board members for their support with the action items presented during the meeting. The MOU between the SU System and SU Foundation Enterprise partnership will allow the University to be a center of excellence in Cyber Security. Dr. James Ammons stated that Southern University will be the sole education partner with EXCorp located in Quantico Virginia. Dr. Ammons invited General (retired) James Ballard to speak. Mr. Ballard stated that the partnership will be an opportunity for Southern to work with the Federal Government.

### **B. Campus Reports (All reports were included in the meeting packet)**

**SUNO-** Dr. Lisa Mims-Devezin invited members to the The Bash which is being held later this evening.

**SUSLA-** Chancellor Ellis's announced the coronation of Miss SUSLA on November 1

**SULC-** Chancellor Pierre SULC will host the first in South East Louisiana Tribal Law and Tribal Sovereignty Symposium, thanked Board member Fondel for working with the SU Law Center on voter education initiatives.

**SUBR-**Dr. Ammons thanked the Board for supporting the partnership with ExCorp. He recognized Nicole Preister of Encore Solutions, Incorporated and Rob Stewart, a procurement expert who assisted in developing the MOU.

## **AGENDA ITEM 8: OTHER BUSINESS**

Board member Fondel stressed the importance of students knowing about voting. He invited Vice Chancellor for Student Affairs Kim Scott to provide a synopsis of activities planned for students as it relates to voting. He also announced that Dr. Whitfield participated in an event at the SU Law Center supporting the unanimous jury decision.

Also Rev. Henry acknowledged Louisiana Representative Ken Brass of the 58<sup>th</sup> district.

## **AGENDA ITEM 9: ADJOURNMENT**

Upon the motion by Rev. Joe R. Gant, Jr. and seconded by Atty. Patrick Magee the meeting adjourned.

Motion passed

Minutes  
November 8, 2018  
Special Board Meeting

**Southern University and A&M College System**  
**BOARD OF SUPERVISORS MEETING**  
2<sup>nd</sup> Floor, J.S. Clark Administration Building  
Board of Supervisors Meeting Room  
Baton Rouge, Louisiana  
**9 a.m.**  
**Friday, November 8, 2018**

**Minutes**

The meeting of the Southern University Board of Supervisors was called to order by Board Chair Mrs. Ann A. Smith. The invocation was given by Rev. Roederick White, Pastor of Jesus Christ is Lord Ministries, Baton Rouge, LA.

**PRESENT**

Mrs. Ann A. Smith, Rev. Donald R. Henry, Mr. John Barthelemy, Atty. Tony Clayton, Dr. Leroy Davis, Mr. Raymond Fondel, Dr. Curman Gaines, Rev. Joe R. Gant, Jr., Mr. Richard Hilliard, Atty. Patrick Magee, Atty. Domoine Rutledge, and Dr. Leon R. Tarver II, and Dr. Rani Whitfield

**ABSENT**

Ms. Xavieria Jeffers, Mr. Mike Small, and Rev. Samuel Tolbert

**UNIVERSITY PERSONNEL ATTENDING**

System President Ray Belton, Chief of Staff Katara Williams, Executive Vice President/Executive Vice Chancellor James Ammons, Vice President for Finance and Business Affairs Flandus McClinton, Vice President for Strategic Planning, Policy and Institutional Effectiveness Vladimir Appeaning, Vice President for External Affairs Robyn Merrick, Chancellors Dr. Lisa Mims Devezin (SUNO), Dr. Bobby Phills (SUAREC), Dr. Rodney Ellis (SUSLA), and Atty. John Pierre (SULC).

**BOARD COUNSEL**

Attys. Winston DeCuir, Jr., and Deidre Robert

**AGENDA ITEM 3: ADOPTION OF THE AGENDA**

Upon the motion by Rev. Joe R. Gant and seconded by Dr. Tarver the agenda was recommended for adoption.

Motion passed.

**AGENDA ITEM 4: PUBLIC COMMENTS**

Iam Tucker Chief Operating Officer of Southern Roots spoke about the fact that Advanced Biomedics received the award 3 years ago and has not fulfilled their obligations to the University and the company materially represented who they are. She also said that if Illera healthcare comes in and assume majority ownership of Advanced Biomedics they have circumvented the entire application process that other vendors had to go through. She said that Southern Roots Therapeutics stands ready to work with the University.

Jacob Irving, local attorney who is affiliated with some of the competitive teams for this process, but he stated that he attended the meeting because he has a cerebral palsy and he is disappointed in the process. He said that the delay is disappointing for people who need the medication.

Atty. Clayton asked Board Chair Smith to make a statement. He said that what Advanced Biomedics did to Southern University is a travesty. He said that Mr. Castille should take the money and do something for the students at the University because Advanced Biomedics and their lawyers should be ashamed of themselves. The Board and President joined forces to make sure that Southern University's interests are protected. Commended President Belton and Board Chair Smith for standing up for Southern University. Many rules on contracts was violated by Advanced Biomedics and stated that it is difficult to fight people who have bad intentions from the onset.

Dr. Leroy Davis stated that the Board operated in good faith and with integrity and the Board believed that they were working with a corporation that operated the same way. The Board acted with good intentions to help the students, the University and the community. He said that everything the Board did was forthright and honorable. Critics, should look at the facts, minutes and documentation to observe the actions of the Board because the Board did its due diligence.

Board member Fondel reflected about the passing of his mother who had cancer and the need she had for medicine to make her transition comfortable. Medical marijuana is important for persons who are in their last stages of life. The University has been slowly dragged their feet. It feels as though they misrepresented themselves and they were given three ultimatums. Now someone else is coming in as majority owner. He is uncomfortable and does not feel like he can trust Advanced Biomedics because they have not been truthful up to this point.

Atty. Clayton asked the attorneys if Board members may be assured that the University won't be in litigation again. What protections are in the contract to protect the University? There was no response.

## **AGENDA ITEM 5: ACTION ITEMS**

### **A. Update Regarding SUAREC Medicinal Marijuana Program and Ownership of Advanced Biomedics, LLC.**

Board Chair Smith invited Dr. Belton to introduce the initiative. Dr. Belton stated that the journey began in September 2017 when Advanced Biomedics was selected as the vendor for the University's medical marijuana initiative. He said that the Department of Agriculture and Forestry granted the University permission to grow marijuana for research and development purposes. In mid-October, the University was informed by the former owner of his intent to sell his interest in Advanced Biomedics. President Belton along with University counsel, Board members and administrators worked together to make sure that the initiative moves forward. He stated that instead of focusing on what "was," the focus should now be on what "is." He invited Atty. Winston DeCuir to provide an update regarding the University's medicinal marijuana program and ownership of Advanced Biomedics. Dr. Belton stated that Atty. DeCuir will introduce the new majority owners who now have a 68% interest in Advanced Biomedics.

Dr. Tarver questioned whether the discussion had begun for action item A.

Board Chair Smith announced that each Board member should have an opportunity to voice their opinions because of the very nature of this project.

Atty. Winston DeCuir stated that the majority interest in Advanced Biomedics held by Mr. Carrol Castille has been purchased by Illera Holistic Healthcare. He said that in September 2017 following regulatory delays the University received permission to grow on a research basis in a temporary facility. Advanced Biomedics attended the meeting and for the next 3-4 weeks said that they would begin work on a temporary basis but never did. In mid-October Atty. DeCuir was informed that Mr. Carroll Castille would sell his interest to a Lafayette business man and the sale was supposed to happen by October 19 and the temporary facility would be started soon after. The sale never occurred so the attorneys sent the company a deadline of November 15. Advanced Biomedics reached out to Illera Healthcare. The company offered to pick up where the other group stalled. The representatives are prepared to give its first financial commitment of \$2.15 million and will issue payment every January 1<sup>st</sup>. The company purchased Carroll Castille's 68% interest

They want the Board to adopt a resolution recognizing them as the new majority owner. One amendment to the contract is that if more than 50% of the company is sold then it would require Board approval.

The company also asked if the University would agree to a change in location The company has a purchase agreement for property at 14200 Scenic Highway which is a space adjacent to the University's experiment station and farm.

Atty. DeCuir outlined the changes to the payment schedule. He said there is a \$1 million signing bonus, \$1 million annual fee for 2019 and a \$150,000 contribution to the medicinal plant institute which would go the SU Foundation. Then every January beginning January 1, 2020 the company will make the payment of a minimum of \$1 million or 5% commission whichever is greater.

He invited Dr. Chanda Macias and Mr. Gregory Rochlin, of Illera Healthcare to the podium to introduce themselves. Atty. DeCuir stated that the difference with this company is that it is in the business of cultivating medicinal marijuana and they are not investment bankers or real estate investors. He said the vendor is not changing; Advanced Biomedics has gone through a change in majority ownership.

He stated that the Board must do several things including the approval of the amendments to the services agreement. The changes include a change in the payment schedule, change in the location and a condition that if there is a change in the controlling interest greater than 50%, the Board must approve it.

Tarver asked whether Illera would be required to go through a vetting process. Atty. DeCuir stated that anybody with 5% or more interest must go through 2 vetting processes: a criminal background check and a suitability background check. He informed board members that part of the delay is that the process and the fees for the suitability background check were still being determined by the LA State police.

Dr. Chanda Macias spoke to members of the Board stating that she had been working in the medical marijuana industry for over 5 years and operational for the last 3 years. She has worked with cancer patients and infectious diseases. She is the director of STEM education at Howard University and has brought over \$10

million in grants from federal entities to the University. She has a PhD in cell biology and an MBA in supply chain management. She is active with the minority cannabis business association. She has a dispensary in Washington, D.C. focusing on an ailment string alignment or condition to find methods to treat patients so that they can reap the benefits of the medicine. She spoke about the difficulties of being an African American woman in the industry because there are fewer than 4% of minorities in programs in ownership positions. There are fewer than 26% of women of color that participate in medical cannabis programs. Said that she is a part of the Women Grow organization which helps auxiliary businesses to become a part of the cannabis community. She stated that she looks forward to the opportunity to be a part of the industry.

Dr. Davis where the dispensary is located. She stated that it is in Dupont Circle.

She has worked with the University over the last year in an advisement capacity. She offers internships to students to work in Washington DC and worked with SUNO writing grants.

Atty. Clayton asked if the company has a temporary growth plan and pods to begin growing. Dr. Macias stated that she does have a plan and will operate the Pods on the same site as the permanent facility.

Atty. Magee asked if she had any Louisiana ties. She stated that she is part of the Guillory family and she is the niece of Louis Atkins the postmaster in Baton Rouge.

Fondel asked if she had visited the University previously. She stated that she has worked with SUNO in her capacity as Director of STEM education mentoring students and providing internships.

Board member Whitfield asked about her role in Advanced Biomedics. She explained that she is the person on the ground, watching day-to-day operations and developing the program from the beginning to end.

Dr. Whitfield asked if there were plans in place to educate the community and physicians. She stated that there are plans and she has been at Temple University, Medical University of South Carolina and Howard University conducting symposia to educate physicians on the benefits of medical cannabis. She stated that education is an integral part of their operation.

She spoke about the medical disparities in the African American community as it relates to medical marijuana.

Rev. Henry asked Dr. Macias would sell her interest if approached by another buyer. She stated that she respects the proposed partnership

Mr. Greg Rockland CEO of Illera Healthcare introduced himself and said that he was appreciative of the opportunity. He informed Board members that Illera won the medical marijuana license in Pennsylvania last July and there were 12 licenses awarded and of the 12 only 5 groups were awarded the super license to do cultivation, processing, and dispensing. He stated that he is not a medical professional or attorney; He is a serial entrepreneur. He serves as Chairman of the Board of Sinai Hospital and is a 2-time cancer survivor. He also said that they are confident that the operation can be moved forward

Atty. Clayton questioned the amount of money that was paid to Mr. Castille.

The confidentiality agreement prevents Mr. Rockland from disclosing the amount of money that was spent to purchase the majority ownership.

Upon the motion by Atty. Domoine Rutledge and seconded by Dr. Leroy Davis action items B and C were recommended for approval in globo.

Board member Fondel asked to include an amendment to the motion that includes a statement that if there is controversy or litigation that would delay the program that the University will have the authority to move to the next responsive vendor.

Board member Rutledge stated that there is a dispute resolution process included in the contract that states that there would be some mandatory mediation before any lawsuits could be filed. He also said that Board member Fondel's motion may undermine provisions that are already in the agreement. He asked that the amendment be withdrawn because the current agreement protects the University and any changes or controversy would be brought before the Board anyway. Atty. Rutledge stated that if anyone questions the sincerity of the company, the company is prepared to present certified funds in the amount of \$1.25 million

**B. Consideration of Amendments to Services Agreement with Advanced Biomedics, LLC**

**C. Consideration of Location for Temporary Medicinal Marijuana Cultivation**

Dr. Belton stated that a yes vote would be in favor of Board member Fondel's amendment to the motion.

Upon the motion by Board member Raymond Fondel and seconded by Dr. Rani Whitfield that action items B and C be approved with the condition that if controversy, litigation, or any other matter delays progress that the contract would be voided and the University would move to the next responsive vendor.

**Roll Call:**

Yeas: Clayton, Fondel, Whitfield

Nays: Smith, Henry, Barthelemy, Davis, Gaines, Gant, Magee, Rutledge, Tarver

Motion failed

**Board member Rutledge clarified his motion to include the approval of the resolution and action item A.**

Upon the motion by Atty. Domoine Rutledge and seconded by Dr. Leroy Davis that action items A, B and C be approved in globo.

**Roll Call:**

Yeas: Smith, Henry, Barthelemy, Clayton, Davis, Gaines, Gant, Magee, Rutledge, Small, Tarver, Whitfield

Nays: None

**Abstention:** Fondel

Motion passed.

**AGENDA ITEM 6: OTHER BUSINESS**

Mrs. Smith had several housekeeping items. She thanked Board members for their patience with the process.

**AGENDA ITEM 7: ADJOURNMENT**

Upon the motion by Rev. Joe R. Gant, Jr. and seconded by Dr. Tarver the meeting adjourned.

Motion passed



## SOUTHERN UNIVERSITY LAW CENTER

261 A. A. LENOIR HALL  
POST OFFICE BOX 9294  
BATON ROUGE, LOUISIANA 70813-9294

OFFICE OF THE CHANCELLOR  
(225) 771-2552  
FAX (225) 771-2474

November 7, 2018

Dr. Ray Belton  
President/Chancellor  
Southern University and A&M System  
J. S. Clark Annex  
4<sup>th</sup> Floor  
Baton Rouge, LA 70813

RE: Presentation of Scholarship in honor and memory of Marquita Christy

Dear Dr. Belton:

Approximately one year ago, Ms. Marquita Christy who was on her path to earning a law degree from the Southern University Law Center died unexpectedly and prematurely. The Southern University System Board of Supervisors graciously granted a request to award a degree posthumously to Ms. Christy. Ms. Christy was an outstanding student and leader. Her family was moved by the gracious support of the Law Center and the Board of Supervisors. The family of Ms. Christy has created a foundation in her memory and have contributed \$10,000 to endow a scholarship for a deserving law student.

I respectfully request that the Board allow the family of Ms. Christy to make a brief scholarship presentation at the November 23, 2018 Board of Supervisors meeting in honor of her memory.

If you have any questions, please feel free to contact me.

Sincerely,

  
John K. Pierre  
Chancellor and Vanue B. Lacour  
Endowed Law Professor

# Southern University and A&M College at Baton Rouge

## Resolution

*Whereas*, Fall Commencement Exercises are scheduled for the campus of Southern University and A&M College at Baton Rouge on Friday, December 14, 2018 at 9:30 a. m. in the F. G. Clark Activity Center; and

*Whereas*, there are approximately **459** prospective graduates at Southern University at Baton Rouge, who are to receive Bachelor's degrees, Master's degrees and Ph.D. degrees.

*Now, therefore be it resolved* that the degrees conferred upon the candidates for graduation at the Commencement Exercises at Southern University and A&M College at Baton Rouge submitted by President-Chancellor Ray L. Belton, upon the approval and recommendation of the Faculty, Council of Academic Deans, and appropriate administration be, and they are hereby approved.

*Be it further resolved* that the list of graduates may be supplemented or modified as is necessary to carry out the intent of this resolution.

## Certificate

We, the duly qualified and acting officers of the Board of Supervisors of the Southern University and Agricultural and Mechanical College, do hereby certify that the foregoing is a true and correct copy of a resolution adopted by the Southern University Board of Supervisors as its regular meeting on the 23<sup>rd</sup> day of November, 2018.



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Ray L. Belton, Secretary  
Board of Supervisors, Southern University  
and Agricultural and Mechanical College

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Ann A. Smith, Chair  
Board of Supervisors, Southern University  
and Agricultural and Mechanical College

# Southern University Law Center



## *Resolution*

*Whereas*, Mid-year Hooding and Commencement Exercises are scheduled for the Southern University Law Center on Friday, January 11, 2019 at 6:00 p.m. in the Smith-Brown Memorial Student Union Ballroom.

*Whereas*, there are approximately 32 prospective graduates at the Southern University Law Center who are to receive Juris Doctor Degrees.

*Now, therefore be it resolved*, that the degrees conferred upon the candidates for graduation at the Hooding and Commencement Exercises for the Southern University Law Center submitted by Chancellor John K. Pierre, upon the approval and recommendation of the Faculty and appropriate administration be, and they are hereby approved.

*Be it further resolved*, that the list of graduates may be supplemented or modified as is necessary to carry out the intent of this resolution.

## *Certificate*

We, the duly qualified and acting officers of the Board of Supervisors of the Southern University and Agricultural and Mechanical College, do hereby certify that the foregoing is a true and correct copy of a resolution adopted by the Southern University Board of Supervisors at its regular meeting on the 23<sup>rd</sup> day of November 2018.

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Ray L. Belton, Secretary  
Board of Supervisors, Southern University  
And Agricultural and Mechanical College

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Ann A. Smith, Chair  
Board of Supervisors, Southern University  
And Agricultural and Mechanical College

November 16, 2018

Board of Supervisors  
Southern University and A&M College  
4<sup>th</sup> Floor, J.S. Clark Administration Building  
Baton Rouge, Louisiana 70813

**Re: Cooperative Endeavor Agreement among Southern University and A&M College, Southern University System Foundation and Bernhard Energy, LLC**

Dear Sirs:

This Memorandum of Understanding (this “**MOU**”) describes the terms and conditions of a potential structured transaction (the “**Structured Transaction**”) among a wholly-owned subsidiary of Bernhard Energy, LLC and its affiliates (collectively, “**Bernhard**”), Southern University and A&M College (“**Southern**”) and the Southern University System Foundation (the “**Foundation**,” together with Bernhard and Southern, the “**Parties**”) at Southern’s main campus located in Baton Rouge, Louisiana (“**Campus**”). Under the Structured Transaction, Southern will grant Bernhard an exclusive concession over the Campus’ central energy plant (the Ruffin Paul Sr. Central Plant), all energy producing assets located in the plant and all connected thermal services distribution lines (the “**Concession**”). In consideration of the Concession, Bernhard will (i) pay Southern a one-time lump sum amount of \$700,000 in cash to be used by Southern in its discretion, (ii) design, construct and pay for certain improvements to the plant and Campus buildings, and (iii) operate and maintain the plant and related assets and, subject to payment of a thermal services charge, provide the Campus with chilled water for the cooling of Campus buildings.

This MOU represents the Parties’ non-binding, mutual intent to pursue the Structured Transaction in good faith. Accordingly, unless and until the Definitive Agreements (defined below) are executed and delivered by each of the Parties, no Party shall have any liability or obligation arising from or related to the Structured Transaction.

The proposed terms and conditions of the Structured Transaction are as follows:

1. **Transaction Documents.** It is anticipated that the Parties will effectuate the Structured Transaction through the following principal agreements (the “**Definitive Agreements**”):

- a. Cooperative Endeavor Agreement among Southern, Foundation and Bernhard;
- b. Ground Lease Agreement between Southern and Foundation;
- c. Sublease of Ground Lease Agreement between Foundation and Bernhard;
- d. Right of Use and Servitude Agreement among Southern, Foundation and Bernhard;
- e. Thermal Services Agreement between Southern and Bernhard; and
- f. Labor Services Agreement between Southern and Bernhard.

2. **Term; Termination Fee.** The Definitive Agreements will be coterminous and run from for a period of fifteen (15) years from the effective date, January 1, 2019. Southern may terminate the

Structured Transaction only for an event of major default by Bernhard (that continues after notice and cure period) or a non-appropriation event (described below in item 6). Bernhard may terminate only for an event of major default by Southern (that continues after notice and cure period). In the event of termination prior to expiration, Southern will owe a termination fee to Bernhard. The amount of termination fee will be based on the redemption amount for Bernhard's financing (described below in item 7), plus expenses incurred by Bernhard in reliance of the Structured Transaction.

3. **Concession Structure.** The Concession will be structured as a ground lease from Southern to Foundation, with a back-to-back sublease from Foundation to Bernhard. As a result, Bernhard will be solely responsible for the payment and performance of all obligations owed to Southern.

4. **Consideration to Southern.** For the Concession, Southern will receive the following benefits in furtherance of its mission:

- a. a one-time lump sum cash payment of \$700,000 to be used by Southern in its discretion to further its core mission;
- b. substantial improvements and upgrades to the central energy plant and the energy-producing assets located therein costing approximately \$4,536,753 (e.g. upgrades and replacements of chillers, towers, etc.);
- c. substantial improvements and upgrades to Campus buildings costing approximately \$7,732,312 (e.g. lighting improvements, upgrades to water systems, and building automation systems) (the improvements described in clause b. and this clause c., "**Tenant Improvements**"); and
- d. improved availability and reliability of chilled water for air conditioning services to the Campus.

Bernhard will guarantee that the improvements described above will result in Southern recognizing improved energy efficiency and resiliency, resulting in reduced utility consumption and costs at the Campus. This "efficiency guarantee" will be described in the Thermal Services Agreement.

An additional benefit to Southern from the Structured Transaction is the transfer of risk for the operation and maintenance of the central energy plant and the energy-producing assets located therein, which will be borne by Bernhard. Southern will, however, retain responsibility for major repairs and renewal and replacement of those assets.

5. **Thermal Services.** Commencing January 1, 2019, Bernhard will be responsible for providing the Campus with chilled water 24/7/365. Bernhard will further be responsible for restoring chilled water services in the event of interruption, with exception for certain circumstances (e.g., interruptions caused by Southern, failure to provide utilities, major equipment failure and force majeure). In consideration of Bernhard's obligation to provide chilled water, Southern will make monthly, fixed payments to Bernhard. These charges will escalate annually based on increases to the consumer price index. Chilled water service charges for the first service year will be \$2,390,386.

6. **Non-Appropriation.** Southern's obligations with respect to the Structured Transaction, and under the Definitive Agreements, is subject to non-appropriation. In the event of non-appropriation, Southern may terminate the Definitive Agreements, and after payment of the termination fee, will have no further liability or obligations arising under or related to the Structured Transaction.

7. **Ownership over Tenant Improvements.** Bernhard will finance the Tenant Improvements entirely, with no payment obligation from Southern or Foundation. As security for

Bernhard's financing obligations, all new equipment purchased and installed during the term (including those comprising the Tenant Improvements) will be titled in the Foundation to the extent provided by law, and Foundation will grant a first priority security interest in those assets to Bernhard. Upon expiration of the term, or upon payment of the termination fee (described above in item 2) in the event of earlier termination, title to all such equipment will be conveyed to Southern free and clear of any liens.

8. **Third Party Off-Takers.** So long as the energy-producing assets in the central energy plant have excess capacity (i.e., greater capacity than necessary for the Campus), Bernhard may sell chilled water services to third parties using those assets. Bernhard will be entitled to retain all such payments, however Southern will be entitled to a credit against its chilled water charges.

9. **Expenses.** Each Party shall bear their own costs and expenses in connection with this MOU.

10. **Termination.** Any Party may terminate this MOU at any time, and for any reason, upon ten (10) days written notice to the other Parties.

11. **Assignments.** Other than to affiliates or subsidiaries of Bernhard, this MOU may not be assigned by any Party without the express written consent of the other Parties.

12. **Execution.** This MOU may be executed by facsimile or PDF signature in one or more counterparts, with signature to one counterpart being deemed signature to all such counterparts, each of which shall be deemed an original, but all of which shall be deemed one instrument.

13. **Governing Law; Venue.** This MOU shall be governed and construed under the laws of the State of Louisiana, without regard to conflict of law principles. Each Party irrevocably submits to the exclusive jurisdiction of the state district court located within East Baton Rouge Parish, Louisiana.

14. **Non-Binding Nature.** Execution of this MOU by the Parties represents their good faith intention to pursue the Structured Transaction in accordance with the general terms and conditions contained above. However, nothing in this MOU shall obligate any Party to pursue the Structured Transaction or enter into any Definitive Agreement. Upon approval of this MOU by the Board of Supervisors of Southern and execution hereof by Southern, Southern's President, Chief Financial Officer, General Counsel and outside counsel will be authorized and directed on behalf of Southern to negotiate in good faith with Foundation and Bernhard the terms and conditions of the Definitive Agreements. Upon the Parties mutual agreement with respect to the form and content of the Definitive Agreements, such documents will be presented to this Board for final approval.

\* \* \*

If the foregoing is acceptable, please execute two copies of this MOU, returning one to me no later than [●], 2018.

Sincerely,

BERNHARD ENERGY, LLC

Agreed to and Accepted by:

SOUTHERN UNIVERSITY AND  
A&M COLLEGE

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Dated: \_\_\_\_\_

SOUTHERN UNIVERSITY  
SYSTEM FOUNDATION

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Dated: \_\_\_\_\_

Cc: Deidre Robert  
Winston DeCuir, Jr.

**COOPERATIVE ENDEAVOR AGREEMENT**

**BY AND BETWEEN**

**SOUTHERN UNIVERSITY NEW ORLEANS**

**AND**

**LCMC HEALTH CLINICAL SERVICES, LLC**

**D/B/A NOLA PHYSICIAN GROUP**

**THIS COOPERATIVE ENDEAVOR AGREEMENT** (the "Agreement") is made and entered into on this 1 day of October 2018 (the "Effective Date"), by and between the Southern University New Orleans (the "University"), and LCMC Health Clinical Services, LL dba NOLA Physician Group (hereafter "NOLA Physician Group").

**WHEREAS**, pursuant Article 7, Section 14(C) of the Louisiana Constitution of 1974, and related statutes, the University, as a political subdivision of the State of Louisiana, may enter into cooperative endeavors for any public purpose; and

**WHEREAS**, University is in need of a primary care clinic on its premises to provide its students, faculty, employees, and the surrounding community with access to primary care services; and

**WHEREAS**, NOLA Physician Group desires to provide accessible healthcare on the University's campus and is willing to provide clinical and administrative staff to establish clinic on University's campus; and

**NOW THEREFORE**, the University and the NOLA Physician Group, each having the authority to do so, agree as follows:

**I. OBLIGATIONS OF THE PARTIES.**

**A. Obligations of the NOLA Physician Group.** NOLA Physician Group will provide the following services:

**1. *Primary Care Clinic:*** Establish and operate a NOLA Physician Group primary care clinic on University's campus five (5) days per week (the "Clinic").

**2. *Staffing:*** In connection with establishing and operating the Clinic, NOLA Physician Group will make available, on an independent contractor basis, the services of at least one (1) certified nurse practitioner specializing in primary care (the "Provider") to provide primary care services to Clinic patients. NOLA Physician Group will also make available staff to meet the administrative needs of the Clinic, as determined by NOLA Physician Group. At least

one certified nurse practitioner, registered nurse or physician will be present at all times the clinic is open.

3. **Equipment & Supplies:** NOLA Physician Group will provide the initial basic equipment and supplies necessary for the clinic to open and provide basic primary care services, as determined by NOLA Physician Group. After the opening, SUNO will replace and restock all disposal medical and clinic supplies.

4. **Medical Records:** NOLA Physician Group will document all professional medical services provided to patients in NOLA Physician Group's medical record. NOLA Physician Group will provide all computer equipment necessary for NOLA Physician Group to register patients and document services provided in its medical record.

5. **Billing:** NOLA Physician Group will bill the patients or the appropriate third-party payors directly for patient services rendered by Provider at the Clinic in amounts not to exceed the usual and customary fees charged by providers in the specialty within the community and shall not seek any reimbursement from University for such services.

6. **Marketing:** NOLA Physician Group will conduct marketing and advertising to build awareness of the new Clinic within the community.

**B. Obligations of the University. The University will:**

1. Provide NOLA Physician Group with appropriate clinic and office space in which NOLA Physician Group may operate the Clinic.

2. Provide all utilities, phone, internet connectivity, maintenance, repairs, and janitorial services in connection with the clinic, office space, and the common areas where the Clinic will be located.

3. Provide one (1) nurse to assist the Provider in the Clinic.

**II. DURATION.** This Agreement will be effective for one (1) year, from the Effective Date. Thereafter, this Agreement will automatically renew for one additional one year unless and until terminated in accordance herewith. Following the second year, the parties must jointly agree in writing to continue the agreement for any additional renewal year by providing notice not less than 60 days prior to the end of the contract year.

**III. TERMINATION.**

**A. Termination Without Cause.** Either Party may, in its sole discretion, terminate this Agreement without cause by giving the other Party at least ninety (90) days' prior written notice.

**B. Termination for Breach.** Either Party may terminate this Agreement upon breach by the other Party of any material provision of this Agreement, provided such breach continues for fifteen (15) days after receipt by the breaching Party of written notice of such breach from the non-breaching Party.

**C. Termination for Changes in Law.** In the event that any governmental or nongovernmental agency, or any court or administrative tribunal passes, issues or promulgates any new, or change to any existing, law, rule, regulation, standard, interpretation, order, decision or judgment (individually or collectively, "Legal Event"), which a Party (the "Noticing Party") reasonably believes (i) materially and adversely affects either Party's licensure, accreditation, certification, or ability to refer, to accept any referral, to present a bill or claim, or to receive payment or reimbursement from any governmental or non-governmental payor, or (ii) indicates a Legal Event with which the Noticing Party desires further compliance, then, in either event, the Noticing Party may give the other Party thirty (30) days prior written notice of its intent to amend or terminate this Agreement. Notwithstanding the foregoing, the Noticing Party may propose an amendment to the Agreement to account for the legal Event, and, if accepted by the other Party prior to the end of the thirty (30) day notice period, the Agreement shall be amended as of the date of such acceptance and if not amended shall automatically terminate.

**D. Referral Following Termination:** In the event of a termination, **NOLA Physician Group** will be solely responsible for notifying patients undergoing treatment of an alternative treatment location/physician group to continue treatment.

**IV. NOLA PHYSICIAN GROUP'S STATUS.** In performing the services described hereunder, NOLA Physician Group and its Provider are acting as independent contractors as to University, and neither NOLA Physician Group nor its Provider shall be considered employees of University. Further, NOLA Physician Group shall operate the Clinic as a NOLA Physician Group clinic and shall maintain all medical records and patient information in compliance with the Health Insurance Portability and Accountability Act of 1996 together with its implementing regulations ("HIPAA"). University shall not exercise any control or direction over the manner or method by which NOLA Physician Group or its Provider provides the services. As independent contractors, NOLA Physician Group and its Providers retain the right to engage in the private practice of medicine, and nothing in this Agreement shall be interpreted as limiting or restricting that right in any way. The provisions set forth herein shall survive expiration or other termination of this Agreement, regardless of the cause of such termination.

**V. INSURANCE.**

**A.** During the term of this Agreement, NOLA Physician Group shall, at all times, (a) maintain adequate workers' compensation and unemployment insurance coverage for its employees in accordance with state law (b) maintain comprehensive general liability insurance in commercially reasonable amounts, and (c) cause all Providers to be enrolled as a health care provider with the Louisiana Patient's Compensation Fund pursuant to the Louisiana Medical Malpractice Act, Louisiana Revised Statutes 40:1299.41, et seq. and maintain professional liability

coverage in accordance with the provisions of Louisiana Revised Statutes 40:1299.39 et seq. NOLA Physician Group will provide University with proof of all required insurance coverage not later than the first day of each contract year.

B. During the term of this Agreement, University shall maintain policies of comprehensive general liability insurance against claims for bodily injury or death and property damage occurring on the premises through the Louisiana Office of Risk management in the same manner and in the same amounts as for all of University owned buildings. University shall provide NOLA Physicians Group with proof of coverage through ORM at the commencement of each contract year.

VI. **INDEMNITY.** Both parties mutually agree to indemnify and hold each other harmless from and against all liability, losses, damages, claims, causes of action, cost or expenses (including reasonable attorneys' fees), which directly or indirectly arise from the performance of the obligations hereunder by the indemnifying Party, its agents, servants, Personnel, representatives and/or employees. The provisions of this Section shall survive the termination of this Agreement.

**VII. NOTICES.**

Except for any routine communication, any notice, demand, communication, or request required or permitted under this Agreement will be given in writing and delivered in person or by certified mail, return receipt requested as follows:

To the University:

Chancellor Lisa Mims-Devezin  
6400 Press Drive  
New Orleans, LA 70126  
Phone: (504) 284-5117  
Fax: (504) 284-5473

To the NOLA Physician Group:

NOLA Physician Group  
5620 Read Blvd.  
New Orleans, LA 70127

With a copy to:

LCMC Health  
210 State Street  
New Orleans, LA 70118  
Attn: Chief Legal Officer

Notices are effective when received, except any notice that is not received due to the intended recipient's refusal or avoidance of delivery is deemed received as of the date of the first attempted delivery. Each party is responsible for notifying the other in writing that references this Agreement of any changes in its address(es) set forth above.

## VIII. MISCELLANEOUS PROVISIONS.

A. **Rules of Construction.** This Agreement has been reviewed by all parties and shall be construed and interpreted according to the ordinary meaning of the words used so as to fairly accomplish the purposes and intentions of all parties. The headings and captions of this Agreement are provided for convenience only and are not intended to have effect in the construction or interpretation of this Agreement. The singular number includes the plural, where appropriate. Neither this Agreement nor any uncertainty or ambiguity herein shall be construed or resolved in favor of or against either party on the basis of which party drafted the language.

B. **Severability.** The parties intend all provisions of this Agreement to be enforced to the fullest extent permitted by law. Accordingly, if a court of competent jurisdiction finds any provision to be unenforceable as written, the court should reform the provision so that it is enforceable to the maximum extent permitted by law. If a court finds any provision is not subject to reformation, that provision shall be fully severable and the remaining provisions of this Agreement shall remain in full force and effect and shall be construed and enforced as if such illegal, invalid, or unenforceable provision was never included, and the remaining provisions of this Agreement shall remain in full force and effect.

C. **Survival of Provisions.** All representations and warranties and all responsibilities regarding record retention, access, and ownership, cooperation with Office of Inspector General investigations, and indemnification shall survive the termination of this Agreement and continue in full force and effect.

D. **No Third-Party Beneficiaries.** This Agreement is entered into for the exclusive benefit of the University and the NOLA Physician Group, and the parties expressly disclaim any intent to benefit any person that is not a party to this Agreement.

E. **Non-Waiver.** The failure of either party to insist upon strict compliance with any provision of this Agreement, to enforce any right, or to seek any remedy upon discovery of any default or breach of the other party shall not affect or be deemed a waiver of any party's right to insist upon compliance with the terms and conditions of the Agreement, to exercise any rights, or to seek any available remedy with respect to any default, breach, or defective performance.

F. **Agreement Binding.** This Agreement is not assignable by either party unless authorized by a validly executed amendment.

G. **Modifications.** This Agreement shall not be modified except by written amendment executed by authorized representatives of the parties.

H. **Voluntary Execution.** Each party has read and fully understands the terms, covenants and conditions set forth in this Agreement and is executing the same willingly and voluntarily of its

own volition.

1. **Complete Agreement.** This Agreement supersedes and replaces any and all prior agreements, negotiations, and discussions between the parties with regard to the terms, obligations, and conditions of this Agreement.

IN WITNESS WHEREOF, the University and the NOLA Physician Group, through their duly authorized representatives, execute this Agreement.

**SOUTHERN UNIVERSITY NEW ORLEANS**

BY:   
Name: Lisa Mims-Devezin, PhD  
Title: Chancellor

**LCMC HEALTH CLINIC SERVICES, LLC D/B/A NOLA  
PHYSICIAN GROUP**

BY:   
Name: Takeisha C. Davis, MD, MPH  
Title: President & Chief Executive Officer



FULFILLING

THE PROMISE:

A PATHWAY TO EXCELLENCE

STRATEGIC PLAN  
2025

Ray L. Belton, Ph.D.

President-Chancellor

Southern University and A&M College System

## ACKNOWLEDGEMENTS

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We want to express our deepest appreciation and gratitude to the following individuals for their tremendous contributions to advancing strategic planning throughout the Southern University and A&M College System culminating in the completion of the **SYSTEM'S STRATEGIC PLAN 2025** - FULFILLING THE PROMISE: A PATHWAY TO EXCELLENCE.

### Southern University System

- **Dr. Ray L. Belton, President-Chancellor**
- Dr. Katara A. Williams, Chief of Staff
- Dr. Vladimir A. Appeaning, Vice President, Strategic Planning, Policy, & IE
- Dr. Toni Manogin, Executive Director, Institutional Effectiveness, Strategic Planning & Policy
- Mr. Flandus McClinton, Vice President, Finance & Administration
- Dr. Robyn Merrick, Vice President, External Affairs
- Attorney Tracie Woods, Associate Vice President, Human Resources
- Attorney Deidre Robert, General Counsel
- Dr. Gabriel Fagbeyiro, Associate Vice President/Chief Information Officer
- Attorney Cedric Upshaw, Director, Title IX & ADA Director
- Mr. Michael Wells, Board Officer
- Ms. Maya Banks, Board Officer
- Dr. Moustapha Diack, Associate Vice President, Online Learning Services
- Mr. Alfred Harrell III, Chief Executive Officer, Southern University System Foundation
- Mr. Brian Adams, Executive Director, Internal Audit
- Ms. Michelle Briscoe-Long, Special Assistant, Office of the President
- Mr. Graylin Hammond, Special Assistant, Office of the President

### Southern University and A & M College

- **Dr. James H. Ammons, Executive Vice President-Executive Vice Chancellor**
- Ms. Sharon Saunders, Special Assistant to EVP-EVC
- Mr. Benjamin Pugh, Vice Chancellor, Finance & Administration
- Dr. Bijoy Sahoo, Senior Associate Vice Chancellor, Academic Affairs
- Dr. Kimberly Scott, Vice Chancellor for Student Affairs & Enrollment Management
- Dr. Michael Stubblefield, Vice Chancellor, Research & Economic Development
- Mr. Edward Willis, Assistant Vice Chancellor, Student Success
- Dr. Manicia Finch, Associate Vice Chancellor, Enrollment Management
- Dr. Anthony Jackson, Associate Vice Chancellor, Student Affairs
- Dr. Kelvin Francois, Director, Financial Aid
- Mrs. Tracy Abraham, Housing & Residential Services
- Mr. Willie Francois, Director, of ERP Services
- Mr. Lloyd Allen, Division of Infrastructure & Network Operations
- Mr. Clourth Wilson, Assistant Director of Information Technology
- Dr. Raymond Sumo, Data & Research Analyst, Institutional Research & Assessment
- Mr. LaShawn Thompson, ERP Lead Coordinator
- Mr. Darrell K. Street, Doctoral Student
- Mr. Nolan Johnson III, Network Engineer

## Southern University at New Orleans

- **Dr. Lisa Mims Devezin, Chancellor**
- Dr. David Adegboye, Vice Chancellor & Accreditation Liaison, Academic Affairs, Evening & Weekend Program
- Mrs. Gloria Moultrie, Chief Administrative Officer, Community Outreach, Alumni Affairs & Public Relations
- Dr. Brenda Jackson, Vice Chancellor, Research/Strategic Initiatives & Executive Director of Title III Programs
- Mr. Jullin Renthrope, Vice Chancellor, Administration & Finance
- Mr. Harry Doughty, Executive Associate to the Chancellor
- Dr. Murky Kambhampati, Professor of Biology
- Ms. Shannon Jones, Director
- Ms. Ada Kwanbunbumpen, Director, Institutional Effectiveness

## Southern University at Shreveport

- **Dr. Rodney A. Ellis, Chancellor**
- Dr. Melva Williams, Vice Chancellor, Student Affairs & Enrollment Management
- Dr. Regina Robinson, Vice Chancellor, Research, Sponsored Programs & Institutional Effectiveness
- Dr. Sharron Herron-Williams, Vice Chancellor, Academic Affairs
- Ms. Leslie R. McClellon, Chief Administrative & Operations Management/Chief of Staff
- Ms. Brandy Jacobsen, Chief Financial Officer
- Ms. Charlotte Ashley, Director, Institutional Research

## Southern University Law Center

- **Attorney John Pierre, Chancellor**
- Attorney Roderick White, Vice Chancellor, Academic & Student Affairs
- Terry Hall, Vice Chancellor, Finance
- Attorney Alfreda Diamond, Vice Chancellor, Institutional Accountability & Accreditation
- Attorney Regina James, Associate Vice Chancellor
- Attorney Layla Johnson, Associate Vice Chancellor
- Attorney Shawn Vance, Associate Vice Chancellor, Academic Support

## Southern University Agricultural Research and Extension Center

- **Dr. Bobby R. Phills, Chancellor-Dean**
- Dr. Retia Walker, Vice Chancellor, Academic & Student Support Services/Associate Dean
- Dr. Dawn Mellion-Patin, Vice Chancellor, Extension & Outreach
- Dr. Andra Johnson, Vice Chancellor, Research & Technology Development
- Dr. Calvin Reuben Walker, Associate Vice Chancellor, Auxiliary Affairs & External Engagement
- Dr. Oscar Udoh, Director, Grants & Facility Program Management
- Ms. Linda Batiste, Director, Finance
- Ms. Aymbriana Campbell, Executive Assistant to the Chancellor-Dean

*Vladimir Alexander Appeaning*

*Toni Manogin*

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**Dr. Vladimir A. Appeaning, Vice President  
Strategic Planning, Policy, & Institutional Effectiveness**

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**Dr. Toni Manogin, Executive Director  
Institutional Effectiveness, Strategic Planning, & Policy**

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# SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM

## BOARD OF SUPERVISORS

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- **The Honorable Mrs. Ann A. Smith, Chair**
- **The Honorable Reverend Donald R. Henry, Vice Chair**
- The Honorable Dr. Leon R. Tarver II
- The Honorable Dr. Leroy Davis
- The Honorable Dr. Curman L. Gaines
- The Honorable Attorney Domoine Rutledge
- The Honorable Attorney Tony M. Clayton
- The Honorable Attorney Patrick D. Magee
- The Honorable Reverend Joe R. Gant, Jr
- The Honorable Reverend Samuel C. Tolbert, Jr
- The Honorable Mr. Raymond M. Fondel, Jr
- The Honorable Mr. John L. Barthelemy
- The Honorable Mr. Richard T. Hilliard
- The Honorable Dr. Rani G. Whitfield
- The Honorable Mr. Mike A. Small
- The Honorable Ms. Xavieria Jeffers

SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM  
A MESSAGE FROM DR. RAY L. BELTON  
PRESIDENT-CHANCELLOR

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# SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM

## SYSTEM ADMINISTRATION

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- **Dr. Ray L. Belton, President-Chancellor**
- Dr. Katara A. Williams, Chief-of-Staff
- Dr. James H. Ammons, Executive Vice President-Executive Vice Chancellor
- Dr. Vladimir A. Appeaning, Vice President, Strategic Planning, Policy & Institutional Effectiveness
- Mr. Flandus McClinton, Vice President, Finance and Administration
- Dr. Robyn Merrick, Vice President, External Relations
- Dr. Gabriel Fagbeyiro, Associate Vice President, Chief Information Officer
- Attorney Tracie Woods, Associate Vice President, Human Resources
- Attorney Deidre Robert, General Counsel
- Dr. Toni Manogin, Executive Director, Strategic Planning, Policy & Institutional Effectiveness
- Mr. Brian Adams, Internal Auditor

## CAMPUS CHANCELLORS

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- **Dr. Ray L. Belton, President-Chancellor**  
Southern University and A&M College
- **Dr. Lisa Mims Devezin, Chancellor**  
Southern University at New Orleans
- **Dr. Rodney A. Ellis, Chancellor**  
Southern University at Shreveport
- **Dr. Bobby R. Phills, Chancellor- Dean**  
Southern University Agricultural Research and Extension Center
- **Attorney John Pierre, Chancellor**  
Southern University Law Center

SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM  
CAMPUS MISSION STATEMENTS

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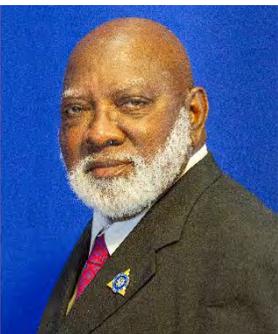
**Dr. Lisa Mims Devezin, Chancellor**  
**Southern University at New Orleans**

Southern University at New Orleans, a public, historically black university, empowers and promotes the upward mobility of diverse populations of traditional and nontraditional students through quality academic programs and service to achieve excellence in higher education.



**Dr. Rodney A. Ellis, Chancellor**  
**Southern University at Shreveport**

Southern University at Shreveport is a comprehensive community college that affords opportunities for teaching, service, workforce development and life-long learning, while embracing a culture of self-discovery, collaboration, civic engagement, and excellence.



**Dr. Bobby R. Phills, Chancellor - Dean**  
**Southern University Agricultural Research and Extension Center**

The Land-Grant Campus of the Southern University and A&M College System embraces a mission consistent with the University's tripartite mission of teaching, research, and extension/public service. To effectively serve the agricultural and food science industry, we conduct basic and applied research and disseminate information statewide. This allows us to better serve the citizens of Louisiana in a manner that is useful in addressing their scientific, technological, social, economic and cultural needs.



**Attorney John Pierre, Chancellor**  
**Southern University Law Center**

The mission and tradition of the Law Center is to provide access and opportunity to a diverse group of students from underrepresented racial, ethnic, and socio-economic groups to obtain a high-quality legal education with special emphasis on the Louisiana civil Law. Additionally, our mission is to train a cadre of lawyers equipped with the skills necessary for the practice of law and for positions of leadership in society.

# FULFILLING THE PROMISE: A PATHWAY TO EXCELLENCE

***“Five Campuses, One Vision, ... Global Excellence”***

#We Are Southern!



# FULFILLING THE PROMISE: A PATHWAY TO EXCELLENCE

*“Five Campuses, One Vision, ... Global Excellence”*

#We Are Southern!

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## Why Education Matters Now More Than Ever

### *A Global Perspective on Education*

The 2018 World Conference held in Washington DC on July 14-17, re-emphasized a known universal truth – education is the key driver to economic and community development, and that the return-on-education is priceless. Simply put, there is no development without education. Therefore, we must continue to make strategic investments in education.

Education is a prerequisite for short and long-term economic growth: No country has achieved continuous and rapid economic growth without at least 40 percent of adults being able to read and write. A person’s earnings increase by 10 percent for each year of schooling they receive, translating to a one percent annual increase in Gross Domestic product (GDP) if good quality education is offered to the entire population.

### *A National Perspective on Education*

Today, college remains the greatest driver of socioeconomic mobility in America, but if we don’t do more to keep it within reach for middle-class families and those striving to get into the middle class, it could have the opposite effect - serving as a barrier, instead of a ticket to the American Dream. Every student deserves a real opportunity to earn an affordable, high-quality degree or credential that offers a clear path to civic engagement, economic security, and success.

The United States has transformed from a manufacturing-based economy to a knowledge-based economy. Three-quarters of the fastest-growing occupations require education and training beyond a high school diploma. Simply put, in today’s economy, higher education is no longer a luxury for the privileged few, but a necessity for individual economic opportunity and America’s competitiveness in the global economy.

Creating a clear path to the middle class and ensuring our nation’s economic prosperity means opening the doors of higher education to more Americans. At a time when jobs can go anywhere in the world, skills and education will determine success for individuals and for nations.

In effect, **a college education remains the best investment a student can make in his or her future.**

- College graduates with a bachelor’s degree typically earn 66 percent more than those with only a high school diploma; and are also far less likely to face unemployment.
- Over the course of a lifetime, the average worker with a bachelor’s degree will earn approximately \$1 million more than a worker without a postsecondary education.

### *A Regional Perspective on Education*

The Southern Regional Education Board (SREB) is a nonprofit, nonpartisan organization that works with states to improve public education at every level, from early childhood through doctoral education. The 16 member states of SREB are Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia and West Virginia. According to the *2018 SREB State Progress Report – Looking Closer* – SREB states will need to increase college enrollment substantially in the coming years if they are to achieve the *Challenge to Lead 2020 Goal - that 60 percent of working-age adults have a postsecondary degree or certificate*.

### *SREB – Educational Attainment and Poverty*

Across the SREB region, adults who graduated from high school earned an average of \$6,300 more in 2016 than those without a high school credential. Also, in 2016:

- In the SREB, on average, adults with bachelor’s degrees earned \$20,500 more than those with only high school credentials.
- In Louisiana, on average, adults with bachelor’s degrees earned \$18,167 more than those with only high school credentials.
- In Louisiana, with respect to educational attainment and employment:
  - 43 percent of adults with no high school credential were employed.
  - 63 percent of adults with only a high school credential were employed.
  - 72 percent of adults with some college or an Associate’s degree were employed.
  - 82 percent of adults with a Bachelor’s degree were employed.
- In Louisiana, with respect to educational attainment and poverty:
  - 34 percent of adults with no high school credential were below the federal poverty level.
  - 18 percent of high school graduates were below the federal poverty level.
  - 13 percent of adults with some college or an Associate’s degree were below the federal poverty level.
  - 5 percent of adults with a Bachelor’s degree were below the federal poverty level.

### *SREB – Affordability and Student Debt*

The *2016 SREB Affordability Commission* addressed the critical challenge of increasing degree completion - one that becomes more difficult as escalating tuition and fees price students out of postsecondary education and better careers. In 2016:

- Approximately 60 percent of U.S. college seniors graduated with student debt.
- Approximately 50 percent of Louisiana’s Bachelor’s degree completers had debt.
- Across SREB states, student debt ranged from \$24,461 to \$33,838, with an average debt of \$28,446.
- The average student loan debt in Louisiana was \$27,138.
- Between 2012-2016, the average student loan debt for Bachelor’s degree completers increased by \$4,439 or 19 percent.

Faced with the prospect of so much debt, many families may decide that college is just too expensive. Most SREB states provide some combination of need-based and merit-based aid. Need-based financial aid helps cover the cost of attendance at public postsecondary institutions for students who meet admission standards, but who may not qualify for merit-based scholarships. While state aid in SREB programs varies considerably, need-based financial aid remains an important tool to help students and their families overcome the affordability gap.

Increasing overall postsecondary enrollment rates is a critical step in closing college completion gaps. As postsecondary institutions try to attract a greater percentage of students, states will need to provide increased support for them, particularly those from low-income families and those who are first in their families to consider postsecondary education. Federal Pell Grants assist students from low-income families by providing funding support that they do not have to re-pay. In 2016:

- Average Pell Grant award in SREB states ranged from \$3,310 to \$4,046.
- Average Pell Grant award in Louisiana was \$3,793.

### *SREB – Enrollment Rates*

In fall 2016, 69 percent of the recent high school graduates in SREB states enrolled in postsecondary education, ranging from 62 to 88 percent across the SREB region.

- For the High School Class of 2016, in Louisiana, there were:
  - 46,534 high school seniors in fall 2015.
    - 36,576 or 78 percent graduated from high school in 2016.
      - ✓ 32,456 or 88 percent enrolled in a post-secondary institution within a year.

From 2012 to 2016, post-secondary enrollment in SREB states decreased for African American students by 13 percentage points, with double-digit decreases in 15 SREB states. Conversely, enrollment increased for Hispanic students by 21 percentage points in the region, with gains ranging from 11 to 59 percentage points across the SREB region.

In 2016, almost half of the baccalaureate recipients nationwide had been enrolled in a two-year college at some point over the prior ten-year period. Clearly, two-year colleges play a role in the success of four-year colleges. In 2016:

- In the SREB, 53 percent of the baccalaureate recipients had previously enrolled in a two-year college.
- In Louisiana, 46 percent of the baccalaureate recipients had previously enrolled in a two-year college.

### *SREB – Persistence/Retention Rates*

SREB states monitor their college freshmen persistence rate as a predictor of college completion. This rate measures the percentage of first-year, full-time students who return to their colleges for a second year of study. States submit these data sets to the SREB State Data Exchange – *first-year persistence rate* – is the *percentage of freshmen in the first-time, fulltime bachelor’s degree-seeking cohort who were enrolled at the institution they first attended or who transferred to another college or university the next fall*. In 2015:

- Across the SREB region, persistence rates ranged from 77 percent to 92 percent.
- SREB’s average persistence rate at public four-year institutions was 85 percent.
- Louisiana’s average persistence rate at public four-year institutions was 80 percent.

### *SREB – Graduation Rates*

A key performance outcome measure for SREB states is the *six-year graduation rate* for four-year colleges and universities and the *three-year graduation rate* for two-year colleges. Institutions report these rates to the U.S. Department of Education. Federal law defines college graduation rates as the percentage of first-time freshmen who enter college in the fall term and remain at the same institution and graduate within six years (four-year institutions) and three years (two-year institutions).

In 2016:

- U.S. six-year college graduation rate was 59 percent for the fall 2010 cohort.
- SREB's six-year college graduation rate was 56 percent for the fall 2010 cohort.
- Louisiana's six-year college graduation rate was 47 percent for the fall 2010 cohort.
  - U.S. six-year graduate rate for White students was 62 percent.
  - SREB's six-year graduate rate for White students was 61 percent.
  - Louisiana's six-year graduate rate for White students was 53 percent.
  
  - U.S. six-year graduate rate for Hispanic students was 54 percent.
  - SREB's six-year graduate rate for Hispanic students was 52 percent.
  - Louisiana's six-year graduate rate for Hispanic students was 48 percent.
  
  - U.S. six-year graduate rate for Black students was 40 percent.
  - SREB's six-year graduate rate for Black students was 41 percent.
  - Louisiana's six-year graduate rate for Black students was 33 percent.

SREB encourages states to consider creative ways to better support all students, including adult learners, so that they graduate, earn good salaries and are less dependent on state and federal aid programs.

- SREB states should provide greater support for Pell Grant recipients to ensure their success.
- SREB states should provide support for transfer students to ensure they graduate.
- SREB states should provide rewards for postsecondary institutions that meet or exceed completion performance targets.
- SREB states should align postsecondary education and workforce needs to incentives students.

### *SREB – Adult Learners*

*The Challenge 2020 Adult Educational Attainment Goal Calls for 60 Percent of Working-Age Adults in SREB States to Earn a Postsecondary Credential by 2020.* Postsecondary certificates, as well as Associate and Bachelor's degrees, count toward the goal. In 2016:

- In U.S., 41 percent of working-age adults, ages 25-64, earned an Associate degree or higher.
- In SREB, 38 percent of working-age adults, ages 25-64, earned an Associate degree or higher.
- In Louisiana, 31 percent of working-age adults, ages 25-64, earned an Associate degree or higher.
  - US - 46 percent of working-age White adults, ages 25-64, earned an Associate degree or higher.
  - SREB - 43 percent of working-age White adults, ages 25-64, earned an Associate degree or higher.
  - Louisiana - 36 percent of working-age White adults, ages 25-64, earned an Associate degree or higher.
  
  - US - 22 percent of working-age Hispanic adults, ages 25-64, earned an Associate degree or higher.
  - SREB - 24 percent of working-age Hispanic adults, ages 25-64, earned an Associate degree or higher.
  - Louisiana - 23 percent of working-age Hispanic adults, ages 25-64, earned an Associate degree or higher.

- US - 30 percent of working-age Black adults, ages 25-64, earned an Associate degree or higher.
- SREB - 30 percent of working-age Black adults, ages 25-64, earned an Associate degree or higher.
- Louisiana – 21 percent of working-age Black adults, ages 25-64, earned an Associate degree or higher.

SREB encourages its member states to consider creative programs that can help three specific groups of adults increase their attainment levels: 1) Adults without a high school credential; 2) Adults with a high school credential, but no postsecondary education; and 3) Adults with some postsecondary education, but no credential.

In 2016:

- In the SREB, between 55 and 74 percent of the adult population were: 1) Adults without a high school credential, 2) Adults with a high school credential, but no postsecondary education; and 3) Adults with some postsecondary education, but no credential.
- In Louisiana, 71 percent or 2,176,845 of the adult population were: 1) Adults without a high school credential, 2) Adults with a high school credential, but no postsecondary education; and 3) Adults with some postsecondary education, but no credential.
- In Louisiana, 55 percent or 1,686,288 of the adult population were: 1) Adults with a high school credential, but no postsecondary education; 2) Adults with some postsecondary education, but no credential.

In 2017, SREB states received approximately \$227 million, or 39 percent of the funds allocated to states nationwide to provide Adult Basic Education (ABE) programs. Federal funding helps states to provide basic literacy, math skills, and English instruction.

### *A Louisiana Perspective on Education*

According to the Preamble contained in Article VIII of the 1974 Louisiana Constitution:

*The goal of the public educational system is to provide learning environment and experiences, at all stages of human development, that are humane, just, and designed to promote excellence in order that every individual may be afforded an equal opportunity to develop to his full potential.*

In 2018, excerpts from the public statement released by the chairs of Louisiana’s four public postsecondary systems, in conjunction with the Louisiana Board of Regents, stated:

*“Our institutions are part of the fabric of their respective communities. Throughout the state, from philanthropic activities to business partnerships, we aim to strengthen each area of the state through learning, research and teaching. We are proud to be in the communities, working daily to improve Louisiana.”*

In effect:

- *Higher education is talent development*
- *Higher education is economic development*
- *Higher education is community development*

# Southern University and A&M College System

## At A Glance

Section seven (7) of Article VIII of the 1974 Louisiana Constitution: Board of Supervisors of Louisiana State University and Agricultural and Mechanical College: Board of Supervisors of Southern University and Agricultural and Mechanical College:

*(A) Creation; Powers. The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College and the Board of Supervisors of Southern University and Agricultural and Mechanical College are created as bodies corporate. Subject to powers vested by this Article in the Board of Regents, each shall supervise and manage the institutions, statewide agricultural programs, and other programs administered through its system.*

In 1974, a special session in the Louisiana Legislature established the Southern University and A&M College System with Jesse N. Stone of Shreveport as its President. The Southern University System consists of five campuses, namely: Southern University and A&M College (SUBR), Southern University at New Orleans (SUNO), Southern University at Shreveport (SUSLA), Southern University Law Center (SULC), and Southern University Agriculture Research and Extension Center (SUAREC). Today, the Southern University and A&M College System is managed by a 16-member Board. 15 members are appointed by the Governor with consent from the Louisiana Senate plus one (1) student member.

For more than a century, America's great public universities have promoted:

- Education of their state's citizens
- Investment in state and regional economies
- Workforce planning and development
- Scientific research, inventions and innovation

The Southern University and A&M College System has a long-standing legacy of more than 130 years of excellence in higher education. In the second decade of the 21st century, and more than ever, the economic impact of the Southern University System is central to Louisiana's achievements at every level - from the state capital in Baton Rouge to all corners of the state and beyond. Our alumni live, work, and contribute to the state, nation and world.

The System's future will be defined by a bold strategic vision and a clear path for achieving it. Strategic planning asks and answers five basic questions:

- Who Are We?
- Where Are We Now?
- Where Do We Want to Be?
- How Do We Get There?
- How Do We Measure Our Progress?

In 2015, Dr. Ray L. Belton became the 10th President-Chancellor of the Southern University and A&M College System. In April 2018, Dr. Belton charged the System's Office of Strategic Planning, Policy and Institutional Effectiveness with developing the System's Strategic Plan in conjunction with the Leadership Team. The result is a Southern University System Strategic Plan that is founded on the overarching principles contained in our shared vision, mission, and core values.

Fulfilling the Promise: A Pathway to Excellence represents the System’s “public agenda” for higher education. It establishes a direct link between the state’s economic development and its educational system, with the overarching goal of raising Louisiana Educational Attainment Levels.

- ✓ *Fulfilling the Promise: A Pathway to Excellence* provides a powerful vision for the next seven (7) years to raise Louisiana’s educational attainment levels and become a leader in workforce solutions, community and economic development. We embrace our vital role in promoting economic success in Louisiana and beyond.
- ✓ *Fulfilling the Promise: A Pathway to Excellence* is Outcomes-Driven and defines the future with great momentum. It removes obstacles to education, promotes diversity, provides advocacy, secures and distributes resources, ensures accountability, produces work-ready graduates, generates premier research, and engages innovation in ways more vitally needed than ever.
- ✓ *Fulfilling the Promise: A Pathway to Excellence* will provide a steady pipeline of qualified workforce-ready graduates to meet the emerging occupational and intellectual needs of the state and beyond.
- ✓ *Fulfilling the Promise: A Pathway to Excellence* emerges at a pivotal time for higher education in Louisiana and the United States. Ambitious national and state agendas are driving bold efforts to raise enrollment and graduation rates, ensure student achievement and success, expand economic and workforce development, and respond to the urgent challenges and opportunities posed by globalization.
- ✓ *Fulfilling the Promise: A Pathway to Excellence* will align the strategic plans of each campus within the System, thereby operationalizing the motto, “Five Campuses, One Vision, ... Global Excellence.”

## Mission

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The Southern University and A&M College System exists to support, protect, and advance the unique missions of its member institutions by offering quality educational programs, innovative research, and community engagement opportunities that prepare students to become global leaders.

## Vision

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The Southern University and A&M College System strives to achieve global recognition as a premiere university system of choice for all students who seek exceptional educational opportunities.

# Core Values

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- ***Excellence and Integrity:*** Excellence will always serve as the hallmark of our endeavors. We commit to conducting ourselves in an honest, ethical, and credible manner with an unwavering commitment to fairness and doing what is in the best interest of our students, faculty, and staff.
- ***Student-Centered:*** We commit to being relentlessly student-centered. We want our students, wherever they come from, to experience our university system as the place where they can pursue their dreams and become global leaders.
- ***Accountability and Effectiveness:*** We commit to accountability, fiscal responsibility, and transparency, because these are the requirements of sound stewardship. Additionally, we commit to advancing an evidence-based planning and assessment culture that is focused on continuous improvement and centered on the mission.
- ***Innovation and Creativity:*** We commit to pushing the boundaries of knowledge and possibility as we celebrate fundamental discoveries and practical applications alike. We recognize the linkage between a quality system of higher education and future economic opportunities for our students.
- ***Diversity and Respect:*** We commit to honor and preserve the individual dignity of everyone across all levels of the university system. We recognize that diversity is the foundation of our university system and we acknowledge that differing viewpoints can help us anticipate and solve problems. We leverage our differences as strengthens in a continuous, fully engaged quest for improvement and innovation.
- ***Collaboration and Teamwork:*** We commit to professionalism, civility, and cooperation across the university system to ensure success in achieving our stated common goals. We recognize that we are stronger and more effective when we work together as a team.
- ***Advocacy and Open Communication:*** We commit to promote a culture of openness where individuals are encouraged to offer suggestions for improvement. We encourage courteous, ethical, and proactive two-way communication. We will always actively advocate for our member institutions.

# System Goals, Objectives, Sample Strategies and Performance Indicators

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## GOAL I

### Commitment to Student Access and Affordability

As a System, we support our campuses in their efforts to attract and retain a diverse population of traditional and non-traditional students. To increase student access, our campuses offer multiple entry pathways that include dual enrollment, evening and weekend college, online/distance education, cross enrollment through SUSLA Connect, conditional admissions, regular admissions, and transfer opportunities from community and technical colleges. Every student enrolled at one of our campuses deserves an opportunity to earn a high-quality technical, undergraduate, graduate or professional academic credential at an affordable price. To further overcome the *affordability gap*, our campuses provide students with some combination of merit-based and need-based financial aid.

#### Objective I.1:

**To increase *End-of-Semester Fall Head Count Enrollment* by 98% from baseline 12,595 in Fall 2017 to 25,000 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of students enrolled
- **Strategy I.1.1:** Develop and implement campus-specific Comprehensive Enrollment Management Plans that include the following components:
  - A detailed Recruitment Plan
  - A detailed Marketing and Communication Plan
  - A detailed Financial Aid Plan
  - A detailed Retention Plan
  - A detailed Academic Advisement and Mentorship Plan
  - A detailed Campus/Student Life Plan
- **Strategy I.1.2:** Expand the use of University Centers within the Southern University System, where:
  - SUBR can offer programs at SUNO and SUSLA
  - SUNO can offer programs at SUBR and SUSLA
  - SUSLA can offer programs at SUBR and SUNO
  - SULC can offer programs at SUNO and SUSLA
  - SUAREC can offer programs at SUNO and SUSLA
- **Strategy I.1.3:** Increase enrollment of high school students by strengthening relationships with high school counselors using innovative approaches like high school counselor luncheons to educate them about the quality educational programs, innovative research, and community engagement opportunities throughout the Southern University System that will prepare their students to become global leaders.
- **Strategy I.1.4:** Strengthen faculty and staff development opportunities, both on and off campus, that address best practices in educational pedagogies and technology-enhanced learning.

- **Strategy I.1.5:** Monitor and revise curricular offerings (degrees, certificates) that are aligned with workforce and economic development needs to increase enrollment.
- **Strategy I.1.6:** Expand high-wage, high-demand (4 & 5 Stars) undergraduate academic programs to increase enrollment.
- **Strategy I.1.7:** Expand graduate education opportunities to include new masters and doctoral programs to increase enrollment.
- **Strategy I.1.8:** Promote online/distance education as a viable option to deliver graduate and undergraduate education to increase enrollment.
- **Strategy I.1.9:** Promote dual-enrollment by expanding relationships and developing articulation agreements with high schools to increase enrollment.
- **Strategy I.1.10:** Expand the recruitment of traditional students – first-time full-time students (18 - 25 years) to increase enrollment.
- **Strategy I.1.11:** Expand the recruitment of non-traditional students – adult learners (25 years and above) to increase enrollment.
- **Strategy I.1.12:** Expand the recruitment of transfer students by developing articulation agreements with community colleges to increase enrollment.
- **Strategy I.1.13:** Increase the recruitment of out-of-state students with assistance from the Southern University National Alumni Federation and Alumni Chapters across the country to increase enrollment.
- **Strategy I.1.14:** Increase the recruitment of international students with leadership provided by our offices of international affairs to increase enrollment.
- **Strategy I.1.15:** Increase the re-admission of students who have completed courses but exited prior to completion to increase enrollment.
- **Strategy I.1.16:** Increase cross-enrollment within the Southern University System by strengthening the SUSLA-Connect program and launching the use of University Centers.
- **Strategy I.1.17:** Increase the recruitment of first-generation students to increase enrollment.
- **Strategy I.1.18:** Increase student diversity across the Southern University System by aligning recruitment plans to reflect state, national and global demographics to increase enrollment.
- **Strategy I.1.19:** Develop and implement a plan for increasing need- and merit-based funding through private funding sources to increase access and ensure a Southern University education remains affordable to students.
- **Strategy I.1.20:** Schedule a Southern University System Annual Data Summit, where enrollment outcomes data and best practices are shared, and campus leaders are recognized for their achievements.
- **Strategy I.1.21:** Establish a dynamic and efficient digital marketing plan for recruiting students. Such efforts should include the use of interactive websites, digital advertising, email marketing, social media, blogging, and promotional videos.

#### Objective I.2:

**To increase *Undergraduate Enrollment* by 99% from baseline 10,779 in Fall 2017 to 21,494 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Undergraduate students enrolled
- **Strategy I.2.1:** Improve undergraduate enrollment by offering additional sections of general education, courses.
- **Strategy I.2.2:** Expand co-curricular programs and student support services, such as advising, counseling, and career services.

- **Strategy I.2.3:** Promote innovative uses of instructional technology to enrich classroom teaching and student engagement.
- **Strategy I.2.4:** Increase resources available for scholarships and need-based financial aid.
- **Strategy I.2.5:** Sharpen our competitive edge for the most highly qualified students by providing merit aid needed to recruit more highly qualified freshmen.
- **Strategy I.2.6:** Strengthen the first-year experience program to include exciting new student orientation programs designed to seamlessly transition students to college, thereby improving student access and success.

### Objective I.3:

To increase *Graduate Enrollment* by 92% from baseline 1,239 in Fall 2017 to 2,381 in Fall 2025 across the SU System.

- **Key Performance Indicator:** Total number of Graduate students enrolled
  - **Strategy I.3.1:** Provide adequate resources needed to support graduate education, research capacity, compensation for faculty and staff, and stipends for graduate students.
  - **Strategy I.3.2:** Recruit and mentor graduate students representing a variety of academic perspectives and racial, ethnic, gender, and geographic backgrounds.
  - **Strategy I.3.3:** Develop more masters programs using online and face-to-face modalities in high demand disciplines.
  - **Strategy I.3.4:** Develop more doctoral programs using online and face-to-face modalities in high demand disciplines.
  - **Strategy I.3.5:** Engage faculty and staff in graduate recruitment by linking recruiting activities with their involvement in professional associations and other venues.
  - **Strategy I.3.6:** Ensure that research and service are central components of all graduate programs.

### Objective I.4:

To increase *Online Enrollment* by 3,268% from baseline 188 in Fall 2017 to 6,331 in Fall 2025 across the SU System.

- **Key Performance Indicator:** Total number of Online students enrolled
  - **Strategy I.4.1:** Develop a detailed plan of action for online education.
  - **Strategy I.4.2:** Hire a campus leader for online education.
  - **Strategy I.4.3:** Establish a dynamic and efficient digital marketing plan for recruiting students to online programs and courses to include the use of digital advertising, email marketing, social media, blogging, and promotional videos.
  - **Strategy I.4.4:** Collaborate with the Office of the Registrar to remove barriers for online students when completing the registration process.
  - **Strategy I.4.5:** Provide guidance for training topics and opportunities concerning instructional technology and sound pedagogy.
  - **Strategy I.4.6:** Ensure online faculty, students, technology, and staff support scales appropriately to meet the needs of online courses and program growth.
  - **Strategy I.4.7:** Provide initial and continuous training opportunities for online faculty.
  - **Strategy I.4.8:** Evaluate the current online course rubric and revise as necessary according to best practices.

- **Strategy I.4.9:** Identify programs where at least 50% of their major plan of study is currently being offered online. Once these programs are identified, approach department chairs/directors about the possibility of offering a fully online degree option in addition to their face-to-face degree.
- **Strategy I.4.10:** Work with faculty and departments to convert courses and programs to 100% online.
- **Strategy I.4.11:** Outline additional budget requirements needed by departments and support units as courses and programs are converted to an online platform.
- **Strategy I.4.12:** Identify and convert courses that can be used across multiple degrees and programs.
- **Strategy I.4.13:** Evaluate current policies and plans for online learning.
- **Strategy I.4.14:** Continuously assess all online courses and programs.
- **Strategy I.4.15:** Provide equitable, engaging, and comprehensive academic support for online learners.
- **Strategy I.4.16:** Provide equitable, engaging, and comprehensive student support for online learners.
- **Strategy I.4.17:** Create specific opportunities for online learners to become involved in campus activities.
- **Strategy I.4.18:** Initiate peer mentoring for online learners
- **Strategy I.4.19:** Increase availability of online tutoring in online courses
- **Strategy I.4.20:** Collaborate with specific Student Affairs entities to offer workshops, career fairs, and student organization memberships for online learners.
- **Strategy I.4.21:** Create an online presence in the Student Government Association and offer voting for online students.

#### Objective I.5:

**To increase *Dual Enrollment* by 126% from baseline 1,264 in Fall 2017 to 2,851 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Dual enrollment students
- **Strategy I.5.1:** Expand interactions with area high schools using articulation agreements to provide high school students with the opportunity to take college-level courses and earn credit toward high school completion and their future college degrees.
- **Strategy I.5.2:** Provide courses through an online platform or a blend of online and in-person/face-to-face instruction.
- **Strategy I.5.3:** Expand educational sites/locations for teaching dual-enrollment courses.
- **Strategy I.5.4:** Provide stipends to high school instructors who wish to become certified to teach dual enrollment courses.

#### Objective I.6:

**To increase *New First-Time Full-Time Student Enrollment* by 164% from baseline 2,075 in Fall 2017 to 5,481 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of New First-Time Full-Time students enrolled
- **Strategy I.6.1:** Recruit Generation Y students (Millennials) and Generation Z students using dynamic and interactive digital marketing plans that include the use of digital advertising, email marketing, social media, blogging, interactive websites, and promotional videos.
- **Strategy I.6.2:** Integrate the use of online and hybrid modalities to face-to face instruction to ensure a plethora of instructional delivery options are available.
- **Strategy I.6.3:** Routinely update the content on all institutional websites.

- **Strategy I.6.4:** Develop bridge programs for students who may benefit from additional educational preparation.
- **Strategy I.6.5:** Refine and offer orientation programs to freshmen, transfer students, and graduate students that effectively prepare them for the Southern University educational experience.
- **Strategy I.6.6:** Utilize a one-stop enrollment services model that includes the entire array of student enrollment services (admissions, advising, registration, financial assistance, and student life) to reduce attrition that may result from factors that could be addressed.
- **Strategy I.6.7:** Encourage academic programs to create learning communities.
- **Strategy I.6.8:** Encourage residential programs to create living-learning communities.

#### Objective I.7:

**To increase *Transfer-In Enrollment* by 227% from baseline 796 in Fall 2017 to 2,606 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Transfer-In students enrolled
- **Strategy I.7.1:** Develop institution and program specific articulation agreements to facilitate the transfer of students.
- **Strategy I.7.2:** Develop orientation and student support programs designed for transfer students.
- **Strategy I.7.3:** Offer resources to support the financial aid needs of transfer students.
- **Strategy I.7.4:** Take deliberate steps to improve retention and graduation rates of transfer students.
- **Strategy I.7.5:** Offer more degree programs online to benefit transfer students.

#### Objective I.8:

**To increase *Re-Admit Enrollment* by 197% students from baseline 677 in Fall 2017 to 2,011 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Re-Admit students enrolled
- **Strategy I.8.1:** Develop plans in each college or program to recruit-back students who were previously enrolled but did not return.
- **Strategy I.8.2:** Review the current academic clemency / amnesty policies and revise as appropriate to support the student readmission process.
- **Strategy I.8.3:** Develop and implement a plan for increasing need- and merit-based funding through private funding sources to increase access and ensure a Southern University education remains affordable to students seeking readmission.

#### Objective I.9:

**To increase *Cross-Enrollment* by 321% from baseline 670 in Fall 2017 to 2,820 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Cross-Enrolled students
- **Strategy I.9.1:** Increase cross-enrollment within the Southern University System by strengthening the SUSLA-Connect program and University Centers.
- **Strategy I.9.2:** Promote transfer between and among campuses and colleges through cross-enrollment agreements.

- **Strategy I.9.3:** Develop and implement a Southern University System Master Course Articulation Matrix that will allow for the seamless transfer of students and acceptance of courses across campuses.

#### Objective I.10:

**To increase the percentage of First-Generation Students (*Pell-Eligible Students*) by 8% from baseline 62% in Fall 2017 to 70% in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Percentage of First-Generation (Pell-Eligible) students enrolled
- **Strategy I.10.1:** Increase the recruitment of first-generation students in accordance with our historical mission.
- **Strategy I.10.2:** Provide ongoing training and professional development opportunities for financial aid counselors to ensure that they are up-to-date on applicable federal laws, policies and procedures.
- **Strategy I.10.3:** Ensure all prospective applicants have completed their FAFSAs in a timely manner.

#### Objective I.11:

**To increase the percentage of *Adult Learners (25 years and older)* by 12% from baseline 30% in Fall 2017 to 42% in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Percentage of Adult Learners enrolled
- **Strategy I.11.1:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy I.11.2:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.
- **Strategy I.11.3:** Explore venues for supporting continuing education opportunities for lifelong and non-degree seeking learners.

#### Objective I.12:

**To increase the average *Financial Aid Award (Pell Grants & Scholarships)* by 20% from baseline \$5,345 in Fall 2017 to \$6,400 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Average Financial Aid Award
- **Strategy I.12.1:** Develop and implement a plan for increasing need- and merit-based funding through private funding sources to increase access and ensure a Southern University education remains affordable to all students.
- **Strategy I.12.2:** Streamline the financial aid awarding process to best match students to grants, scholarships, and work-study opportunities.
- **Strategy I.12.3:** Increase the number and amounts of graduate assistantship opportunities.
- **Strategy I.12.4:** Offer financial literacy seminars and workshops to help reduce student indebtedness.

# Goal II

## Commitment to Academic Excellence and Student Success

As a System, we support our campuses in their efforts to develop and offer outstanding technical and academic undergraduate, graduate, and professional programs that respond to local, regional and statewide workforce needs and promote student success and achievement. From the humanities, social sciences, education, and the arts to the sciences, engineering, business, healthcare, and agriculture, our campuses are fast becoming the places where the world looks to first for new ideas, creativity, and innovation. Recognizing the highly mobile nature of traditional and non-traditional student populations, our campuses offer an optimal mix of courses and programs using a variety of course delivery modalities to facilitate timely completion of graduation requirements.

### Objective II.1:

**To decrease the average *Student-Faculty Ratio* by 16% from baseline 21:1 in Fall 2017 to 18:1 in Fall 2025 across the SU System.**

○ **Key Performance Indicator:** Average Student-Faculty Ratio

- **Strategy II.1.1:** Offer more course sections based on enrollment demand.
- **Strategy II.1.2:** Hire more qualified full-time faculty based on enrollment demand.
- **Strategy II.1.3:** Hire more qualified part-time faculty based on enrollment demand.

### Objective II.2:

**To increase *First-to-Second Year Fall to Fall Same Institution Retention Rate* by 12% from baseline 51% in Fall 2017 to 63% in Fall 2025 across the SU System.**

○ **Key Performance Indicator:** First-to-Second Year Fall-to-Fall Same Institution Retention Rate

- **Strategy II.2.1:** Develop an Early-Alert-System to identify students at risk of dropping courses for academic and non-academic reasons.
- **Strategy II.2.2:** Offer an array of academic support programs and services such as tutorial programs across majors, supplemental instruction opportunities, etc.
- **Strategy II.2.3:** Implement a Freshman Academy.
- **Strategy II.2.4:** Offer an array of student support services such as counselling and mentoring programs to help with student success and completion.
- **Strategy II.2.5:** Implement living and learning communities in residential life.
- **Strategy II.2.6:** Develop and implement a plan for increasing need- and merit-based funding through private funding sources to increase student success, thereby decreasing the affordability gap and improving student retention.
- **Strategy II.2.7:** Develop intervention programs as necessary.
- **Strategy II.2.8:** Increase resources for academic advising.
- **Strategy II.2.9:** Increase student engagement and involvement in campus life programs and student organizations.
- **Strategy II.2.10:** Practice active teaching and learning in the classroom by increasing student-faculty engagement.

### Objective II.3:

To increase the *4-Year Graduation Rate (100% or normal time to completion)* by 14% from baseline 6.5% in Fall 2017 (2013 cohort) to 20.5% in Fall 2025 (2021 cohort) for 4-Year SU System institutions (SUBR and SUNO).

- **Key Performance Indicator:** 4-Year Graduation Rate (100% or normal time to completion)
- **Strategy II.3.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.3.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.3.3:** Advise students to complete 15 credits per semester or 30 credits per year to facilitate on-time completion.
- **Strategy II.3.4:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.3.5:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.

### Objective II.4:

To increase the *6-Year Graduation Rate (150% of normal time to completion)* by 14% from baseline 25.0% in Fall 2017 (2011 cohort) to 39.0% in Fall 2025 (2019 cohort) for 4-Year SU System institutions (SUBR and SUNO).

- **Key Performance Indicator:** 6-Year Graduation Rate (150% of normal time to completion)
- **Strategy II.4.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.4.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.4.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.4.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.

### Objective II.5:

To increase the *8-Year Graduation Rate (200% of normal time to completion)* by 10% from baseline 27% in Fall 2017 (2009 cohort) to 37.0% in Fall 2025 (2017 cohort) for 4-Year SU System institutions (SUBR and SUNO).

- **Key Performance Indicator:** 8-Year Graduation Rate (200% of normal time to completion)
- **Strategy II.5.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.5.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.5.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.

- **Strategy II.5.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.

#### Objective II.6:

**To increase the 2-Year Graduation Rate (100% or normal time to completion) by 9.5% from baseline 4.0% in Fall 2017 (2015 cohort) to 13.5% in Fall 2025 (2023 cohort) for the 2-Year SU System institution (SUSLA).**

- **Key Performance Indicator:** 2-Year Graduation Rate (100% or normal time to completion)
- **Strategy II.6.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.6.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.6.3:** Advise students to complete 15 credits per semester or 30 credits per year to facilitate on-time completion.
- **Strategy II.6.4:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.6.5:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.

#### Objective II.7:

**To increase the 3-Year Graduation Rate (150% of normal time to completion) by 11% from baseline 9% in Fall 2017 (2014 cohort) to 20% in Fall 2025 (2022 cohort) for the 2-Year SU System institution (SUSLA).**

- **Key Performance Indicator:** 3-Year Graduation Rate (150% of normal time to completion)
- **Strategy II.7.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.7.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.7.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.7.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.

#### Objective II.8:

**To increase the 4-Year Graduation Rate (200% of normal time to completion) by 4% from baseline 16% in Fall 2017 (2013 cohort) to 20% in Fall 2025 (2021 cohort) for the 2-Year SU System institution (SUSLA).**

- **Key Performance Indicator:** 4-Year Graduation Rate (200% of normal time to completion)
- **Strategy II.8.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.8.2:** Align academic support programs with gateway courses such as mathematics.

- **Strategy II.8.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.8.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.

#### Objective II.9:

**To increase the total number of *Awards (Completers)* by 73% from baseline 1,981 awards in Fall 2017 to 3,430 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Awards (Completers)
- **Strategy II.9.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.9.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.9.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.9.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.9.5:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy II.9.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.

#### Objective II.10:

**To increase the total number of *Diplomas* awarded by 700% from baseline 10 awards in Fall 2017 to 80 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total of number of Diplomas awarded
- **Strategy II.10.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.10.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.10.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.10.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.10.5:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy II.10.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.

#### Objective II.11:

**To increase the total number of *Certificates* awarded by 159% from baseline 85 awards in Fall 2017 to 220 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Certificates awarded

- **Strategy II.11.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.11.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.11.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.11.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.11.5:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy II.11.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.

#### Objective II.12:

**To increase the total number of *Associate degrees* awarded by 43% from baseline 224 awards in Fall 2017 to 320 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total of number of Associate degrees awarded
- **Strategy II.12.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.12.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.12.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.12.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.12.5:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy II.12.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.

#### Objective II.13:

**To increase the total number of *Baccalaureate degrees* awarded by 94% from baseline 1,032 awards in Fall 2017 to 2,000 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total of number of Baccalaureate degrees awarded
- **Strategy II.13.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.13.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.13.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.13.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.13.5:** Offer more courses and academic programs through evening and weekend programs.

- **Strategy II.13.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.

#### Objective II.14:

**To increase the total number of *Master's degrees* awarded by 29% from baseline 464 awards in Fall 2017 to 600 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total of number of Master's degrees awarded
- **Strategy II.14.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.14.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.14.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.14.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.14.5:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy II.14.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.

#### Objective II.15:

**To increase the total number of *Doctoral degrees* awarded by 114% from baseline 14 awards in Fall 2017 to 30 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total of number of Doctoral degrees awarded
- **Strategy II.15.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.15.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.15.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.15.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.15.5:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy II.15.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.
- **Strategy II.15.7:** Explore the possibility for SUBR to move up to the Carnegie Doctoral Level classification options.
- **Strategy II.15.8:** Explore the possibility for SUBR to move up to the SREB 4 Year 2 classification.

### Objective II.16:

**To increase the total number of *Professional degrees (Juris Doctorate)* awarded by 18% from baseline 152 awards in Fall 2017 to 180 awards in Fall 2025 across the SU System.**

- **Key Performance Indicator(s):** Total of number of Professional degrees (Juris Doctorate) awarded
- **Strategy II.16.1:** Explore the use of course planning tools such Degree Works to assist students with on-time completion.
- **Strategy II.16.2:** Align academic support programs with gateway courses such as mathematics.
- **Strategy II.16.3:** Implement structured schedules to accommodate adult learners and working students in maintaining a healthy balance between work, life and school, thereby enabling more students to attend college full-time and shorten their time to completion.
- **Strategy II.16.4:** Implement guided pathways with defined plans of study for each semester, thereby ensuring on time completion.
- **Strategy II.16.5:** Offer more courses and academic programs through evening and weekend programs.
- **Strategy II.16.6:** Promote online/distance education as a viable option to deliver graduate and undergraduate education for the convenience of adult learners.

### Objective II.17:

**To increase the *National Council Licensure Examination (NCLEX) Passage Rate for Baccalaureate Degree Programs* by 8% from baseline 89% in Fall 2017 to 97% awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** National Council Licensure Examination (NCLEX) Passage Rate for Baccalaureate Degree Programs
- **Strategy II.17.1:** Provide academic support services to include, advising, test-taking, critical thinking, and practice with computer testing.
- **Strategy II.17.2:** Encourage the use of a predictor examination as tool for student preparation.
- **Strategy II.17.3:** Encourage students to complete tutorial programs as needed.

### Objective II.18:

**To increase the *National Council Licensure Examination (NCLEX) Passage Rate for Associate Degree Programs* by 16% from baseline 73% in Fall 2017 to 89% awards in Fall 2025 across the SU System.**

- **Key Performance Indicator:** National Council Licensure Examination (NCLEX) Passage Rate for Associate Degree Programs
- **Strategy II.18.1:** Provide academic support services to include, advising, test-taking, critical thinking, and practice with computer testing.
- **Strategy II.18.2:** Encourage the use of a predictor examination as tool for student preparation.
- **Strategy II.18.3:** Encourage students to complete tutorial programs as needed.

#### Objective II.19:

To maintain **100% passage rate on the PRAXIS Examination (American Teacher Certification Examination)** across the SU System.

- **Key Performance Indicator:** PRAXIS Examination Passage Rate
- **Strategy II.19.1:** Provide academic support services to include, advising, test-taking, critical thinking, and practice with computer testing.
- **Strategy II.19.2:** Encourage the use of a predictor examination as tool for student preparation.
- **Strategy II.19.3:** Encourage students to complete tutorial programs as needed.

#### Objective II.20:

To increase the **Louisiana Bar Association Passage Rate for First-Time July Test-Takers by 22% from baseline 58% in Fall 2017 to 80% in Fall 2025** across the SU System.

- **Key Performance Indicator:** Louisiana Bar Association Passage Rate for First-Time July Test-Takers
- **Strategy II.20.1:** Provide academic support services to include, advising, test-taking, critical thinking, and practice with computer testing.
- **Strategy II.20.2:** Encourage the use of a predictor examination as tool for student preparation.
- **Strategy II.20.3:** Encourage students to complete tutorial programs as needed.

#### Objective II.21:

To increase the percentage of **Law Graduates placed in Jobs at 10-Months after Graduation by 9% from baseline 73% in Fall 2017 to 82% in Fall 2025** across the SU System.

- **Key Performance Indicator:** Percent of Law Graduates placed in Jobs at 10-Months after Graduation
- **Strategy II.21.1:** Expand relationships with potential employers in the legal profession.
- **Strategy II.21.2:** Seek the assistance from successful alumnus to open doors of employment opportunities for new graduates.
- **Strategy II.21.3:** Produce top performing graduates who are highly sought by potential employers in the legal profession.

# Goal III

## Commitment to Institutional Effectiveness and Accountability

As a System, we implement institutional effectiveness by promoting an evidence-based planning and assessment culture that is focused on continuous improvement and centered on each institution's mission. Accountability is demonstrated on each campus through annual assessments designed to measure progress towards the achievement of goals, objectives, and expected outcomes. Our campuses routinely monitor and evaluate progress toward the accomplishment of strategic goals. A strong emphasis continues to be placed on quality service across all campus operations. To this end, data and policies are consistently employed to ensure informed decision-making. Finally, operating efficiencies are realized through responsible management of human, financial, and physical resources.

### Objective III.1:

**To maintain 100% Compliance with the Accreditation Standards contained in the Principles of Accreditation by the Southern Association of Colleges and Schools – Commission on Colleges (SACS-COC) for the degree granting institutions across the SU System.**

- **Key Performance Indicator:** 100% Compliance with SACS-COC Principles of Accreditation Standards
- **Strategy III.1.1:** Hire an experienced SACS-Accreditation Liaison.
- **Strategy III.1.2:** Ensure compliance with the SACS-COC 2018 Principles of Accreditation.
- **Strategy III.1.3:** Develop an institutional effectiveness model designed to promote an evidence-based planning and assessment culture that is focused on continuous improvement and institutional mission.
- **Strategy III.1.4:** Prepare for the SACS-COC off-site review by submitting a quality Compliance Certification report that addresses all fourteen sections and core requirements contained in the 2018 Principles of Accreditation.
- **Strategy III.1.5:** Prepare for the SACS-COC on-site review by submitting a quality focused report and Quality Enhancement Plan (QEP).
- **Strategy III.1.6:** Ensure arrangements are in place when hosting the SACS-COC on-site review team.

### Objective III.2:

**To maintain 100% Compliance with individual Programmatic Accreditation Standards for educational programs that have an accrediting body across the SU System.**

- **Key Performance Indicator:** 100% Compliance with Programmatic Accreditation Standards for eligible educational programs
- **Strategy III.2.1:** Ensure compliance with the accreditation standards for each program that has an accrediting body.
- **Strategy III.2.2:** Ensure that each program has a clearly defined mission, goals, and objectives that are aligned to the institution's mission, goals and objectives.
- **Strategy III.2.3:** Assess student and program learning outcomes through a comprehensive planning and assessment process.

### Objective III.3:

To strengthen the *Financial Health Index* of the SU System by increasing *Current Ratios* by 131% from baseline 1.88 in Fall 2017 to 4.35 in Fall 2025.

- **Key Performance Indicator:** Current Financial Ratios
- **Strategy III.3.1:** Strive to increase the value of current assets.
- **Strategy III.3.2:** Strive to decrease current liabilities.
- **Strategy III.3.3:** Divide current assets by current liabilities to establish the current ratio as a measure of an institution's fiscal health.

### Objective III.4:

To strengthen the *Financial Health Index* of the SU System by increasing *Working Capital* by 197% from baseline \$8,023,057 in Fall 2017 to \$23,850,000 in Fall 2025.

- **Key Performance Indicator:** Working Capital Dollar Value
- **Strategy III.4.1:** Strive to increase the value of current assets.
- **Strategy III.4.2:** Strive to decrease current liabilities.
- **Strategy III.4.3:** Subtract current liabilities from current assets to establish the working capital as a measure of an institution's fiscal health.

### Objective III.5:

To strengthen the *Financial Health Index* of the SU System by increasing *Quick Ratios (Acid Test Ratios)* by 138% from baseline 1.88 in Fall 2017 to 4.35 in Fall 2025.

- **Key Performance Indicator:** Quick Ratios / Acid Test Ratios
- **Strategy III.5.1:** Strive to increase the value of total current assets.
- **Strategy III.5.2:** Strive to reduce pre-paid expenses.
- **Strategy III.5.3:** Subtract pre-paid expenses from total current assets (difference).
- **Strategy III.5.4:** Divide the difference by current liabilities to establish quick ratio as a measure of an institution's fiscal health.

### Objective III.6:

To strengthen the *Financial Health Index* of the SU System by increasing *Unrestricted Net Position* by 1,657% from baseline -\$767,473 in Fall 2017 to \$11,950,000 in Fall 2025.

- **Key Performance Indicator:** Unrestricted Net Position Dollar Value
- **Strategy III.6.1:** Strive to increase the value of total current assets.
- **Strategy III.6.2:** Maintain positive unrestricted net assets after adjusting for pensions, compensated absences, and OPEB.

### Objective III.7:

To increase the total number of *Internal Audits* completed annually by 1000% from baseline 1 completed audit in Fall 2017 to 11 completed audits in Fall 2025 across the SU System.

- **Key Performance Indicator:** Total number of Audits completed annually
- **Strategy III.7.1:** Provide the resources to support the internal audit function.
- **Strategy III.7.2:** Work collaboratively with institutional units to complete the audit process.
- **Strategy III.7.3:** Reduce repeat audit findings.
- **Strategy III.7.4:** Use audit results for continuous improvement.

### Objective III.8:

To increase the *Percentage of Budgets* reviewed annually by 10% from baseline 1% in Fall 2017 to 11% in Fall 2025 across the SU System.

- **Key Performance Indicator:** Percent of Budgets reviewed annually
- **Strategy III.8.1:** Provide the resources to support the internal audit function.
- **Strategy III.8.2:** Work collaboratively with institutional units to complete the audit process.
- **Strategy III.8.3:** Reduce repeat audit findings.
- **Strategy III.8.4:** Use audit results for continuous improvement.

# Goal IV

## Commitment to Scholarly Research, Discovery, and Entrepreneurship

As a System, we support our campuses in their efforts to engage students, faculty, and staff in solving critical societal problems, expanding economic development opportunities, and enhancing quality of life in Louisiana, nation and the world. To this end, our campuses serve as incubators and champions for applied research and entrepreneurial endeavors that produce knowledge of intrinsic and practical value. With an emphasis on partnerships, community-based research and service projects, our campuses employ emerging technology to prepare students to contribute to the well-being of all communities.

### Objective IV.1:

**To increase the *Dollar Value of Grant Proposals Submitted* by 142% from baseline \$30,984,682 in Fall 2017 to \$75,000,000 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Dollar value of Grant Proposals Submitted

- **Strategy IV.1.1:** Develop and implement a comprehensive plan to build and expand research capacity throughout the Southern University System.
- **Strategy IV.1.2:** Grow and diversify extramural research funding.
- **Strategy IV.1.3:** Develop plans to generate revenue from royalties, expedite the awards of patents, execution of licenses and commercial agreements, and the creation of new start-up companies through business incubators.
- **Strategy IV.1.4:** Develop and implement plans to encourage scholarship productivity such as the publication of books, peer-reviewed articles, etc.
- **Strategy IV.1.5:** Incentivize faculty and staff research productivity by increasing the threshold in the extra-compensation policy from 20 percent to up to 25 percent.
- **Strategy IV.1.6:** Reward academic programs for their research productivity by re-distributing a portion of the in-direct cost back to the academic programs of the Principal Investigators (PIs).
- **Strategy IV.1.7:** Develop and implement a comprehensive workforce and economic development solutions plan aimed at responding to the workforce needs of business and industry at the local, regional, and/or state levels.
- **Strategy IV.1.8:** Quantify the collective economic value and impact of the Southern University System and its individual campuses on the local, regional, and/or the state's economy.
- **Strategy IV.1.9:** Develop support services and infrastructure that fuel a vibrant research culture across the Southern University System.

### Objective IV.2:

**To increase the total number of *Grant Proposals Submitted* by 54% from baseline 91 in Fall 2017 to 140 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Grant Proposals Submitted

- **Strategy IV.2.1:** Develop and implement a comprehensive plan to build and expand research capacity throughout the Southern University System.

- **Strategy IV.2.2:** Grow and diversify extramural research funding.
- **Strategy IV.2.3:** Develop plans to generate revenue from royalties, expedite the awards of patents, execution of licenses and commercial agreements, and the creation of new start-up companies through business incubators.
- **Strategy IV.2.4:** Develop and implement plans to encourage scholarship productivity such as the publication of books, peer-reviewed articles, etc.
- **Strategy IV.2.5:** Incentivize faculty and staff research productivity by increasing the threshold in the extra-compensation policy from 20 percent to up to 25 percent.
- **Strategy IV.2.6:** Reward academic programs for their research productivity by re-distributing a portion of the in-direct cost back to the academic programs of the Principal Investigators (PIs).
- **Strategy IV.2.7:** Develop and implement a comprehensive workforce and economic development solutions plan aimed at responding to the workforce needs of business and industry at the local, regional, and/or state levels.
- **Strategy IV.2.8:** Quantify the collective economic value and impact of the Southern University System and its individual campuses on the local, regional, and/or the state's economy.
- **Strategy IV.2.9:** Develop support services and infrastructure that fuel a vibrant research culture across the Southern University System.

### Objective IV.3:

**To increase the *Dollar Value of Grant Proposal Awarded* by 65% from baseline \$21,150,957 in Fall 2017 to \$35,000,000 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Dollar value of Grant Proposals Awarded

- **Strategy IV.3.1:** Develop and implement a comprehensive plan to build and expand research capacity throughout the Southern University System.
- **Strategy IV.3.2:** Grow and diversify extramural research funding.
- **Strategy IV.3.3:** Develop plans to generate revenue from royalties, expedite the awards of patents, execution of licenses and commercial agreements, and the creation of new start-up companies through business incubators.
- **Strategy IV.3.4:** Develop and implement plans to encourage scholarship productivity such as the publication of books, peer-reviewed articles, etc.
- **Strategy IV.3.5:** Incentivize faculty and staff research productivity by increasing the threshold in the extra-compensation policy from 20 percent to up to 25 percent.
- **Strategy IV.3.6:** Reward academic programs for their research productivity by re-distributing a portion of the in-direct cost back to the academic programs of the Principal Investigators (PIs).
- **Strategy IV.3.7:** Develop and implement a comprehensive workforce and economic development solutions plan aimed at responding to the workforce needs of business and industry at the local, regional, and/or state levels.
- **Strategy IV.3.8:** Quantify the collective economic value and impact of the Southern University System and its individual campuses on the local, regional, and/or the state's economy.
- **Strategy IV.3.9:** Develop support services and infrastructure that fuel a vibrant research culture across the Southern University System.

#### Objective IV.4:

**To increase the total number of *Grant Proposals Awarded* by 25% from baseline 64 in Fall 2017 to 80 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Grant Proposals Awarded
- **Strategy IV.4.1:** Develop and implement a comprehensive plan to build and expand research capacity throughout the Southern University System.
- **Strategy IV.4.2:** Grow and diversify extramural research funding.
- **Strategy IV.4.3:** Develop plans to generate revenue from royalties, expedite the awards of patents, execution of licenses and commercial agreements, and the creation of new start-up companies through business incubators.
- **Strategy IV.4.4:** Develop and implement plans to encourage scholarship productivity such as the publication of books, peer-reviewed articles, etc.
- **Strategy IV.4.5:** Incentivize faculty and staff research productivity by increasing the threshold in the extra-compensation policy from 20 percent to up to 25 percent.
- **Strategy IV.4.6:** Reward academic programs for their research productivity by re-distributing a portion of the in-direct cost back to the academic programs of the Principal Investigators (PIs).
- **Strategy IV.4.7:** Develop and implement a comprehensive workforce and economic development solutions plan aimed at responding to the workforce needs of business and industry at the local, regional, and/or state levels.
- **Strategy IV.4.8:** Quantify the collective economic value and impact of the Southern University System and its individual campuses on the local, regional, and/or the state's economy.
- **Strategy IV.4.9:** Develop support services and infrastructure that fuel a vibrant research culture across the Southern University System.

# Goal V

## Commitment to Fundraising and Philanthropic Support

As a System, we support our campuses in their efforts to launch fund-raising campaigns designed to increase overall giving in support of student access, success, and completion; faculty and staff recruitment, retention, and professional development; capital improvements and deferred maintenance projects.

### Objective V.1:

**To increase the total number of *Donors* by 24% from baseline 1,327 in Fall 2017 to 1,645 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Donors
- **Strategy V.1.1:** Develop and implement an Annual Giving Campaign.
- **Strategy V.1.2:** Expand the list of donors to include:
  - Corporations
  - Foundations
  - Business and Industry
  - Alumni
  - Employees
  - Board members
  - Celebrities
  - Individuals
- **Strategy V.1.3:** Mobilizing and incentivize donors.
- **Strategy V.1.4:** Launch donor recognition programs.

### Objective V.2:

**To increase the total number of *Gifts* by 12% from baseline 1,986 in Fall 2017 to 2,220 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Gifts
- **Strategy V.2.1:** Develop and implement an Annual Giving Campaign.
- **Strategy V.2.2:** Expand the list of gifts to include:
  - Major Gifts
  - Endowments
  - Scholarships
  - Need-Based Gifts
  - Special Gifts
  - One-Time Gifts

### Objective V.3:

To increase the *Dollar Value of Gifts* by 75% from baseline \$2,466,058 in Fall 2017 to \$4,310,000 in Fall 2025 across the SU System.

- **Key Performance Indicator:** Dollar value of Gifts

- **Strategy V.3.1:** Execute strategic investments.
- **Strategy V.3.2:** Facilitate grassroots fundraising.
- **Strategy V.3.3:** Execute sophisticated advertisements.
- **Strategy V.3.4:** Make the “ask” explicit.
- **Strategy V.3.5:** Identify matching gift opportunities.
- **Strategy V.3.6:** Streamline operations to maximize efficiencies.
- **Strategy V.3.7:** Attract appropriate advertisers and convince them that Southern University websites are the spaces where they should purchase advertising space to sell their products.

# Goal VI

## Commitment to Improve Campus Life through Infrastructural Development

As a System, we support our campuses in their efforts to provide an aesthetically pleasing, safe, secure, and comfortable campus environment that promotes student access (enrollment) and measures of student success (retention and graduation rates). Campuses are developing comprehensive campus master plans which are used to guide improvements to campus infrastructure designed to meet the living, learning and working needs of students, faculty, and staff. **Satisfaction surveys will be developed and deployed system-wide in 2019, which will allow for the development, implementation, and tracking of SMART objective(s) for this goal.**

**Strategy VI.1.1:** Each campus shall develop a **Campus Master Plan**.

- An inclusive Campus Master Plan includes assessments of building locations, student housing, academic buildings including classrooms, research buildings including laboratories, vehicular and pedestrian routing assessment, parking lot needs, recreational improvements, athletic facilities, and campus utilities designed to ultimately enhance campus safety and security and improve student access, success, and completion.
- Implement Beautification, Image-Building, Gateway-Projects, and Deferred Maintenance for the following campus spaces:
  - Campus Housing and Related Living and Learning Communities
  - Campus Academic Classrooms and Related-Study Spaces
  - Campus Research Laboratories and Related-Spaces
  - Campus Library and Learning Resources
  - Campus Athletic Facilities
  - Campus Recreation, Events Facilities, and Student Union
  - Campus Roads, Sidewalks, and Parking Spaces
  - Campus Bridges and Connecting Walkways
  - Campus Utility Distribution Systems, including:
    - Campus Drinking Water Plumbing System; Sanitary Sewer System, including collection lines, manholes and lift-stations; Storm Water System
    - Electrical System & HVAC Demands and Chill Water Distribution System
    - Data/Information Technology/Telecommunications System Expansion
- Address routine Deferred Maintenance projects:
  - HVAC, Electrical, Plumbing, Roofing, Windows and Weatherization, Flooring
  - Sheetrock/Drywall Repairs, Painting

**Strategy VI.1.2:** Ensure that the Student Life experience on Southern University Campuses is student-centered and focused on the development the “**whole person**” through a transformative learning process.

**Strategy VI.1.3:** Student Life units will seek and promote greater collaboration with academics in enhancing student learning, thereby facilitating student retention and academic progress by removing barriers for student success and completion.

**Strategy VI.1.4:** Student Life will deliver programs and services to facilitate a culture of health, safety, and wellbeing amongst students.

**Strategy VI.1.5:** Student Life will empower students to have a voice/platform regarding larger social issues, thereby ensuring that service and civic engagement are central to programs and activities.

**Strategy VI.1.6:** Encourage residential programs to create living-learning communities.

# Goal VII

## Commitment to Promote the Southern University Brand through Outreach and Global Engagement

As a System, we support our campuses in their efforts to promote the Southern University Brand using Social Media, Institutional Website, Print Media, Public Service Announcements (PSAs), Radio Ads, TV Ads, Web Ads, and Billboard Ads. Additionally, the System helps to coordinate Signature Engagement Events such as Town-Gown Meetings, Advocacy Tours, Alumni Chapter Meetings, and Governmental Relations.

### Objective VII.1:

**To increase *International Student Enrollment* by 24% from baseline 339 in Fall 2017 to 420 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of International Students enrolled
- **Strategy VII.1.1:** Establish a dynamic and efficient digital marketing plan for recruiting students. Such efforts should include the use of digital advertising, an interactive website, email marketing, social media, blogging, and promotional videos.
- **Strategy VII.1.2:** Expand high-wage, high-demand (4 & 5 Stars) undergraduate academic program offerings to increase enrollment.
- **Strategy VII.1.3:** Expand graduate education opportunities to include new in-demand masters and doctoral programs to increase enrollment.
- **Strategy VII.1.4:** Promote online/distance education as a viable option to deliver graduate and undergraduate education to increase enrollment.
- **Strategy VII.1.5:** Develop and implement a plan for increasing need- and merit-based funding through private funding sources to increase access and ensure a Southern University education remains affordable to students.
- **Strategy VII.1.6:** Offer more graduate assistantship opportunities to international graduate students.

### Objective VII.2:

**To increase *Out-of-State Student Enrollment* by 26% from baseline 1,242 in Fall 2017 to 1,562 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Out-of-State Students enrolled
- **Strategy VII.2.1:** Establish a dynamic and efficient digital marketing plan for recruiting students. Such efforts should include the use of digital advertising, an interactive website, email marketing, social media, blogging, and promotional videos.
- **Strategy VII.2.2:** Expand high-wage, high-demand (4 & 5 Stars) undergraduate academic program offerings to increase enrollment.
- **Strategy VII.2.3:** Expand graduate educational opportunities to include new in-demand masters and doctoral programs to increase enrollment.
- **Strategy VII.2.4:** Promote online/distance education as a viable option to deliver graduate and undergraduate education to increase enrollment.

- **Strategy VII.2.5:** Develop and implement a plan for increasing need- and merit-based funding through private funding sources to increase student access and ensure a Southern University education remains affordable to students.
- **Strategy VII.2.6:** Offer more graduate assistantship opportunities to out-of-state students.
- **Strategy VII.2.7:** Enlist the support and assistance of the Southern University National Alumni Federation and Alumni Chapters to help recruit and retain out-of-state students to Southern University campuses.

#### Objective VII.3:

**To increase the total number of *Paid Alumni Memberships (Annual and Life Memberships)* by 13% from baseline 4,375 in Fall 2017 to 4,950 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Paid Alumni Memberships – Annual and Life
  - **Strategy VII.3.1:** Incentivize alumni to stay current with their annual membership dues.
  - **Strategy VII.3.2:** Increase the conversion of paid annual members to life members.

#### Objective VII.4:

**To increase the total number of *Fans/Followers (Social Media Audience Growth)* by 274% from baseline 80,122 in Fall 2017 to 300,000 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Social Media Fans/Followers
  - **Strategy VII.4.1:** Reinforce the Southern University BRAND.
  - **Strategy VII.4.2:** Integrate social media into overall marketing and communications strategies.
  - **Strategy VII.4.3:** Increase social media mentions to ensure that the Southern University BRAND has been shared and talked about online on social media. For example, review how many times our Facebook post has been shared; how many re-tweets we received for a recent tweet promotion.
  - **Strategy VII.4.4:** Use social media to share top web content created by university units.
  - **Strategy VII.4.5:** Share institutional accomplishments, awards and rankings via social media.
  - **Strategy VII.4.6:** Monitor and respond to all comments, mentions and shares, when appropriate.
  - **Strategy VII.4.7:** Increase likes, fans, followers and subscribers.
  - **Strategy VII.4.8:** Use monitoring tools to measure engagement and reach.
  - **Strategy VII.4.9:** Link all social media profiles to the websites.
  - **Strategy VII.4.10:** Add social media icons to all outgoing emails.
  - **Strategy VII.4.11:** Optimize social media accounts using critical keywords that are best aligned to the trigger key words prospective students would utilize during college searches.
  - **Strategy VII.4.12:** Apply the same keywords in posts.
  - **Strategy VII.4.13:** Use hashtags often to bring more prospective students to our blogs and websites.
  - **Strategy VII.4.14:** Share all social media accounts with everyone. This will inform our internal and external constituencies that we have an active presence on Facebook, Twitter, Instagram, Pinterest, and Google Plus etc. and they, in turn, can share our social media accounts with everyone they know. This is a simple way to get the “word” out.
  - **Strategy VII.4.15:** Always publicize up-to-date informative content.
  - **Strategy VII.4.16:** Develop effective research tools for engaging and motivating target audiences and to define key social media messages sent.
  - **Strategy VII.4.17:** Consistently post at a comfortable rate.

### Objective VII.5:

**To increase the total number of *Messages Sent* (Social Media Message Volume) by 2,497% from baseline 1,925 in Fall 2017 to 50,000 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Social Media Messages Sent
- **Strategy VII.5.1:** Reinforce the Southern University BRAND.
- **Strategy VII.5.2:** Create and execute an integrated social media approach.
- **Strategy VII.5.3:** Link all social media profiles to the websites.
- **Strategy VII.5.4:** Add social media icons to all outgoing emails.
- **Strategy VII.5.5:** Optimize social media accounts using critical keywords that are best aligned to the trigger key words prospective students would utilize during college searches.
- **Strategy VII.5.6:** Apply the same keywords in posts.
- **Strategy VII.5.7:** Use hashtags often to bring more prospective students to our blogs and websites.
- **Strategy VII.5.8:** Share all social media accounts with everyone. This will inform our internal and external constituencies that we have an active presence on Facebook, Twitter, Instagram, Pinterest, and Google Plus etc. and they, in turn, can share our social media accounts with everyone they know. This is a simple way to get the “word” out.
- **Strategy VII.5.9:** Always publicize up-to-date informative content.
- **Strategy VII.5.10:** Develop effective research tools for engaging and motivating target audiences and to define key social media messages sent.
- **Strategy VII.5.11:** Consistently post at a comfortable rate.
- **Strategy VII.5.12:** Share institutional accomplishments, awards and rankings via social media.

### Objective VII.6:

**To increase the total number of *Messages Received* (Social Media Message Volume) by 1,062% from baseline 8,609 in Fall 2017 to 100,000 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Social Media Messages Received
- **Strategy VII.6.1:** Reinforce the Southern University BRAND.
- **Strategy VII.6.2:** Create and execute an integrated social media approach.
- **Strategy VII.6.3:** Develop effective research tools for engaging and motivating target audiences and to define key social media messages received.
- **Strategy VII.6.4:** Link all social media profiles to the websites.
- **Strategy VII.6.5:** Use hashtags often to bring more prospective students to our blogs and websites.
- **Strategy VII.6.6:** Share all social media accounts with everyone. This will inform our internal and external constituencies that we have an active presence on Facebook, Twitter, Instagram, Pinterest, and Google Plus etc. and they, in turn, can share our social media accounts with everyone they know. This is a simple way to get the “word” out.
- **Strategy VII.6.7:** Always publicize up-to-date informative content.
- **Strategy VII.6.8:** Develop effective research tools for engaging and motivating target audiences and to define key social media messages sent.
- **Strategy VII.6.9:** Consistently post at a comfortable rate.

### Objective VII.7:

To increase the total number of *Impressions* (Social Media Impressions) by 435% from baseline 18,700,000 in Fall 2017 to 100,000,000 in Fall 2025 across the SU System.

- **Key Performance Indicator:** Total number of Social Media Impressions
- **Strategy VII.7.1:** Focus on impressions since they are the metric used most widely in public relations to disseminate organizational content that is timely, relevant, and engaging. The media then picks the content and drives impressions for the Brand.
- **Strategy VII.7.2:** Continue to drive impressions to bring awareness to the Southern University Brand. Brand awareness is often a leading objective of social media in order to drive new consumers. Increased impressions will lead to increased engagement and community size.
- **Strategy VII.7.3:** Link all social media profiles to the websites.
- **Strategy VII.7.4:** Use hashtags often to bring more prospective students to our blogs and websites.
- **Strategy VII.7.5:** Share all social media accounts with everyone. This will inform our internal and external constituencies that we have an active presence on Facebook, Twitter, Instagram, Pinterest, and Google Plus etc. and they, in turn, can share our social media accounts with everyone they know. This is a simple way to get the “word” out.
- **Strategy VII.7.6:** Always publicize up-to-date content.

### Objective VII.8:

To increase the total number of *Engagements* (Social Media Engagements) by 1,721% from baseline 109,800 in Fall 2017 to 2,000,000 in Fall 2025 across the SU System.

- **Key Performance Indicator:** Total number of Social Media Engagements
- **Strategy VII.8.1:** Utilize research-based decision-making processes to make media and message decisions for promoting Southern University’s Brand, institutional reputation, community engagement and engaging key stakeholders.
- **Strategy VII.8.2:** Create and execute an integrated social media approach.
- **Strategy VII.8.3:** Develop effective research tools for engaging and motivating target audiences and to define key social media messages received.
- **Strategy VII.8.4:** Link all social media profiles to the websites.
- **Strategy VII.8.5:** Use hashtags often to bring more prospective students to our blogs and websites.
- **Strategy VII.8.6:** Share all social media accounts with everyone. This will inform our internal and external constituencies that we have an active presence on Facebook, Twitter, Instagram, Pinterest, and Google Plus etc. and they, in turn, can share our social media accounts with everyone they know. This is a simple way to get the “word” out.
- **Strategy VII.8.7:** Always publicize up-to-date informative content.
- **Strategy VII.8.8:** Consistently post at a comfortable rate.

### Objective VII.9:

To increase the total number of *Link Clicks (Social Media Link Clicks)* by 2,386% from baseline 20,114 in Fall 2017 to 500,000 in Fall 2025 across the SU System.

- **Key Performance Indicator:** Total number of Link Clicks
- **Strategy VII.9.1:** Link all social media profiles to the websites.
- **Strategy VII.9.2:** Use hashtags often to bring more prospective students to our blogs and websites.
- **Strategy VII.9.3:** Share all social media accounts with everyone. This will inform our internal and external constituencies that we have an active presence on Facebook, Twitter, Instagram, Pinterest, and Google Plus etc. and they, in turn, can share our social media accounts with everyone they know. This is a simple way to get the “word” out.
- **Strategy VII.9.4:** Always publicize up-to-date informative content.
- **Strategy VII.9.5:** Consistently post at a comfortable rate.

### Objective VII.10:

To increase the average *Session Duration (Website Traffic)* by 43% from baseline 2.56 minutes in Fall 2017 to 3.66 minutes in Fall 2025 across the SU System.

- **Key Performance Indicator:** Average Website Session Duration (minutes)
- **Strategy VII.10.1:** First impressions also count on the Internet. Make sure that websites are user friendly and interactive.
- **Strategy VII.10.2:** Make sure that website content is current, informative, and up-to-date.
- **Strategy VII.10.3:** Link all social media profiles to the websites.
- **Strategy VII.10.4:** Generate web traffic by adding targeted keywords to the website’s articles, product titles, product descriptions and text links.
- **Strategy VII.10.5:** Make institutional websites “sticky,” make visitors stick around, by having great product offerings and enhancing content. Use more appealing photographs, add polls or questionnaires, add a blog with a base of useful articles on subjects relevant to SU stakeholders that will maximize clicks and build loyal site visitors at the same time.
- **Strategy VII.10.6:** Perform “search engine optimization” by ensuring that institutional web content is properly optimized for search engines to land in the top page position of major search engines, thereby exposing our information to millions of internet users.
- **Strategy VII.10.7:** Use web analytics tools to track site visitors’ habits as they work their way through our web content. Monitoring these patterns will provide a clear picture of what’s working on our websites and what isn’t.

### Objective VII.11:

To increase the average number of *Sessions per User (Website Traffic)* by 3% from baseline 3.05 in Fall 2017 to 3.13 in Fall 2025 across the SU System.

- **Key Performance Indicator:** Average number of Website Sessions per User
- **Strategy VII.11.1:** Make institutional websites “sticky,” make visitors stick around, by having great product offerings and enhancing content. Use more appealing photographs, add polls or questionnaires,

add a blog with a base of useful articles on subjects relevant to SU stakeholders that will maximize clicks and build loyal site visitors at the same time.

- **Strategy VII.11.2:** Perform “search engine optimization” by ensuring that institutional web content is properly optimized for search engines to land in the top page position of major search engines, thereby exposing our information to millions of internet users.
- **Strategy VII.11.3:** Use web analytics tools to track site visitors’ habits as they work their way through our web content. Monitoring these patterns gives us a clear picture of what’s working on our websites and what isn’t.
- **Strategy VII.11.4:** Link all social media profiles to the websites.
- **Strategy VII.11.5:** Generate web traffic by adding targeted keywords to the website’s articles, product titles, product descriptions and text links.
- **Strategy VII.11.6:** First impressions also count on the Internet. Make sure that websites are user friendly and interactive.
- **Strategy VII.11.7:** Make sure that website content is current, informative, and up-to-date.

#### Objective VII.12:

**To increase the average number of *Pages Viewed per Session* (Website Traffic) by 7% from baseline 2.82 in Fall 2017 to 3.01 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Average number of Website Pages Viewed per Session

- **Strategy VII.12.1:** Perform “search engine optimization” (SEO) by ensuring that institutional web content is properly optimized for search engines to land in the top page position of major search engines, thereby exposing our information to millions of internet users.
- **Strategy VII.12.2:** Use web analytics tools to track site visitors’ habits as they work their way through our web content. Monitoring these patterns gives us a clear picture of what’s working on our websites and what isn’t.
- **Strategy VII.12.3:** Link all social media profiles to the websites.
- **Strategy VII.12.4:** Generate web traffic by adding targeted keywords to the website’s articles, product titles, product descriptions and text links.
- **Strategy VII.12.5:** First impressions also count on the Internet. Make sure that websites are user friendly and interactive.
- **Strategy VII.12.6:** Make sure that website content is current, informative, and up-to-date.
- **Strategy VII.12.7:** Make institutional websites “sticky,” make visitors stick around, by having great product offerings and enhancing content. Use more appealing photographs, add polls or questionnaires, add a blog with a base of useful articles on subjects relevant to SU stakeholders that will maximize clicks and build loyal site visitors at the same time.

#### Objective VII.13:

**To decrease the average *Bounce Rate* (Website Traffic) by 2.4% from baseline 49.65% in Fall 2017 to 47.25% in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Average Website Bounce Rate

- **Strategy VII.13.1:** Link all social media profiles to the websites.
- **Strategy VII.13.2:** Generate web traffic by adding targeted keywords to the website’s articles, product titles, product descriptions and text links.

- **Strategy VII.13.3:** First impressions also count on the Internet. Make sure that websites are user friendly and interactive.
- **Strategy VII.13.4:** Make sure that website content is current, informative, and up-to-date.
- **Strategy VII.13.5:** Make institutional websites “sticky,” make visitors stick around, by having great product offerings and enhancing content. Use more appealing photographs, add polls or questionnaires, add a blog with a base of useful articles on subjects relevant to SU stakeholders that will maximize clicks and build loyal site visitors at the same time.
- **Strategy VII.13.6:** Perform “search engine optimization” by ensuring that institutional web content is properly optimized for search engines to land in the top page position of major search engines, thereby exposing our information to millions of internet users.
- **Strategy VII.13.7:** Use web analytics tools to track site visitors’ habits as they work their way through our web content. Monitoring these patterns will provide a clear picture of what’s working on our websites and what isn’t.

#### Objective VII.14:

**To increase the total number of *Press Releases* by 100% from baseline 24 in Fall 2017 to 48 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Press Releases

- **Strategy VII.14.1:** Generate and distribute press releases in a cost-effective manner.
- **Strategy VII.14.2:** Press releases can boost Brand awareness and boost visibility to the campuses within the Southern University System.
- **Strategy VII.14.3:** Well written press releases can spread far and wide.
- **Strategy VII.14.4:** Investors keep up with the news too. Web advertising could serve a new revenue source.

#### Objective VII.15:

**To increase the total number of *Television Ads* by 267% from baseline 3 in Fall 2017 to 11 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Television Ads

- **Strategy VII.15.1:** Use TV advertising as a compliment (Public Service Announcements) to advertising on other media, such as websites and social media.
- **Strategy VII.15.2:** Be strategic (time, day, month) in the use of TV ads to optimize impact and reduce cost.
- **Strategy VII.15.3:** TV advertising allows for mass advertising opportunities. Television commercials are seen and heard by anyone tuned into the television channel at the time of airing. While many call this a shotgun approach, there is a strong branding message that happens when you have a good commercial seen by tens of thousands of people.
- **Strategy VII.15.4:** Use TV advertising as a compliment to advertising on other media.
- **Strategy VII.15.5:** Cross-Promote on Digital Platforms, where the production value of a professional commercial is generally much higher than the commercial videos put together for digital media.

### Objective VII.16:

**To increase the total number of *Radio Ads* by 1,500% from baseline 1 in Fall 2017 to 16 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Radio Ads
- **Strategy VII.16.1:** Radio sells with immediacy. Research proves that radio regularly reaches consumers within two hours of their largest purchase of the day.
- **Strategy VII.16.2:** Radio sells everywhere. Radio is the only true mobile medium. In the car, at work, and at play, radio is there - the advertising force your customers take with them wherever they go.
- **Strategy VII.16.3:** Radio sells with intimacy. It can personalize the Southern University Brand.
- **Strategy VII.16.4:** Radio escapes advertising's clutter. Today's radio, at about 10 minutes of advertising per hour, devotes less than 20 percent of its time to ads. Radio is the uncluttered medium.
- **Strategy VII.16.5:** Radio is the cost effective medium. Radio advertising costs grew less than any other major form of advertising.
- **Strategy VII.16.6:** Radio is an active medium in an active society. Passive forms of advertising simply list merchandise or tell you where a product is available. Today's hotly competitive marketplace demands an active medium.

### Objective VII.17:

**To increase the total number of *Billboard Ads (Static and Digital)* by 80% from baseline 10 in Fall 2017 to 18 in Fall 2025 across the SU System.**

- **Key Performance Indicator:** Total number of Bill Board Ads – Static and Digital
- **Strategy VII.17.1:** Billboards ads will allow the Southern University Brand to reach a Mobile Audience - placing an ad on a billboard that includes a company name and a memorable image of a product or service stays visible 24 hours a day, every day of the week.
- **Strategy VII.17.2:** Be strategic with billboard content - because consumers usually get just a fleeting glimpse of a billboard, therefore the advertisement must be simple and bold. A picture showing the biggest benefit of a product or service along with up to seven words is most effective in billboard advertising.

## APPENDIX A

# SCORE CARD



## APPENDIX B

# Goal I

## Commitment to Student Access and Affordability

**SU SYSTEM HEADCOUNT ENROLLMENT PROJECTION**  
**FALL 2017 - FALL 2025**

		SUBR	SUNO	SUSLA	SULC	SU System	SU System Annual Headcount Enrollment Growth #	SU System Annual Growth %	SU System Fall 2025 minus Baseline Fall 2017	SU System % Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>6,459</b>	<b>2,546</b>	<b>3,013</b>	<b>577</b>	<b>12,595</b>				
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>6,732</b>	<b>2,341</b>	<b>2,619</b>	<b>619</b>	<b>12,311</b>	<b>-284</b>	<b>-2%</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>7,360</b>	<b>2,594</b>	<b>2,793</b>	<b>599</b>	<b>13,345</b>	<b>1,034</b>	<b>8%</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>7,967</b>	<b>2,825</b>	<b>3,042</b>	<b>652</b>	<b>14,485</b>	<b>1,140</b>	<b>9%</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>8,745</b>	<b>3,101</b>	<b>3,339</b>	<b>716</b>	<b>15,900</b>	<b>1,415</b>	<b>10%</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>9,625</b>	<b>3,413</b>	<b>3,675</b>	<b>788</b>	<b>17,500</b>	<b>1,600</b>	<b>10%</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>10,780</b>	<b>3,822</b>	<b>4,116</b>	<b>882</b>	<b>19,600</b>	<b>2,100</b>	<b>12%</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>12,183</b>	<b>4,319</b>	<b>4,652</b>	<b>997</b>	<b>22,150</b>	<b>2,550</b>	<b>13%</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>13,750</b>	<b>4,875</b>	<b>5,250</b>	<b>1,125</b>	<b>25,000</b>	<b>2,850</b>	<b>13%</b>	<b>12,405</b>	<b>98%</b>

**SU SYSTEM HEADCOUNT ENROLLMENT PROJECTION**  
**FALL 2017 - FALL 2025**

		% SUBR Campus Enrollment as Percentage of SU System Enrollment	% SUNO Campus Enrollment as Percentage of SU System Enrollment	% SUSLA Campus Enrollment as Percentage of SU System Enrollment	% SULC Campus Enrollment as Percentage of SU System Enrollment	SU System % TOTAL
<b>Baseline</b>	<b>Fall 2017</b>	<b>51.3%</b>	<b>20.2%</b>	<b>23.9%</b>	<b>4.6%</b>	<b>100%</b>
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>54.7%</b>	<b>19.0%</b>	<b>21.3%</b>	<b>5.0%</b>	<b>100%</b>
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>55.0%</b>	<b>19.5%</b>	<b>21.0%</b>	<b>4.5%</b>	<b>100%</b>
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>55.0%</b>	<b>19.5%</b>	<b>21.0%</b>	<b>4.5%</b>	<b>100%</b>
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>55.0%</b>	<b>19.5%</b>	<b>21.0%</b>	<b>4.5%</b>	<b>100%</b>
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>55.0%</b>	<b>19.5%</b>	<b>21.0%</b>	<b>4.5%</b>	<b>100%</b>
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>55.0%</b>	<b>19.5%</b>	<b>21.0%</b>	<b>4.5%</b>	<b>100%</b>
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>55.0%</b>	<b>19.5%</b>	<b>21.0%</b>	<b>4.5%</b>	<b>100%</b>
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>55.0%</b>	<b>19.5%</b>	<b>21.0%</b>	<b>4.5%</b>	<b>100%</b>

## SU SYSTEM UNDERGRADUATE ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR Undergraduate Enrollment	SUNO Undergraduate Enrollment	SUSLA Undergraduate Enrollment	Total System Undergraduate Enrollment	% UnderGrad Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>5,654</b>	<b>2,112</b>	<b>3,013</b>	<b>10,779</b>	<b>86%</b>		
<b>Yr. 1</b>	Fall 2018	12,311	6,033	1,917	2,619	10,569	86%		
Yr. 2	Fall 2019	13,300	6,477	2,204	2,793	11,474	86%		
Yr. 3	Fall 2020	14,485	7,011	2,401	3,042	12,453	86%		
Yr. 4	Fall 2021	15,900	7,696	2,635	3,339	13,670	86%		
Yr. 5	Fall 2022	17,500	8,470	2,901	3,675	15,046	86%		
Yr. 6	Fall 2023	19,600	9,486	3,249	4,116	16,851	86%		
Yr. 7	Fall 2024	22,150	10,721	3,671	4,652	19,043	86%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>12,100</b>	<b>4,144</b>	<b>5,250</b>	<b>21,494</b>	<b>86%</b>	<b>10,715</b>	<b>99%</b>

# SU SYSTEM GRADUATE ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR Graduate- Enrollment	SUNO Graduate- Enrollment	SUSLA Graduate- Enrollment	Total System Graduate- Enrollment	% Graduate Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>805</b>	<b>434</b>	<b>0</b>	<b>1,239</b>	<b>10%</b>		
<b>Yr. 1</b>	Fall 2018	12,311	698	424	0	<b>1,122</b>	<b>9%</b>		
Yr. 2	Fall 2019	13,300	883	389	0	<b>1,272</b>	<b>10%</b>		
Yr. 3	Fall 2020	14,485	956	424	0	<b>1,380</b>	<b>10%</b>		
Yr. 4	Fall 2021	15,900	1,049	465	0	<b>1,514</b>	<b>10%</b>		
Yr. 5	Fall 2022	17,500	1,155	512	0	<b>1,667</b>	<b>10%</b>		
Yr. 6	Fall 2023	19,600	1,294	573	0	<b>1,867</b>	<b>10%</b>		
Yr. 7	Fall 2024	22,150	1,462	648	0	<b>2,110</b>	<b>10%</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>1,650</b>	<b>731</b>	<b>0</b>	<b>2,381</b>	<b>10%</b>	<b>1,142</b>	<b>92%</b>

# SU SYSTEM ONLINE ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR Online Enrollment	SUNO Online Enrollment	SUSLA Online Enrollment	TOTAL System Online Enrollment	% Online Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>148</b>	<b>20</b>	<b>20</b>	<b>188</b>	<b>1%</b>		
Yr. 1	Fall 2018	12,311	141	30	13	184	1%		
Yr. 2	Fall 2019	13,300	368	130	140	637	5%		
Yr. 3	Fall 2020	14,485	797	212	228	1,237	9%		
Yr. 4	Fall 2021	15,900	1,312	310	334	1,956	12%		
Yr. 5	Fall 2022	17,500	1,925	410	441	2,776	16%		
Yr. 6	Fall 2023	19,600	2,695	497	535	3,727	19%		
Yr. 7	Fall 2024	22,150	3,655	605	651	4,911	22%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>4,813</b>	<b>731</b>	<b>788</b>	<b>6,331</b>	<b>25%</b>	<b>6,143</b>	<b>3268%</b>

## SU SYSTEM DUAL ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR Dual Enrollment	SUNO Dual Enrollment	SUSLA Dual Enrollment	TOTAL System Dual Enrollment	% Dual Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>166</b>	<b>200</b>	<b>898</b>	<b>1264</b>	<b>10%</b>		
Yr. 1	Fall 2018	12,311	188	189	558	935	8%		
Yr. 2	Fall 2019	13,300	258	233	614	1105	8%		
Yr. 3	Fall 2020	14,485	319	282	700	1301	9%		
Yr. 4	Fall 2021	15,900	394	310	801	1505	9%		
Yr. 5	Fall 2022	17,500	481	341	919	1741	10%		
Yr. 6	Fall 2023	19,600	593	382	1070	2045	10%		
Yr. 7	Fall 2024	22,150	731	432	1256	2419	11%		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>894</b>	<b>488</b>	<b>1470</b>	<b>2851</b>	<b>11%</b>	<b>1587</b>	<b>126%</b>

## SU SYSTEM NEW FIRST-TIME FRESHMAN ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR New First-Time Freshman Enrollment	SUNO New First-Time Freshman Enrollment	SUSLA New First-Time Freshman Enrollment	Total System New First-Time Freshman Enrollment	% New First-Time Freshman Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>1,239</b>	<b>211</b>	<b>625</b>	<b>2,075</b>	<b>16%</b>		
<b>Yr. 1</b>	Fall 2018	12,311	1,328	207	648	<b>2,183</b>	<b>18%</b>		
Yr. 2	Fall 2019	13,300	1,472	259	698	<b>2,430</b>	<b>18%</b>		
Yr. 3	Fall 2020	14,485	1,673	311	760	<b>2,744</b>	<b>19%</b>		
Yr. 4	Fall 2021	15,900	1,836	372	835	<b>3,043</b>	<b>19%</b>		
Yr. 5	Fall 2022	17,500	2,118	444	919	<b>3,480</b>	<b>20%</b>		
Yr. 6	Fall 2023	19,600	2,479	535	1,029	<b>4,043</b>	<b>21%</b>		
Yr. 7	Fall 2024	22,150	2,924	648	1,163	<b>4,735</b>	<b>21%</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>3,438</b>	<b>731</b>	<b>1,313</b>	<b>5,481</b>	<b>22%</b>	<b>3,406</b>	<b>164%</b>

# SU SYSTEM TRANSFER-IN ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR Transfer-In Enrollment	SUNO Transfer-In Enrollment	SUSLA Transfer-In Enrollment	Total System Transfer-In Enrollment	% Transfer-In Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>336</b>	<b>284</b>	<b>176</b>	<b>796</b>	<b>6%</b>		
<b>Yr. 1</b>	Fall 2018	12,311	296	256	198	<b>750</b>	<b>6%</b>		
Yr. 2	Fall 2019	13,300	368	285	223	<b>877</b>	<b>7%</b>		
Yr. 3	Fall 2020	14,485	478	311	243	<b>1,032</b>	<b>7%</b>		
Yr. 4	Fall 2021	15,900	612	341	267	<b>1,220</b>	<b>8%</b>		
Yr. 5	Fall 2022	17,500	818	375	294	<b>1,488</b>	<b>9%</b>		
Yr. 6	Fall 2023	19,600	1,024	420	329	<b>1,774</b>	<b>9%</b>		
Yr. 7	Fall 2024	22,150	1,340	475	372	<b>2,187</b>	<b>10%</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>1,650</b>	<b>536</b>	<b>420</b>	<b>2,606</b>	<b>10%</b>	<b>1,810</b>	<b>227%</b>

# SU SYSTEM RE-ADMITS ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR Re-Admits Enrollment	SUNO Re-Admits Enrollment	SUSLA Re-Admits Enrollment	Total System Re-Admits Enrollment	% Re-Admits Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>219</b>	<b>201</b>	<b>257</b>	<b>677</b>	<b>5%</b>		
<b>Yr. 1</b>	Fall 2018	12,311	175	211	323	<b>709</b>	<b>6%</b>		
Yr. 2	Fall 2019	13,300	258	259	335	<b>852</b>	<b>6%</b>		
Yr. 3	Fall 2020	14,485	319	282	365	<b>966</b>	<b>7%</b>		
Yr. 4	Fall 2021	15,900	394	310	401	<b>1,104</b>	<b>7%</b>		
Yr. 5	Fall 2022	17,500	481	341	441	<b>1,264</b>	<b>7%</b>		
Yr. 6	Fall 2023	19,600	593	382	494	<b>1,469</b>	<b>7%</b>		
Yr. 7	Fall 2024	22,150	731	432	558	<b>1,721</b>	<b>8%</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>894</b>	<b>488</b>	<b>630</b>	<b>2,011</b>	<b>8%</b>	<b>1,334</b>	<b>197%</b>

# SU SYSTEM CROSS-ENROLLMENT PROJECTION

		SU System Headcount Enrollment	SUBR Cross-Enrollment	SUNO Cross-Enrollment	SUSLA Cross-Enrollment	Total System Cross-Enrollment	% Cross Enrollment of Total Headcount Enrollment	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>12,595</b>	<b>270</b>	<b>8</b>	<b>392</b>	<b>670</b>	<b>5%</b>		
<b>Yr. 1</b>	Fall 2018	12,311	261	4	343	<b>608</b>	<b>5%</b>		
Yr. 2	Fall 2019	13,300	368	26	363	<b>757</b>	<b>6%</b>		
Yr. 3	Fall 2020	14,485	478	56	395	<b>930</b>	<b>6%</b>		
Yr. 4	Fall 2021	15,900	656	124	434	<b>1,214</b>	<b>8%</b>		
Yr. 5	Fall 2022	17,500	866	205	478	<b>1,549</b>	<b>9%</b>		
Yr. 6	Fall 2023	19,600	1,078	306	535	<b>1,919</b>	<b>10%</b>		
Yr. 7	Fall 2024	22,150	1,340	432	605	<b>2,377</b>	<b>11%</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25,000</b>	<b>1,650</b>	<b>488</b>	<b>683</b>	<b>2,820</b>	<b>11%</b>	<b>2,150</b>	<b>321%</b>

**SU SYSTEM - PERCENT FIRST-GENERATION  
(PELL ELIGIBLE) STUDENTS PROJECTION**

		<b>SUBR</b>	<b>SUNO</b>	<b>SUSLA</b>	<b>SU SYSTEM</b>	<b>Fall 2025 minus Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>69%</b>	<b>60%</b>	<b>56%</b>	<b>62%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>70%</b>	<b>61%</b>	<b>57%</b>	<b>63%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>71%</b>	<b>62%</b>	<b>58%</b>	<b>64%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>72%</b>	<b>63%</b>	<b>59%</b>	<b>65%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>73%</b>	<b>64%</b>	<b>60%</b>	<b>66%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>74%</b>	<b>65%</b>	<b>61%</b>	<b>67%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>75%</b>	<b>66%</b>	<b>62%</b>	<b>68%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>76%</b>	<b>67%</b>	<b>63%</b>	<b>69%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>77%</b>	<b>68%</b>	<b>64%</b>	<b>70%</b>	<b>8%</b>

**SU SYSTEM - PERCENT ADULT LEARNERS  
25 YEARS PLUS ELIGIBLE STUDENTS PROJECTION**

					<b>SU SYSTEM</b>	<b>Fall 2025 minus Baseline Fall 2017</b>
		<b>SUBR</b>	<b>SUNO</b>	<b>SUSLA</b>		
<b>Baseline</b>	<b>Fall 2017</b>	<b>14%</b>	<b>47%</b>	<b>30%</b>	<b>30%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>15%</b>	<b>48%</b>	<b>31%</b>	<b>31%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>16%</b>	<b>49%</b>	<b>32%</b>	<b>32%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>17%</b>	<b>50%</b>	<b>33%</b>	<b>33%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>19%</b>	<b>52%</b>	<b>34%</b>	<b>35%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>21%</b>	<b>54%</b>	<b>35%</b>	<b>37%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>22%</b>	<b>56%</b>	<b>36%</b>	<b>38%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>23%</b>	<b>58%</b>	<b>37%</b>	<b>39%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>25%</b>	<b>60%</b>	<b>40%</b>	<b>42%</b>	<b>12%</b>

**SU SYSTEM - AVERAGE AID AWARD PROJECTION  
COMPOSITE OF PELL PLUS SCHOLARSHIPS**

		SUBR	SUNO	SUSLA	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>\$6,215</b>	<b>\$5,056</b>	<b>\$4,765</b>	<b>\$5,345</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>\$6,250</b>	<b>\$5,056</b>	<b>\$4,800</b>	<b>\$5,369</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>\$6,500</b>	<b>\$5,100</b>	<b>\$4,900</b>	<b>\$5,500</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>\$6,750</b>	<b>\$5,200</b>	<b>\$5,000</b>	<b>\$5,650</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>\$7,000</b>	<b>\$5,300</b>	<b>\$5,100</b>	<b>\$5,800</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>\$7,250</b>	<b>\$5,400</b>	<b>\$5,200</b>	<b>\$5,950</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>\$7,500</b>	<b>\$5,500</b>	<b>\$5,300</b>	<b>\$6,100</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>\$7,750</b>	<b>\$5,600</b>	<b>\$5,400</b>	<b>\$6,250</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>\$8,000</b>	<b>\$5,700</b>	<b>\$5,500</b>	<b>\$6,400</b>	<b>\$1,055</b>	<b>20%</b>

## APPENDIX C

# Goal II

Commitment to Academic  
Excellence and Student Success

## SU SYSTEM STUDENT-FACULTY-RATIO PROJECTION

		SUBR	SUNO	SUSLA	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Decrease Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>24</b>	<b>20</b>	<b>20</b>	<b>21</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>24</b>	<b>20</b>	<b>20</b>	<b>21</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>23</b>	<b>19</b>	<b>19</b>	<b>20</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>23</b>	<b>19</b>	<b>19</b>	<b>20</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>22</b>	<b>19</b>	<b>19</b>	<b>20</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>22</b>	<b>18</b>	<b>18</b>	<b>19</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>21</b>	<b>18</b>	<b>18</b>	<b>19</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>21</b>	<b>18</b>	<b>18</b>	<b>19</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>20</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>-3</b>	<b>-16%</b>

**SU SYSTEM 1ST-TO-2ND YEAR FALL-TO-FALL RETENTION PROJECTION  
SAME INSTITUTION**

		SUBR	SUNO	SUSLA	SU SYSTEM	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>64%</b>	<b>52%</b>	<b>37%</b>	<b>51%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>65%</b>	<b>53%</b>	<b>38%</b>	<b>52%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>66%</b>	<b>55%</b>	<b>39%</b>	<b>53%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>67%</b>	<b>57%</b>	<b>40%</b>	<b>55%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>68%</b>	<b>59%</b>	<b>42%</b>	<b>56%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>69%</b>	<b>61%</b>	<b>44%</b>	<b>58%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>70%</b>	<b>63%</b>	<b>46%</b>	<b>60%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>71%</b>	<b>65%</b>	<b>48%</b>	<b>61%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>72%</b>	<b>67%</b>	<b>50%</b>	<b>63%</b>	<b>12%</b>

SU SYSTEM 4-YEAR (100%) GRADUATION RATE (COHORT 2013) - SAME INSTITUTION					
		SUBR	SUNO	SU SYSTEM	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>8.0%</b>	<b>5.0%</b>	<b>6.5%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>9.0%</b>	<b>6.0%</b>	<b>7.5%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>10.0%</b>	<b>7.0%</b>	<b>8.5%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>12.0%</b>	<b>9.0%</b>	<b>10.5%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>14.0%</b>	<b>11.0%</b>	<b>12.5%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>16.0%</b>	<b>13.0%</b>	<b>14.5%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>18.0%</b>	<b>15.0%</b>	<b>16.5%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>20.0%</b>	<b>17.0%</b>	<b>18.5%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>22.0%</b>	<b>19.0%</b>	<b>20.5%</b>	<b>14.0%</b>

SU SYSTEM 6-YEAR (150%) GRADUATION (COHORT 2011) - SAME INSTITUTION					
		SUBR	SUNO	SU SYSTEM	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>29.0%</b>	<b>21.0%</b>	<b>25.0%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>30.0%</b>	<b>22.0%</b>	<b>26.0%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>31.0%</b>	<b>24.0%</b>	<b>27.5%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>32.0%</b>	<b>26.0%</b>	<b>29.0%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>33.0%</b>	<b>28.0%</b>	<b>30.5%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>34.5%</b>	<b>30.0%</b>	<b>32.3%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>36.0%</b>	<b>32.0%</b>	<b>34.0%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>37.5%</b>	<b>34.0%</b>	<b>35.8%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>40.0%</b>	<b>38.0%</b>	<b>39.0%</b>	<b>14.0%</b>

**SU SYSTEM 8-YEAR (200%) GRADUATION RATE  
(COHORT 2009) - SAME INSTITUTION**

		SUBR	SUNO	SU SYSTEM	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>39.0%</b>	<b>15.0%</b>	<b>27.0%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>39.5%</b>	<b>17.0%</b>	<b>28.3%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>40.0%</b>	<b>19.0%</b>	<b>29.5%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>40.5%</b>	<b>21.0%</b>	<b>30.8%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>41.0%</b>	<b>23.0%</b>	<b>32.0%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>41.5%</b>	<b>25.0%</b>	<b>33.3%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>42.0%</b>	<b>27.0%</b>	<b>34.5%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>42.5%</b>	<b>29.0%</b>	<b>35.8%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>43.0%</b>	<b>31.0%</b>	<b>37.0%</b>	<b>10.0%</b>

SU SYSTEM 2-YEAR (100%) GRADUATION RATE (COHORT 2015) - SAME INSTITUTION				
		SUSLA	SU SYSTEM	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>4.0%</b>	<b>4.0%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>4.5%</b>	<b>4.5%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>5.5%</b>	<b>5.5%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>6.5%</b>	<b>6.5%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>7.5%</b>	<b>7.5%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>9.0%</b>	<b>9.0%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>10.5%</b>	<b>10.5%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>12.0%</b>	<b>12.0%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>13.5%</b>	<b>13.5%</b>	<b>9.5%</b>

SU SYSTEM 3-YEAR (150%) GRADUATION RATE (COHORT 2014) - SAME INSTITUTION				
		SUSLA	SU SYSTEM	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>9.0%</b>	<b>9.0%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>10.0%</b>	<b>10.0%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>11.0%</b>	<b>11.0%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>12.0%</b>	<b>12.0%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>13.5%</b>	<b>13.5%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>15.0%</b>	<b>15.0%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>16.5%</b>	<b>16.5%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>18.0%</b>	<b>18.0%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>20.0%</b>	<b>20.0%</b>	<b>11.0%</b>

**SU SYSTEM 4-YEAR (200%) GRADUATION RATE  
(COHORT 2013) - SAME INSTITUTION**

		SUSLA	SU SYSTEM	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>16.0%</b>	<b>16.0%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>16.5%</b>	<b>16.5%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>17.0%</b>	<b>17.0%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>17.5%</b>	<b>17.6%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>18.0%</b>	<b>18.0%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>18.5%</b>	<b>18.5%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>19.0%</b>	<b>19.0%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>19.5%</b>	<b>19.5%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>20.0%</b>	<b>20.0%</b>	<b>4.0%</b>

## SU SYSTEM - TOTAL AWARDS / COMPLETERS DEGREES, DIPLOMAS & CERTIFICATES

		Diploma	Certificate	Associate	Bachelors	Masters	Doctoral	Professional	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>10</b>	<b>85</b>	<b>224</b>	<b>1,032</b>	<b>464</b>	<b>14</b>	<b>152</b>	<b>1,981</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>12</b>	<b>90</b>	<b>230</b>	<b>1,035</b>	<b>470</b>	<b>16</b>	<b>154</b>	<b>2,007</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>15</b>	<b>100</b>	<b>240</b>	<b>1,045</b>	<b>480</b>	<b>18</b>	<b>157</b>	<b>2,055</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>20</b>	<b>120</b>	<b>250</b>	<b>1,055</b>	<b>500</b>	<b>20</b>	<b>160</b>	<b>2,125</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>30</b>	<b>140</b>	<b>260</b>	<b>1,065</b>	<b>520</b>	<b>22</b>	<b>163</b>	<b>2,200</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>40</b>	<b>160</b>	<b>270</b>	<b>1,075</b>	<b>540</b>	<b>24</b>	<b>164</b>	<b>2,273</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>50</b>	<b>180</b>	<b>280</b>	<b>1,085</b>	<b>560</b>	<b>26</b>	<b>170</b>	<b>2,351</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>60</b>	<b>200</b>	<b>300</b>	<b>1,095</b>	<b>580</b>	<b>28</b>	<b>175</b>	<b>2,438</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>80</b>	<b>220</b>	<b>320</b>	<b>2,000</b>	<b>600</b>	<b>30</b>	<b>180</b>	<b>3,430</b>	<b>1,449</b>	<b>73%</b>

Fall 2025 minus Baseline Fall 2017	<b>70</b>	<b>135</b>	<b>96</b>	<b>968</b>	<b>136</b>	<b>16</b>	<b>28</b>
% Increase Fall 2025 over Baseline Fall 2017	<b>700%</b>	<b>159%</b>	<b>43%</b>	<b>94%</b>	<b>29%</b>	<b>114%</b>	<b>18%</b>

SU SYSTEM - NATIONAL COUNCIL LICENSURE  
EXAMINATION (NCLEX-RN) PASSAGE RATE  
BACCALAUREATE DEGREE PROGRAMS - SUBR

		<b>National Council Licensure Examination (NCLEX) Passage Rate</b>	<b>Fall 2025 minus Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>89%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>90%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>91%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>92%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>93%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>94%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>95%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>96%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>97%</b>	<b>8%</b>

**SU SYSTEM - NATIONAL COUNCIL LICENSURE  
EXAMINATION (NCLEX-RN) PASSAGE RATE  
ASSOCIATE DEGREE PROGRAMS - SUSLA**

		<b>National Council Licensure Examination (NCLEX) Passage Rate</b>	<b>Fall 2025 minus Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>73%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>75%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>77%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>79%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>81%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>83%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>85%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>87%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>89%</b>	<b>16%</b>

**SU SYSTEM - PRAXIS - AMERICAN  
TEACHER CERTIFICATION  
EXAMINATION**

		<b>PRAXIS - American Teacher Certification Examination</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>100%</b>
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>100%</b>
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>100%</b>
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>100%</b>
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>100%</b>
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>100%</b>
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>100%</b>
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>100%</b>
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>100%</b>

SU SYSTEM - INSTITUTIONAL PASSAGE RATE ON LOUISIANA BAR EXAM FIRST-TIME JULY TEST TAKERS			
		Institutional Passage Rate on Louisiana Bar Exam - First Time July Test Takers	Fall 2025 minus Baseline Fall 2017
Baseline	July 2017	58%	
Yr. 1	July 2018	56%	
Yr. 2	July 2019	59%	
Yr. 3	July 2020	61%	
Yr. 4	July 2021	65%	
Yr. 5	July 2022	69%	
Yr. 6	July 2023	73%	
Yr. 7	July 2024	76%	
Yr. 8	July 2025	80%	22%

SU SYSTEM - LAW SCHOOL JOB PLACEMENT % OF GRADUATES PLACED IN JOBS AT 10 MONTHS AFTER GRADUATION			
		<b>Job Placement - % of Graduates Place in Jobs at 10 Months after Graduation</b>	<b>Fall 2025 minus Baseline Fall 2017</b>
<b>Baseline</b>	<b>July 2017</b>	<b>73%</b>	
<b>Yr. 1</b>	<b>July 2018</b>	<b>74%</b>	
<b>Yr. 2</b>	<b>July 2019</b>	<b>75%</b>	
<b>Yr. 3</b>	<b>July 2020</b>	<b>76%</b>	
<b>Yr. 4</b>	<b>July 2021</b>	<b>78%</b>	
<b>Yr. 5</b>	<b>July 2022</b>	<b>79%</b>	
<b>Yr. 6</b>	<b>July 2023</b>	<b>80%</b>	
<b>Yr. 7</b>	<b>July 2024</b>	<b>81%</b>	
<b>Yr. 8</b>	<b>July 2025</b>	<b>82%</b>	<b>9%</b>

## APPENDIX D

# Goal III

## Commitment to Institutional Effectiveness and Accountability

SU SYSTEM - REGIONAL ACCREDITATION STANDARDS (SACS-COC) 100% COMPLIANCE		
		<b>100% Compliance with 73 SACS-COC Regional Accreditation Standards &amp; Requirements</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>100%</b>
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>100%</b>
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>100%</b>
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>100%</b>
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>100%</b>
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>100%</b>
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>100%</b>
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>100%</b>
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>100%</b>

SU SYSTEM - PROGRAMMATIC ACCREDITATION STANDARDS 100% COMPLIANCE		
		<b>100% Compliance with Programmatic Accreditation Standards &amp; Requirements</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>100.00%</b>
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>100.00%</b>
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>100.00%</b>
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>100.00%</b>
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>100.00%</b>
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>100.00%</b>
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>100.00%</b>
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>100.00%</b>
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>100.00%</b>

**SU SYSTEM - FINANCIAL MANAGEMENT  
CURRENT RATIOS**

		<b>SUBR</b>	<b>SUNO</b>	<b>SUSLA</b>	<b>SUAREC</b>	<b>SULC</b>	<b>SU System</b>	<b>SU System Fall 2025 minus Baseline Fall 2017</b>	<b>SU System % Increase Fall 2025 over Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>1.94</b>	<b>0.25</b>	<b>1.08</b>	<b>1.36</b>	<b>4.78</b>	<b>1.88</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>2.00</b>	<b>0.50</b>	<b>1.25</b>	<b>1.50</b>	<b>5.00</b>	<b>2.05</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>2.25</b>	<b>0.75</b>	<b>1.50</b>	<b>1.75</b>	<b>5.15</b>	<b>2.28</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>2.50</b>	<b>1.00</b>	<b>1.75</b>	<b>2.00</b>	<b>5.25</b>	<b>2.50</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>2.75</b>	<b>1.50</b>	<b>2.00</b>	<b>2.25</b>	<b>5.35</b>	<b>2.77</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>3.00</b>	<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>5.45</b>	<b>3.09</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>3.50</b>	<b>2.50</b>	<b>3.00</b>	<b>3.00</b>	<b>5.55</b>	<b>3.51</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>4.00</b>	<b>3.00</b>	<b>3.50</b>	<b>3.50</b>	<b>5.65</b>	<b>3.93</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>4.50</b>	<b>3.50</b>	<b>4.00</b>	<b>4.00</b>	<b>5.75</b>	<b>4.35</b>	<b>2.47</b>	<b>131%</b>

**SU SYSTEM - FINANCIAL MANAGEMENT  
WORKING CAPITAL**

		<b>SUBR</b>	<b>SUNO</b>	<b>SUSLA</b>	<b>SUAREC</b>	<b>SULC</b>	<b>SU System</b>	<b>SU System Fall 2025 minus Baseline Fall 2017</b>	<b>SU System % Increase Fall 2025 over Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>\$15,638,941.00</b>	<b>-\$12,399,230.00</b>	<b>\$654,920.00</b>	<b>\$916,875.00</b>	<b>\$3,211,551.00</b>	<b>\$8,023,057.00</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>\$15,800,000.00</b>	<b>-\$11,000,000.00</b>	<b>\$660,000.00</b>	<b>\$925,000.00</b>	<b>\$3,250,000.00</b>	<b>\$9,635,000.00</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>\$15,900,000.00</b>	<b>-\$10,000,000.00</b>	<b>\$670,000.00</b>	<b>\$935,000.00</b>	<b>\$3,300,000.00</b>	<b>\$10,805,000.00</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>\$16,000,000.00</b>	<b>-\$8,000,000.00</b>	<b>\$680,000.00</b>	<b>\$945,000.00</b>	<b>\$3,350,000.00</b>	<b>\$12,975,000.00</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>\$16,100,000.00</b>	<b>-\$6,000,000.00</b>	<b>\$690,000.00</b>	<b>\$955,000.00</b>	<b>\$3,400,000.00</b>	<b>\$15,145,000.00</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>\$16,200,000.00</b>	<b>-\$4,000,000.00</b>	<b>\$700,000.00</b>	<b>\$965,000.00</b>	<b>\$3,450,000.00</b>	<b>\$17,315,000.00</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>\$16,300,000.00</b>	<b>-\$2,000,000.00</b>	<b>\$710,000.00</b>	<b>\$975,000.00</b>	<b>\$3,500,000.00</b>	<b>\$19,485,000.00</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>\$16,400,000.00</b>	<b>\$0.00</b>	<b>\$730,000.00</b>	<b>\$990,000.00</b>	<b>\$3,550,000.00</b>	<b>\$21,670,000.00</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>\$16,500,000.00</b>	<b>\$2,000,000.00</b>	<b>\$750,000.00</b>	<b>\$1,000,000.00</b>	<b>\$3,600,000.00</b>	<b>\$23,850,000.00</b>	<b>\$15,826,943.00</b>	<b>197%</b>

**SU SYSTEM - FINANCIAL MANAGEMENT**  
**QUICK RATIOS / ACID TEST RATIOS**

		<b>SUBR</b>	<b>SUNO</b>	<b>SUSLA</b>	<b>SUAREC</b>	<b>SULC</b>	<b>SU System</b>	<b>SU System Fall 2025 minus Baseline Fall 2017</b>	<b>SU System % Increase Fall 2025 over Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>1.71</b>	<b>0.25</b>	<b>1.04</b>	<b>1.36</b>	<b>4.77</b>	<b>1.83</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>2.00</b>	<b>0.50</b>	<b>1.25</b>	<b>1.50</b>	<b>5.00</b>	<b>2.05</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>2.25</b>	<b>0.75</b>	<b>1.50</b>	<b>1.75</b>	<b>5.15</b>	<b>2.28</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>2.50</b>	<b>1.00</b>	<b>1.75</b>	<b>2.00</b>	<b>5.25</b>	<b>2.50</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>2.75</b>	<b>1.50</b>	<b>2.00</b>	<b>2.25</b>	<b>5.35</b>	<b>2.77</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>3.00</b>	<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>5.45</b>	<b>3.09</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>3.50</b>	<b>2.50</b>	<b>3.00</b>	<b>3.00</b>	<b>5.55</b>	<b>3.51</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>4.00</b>	<b>3.00</b>	<b>3.50</b>	<b>3.50</b>	<b>5.65</b>	<b>3.93</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>4.50</b>	<b>3.50</b>	<b>4.00</b>	<b>4.00</b>	<b>5.75</b>	<b>4.35</b>	<b>2.52</b>	<b>138%</b>

**SU SYSTEM - FINANCIAL MANAGEMENT  
UNRESTRICTED NET POSITION**

		<b>SUBR</b>	<b>SUNO</b>	<b>SUSLA</b>	<b>SUAREC</b>	<b>SULC</b>	<b>SU System</b>	<b>SU System Fall 2025 minus Baseline Fall 2017</b>	<b>SU System % Increase Fall 2025 over Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>\$7,722,347.00</b>	<b>-\$10,299,541.00</b>	<b>-\$47,171.00</b>	<b>\$269,693.00</b>	<b>\$1,587,199.00</b>	<b>-\$767,473.00</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>\$7,800,000.00</b>	<b>-\$9,000,000.00</b>	<b>-\$40,000.00</b>	<b>\$280,000.00</b>	<b>\$1,590,000.00</b>	<b>\$630,000.00</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>\$7,900,000.00</b>	<b>-\$8,000,000.00</b>	<b>-\$20,000.00</b>	<b>\$290,000.00</b>	<b>\$1,600,000.00</b>	<b>\$1,770,000.00</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>\$8,000,000.00</b>	<b>-\$7,000,000.00</b>	<b>\$0.00</b>	<b>\$300,000.00</b>	<b>\$1,620,000.00</b>	<b>\$2,920,000.00</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>\$8,100,000.00</b>	<b>-\$5,000,000.00</b>	<b>\$20,000.00</b>	<b>\$310,000.00</b>	<b>\$1,640,000.00</b>	<b>\$5,070,000.00</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>\$8,200,000.00</b>	<b>-\$3,000,000.00</b>	<b>\$40,000.00</b>	<b>\$320,000.00</b>	<b>\$1,660,000.00</b>	<b>\$7,220,000.00</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>\$8,300,000.00</b>	<b>-\$1,000,000.00</b>	<b>\$60,000.00</b>	<b>\$330,000.00</b>	<b>\$1,680,000.00</b>	<b>\$9,370,000.00</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>\$8,400,000.00</b>	<b>\$0.00</b>	<b>\$80,000.00</b>	<b>\$340,000.00</b>	<b>\$1,690,000.00</b>	<b>\$10,510,000.00</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>\$8,500,000.00</b>	<b>\$1,000,000.00</b>	<b>\$100,000.00</b>	<b>\$350,000.00</b>	<b>\$2,000,000.00</b>	<b>\$11,950,000.00</b>	<b>\$12,717,473.00</b>	<b>1657%</b>

SU SYSTEM - INTERNAL AUDIT ACCOUNTABILITY PERFORMANCE METRICS				
NUMBER OF AUDITS COMPLETED ANNUALLY				
		Number of Audits Completed Annually	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>1.0</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>3.0</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>5.0</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>6.0</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>7.0</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>8.0</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>9.0</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>10.0</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>11.0</b>	<b>10.0</b>	<b>1000%</b>

SU SYSTEM - INTERNAL AUDIT ACCOUNTABILITY  
 PERFORMANCE METRICS - PERCENT OF BUDGETS  
 REVIEWED ANNUALLY

		Percent of Budgets Reviewed Annually	Fall 2025 minus Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>1.0%</b>	
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>3.0%</b>	
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>5.0%</b>	
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>6.0%</b>	
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>7.0%</b>	
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>8.0%</b>	
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>9.0%</b>	
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>10.0%</b>	
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>11.0%</b>	<b>10.0%</b>

## APPENDIX E

# Goal IV

Commitment to Scholarly Research,  
Discovery, and Entrepreneurship

SU SYSTEM - SPONSORED GRANTS - DOLLAR VALUE OF PROPOSALS SUBMITTED

		SUBR	SU AGCENTER	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>\$24,220,864.07</b>	<b>\$6,763,818.00</b>	<b>\$30,984,682.07</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>\$28,000,000.00</b>	<b>\$7,000,000.00</b>	<b>\$35,000,000.00</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>\$32,000,000.00</b>	<b>\$8,000,000.00</b>	<b>\$40,000,000.00</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>\$36,000,000.00</b>	<b>\$9,000,000.00</b>	<b>\$45,000,000.00</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>\$40,000,000.00</b>	<b>\$10,000,000.00</b>	<b>\$50,000,000.00</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>\$44,000,000.00</b>	<b>\$11,000,000.00</b>	<b>\$55,000,000.00</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>\$48,000,000.00</b>	<b>\$12,000,000.00</b>	<b>\$60,000,000.00</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>\$52,000,000.00</b>	<b>\$13,000,000.00</b>	<b>\$65,000,000.00</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>\$60,000,000.00</b>	<b>\$15,000,000.00</b>	<b>\$75,000,000.00</b>	<b>\$44,015,317.93</b>	<b>142%</b>

SU SYSTEM - SPONSORED GRANTS - NUMBER OF PROPOSALS SUBMITTED						
		SUBR	SU AGCENTER	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
Baseline	Fall 2017	66	25	91		
Yr. 1	Fall 2018	68	26	94		
Yr. 2	Fall 2019	70	28	98		
Yr. 3	Fall 2020	75	30	105		
Yr. 4	Fall 2021	80	32	112		
Yr. 5	Fall 2022	85	34	119		
Yr. 6	Fall 2023	90	36	126		
Yr. 7	Fall 2024	95	38	133		
Yr. 8	Fall 2025	100	40	140	49	54%

SU SYSTEM - SPONSORED GRANTS - DOLLAR VALUE OF PROPOSALS AWARDED / FUNDED						
		SUBR	SU AGCENTER	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
Baseline	Fall 2017	\$18,276,045.38	\$2,874,912.00	\$21,150,957.38		
Yr. 1	Fall 2018	\$18,500,000.00	\$3,000,000.00	\$21,500,000.00		
Yr. 2	Fall 2019	\$19,500,000.00	\$3,200,000.00	\$22,700,000.00		
Yr. 3	Fall 2020	\$20,500,000.00	\$3,400,000.00	\$23,900,000.00		
Yr. 4	Fall 2021	\$22,500,000.00	\$3,600,000.00	\$26,100,000.00		
Yr. 5	Fall 2022	\$24,500,000.00	\$3,800,000.00	\$28,300,000.00		
Yr. 6	Fall 2023	\$26,500,000.00	\$4,000,000.00	\$30,500,000.00		
Yr. 7	Fall 2024	\$28,500,000.00	\$4,200,000.00	\$32,700,000.00		
Yr. 8	Fall 2025	\$30,500,000.00	\$4,500,000.00	\$35,000,000.00	\$13,849,042.62	65%

SU SYSTEM - SPONSORED GRANTS - NUMBER OF PROPOSALS FUNDED / AWARDED						
		SUBR	SU AGCENTER	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
Baseline	Fall 2017	54	10	64		
Yr. 1	Fall 2018	55	11	66		
Yr. 2	Fall 2019	56	12	68		
Yr. 3	Fall 2020	57	13	70		
Yr. 4	Fall 2021	58	14	72		
Yr. 5	Fall 2022	59	15	74		
Yr. 6	Fall 2023	60	16	76		
Yr. 7	Fall 2024	61	17	78		
Yr. 8	Fall 2025	62	18	80	16	25%

## APPENDIX F

# Goal V

## Commitment to Fundraising and Philanthropic Support

## SU SYSTEM - FUNDRAISING AND PHILANTHROPY

SU President-Chancellor & SUS Board Funds			SU Baton Rouge Campus Funds			SU Shreveport Campus Funds			SU New Orleans Campus Funds				
		Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)	Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)	Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)	Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)
<b>Baseline</b>	<b>Fall 2017</b>	<b>192</b>	<b>236</b>	<b>\$31,120.00</b>	<b>645</b>	<b>994</b>	<b>\$1,402,858.00</b>	<b>15</b>	<b>17</b>	<b>\$46,500.00</b>	<b>25</b>	<b>25</b>	<b>\$2,420.00</b>
<b>Yr. 1</b>	Fall 2018	271	321	\$590,000.00	504	767	\$1,825,000.00	20	23	\$16,537.00	21	21	\$5,780.00
Yr. 2	Fall 2019	285	325	\$600,000.00	510	775	\$1,850,000.00	22	24	\$20,000.00	23	24	\$20,000.00
Yr. 3	Fall 2020	290	330	\$625,000.00	525	800	\$1,875,000.00	24	25	\$40,000.00	25	25	\$40,000.00
Yr. 4	Fall 2021	295	335	\$650,000.00	550	825	\$1,900,000.00	26	27	\$60,000.00	27	27	\$60,000.00
Yr. 5	Fall 2022	300	340	\$675,000.00	575	850	\$1,925,000.00	28	30	\$80,000.00	30	28	\$80,000.00
Yr. 6	Fall 2023	305	345	\$700,000.00	600	875	\$1,950,000.00	30	33	\$100,000.00	33	33	\$100,000.00
Yr. 7	Fall 2024	310	350	\$725,000.00	625	900	\$1,975,000.00	32	35	\$125,000.00	35	32	\$125,000.00
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>315</b>	<b>355</b>	<b>\$750,000.00</b>	<b>650</b>	<b>925</b>	<b>\$2,000,000.00</b>	<b>35</b>	<b>40</b>	<b>\$150,000.00</b>	<b>40</b>	<b>35</b>	<b>\$150,000.00</b>

## SU SYSTEM - FUNDRAISING AND PHILANTHROPY

SU Law Center Campus Funds			SU Ag Center Campus Funds			SU Lab School Funds			SU Endowed Professorships and Scholarship Funds				
		Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)	Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)	Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)	Number of DONORS (Alumni/Corporations/ Foundations/Other)	Number of GIFTS (Alumni/Corporations/ Foundations/Other)	\$ - AMOUNT GIVEN (Alumni/Corporations/ Foundations/Other)
<b>Baseline</b>	<b>Fall 2017</b>	<b>270</b>	<b>386</b>	<b>\$330,082.00</b>	<b>68</b>	<b>109</b>	<b>\$57,610.00</b>	<b>82</b>	<b>184</b>	<b>\$50,818.00</b>	<b>30</b>	<b>35</b>	<b>\$544,650.00</b>
<b>Yr. 1</b>	Fall 2018	198	266	\$186,924.00	73	102	\$51,706.00	73	172	\$73,382.00	114	149	\$301,050.00
Yr. 2	Fall 2019	200	270	\$200,000.00	74	103	\$60,000.00	77	175	\$75,000.00	115	150	\$325,000.00
Yr. 3	Fall 2020	215	290	\$225,000.00	75	104	\$85,000.00	80	180	\$80,000.00	116	152	\$350,000.00
Yr. 4	Fall 2021	230	310	\$250,000.00	76	105	\$110,000.00	84	184	\$85,000.00	118	154	\$400,000.00
Yr. 5	Fall 2022	245	330	\$275,000.00	77	106	\$135,000.00	88	188	\$90,000.00	120	156	\$450,000.00
Yr. 6	Fall 2023	260	350	\$300,000.00	78	107	\$160,000.00	92	192	\$95,000.00	122	158	\$500,000.00
Yr. 7	Fall 2024	280	365	\$325,000.00	79	108	\$185,000.00	96	196	\$100,000.00	124	160	\$550,000.00
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>300</b>	<b>385</b>	<b>\$350,000.00</b>	<b>80</b>	<b>110</b>	<b>\$200,000.00</b>	<b>100</b>	<b>200</b>	<b>\$110,000.00</b>	<b>125</b>	<b>170</b>	<b>\$600,000.00</b>

## SU SYSTEM - FUNDRAISING AND PHILANTHROPY

		TOTAL DONORS Fall 2017 - Fall 2025	DONORS Fall 2025 minus Baseline Fall 2017	DONORS % Increase Fall 2025 over Baseline Fall 2017	TOTAL GIFTS Fall 2017 - Fall 2025	GIFTS Fall 2025 minus Baseline Fall 2017	GIFTS % Increase Fall 2025 over Baseline Fall 2017	\$\$\$ TOTAL AMOUNT GIVEN Fall 2017 - Fall 2025	\$\$\$ AMOUNT Fall 2025 minus Baseline Fall 2017	\$\$\$ AMOUNT % Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>1,327</b>			<b>1,986</b>		<b>\$2,466,058</b>			
<b>Yr. 1</b>	Fall 2018	1,274			1,821		\$3,050,379			
Yr. 2	Fall 2019	1,306			1,846		\$3,150,000			
Yr. 3	Fall 2020	1,350			1,906		\$3,320,000			
Yr. 4	Fall 2021	1,406			1,967		\$3,515,000			
Yr. 5	Fall 2022	1,463			2,028		\$3,710,000			
Yr. 6	Fall 2023	1,520			2,093		\$3,905,000			
Yr. 7	Fall 2024	1,581			2,146		\$4,110,000			
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>1,645</b>	<b>318</b>	<b>24%</b>	<b>2,220</b>	<b>234</b>	<b>\$4,310,000</b>	<b>\$1,843,942</b>	<b>75%</b>	

## APPENDIX G

# Goal VI

Commitment to Improve Campus  
Life through Infrastructural  
Development

## APPENDIX H

# Goal VII

Commitment to Promote the  
Southern University Brand through  
Outreach and Global Engagement

**SU SYSTEM - GLOBAL ENGAGEMENT & OUTREACH  
INTERNATIONAL STUDENT ENROLLMENT**

		SUBR	SUNO	SUSLA	SULC	SU SYSTEM	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>179</b>	<b>51</b>	<b>109</b>	<b>0</b>	<b>339</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>184</b>	<b>53</b>	<b>112</b>	<b>0</b>	<b>349</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>189</b>	<b>55</b>	<b>115</b>	<b>0</b>	<b>359</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>194</b>	<b>57</b>	<b>118</b>	<b>0</b>	<b>369</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>199</b>	<b>59</b>	<b>121</b>	<b>0</b>	<b>379</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>204</b>	<b>61</b>	<b>124</b>	<b>0</b>	<b>389</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>209</b>	<b>63</b>	<b>127</b>	<b>0</b>	<b>399</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>214</b>	<b>65</b>	<b>130</b>	<b>0</b>	<b>409</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>220</b>	<b>67</b>	<b>133</b>	<b>0</b>	<b>420</b>	<b>81</b>	<b>24%</b>

**SU SYSTEM - NATIONAL ENGAGEMENT & OUTREACH  
OUT-OF-STATE STUDENT ENROLLMENT**

		<b>SUBR</b>	<b>SUNO</b>	<b>SUSLA</b>	<b>SULC</b>	<b>SU SYSTEM</b>	<b>Fall 2025 minus Baseline Fall 2017</b>	<b>% Increase Fall 2025 over Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>891</b>	<b>86</b>	<b>136</b>	<b>129</b>	<b>1,242</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>916</b>	<b>90</b>	<b>140</b>	<b>136</b>	<b>1,282</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>941</b>	<b>94</b>	<b>144</b>	<b>143</b>	<b>1,322</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>966</b>	<b>98</b>	<b>148</b>	<b>150</b>	<b>1,362</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>991</b>	<b>102</b>	<b>152</b>	<b>157</b>	<b>1,402</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>1,016</b>	<b>106</b>	<b>156</b>	<b>164</b>	<b>1,442</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>1,041</b>	<b>110</b>	<b>160</b>	<b>171</b>	<b>1,482</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>1,066</b>	<b>114</b>	<b>164</b>	<b>178</b>	<b>1,522</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>1,091</b>	<b>118</b>	<b>168</b>	<b>185</b>	<b>1,562</b>	<b>320</b>	<b>26%</b>

## SU ALUMNI FEDERATION - PAID ALUMNI MEMBERSHIPS ANNUAL & LIFE MEMBERS

		PAID Membership - Annual	PAID Membership - Life	PAID Membership - Annual & Life	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>1,570</b>	<b>2,805</b>	<b>4,375</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>1,600</b>	<b>2,831</b>	<b>4,431</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>1,650</b>	<b>2,850</b>	<b>4,500</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>1,700</b>	<b>2,875</b>	<b>4,575</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>1,750</b>	<b>2,900</b>	<b>4,650</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>1,800</b>	<b>2,925</b>	<b>4,725</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>1,850</b>	<b>2,950</b>	<b>4,800</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>1,900</b>	<b>2,975</b>	<b>4,875</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>1,950</b>	<b>3,000</b>	<b>4,950</b>	<b>575</b>	<b>13%</b>

## SU SYSTEM - SOCIAL MEDIA GROUP METRICS TWITTER / FACEBOOK / INSTAGRAM

		<b>GROUP AUDIENCE GROWTH: TOTAL FANS / FOLLOWERS</b>	<b>GROUP MESSAGE VOLUME: TOTAL MESSAGES SENT</b>	<b>GROUP MESSAGE VOLUME: TOTAL MESSAGES RECEIVED</b>	<b>GROUP IMPRESSIONS: TOTAL IMPRESSIONS</b>	<b>GROUP ENGAGEMENT: TOTAL ENGAGEMENT</b>	<b>GROUP LINK CLICKS: TOTAL LINK CLICKS</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>80,122</b>	<b>1,925</b>	<b>8,609</b>	<b>18,700,000</b>	<b>109,800</b>	<b>20,114</b>
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>95,266</b>	<b>4,936</b>	<b>22,771</b>	<b>26,900,000</b>	<b>534,100</b>	<b>64,427</b>
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>110,000</b>	<b>10,000</b>	<b>30,000</b>	<b>30,000,000</b>	<b>700,000</b>	<b>100,000</b>
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>130,000</b>	<b>15,000</b>	<b>40,000</b>	<b>40,000,000</b>	<b>1,000,000</b>	<b>150,000</b>
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>150,000</b>	<b>20,000</b>	<b>50,000</b>	<b>50,000,000</b>	<b>1,200,000</b>	<b>200,000</b>
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>170,000</b>	<b>25,000</b>	<b>60,000</b>	<b>60,000,000</b>	<b>1,400,000</b>	<b>250,000</b>
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>200,000</b>	<b>30,000</b>	<b>70,000</b>	<b>70,000,000</b>	<b>1,600,000</b>	<b>300,000</b>
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>250,000</b>	<b>40,000</b>	<b>80,000</b>	<b>80,000,000</b>	<b>1,800,000</b>	<b>400,000</b>
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>300,000</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000,000</b>	<b>2,000,000</b>	<b>500,000</b>

<b>Fall 2025 minus Baseline Fall 2017</b>	<b>219,878</b>	<b>48,075</b>	<b>91,391</b>	<b>81,300,000</b>	<b>1,890,200</b>	<b>479,886</b>
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<b>% Increase Fall 2025 over Baseline Fall 2017</b>	<b>274%</b>	<b>2497%</b>	<b>1062%</b>	<b>435%</b>	<b>1721%</b>	<b>2386%</b>
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## SU SYSTEM - WEBSITE TRAFFIC AVERAGE SESSION DURATION

		<b>Web Traffic - Average Session Duration (Minutes)</b>	<b>Fall 2025 minus Baseline Fall 2017</b>	<b>% Increase Fall 2025 over Baseline Fall 2017</b>
<b>Baseline</b>	<b>Fall 2017</b>	<b>2.56</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>2.96</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>3.06</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>3.16</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>3.26</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>3.36</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>3.46</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>3.56</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>3.66</b>	<b>1.10</b>	<b>43%</b>

## SU SYSTEM - WEBSITE TRAFFIC AVERAGE SESSIONS PER USER

		Web Traffic - Sessions per User	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>3.05</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>3.06</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>3.07</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>3.08</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>3.09</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>3.10</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>3.11</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>3.12</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>3.13</b>	<b>0.08</b>	<b>3%</b>

## SU SYSTEM - WEBSITE TRAFFIC AVERAGE PAGES PER SESSION

		Web Traffic - Pages per Session	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>2.82</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>2.83</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>2.84</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>2.85</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>2.86</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>2.87</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>2.88</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>2.89</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>3.01</b>	<b>0.19</b>	<b>7%</b>

## SU SYSTEM - WEBSITE TRAFFIC AVERAGE BOUNCE RATE

		Web Traffic - Bounce Rate	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>49.65%</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>49.50%</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>49.25%</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>49.00%</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>48.75%</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>48.50%</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>48.00%</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>47.50%</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>47.25%</b>	<b>-2.40%</b>	<b>-5%</b>

## SU SYSTEM - PRESS RELEASES

		Press Releases	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>24</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>27</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>30</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>33</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>36</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>39</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>42</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>45</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>48</b>	<b>24</b>	<b>100%</b>

## SU SYSTEM - TELEVISION ADS

		Television ADS	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>3</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>4</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>5</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>6</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>7</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>8</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>9</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>10</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>11</b>	<b>8</b>	<b>267%</b>

## SU SYSTEM - RADIO ADS

		Radio Ads	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>1</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>2</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>4</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>6</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>8</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>10</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>12</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>14</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>16</b>	<b>15</b>	<b>1500%</b>

## SU SYSTEM - BILL BOARD ADS STATIC & DIGITAL

		Bill Board Ads - Static & Digital	Fall 2025 minus Baseline Fall 2017	% Increase Fall 2025 over Baseline Fall 2017
<b>Baseline</b>	<b>Fall 2017</b>	<b>10</b>		
<b>Yr. 1</b>	<b>Fall 2018</b>	<b>11</b>		
<b>Yr. 2</b>	<b>Fall 2019</b>	<b>12</b>		
<b>Yr. 3</b>	<b>Fall 2020</b>	<b>13</b>		
<b>Yr. 4</b>	<b>Fall 2021</b>	<b>14</b>		
<b>Yr. 5</b>	<b>Fall 2022</b>	<b>15</b>		
<b>Yr. 6</b>	<b>Fall 2023</b>	<b>16</b>		
<b>Yr. 7</b>	<b>Fall 2024</b>	<b>17</b>		
<b>Yr. 8</b>	<b>Fall 2025</b>	<b>18</b>	<b>8</b>	<b>80%</b>

# Personnel Actions



Agricultural & Mechanical College

HUMAN RESOURCES  
P. O. Box 10400  
Baton Rouge, LA 70813

November 19, 2018

(225) 771-2680  
FAX (225) 771-5617  
www.subr.edu/humanresources

Mr. Flandus McClinton, Jr.  
Vice President for Finance and Business Affairs  
Southern University System  
4<sup>th</sup> Floor, J.S. Clark Administration Building  
Baton Rouge, LA 70813

**RE: Recommendation for Human Resources Director**

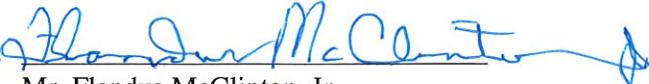
Dear Mr. McClinton:

This letter serves as my recommendation to hire Ms. Dawn Harris as the Human Resources Director for the Baton Rouge landmass. Ms. Harris was recommended by the majority of a search committee. We had five (5) candidates. The committee along with myself interviewed the two (2) top candidates. Based upon her experience and the committee's input, it is my recommendation to hire Ms. Harris because she will be able to hit the ground running and make an immediate impact on the Southern University Human Resources Department and the Southern University System.

Your approval of this request will be greatly appreciated.

Sincerely,

  
Tracie J. Woods, Esq.  
Associate Vice President for Human Resources  
Southern University System

APPROVED: 

Mr. Flandus McClinton, Jr.

APPROVED: 

Dr. Ray L. Belton

cc: File

JOB CLASS			
JOB CODE			
CAL ID			

**SOUTHERN UNIVERSITY SYSTEM**

Personnel Action Form

POSITION NUMBER 2 m 9 7 9 7

CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH  OTHER  (Specify) \_\_\_\_\_

Academic  Non-Academic  Civil Service  
 Temporary  Part-time ( \_\_\_\_\_ % of Full Time)  Restricted  
 Tenured  Undergraduate Student  Job Appointment  
 Tenured Track  Graduate Assistant  Probationary  
 Other (Specify) \_\_\_\_\_  Retiree Return To Work  Permanent Status

Previous Employee \_\_\_\_\_ Reason Left \_\_\_\_\_  
Date Left \_\_\_\_\_ Salary Paid \_\_\_\_\_

Profile of Person Recommended

Length of Employment July 1, 2018 To June 30, 2019  
Effective Date November 1, 2018

Name Dawn M. Harris SS# XXX-XX- Sex F Race\* AA  
(Last 4 digits only)

Position Title: Human Resources Director Department: Office of Human Resources

Check One  Existing Position \*Visa Type (See Reverse Side):  U  S   
 New Position Expiration Date: \_\_\_\_\_

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 15 Southern University Experience \_\_\_\_\_

Degree(s):	Type/Discipline (BA-Education):	Institution/Location	Year:
BS	<u>Recreation Therapy</u>	<u>Southern University and A&amp;M College</u>	<u>2000</u>
MS	<u>Sport &amp; Fitness Management</u>	<u>Troy State University</u>	<u>2002</u>
MBA	<u>Human Resource Concentration</u>	<u>New York Institute of Technology</u>	<u>2007</u>

Current Employer Louisiana Board of Regents

Personnel Action

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify) \_\_\_\_\_

Recommended Salary \$90,000.00 Salary Budgeted \_\_\_\_\_

Source of Funds State General Fund

Identify Budget: \_\_\_\_\_ Location \_\_\_\_\_  
Form Code: \_\_\_\_\_ Page \_\_\_\_\_ Item # \_\_\_\_\_

Change of: \_\_\_\_\_  
From \_\_\_\_\_ To \_\_\_\_\_

Position \_\_\_\_\_  
Status \_\_\_\_\_  
Salary Adjustment \_\_\_\_\_

Financial Aid signature (if, applicable):

List total funds currently paid this employee by Southern University:

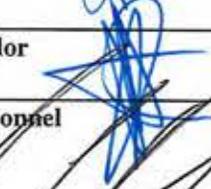
\*See Reverse Side

Comments: (Use back of form)

Source of Funds	Amount
<u>211001-26401-61002-26000</u>	<u>\$90,000.00</u>

\*See Reverse Side

Graduate School signature (if, applicable):

Supervisor  Date 10/12/18  
Dean/Unit Head  Date 10/15/18  
Vice Chancellor  Date 10/15/18  
Chancellor Blair M. Cent Date 10/12/18  
Director/Personnel  Date 10/16/18  
Vice President/Finance Business Affairs/Comptroller \_\_\_\_\_ Date \_\_\_\_\_  
President  Date \_\_\_\_\_  
Chairman/S.U. Board of Supervisors \_\_\_\_\_ Date \_\_\_\_\_

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

**EMPLOYEE REGULAR WORK SCHEDULE:** 8:00 AM -5:00 PM  
**EMPLOYEE DIRECT SUPERVISOR:** Tracie J. Woods  
**SUPERVISOR/DEPARTMENT CONTACT NUMBER** 225.771.2680  
**NUMBER OF EMPLOYEES SUPERVISED, (if any)** \_\_\_\_\_  
**HR USE ONLY: STATUS (circle one):**  EXEMPT  NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

**Documentation must be provided for review and approval by Human Resources before employment is offered.**

**CLASS OF EMPLOYMENT (VISA STATUS):**

**TYPE**

United States Citizen/Certificate of Naturalization  
Resident Alien  
H-1 Visa (Distinguished Merit & Ability)  
J-1 Visa (Exchange Visitor Program)  
F-1 Visa (Student Emp. FT Student at S.U.)  
OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")

CODE U THERN UNIV ~~EXPIRES~~ SYSTEM  
BUDGET OFFICE

US  
RA  
H1  
J1  
F1  
F0

OCT 15 2018

*Wynne*  
FUNDS AVAILABLE

**Do Not Write Below This Area**  
**For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below):**

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form Admin/Fac/Uncl Positions (Civil Service Application for classified employees)
- Authority to Release (signed by employee) (submitted to Human Resources with Criminal/Background Check form)
- Supervisory Criminal/Background Check Form (completed by employee/ verified and signed by supervisor)
- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment
- Proposed Employee Clearance
- Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)

# Dawn M. Harris, MBA, MS

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## HUMAN RESOURCES PROFESSIONAL

- **Complete Generalist HR Affairs**, utilizes discipline and flexible problem-solving approach that balances business goals with employee needs. Extensive experience garnering a high performance culture that emphasizes goal attainment, superior customer service, high efficiency and productivity
- **Demonstrated success in developing team building programs**, compliance and writing personnel manuals, corporate policies, job descriptions and management reports
- **Change Management for HR initiatives**, organizational development, HRIS technology and building support through communication and effective preparation

## PROFESSIONAL EXPERIENCE

### **LOUISIANA BOARD OF REGENTS, Baton Rouge, LA** *Higher Education Management Board*

Human Resources Specialist, 2017 – Present

Responsible for staffing, training, compensation, benefits, and employee administration. Recruited to implement LA Gov technologies to improve analysis, reporting, and planning capabilities while streamlining daily HR functions. Processes new hires, benefits orientations, termination, and payroll paperwork ensuring compliance with the Governor's Executive Orders, Civil Service Rules and guidelines, State and Federal laws, OSUP, OGB, LASERS, TRSL, VOYA and Board of Regents rules and policies.

### **GOVERNOR'S DIVISION OF ADMINISTRATION, Baton Rouge, LA** *Control agency and management arm for Louisiana state government*

Human Resources Supervisor, 2009 – 2015; 2016 – 2017

Supervised ten employees for effective administration and implementation of agency policies and procedures; managed timely and accurate entry of personnel actions, benefits administration, and HR records management utilizing SAP ERP and HCM technologies; ensured compliance with Civil Service, State, and Federal laws and regulations. Served as subject matter expert for State Public Retirement Systems (LASERS, TRSL, LSERS) and Office of Group Benefits.

- **HR Organization Leadership:** Worked on Lean Six Sigma projects and the State Affordable Care Act Employer Response Team
- **HR Operations:** Worked with information technology programmers to implement Onboarding module, and electronic personnel action request program

- HR Training & Development: Investigated needs, created and implemented courses to support the agency's current and future policy objectives
- HR Quality Assurance: Streamlined processes and developed metrics to identify opportunities for improvement.

**LOUISIANA OFFICE OF HUMAN CAPITAL MANAGEMENT, Baton Rouge, LA**

*Responsible for administration of human resources services for Louisiana executive branch agencies*

Director of Client Services, 2015 – 2016

Responsible for administration of client services including payroll, operations, and benefits in support of the business partner model. Coordinated the development of human capital planning and HR planning, policy, and program development. Provided consultation with executive management in the development and implementation of HR strategic plans, performance plans, and operating plans consistent with the programmatic goals and objectives of the agencies

**LOUISIANA DEPARTMENT OF WILDLIFE & FISHERIES, Baton Rouge, LA**

*Responsible for the management and protection of Louisiana's natural resources*

Human Resources Supervisor, 2006 – 2009

Supervised two employees for effective administration and implementation of agency policies and procedures; managed timely and accurate entry of personnel actions and benefits administration utilizing SAP technologies and ensured compliance with Civil Service, State, and Federal laws and regulations through ad hoc reporting and auditing. Monitored electronic HR records system data integrity.

**HUNTER MEDICAL SYSTEMS, INC/PHNS, Metairie, LA**

*A medical file records management and information company*

Corporate Compliance Specialist, 2003 – 2005; East Coast District Manager, 2005 – 2006

Ensured Health Insurance Portability and Accountability (HIPAA) compliant programs with regular monitoring of standards by creating and executing corrective action plans. Developed positive and professional working relationships with internal/external business partners and customers. Hired staff in each hospital system resulting in increased compliance. Implemented training processes and standard operating procedures to meet Federal requirements. Managed compliance personnel work assignments, daily decision making (recruitment, training) and goal setting, and performance evaluations for direct reports. Successfully managed staff across 15 states.

## **EDUCATION**

MBA Degree - Human Resource Concentration – New York Institute of Technology, 2007

MS Degree – Sport & Fitness Management - Troy State University, 2002

BS Degree – Recreation Therapy – Southern University & A & M College, 2000

## **PROFESSIONAL HR AFFILIATIONS**

Member – Society for Human Resource Management (SHRM)

Member – International Public Management Association for Human Resources (IMPA – HR

SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

**POSITION VACANCY AUTHORIZATION**

REQUEST THAT THE POSITION TITLE Human Resources Director – SUBR Land Mass AS DESCRIBED BELOW  
 BE AUTHORIZED AS A VACANCY FOR Office of Human Resources  
 (Department or Unit)

<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> New Position	<input checked="" type="checkbox"/> Unclassified	<b>Source of Funds</b>
<input type="checkbox"/> Civil Service	<input type="checkbox"/> Temporary	<input type="checkbox"/> Faculty	<input checked="" type="checkbox"/> State
<input type="checkbox"/> Tenured	<input type="checkbox"/> Probationary (For Faculty this is same as tenure track)		<input type="checkbox"/> Grant -in-Aid
			<input type="checkbox"/> System Revenue
			<input type="checkbox"/> Agency Fund State

**VACANCY DESCRIPTION AND JUSTIFICATION**

(Include rank (for faculty) and approximate salary; initiator of form must have prior approval of salary/salary range with the appropriate Vice-Chancellor, Chancellor and/or President. Salaries for classified positions must be approved through Human Resources).

This position is responsible for guiding and directing the daily operations for Human Resources services and programs for the Southern University Baton Rouge land mass. Specifically, this position oversees and directs all onboarding, recruiting, employee relations, and benefits administration.

Salary/Range: \$90,000 – 98,000 Previous Incumbent-

Approved  Disapproved \_\_\_\_\_  
 Department Head 10/12/18  
Date

Approved  Disapproved \_\_\_\_\_  
 Dean/Director/Supervisor of Budget Unit 10/12/18  
Date

FINANCE/BUDGET OFFICE ONLY	
Funds Available	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<i>2m9797</i>	
Signature: <i>Y. Jones</i>	
Date: <i>10.15.18</i>	
Budget Number: <i>21001-26401-26000</i>	

HUMAN RESOURCES OFFICE ONLY			
Existing/Approved Position			
<input type="checkbox"/> Yes		<input type="checkbox"/> No	
Employee Class:		Job Class:	
Verified By:		Date:	

Approved  Disapproved \_\_\_\_\_  
 Vice Chancellor Date

Approved  Disapproved \_\_\_\_\_  
 Chancellor/Vice President Date

Approved  Disapproved \_\_\_\_\_  
 President Date

An Equal Opportunity Employer

## **HUMAN RESOURCES DIRECTOR**

**CAMPUS:** SOUTHERN UNIVERSITY BATON ROUGE LAND MASS

**ACCOUNTABILITY:** Reports to the Associate Vice President for Human Resources

### **JOB SUMMARY**

This position is responsible for guiding and directing the Human Resources daily operations and services, and programs for the Southern University Baton Rouge land mass. Specifically, this position manages and directs all onboarding, recruiting, employee relations, and benefits administration.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Responsible for managing the implementing, enforcing and administering federal and state employment regulations as well as university and system policies and procedures.
- Oversee and manage the development of a performance evaluations program for all three (3) campuses.
- Manage, oversee and develop operational efficiencies within the HR department and SULC and Ag Center.
- Review and develop a process for implementation to ensure accurate and written job descriptions with clear job accountabilities, reporting structures and career paths for employees at all three campuses.
- Provide oversight to establish salary guidelines for hiring and performance evaluations for each position within the organization.
- Develop and implement a centralized onboarding process for the Baton Rouge landmass
- Provide oversight for recruiting, and hiring support to SUBR, SULC and Su Ag Center's supervisors, and managers for classified and unclassified employees.
- Provide support by developing recruitment plans and implementing activities such as internal communication, placement of ads; reviewing resumes, conducting screening interviews, and reference and background checks.
- Serves as the Affirmative Action/EEOC compliance officer
- Oversee the development of an efficient process to compile current and accurate employee files.
- Provide oversight of the administration of all corporate and employee benefits and services to include health care programs, 401k, life insurance, disability insurance, leave management and benefits.
  - Periodic evaluation of programs to ensure the most effective and high quality programs; administration of all benefits programs
  - Development and distribution of employee benefits packages, handbooks and materials
  - Manages all benefits suppliers
- Manage all drug testing and substance abuse programs
- Collaborate with management and staff to drive workforce planning initiatives within colleges and departments.
- Assist with providing proactive guidance and counsel to managers and employees on employee relations issues.
- Introduce, lead and influence change management initiatives with SULC and SU AG Center staff in order to address issues that will enhance overall employee performance.
- Develop and manage of workplace safety programs- at all facilities and show-site operations and overall environmental conditional
  - Develop and manage all safety programs as well as incident/accident reporting
  - Ensure adherence of OSHA rules and regulations

- Provides oversight for all worker's compensation claims and represents the company at worker's compensation hearings as needed.
- Directly manages and supervises the Human Resources and indirectly manages designated staff at SULC and SU Ag Center.
- Performs other duties as assigned and deemed necessary under the direction of the AVP for Human Resources.

### **SKILL AND EDUCATIONAL REQUIREMENTS**

- Bachelor's degree in Business Administration, Human Resources or other related field from an accredited university is required. MBA in Human Resources preferred
- Ten (10) +years' experience of strategic Human Resource leadership experience with recent experience supporting large, complex organizations.
- Strong working knowledge of federal and state employment regulations
- Demonstrated success in all Human Resources functional areas within a fast-paced, technically focused environment is essential. Must be hands-on and capable of producing work with limited support staff.
- Must be results-oriented and demonstrate strategic thinking, innovation, flexibility in dealing with changing and ambiguous situations.
- Demonstrated success working in a highly collaborative, global environment, with a track record of accomplishment with measurable business impact.
- Demonstrated success conducting comprehensive needs analysis, organization design and development initiatives, implementing change models and developing organization structures while proactively driving ongoing optimization efforts. Above average accounting skills
- Excellent project management skills including successful leadership of projects from planning phase through completion.
- Excellent leadership skills including; superb communication, delivery of results, consultative skills, partnership skills and team building.

### **SUPERVISORY RESPONSIBILITIES**

The Director has the direct responsibility for the supervision of the Human Resources Department including completing performance evaluations, rewarding, counseling, and reprimanding staff members. This individual will also assist management or administer disciplinary action to employees in order to support policies and procedures. The individual will have high accountability and responsibility for the Human Resources position.

### **INTER-RELATIONSHIPS**

The Human Resources Director maintains an open line of communication with all Southern University Land mass staff. This person interfaces regularly with other colleges and departments. In addition, the Director interacts with management and supervisors on a daily basis to ensure corporate policies are being followed.



**Dr. Rodney A. Ellis**  
Chancellor

November 12, 2018

Dr. Ray L. Belton, President  
Southern University System Office  
4<sup>th</sup> Floor, J. S. Clark Administration Building  
Baton Rouge, La. 70813

**RE: Approval to hire/appoint Mr. Stephan Findley as Director of Facilities & Risk Management**

Dear Dr. Belton:

This correspondence comes seeking your endorsement of **Mr. Stephan Findley**, who after a comprehensive committee process, has been recommended to serve in the role of the **Director of Facilities & Risk Management** at the Southern University at Shreveport (SUSLA) campus.

Dr. Belton, the position of Director of Facilities and Risk Management is currently a part of the **Administration/Operations** area and has played an important part in the advancement of this area and the University since its inception. This role has also assured the institution's compliance with various state requirements. This position has been vacant for several months and to fill this position now would greatly improve the performance, moral and composition of the Facilities and Risk Management area and that of the University as a whole.

The recommended salary for this position is **\$63,500**.

I am therefore requesting your endorsement and that of the Southern University System Board to move forward with placing Mr. Findley in this much needed position.

Respectfully Submitted

Dr. Rodney A. Ellis  
Chancellor

  
\_\_\_\_\_  
Approved: Dr. Ray L. Belton, President Date:

RAE/lw

Attachments

\_\_\_\_\_  
Disapproved: Dr. Ray L. Belton, President Date:

3050 MARTIN LUTHER KING, JR. DRIVE, \* SHREVEPORT, LOUISIANA 71107

PHONE: (318) 670-9312 \* FAX (318) 670-6374

TOLL FREE: 1-800-458-1472, EXT 6312

[WWW.SUSLA.EDU](http://WWW.SUSLA.EDU)



November 12, 2018

Dr. Rodney Ellis, Chancellor  
Southern University at Shreveport  
3050 Martin Luther King, Jr. Drive  
Shreveport, LA 71107

Dear Dr. Ellis:

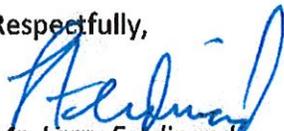
This letter comes as a request to appoint **Mr. Stephan Findley** to the position of Director of Facilities and Risk Management with a start date of December 3, 2018. Mr. Findley facilities managerial experience spans from 2005 to 2018. His thirteen (13) years of experience includes facilities departments at major companies as Titan Dynamics, General Electric and Honeywell will prove to be an asset in assisting to make the SUSLA's Facilities Department operate in a more proficient manner.

Mr. Findley has a Master's in International Management and a Bachelor of Applied Science in Liberal Arts. He is Certified in Facility Manager (CFM) (2012-2020).

Accompanying this request is a proposal to offer an annual salary of **\$63,500**.

Thank you for your consideration and support to the appointment of Mr. Stephan Findley for the position of Director of Facilities and Risk Management

Respectfully,

  
Mr. Larry Ferdinand  
Chief Administration and Operations Officer

Approved

Not Approved

Approved Salary and Hire Date  
(i.e. **\$63,500; 12/3/2018**)

Not Approved

  
Mr. Larry Ferdinand  
Chief Administration and Operations Officer

  
Dr. Rodney Ellis, Chancellor

SOUTHERN UNIVERSITY - BATON ROUGE, LA 70813

SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

\*\*\*\*\*

**POSITION VACANCY AUTHORIZATION**

\*\*\*\*\*

REQUEST THAT THE POSITION Director, Facilities & Risk AS DESCRIBED BELOW  
 BE AUTHORIZED AS A VACANCY FOR Facilities Department  
 (Department or Unit)

- |   |  |  |  |
|---|--|--|--|
| <input checked="" type="checkbox"/> Replacement | <input type="checkbox"/> New Position*   | <input checked="" type="checkbox"/> Unclassified | <input checked="" type="checkbox"/> State  |
| <input type="checkbox"/> Civil Service          | <input type="checkbox"/> Temporary   | <input type="checkbox"/> Faculty                 | <input type="checkbox"/> Grant -in-Aid     |
| <input type="checkbox"/> Tenured                | <input type="checkbox"/> Probationary (For Faculty this is same as tenure track) |  | <input type="checkbox"/> System Revenue    |
|   |  |  | <input type="checkbox"/> Agency Fund State |

\*requires the approval of System President

**VACANCY DESCRIPTION AND JUSTIFICATION**

(Include rank (for faculty) and approximate salary; initiator of form must have prior approval of salary/salary range with the appropriate Vice-Chancellor, Chancellor and/or President. Salaries for classified positions must be approved thru Human Resources).

Reporting to the Chief Administrative/Operations Officer, the Director of Facilities & Risk Management provides leadership, strategic direction and management for the effective administration of this department for a multi-campus institution. Plans, schedules and implements facilities maintenance activities for the college. Develops and implements policies and procedures relevant to facilities management operations. Establishes and maintains a comprehensive risk management program to ensure institution is compliant with state requirements.

Salary/Range: \$50-65K

Previous Incumbent (if replacement): Darrell Street

Approved  Disapproved [Signature] May 14, 2018  
 Department Head Date

Approved  Disapproved [Signature] 5/14/18  
 Dean/Director/Supervisor of Budget Unit Date

COMPTROLLER'S OFFICE ONLY	
Funds Available	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<u>Brand Jacob</u> Signature	<u>5/14/18</u> Date
Budget Number	<u>511001-56510-57000</u>

HUMAN RESOURCES OFFICE ONLY	
Existing/Approved Position	
<input type="checkbox"/> Yes	<input type="checkbox"/> No
Job Code:	Cal Id: Job Class:
Verified By:	
Date:	

Approved  Disapproved [Signature] May 14, 2018  
 Vice Chancellor Date

Approved  Disapproved [Signature] May 14, 2018  
 Chancellor/Vice President Date

Approved  Disapproved \_\_\_\_\_ Date  
 President

An Equal Opportunity Employer

# Stephan Findley

## Certified Facility Manager (CFM/IFMA)

282 Private Road 1149, Marshall, TX, 75672 / (903) 926-3626 / [stephan.d.findley@gmail.com](mailto:stephan.d.findley@gmail.com)

### Key Qualifications and Expertise

- Maintenance, Janitorial, DHS Security
- Chemical Terrorism, HSE Safety, Security
- Capital Construction \$MM
- Security Systems
- HVAC Systems
- Boiler Systems
- DI and RO Water Systems
- Facility Compressed Air Systems
- Emergency Power Systems (UPS/Generators)
- Electrical Systems (AC/DC)
- Hospital Gas Systems
- CMMS Operating Systems
- Annual Budget Management (CAPEX/MRO)
- Lease Management
- Kaizen projects
- Company Relocations
- Space Planning
- SMED
- Predictive Maintenance
- Preventive Maintenance
- Six Sigma
- Safety Compliance
- Building Management Systems
- Environmental HCFM
- Contract Compliance
- Data Center / Server Room
- Project Management
- TPM / OEE

### Selected Accomplishments

- Designed, developed, and managed operations support for multiple areas originally operating without clear Policies and Procedures (P&P) resulting in vastly improved efficiencies, quick response, adaptability, and operational cost reductions.
- Transitioned diverse union population with diverse backgrounds into cohesive team by communicating goals and objectives, coaching, employee recognition program, employee resources provisioning and Lunch & Learn training programs.
- Charged with controlling operating costs by evaluating annual contracts valued from \$10,000 to \$200,000. Generated annual and 3-year strategic Capital Projects Plans with statement of works, Design-Build and Design-Bid-Build AIA project management and capital equipment acquisitions. Assessed contractor performance. Performed ROI and IRR valuations which resulted in improved quality of services, improved customer satisfaction and cost reductions.
- Setup and supported facilitation of new production and test operations in the United States, Israel, Jordan, and Belgium which collectively increased revenues ~\$40MM annually.
- Completed General Electric Train-the-Trainer courses to initiate in-house training programs, assuring authenticity and accuracy for Kaizen events, regulatory compliance, permitted confined space, first responder, ARC Flash, Qualified Electrical Worker, LOTO and various other OSHA and PSM programs which reduced external training cost and allowed for semi-annual and annual refresher training, new employee training, awareness training thus improving safety.
- Raised the General Electrical FM Global score from 64 to 92 during 2014 garnering DE Energy award.

Stephan Findley

## **Education and Certification**

### **Masters: MBA – International Management**

Letourneau University

2009

### **Bachelor of Applied Science: Liberal Arts**

East Texas Baptist University

2006

**Certified Facility Manager (CFM) – International Facility Management Association (2012-2020)**

**Certified Healthcare Facility Manager Candidate**

## **Selected Professional Experience**

### **Honeywell / JLL**

**OCT 2017 - JUN 2018**

#### **Facilities Manager**

- Supervised and managed maintenance staff for petrochemical plant in Shreveport, LA.
- Analyzed specific needs for annual budgeting. Managed six maintenance personnel and Corrigo Computerized Maintenance Management System and procedures for 200 pieces of equipment.
- Managed sixteen third party vendors providing landscaping, janitorial, HVAC, plant air compressors, power boilers, etc.
- Managed and completed a wide range of maintenance and repairs for the facilities and process equipment.
- Managed Capital Expenditures (CAPEX) and Maintenance Repairs and Operations (MRO) budgets annually of \$1.2MM and \$800k respectively.

### **Grifols / Biomat USA**

**JUL 2016 - OCT 2017**

#### **Facilities Manager**

- Supervised and managed two-member engineering and maintenance staff for an FDA and EMA certified biomedical laboratory in 127,000 square foot multi-level laboratory in San Marcos, TX and a 50,000 square foot laboratory in Austin, TX.
- Analyzed specific needs for annual budgeting. Managed two maintenance personnel and Maximo Computerized Maintenance Management System and preventative procedures for 80 pieces of equipment including 180 tons of HVAC for positive and negative HEPA filtration, with boiler and VAVs and water conditioning systems.
- Managed twelve third party vendors providing landscaping, janitorial, HVAC, Emergency Energy Power Systems (EEPS), and elevators.
- Managed and completed a wide range of maintenance and repairs for all building systems.
- Managed Capital Expenditures (CAPEX) and Maintenance Repairs and Operations (MRO) budgets annually of \$1MM and \$300k respectively.
- Created and implemented FEMA and FM Mutual approved flood abatement Flood Emergency Response Plan (FERP) for the San Marcos laboratory located in a 100/500 flood zone.

Stephan Findley

**General Electric  
Facilities Manager**

**SEP 2011 – JUL 2015**

- Supervised and managed engineering and maintenance sixteen-member staff for 682,000 square foot multi-building electrical transformer plant in Shreveport, LA., on 200-acre campus with large tank storage farm.
- Won GE's 2014 ECO-Award for reducing annual electrical expense by 27% (\$45,000) and reducing GHG emission by 350 tons annually by implementing installation of variable air compressor system.
- Upgraded FM Mutual plant score from 62 to 92 over 12-month period winning award.
- Analyzed specific needs for annual budgeting. Managed PMPro Maintenance Management System and procedures for 720 pieces of equipment attaining a  $\geq 92\%$  equipment uptime annually.
- Managed ten third party vendors providing landscaping, janitorial, plant air compressors, power boilers, etc.
- Insourced HVAC, cranes, forklifts, electrical requirements generating \$500k in annual cost avoidance.
- Install 10,000-gallon bulk FR3 oil systems generating \$157k in annual commodity cost avoidance.
- Managed and completed a wide range of maintenance and repairs for the facilities and process equipment.
- Managed Capital Expenditures (CAPEX) and Maintenance Repairs and Operations (MRO) budgets annually of \$1.8MM and \$800k respectively.

**Valentec Systems, Inc.  
Facilities Manager**

**NOV 2005 – SEP 2011**

- Supervised and managed engineering and maintenance eight-member staff for a Department of Defense munitions manufacturer in a 178,000 square foot multi-building site. Managed construction of new \$1.8MM green field munitions assembly line winning US Army Facilitation Excellence Award. Improved overall buildings and equipment operating conditions through implementing professional leadership strategies such as building maintenance, repairs, security, and janitorial services.
- Spearheaded creation of new procedures for recycling and disposal of non-hazardous and hazardous energetic wastes.
- Managed Capital Expenditures (CAPEX) and Maintenance Repairs and Operation (MRO) budgets of \$2MM and \$400k respectively.
- Set-up and supported new production and test operations in the United States, Israel, Jordan and Belgium.

**Titan Dynamics Systems, Inc.  
Facilities Manager**

**FEB 1992 – OCT 2005**

- Supervised and managed engineering and maintenance four-member staff for a Department of Defense munitions manufacturer in a 58,000 square foot multi-building site. Managed the construction of a new \$2.8MM green field munitions plant.
- Managed Capital Expenditures (CAPEX) and Maintenance Repairs and Operation (MRO) budgets of \$3MM and \$600k respectively.
- Facilitated improved operational conditions of buildings and equipment by instituting cGMP and DOD Federal Acquisition Regulation manufacturing procedures.

Stephan Findley

## **Technology Snapshot**

- Microsoft Office:

- Word
- Excel
- PowerPoint
- Outlook
- Access
- CAD

- AutoCAD
- MS Project
- PM-Pro (CMMS)
- Maximo (CMMS)
- Corrigo (CMMS)
- CMMS – Computerized Maintenance Management System

# SOUTHERN UNIVERSITY AT SHREVEPORT

## POSITION ANNOUNCEMENT

### DIRECTOR OF FACILITIES AND RISK MANAGEMENT

Southern University at Shreveport (SUSLA) invites applications for the position of Director of Facilities and Risk Management located at the Main Campus in Shreveport, Louisiana. SUSLA serves three campuses in the City of Shreveport (MLK, Downtown, and Downtown airport).

#### **SUMMARY:**

Reporting to the Chief Administrative/Operations Officer, the Director of Facilities and Risk Management provides leadership, strategic direction and management for the effective administration of the Facilities and Risk Management Department for a multi-campus institution. The Director of Facilities and Risk Management plans, schedules and implements facilities maintenance activities for the college by ensuring the routine servicing and completion of work order requests related to plumbing, electrical, painting, heating, ventilation, air conditioning, carpentry, lawn work, college vehicles and equipment. Maintains and coordinates schedules of maintenance projects, personnel, and activities; Administers service contracts with equipment vendors and service providers. Develops and implements policies and procedures relevant to facilities management operations such as new processes, space management and the annual budget. Establishes and maintains a comprehensive risk management program that includes security and safety. Maintains compliance with state, federal and OSHA rules and regulations. Establishes and maintains an inventory management program that includes, but is not limited to property management, fleet management, and IT property management.

Collaborates with the Accounting Department to write bidding specifications, select contractors and coordinate all aspects of facility renovation and construction projects; coordinates the capital outlay planning and request process for facility renovations and construction. Establishes and coordinates a key control program. Responsible for maintenance of fire alarms, extinguishers, sprinklers and security systems. Coordinates the removal of hazardous materials and surplus items. Trains employees in hazardous materials safety procedures. Responsible for continuing the college's commitment to establishing and sustaining an environment of inclusiveness, supporting student learning, fostering a strong sense of community, and promoting growth through engagement in the life of the college.

The Director of Facilities and Risk Management is responsible for developing programs, services and policies that enhance the quality of experiences for SUSLA faculty, staff and students. Provides leadership for assessing the effectiveness and outcomes of the Facilities and Risk Management Department. Maintains up-to-date knowledge of current practices and trends in higher education facilities management. Prepares and submits all required Facilities Services reports for government, accreditation or other entities. Collaborates in the development and maintenance of the Facility website. Hires, supervises and evaluates the performance of assigned staff.

#### **Duties and Responsibilities:**

- Plans, organizes, controls and directs college-wide Facilities and Risk Management operations;
- Develops and implements policies and procedures relevant to facilities management operations such as new processes, space management and the annual budget.
- Plans, schedules and implements facilities maintenance activities for the college by ensuring the routine servicing and completion of work order requests related to plumbing, electrical, painting, heating, ventilation, air conditioning, carpentry, lawn work, college vehicles and equipment.
- Develops and updates the college's Facilities and Risk Management Strategic Plan and Facilities Master Plan and assures their integration with other major planning efforts within the college;
- Develops the budget for Facilities and Risk Management that adequately supports the goals of the college;

- Provides leadership to Facilities and Risk Management staff to insure effective delivery of services that includes assessment and review, development of unit outcomes, compliance with accreditation standards, and other accountability efforts;
- Establishes and maintains a comprehensive risk management program that includes security and safety; Maintains compliance with state, federal and OSHA rules and regulations.
- Establishes and maintains an inventory management program that includes, but is not limited to property management, fleet management, and IT property management.
- Collaborates with the Accounting Department to write bidding specifications, select contractors and coordinate all aspects of facility renovation and construction projects; coordinates the capital outlay planning and request process for facility renovations and construction.
- Establishes and coordinates a key control program. Responsible for maintenance of fire alarms, extinguishers, sprinklers and security systems.
- Coordinates the removal of hazardous materials and surplus items; Trains employees in hazardous materials safety procedures.
- Advises, consults, and coordinates with all campus entities regarding activities pertaining to Facilities and Risk Management;
- Responds to inquiries, resolves issues and conflicts and provides detailed and technical information concerning Facilities and Risk Management standards, requirements, practices, procedures, laws, regulations and policies;
- Direct all facets of the college's Facilities and Risk Management processes for fairness and compliance with local, state and federal laws and regulations;
- Provide leadership and counsel to Facilities and Risk Management employees about issues related to job performance;
- Supervise and evaluate the performance of assigned personnel; coordinate the work assignments of assigned personnel; review work to assure compliance with established standards, requirements and procedures; take the necessary steps to ensure smooth and timely service to all employees college-wide as well as to prospective employees;
- Motivates staff to improve quantity and quality of work performed and provides training and development opportunities as appropriate;
- Works closely with the Southern University System Office of Facilities to monitor relevant legal and legislative changes and court decisions and make administrative recommendations to assure compliance with applicable laws, regulations, standards, policies, procedures and requirements.
- Develop and implement measures and methodology for determining the effectiveness and efficiency the Facilities and Risk Management Department;
- Ensures Facilities and Risk Management functions are leading edge and adhere to the highest quality standards of customer service by implementing and maximizing the use of technology and other proven strategies;
- In coordination with the Chief Administrative/Operations Officer, participates in the development of rules, regulations, procedures, and policies applicable to Facilities and Risk Management;
- Collaborates with the Chief Administrative/Operations Officer and Cabinet administrators in the development and implementation of plans, strategies, goals and objectives for the college and prepares reports to assist with college planning and decision-making;
- Regularly attends seminars, special conferences and professional meetings as time and budget permit;
- Regularly reads professional publications, articles, books, etc. to maintain knowledge of Facilities and Risk Management operations, best practices, policies, laws and regulations;
- Builds and strengthens an environment that fosters creativity, innovation, and professional development among the members of the Facilities and Risk Management department;
- Monitors Facilities and Risk Management website pages to make sure it is accurate and current;
- Establish procedures for property retention and disposal;
- Assure all Facilities and Risk Management practices comply with local, state, federal and accrediting body (COE, SACSCOC, etc.) regulations;

- Evening and weekend work and overnight travel may be required; and
- Performs other duties as assigned.

### **Required Knowledge, Skills and Abilities:**

#### **Knowledge of:**

- Applicable laws, codes, regulations, policies, and procedures
- National and Regional Accreditation standards related to Facilities and Risk Management
- Budgets and inventory control
- Innovations in Facilities Related Technology
- Principles and practices of administration, supervision, and training.

#### **Demonstrated Ability to:**

- Direct and lead Facilities and Risk Management operations and services
- Mentor staff and advance a culture of service and collaboration with all campus and system constituencies
- Assess the effectiveness and efficiency of the Facilities and Risk Management Department
- Plan and implement new programs within fiscal constraints
- Keep current with, interpret and apply applicable rules, regulations, policies and procedures relating to Facilities and Risk Management functions
- Provide effective technical expertise on Facilities and Risk Management regulations, and policies
- Apply knowledge of and experience in accreditation processes, specifically related to Facilities and Risk Management
- Function in a multi-campus/site educational organization to promote the goals of the College
- Effectively use technology and computer software programs, including MS Office
- Organize and manage individual and team projects
- Collect, evaluate and analyze data relating to Facilities and Risk Management functions
- Promote collegiality, staff cohesiveness and the core values of the institution
- Analyze, problem-solve, negotiate and make decisions
- Promote excellence in employees' job performances
- Work collaboratively with other administrative departments and government agencies
- Provide excellent customer service to faculty, staff, current students, prospective students, alumni, business and industry partners, community representatives and other stakeholders
- To work with a diverse population

#### **Skills:**

- Excellent written, oral presentation, and interpersonal communication skills
- Management, organizational, and supervisory skills
- Superior team-building skills to build trust with others in a rapidly changing environment
- Excellent organization, planning, and prioritization skills are essential

### **Required Minimum Qualifications:**

- Bachelor's degree in Construction Management, Industrial Engineering, Architecture, Public Administration, Business Administration, or related field from an accredited college or university
- One or more years of increasingly responsible administrative experience at or above the Coordinator's level (or equivalent) in Campus Management or Facilities Management **OR** Three years of experience as a facilities or maintenance coordinator at a comprehensive community college or university
- Proof of one or more – CFC certification (global), journeyman's (city), HVAC, electrical, or plumbing license
- A strong commitment to and passion for the mission of the comprehensive community college
- Commitment to staff diversity, learning and development
- Proficiency in Microsoft applications (Word, Excel and PowerPoint)

**Preferred (Desired) Qualifications:**

- Master's degree in Architecture, Construction Management, Industrial Engineering, Public Administration, Business Administration, or related field from an accredited college or university
- Five or more years of increasingly responsible administrative experience at or above the Director's level (or equivalent) in Campus Management or Facilities Management
- An in-depth working knowledge of facility, maintenance, safety, and security rules, regulations and policies of the Southern University System and/or the State of Louisiana, and U.S. Department of Education
- An in-depth working knowledge of national (COE) and regional (SACSCOC) accreditation principles relative to facility maintenance, safety, and security
- Working experience with Ellucian's Banner Financial Module or other financial management system
- Proficiency in Microsoft Project, Microsoft Access, AutoCAD or related software
- Project management or construction management experience

**Compensation:**

Salary Range is **\$50,000 to \$65,000**. Compensation will be within this range and commensurate with education and work experience.

**Application Instructions:**

- A cover letter of no more than two pages indicating how the qualifications and employment standards listed in this position announcement are met.
- A detailed résumé that summarizes educational preparation and professional experience for the position.
- Candidates selected for an interview must provide:
  - College and university transcripts showing the awarded/conferred degree to meet required educational qualifications. Unofficial transcripts are acceptable at the time of application.
  - List of five (5) professional references required. Include name, title, contact phone number, and email address.
  - Applicants will be notified before references are contacted.
- The selected candidate will be required to undergo a background check and provide official transcripts.

**Submit documents to:**

Southern University at Shreveport  
Human Resources

**Attention:** Director of Facilities and Risk Management Vacancy  
3050 Martin Luther King, Jr. Drive  
Shreveport, LA 71107

Application documents must be received by 6:00 pm CST, **June 15, 2018**.

Southern University at Shreveport is an EEOC/AA/ADA employer.

JOB CLASS				
JOB CODE				
CAL ID				

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

POSITION NUMBER	5	M	9	6	3	2
-----------------	---	---	---	---	---	---

CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH   OTHER  (Specify) \_\_\_\_\_

Academic  Non-Academic  Civil Service  
 Temporary  Part-time ( \_\_\_\_\_ % of Full Time)  Restricted  
 Tenured  Undergraduate Student  Job Appointment  
 Tenured Track  Graduate Assistant  Probationary  
 Other (Specify)  Retiree Return To Work  Permanent Status

Previous Employee Mr. Darrell Street Reason Left Resigned  
 Date Left June 11, 2018 Salary Paid \$52,500

**Profile of Person Recommended**

Length of Employment July 1, 2018 To June 30, 2018  
 Effective Date December 3, 2018

Name Mr. Stephan Findley SS# XXX-XX- Sex M Race\* W  
 (Last 4 digits only)

Position Title: Director of Facilities and Risk Management Department: Office of administration and Operations

Check One  Existing Position  New Position \*Visa Type (See Reverse Side):   
 Expiration Date: \_\_\_\_\_

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 13 Southern University Experience 0  
 Degree(s): Type/Discipline (BA-Education): Masters: MBA International Mgt Institution/Location (SU-Baton Rouge): Letourneau University Year: 2009  
Bachelor of Applied Science: East Texas Baptist University 2006  
Liberal Arts

Current Employer N/A

**Personnel Action**

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify) \_\_\_\_\_

Recommended Salary \$63,500 Salary Budgeted \$63,500

Source of Funds General Appropriations

Identify Budget: State Location 511001  
 Form Code: \_\_\_\_\_ Page \_\_\_\_\_ Item # \_\_\_\_\_

Change of: From To

Position \_\_\_\_\_  
 Status \_\_\_\_\_  
 Salary Adjustment \_\_\_\_\_

**Financial Aid signature (if applicable):**

List total funds currently paid this employee by Southern University:  
 \*See Reverse Side

Source of Funds	Amount
511001 56510 57000	\$63,500

Comments: (Use back of form)

\*See Reverse Side

**Graduate School signature (if applicable):**

Stephan Findley 11/13/18 Supervisor Date  
Wayne H. Bryan 11/13/2018 Vice Chancellor Date  
Ray S. Bolton President Date  
Stephan Findley 11/13/18 Dean/Unit Head Date  
[Signature] Chancellor Date  
 Vice President/Finance Business Affairs/Comptroller Date  
 Chairman/S.U. Board of Supervisors Date

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

EMPLOYEE REGULAR WORK SCHEDULE: 8 am—6p.m.—M-F

EMPLOYEE DIRECT SUPERVISOR: Mr. Larry Ferdinand

SUPERVISOR/DEPARTMENT CONTACT NUMBER 318 670-9300

NUMBER OF EMPLOYEES SUPERVISED, (if any) 10 +

HR USE ONLY: STATUS (circle one):  EXEMPT  NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

Documentation must be provided for review and approval by Human Resources before employment is offered.

**CLASS OF EMPLOYMENT (VISA STATUS):**

<u>TYPE</u>	<u>CODE</u>	<u>EXPIRES</u>
United States Citizen/Certificate of Naturalization	US	
Resident Alien	RA	
H-1 Visa (Distinguished Merit & Ability)	H1	
J-1 Visa (Exchange Visitor Program)	J1	
F-1 Visa (Student Emp. FT Student at S.U.)	F1	
OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")	F0	

**Do Not Write Below This Area**  
**For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below):**

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form Admin/Fac/Uncl Positions(Civil Service Application for classified employees)
- Authority to Release (signed by employee) (submitted to Human Resources with Criminal/Background Check form)
- Supervisory Criminal/Background Check Form (completed by employee/ verified and signed by supervisor)
- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment
- Proposed Employee Clearance
- Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)



**SOUTHERN  
UNIVERSITY**  
AND AGRICULTURAL & MECHANICAL COLLEGE

October 7, 2018

Dr. James Ammons,  
Executive Vice-President & Vice Chancellor  
Southern University System  
3<sup>rd</sup> Floor, JS Clark Administration Building  
Baton Rouge, Louisiana 70813

RE: Position Appointment for Director of Student Leadership & Community Engagement

Dear Dr. Ammons,

On behalf of the Search Committee for the Director of Student Leadership & Community Engagement, I would like to recommend Tiffany Freeman to fill the current vacancy after a nationwide search, phone and campus interviews with the Southern University community.

Tiffany brings over 8 years of experience student activities and leadership development. Tiffany has significant experience developing, planning, and implementing intentionally designed student activities that enhance the University's mission as related to student development and learning. Ms. Freeman currently serves as Assistant Director of Student Activities at North Carolina A & T State University and has responsibility for implementing programs, activities and special projects and advised the Student University Activities Board responsible for developing university programs and events for the campus community.

Tiffany is very committed to working to enhance the Southern University experience as Director of Student Leadership and Community Engagement.

For your convenience I have attached the job descriptions and curriculum vitae. Thank you for your consideration. I look forward to your decision as I believe that we continue to be on the way to assembling a dynamic Student Affairs and Enrollment Management Team.

Sincerely,

Kimberly M. Scott, PhD  
Vice-Chancellor for Student Affairs & Enrollment Management

JOB CLASS				
JOB CODE				
CAL ID				

**SOUTHERN UNIVERSITY SYSTEM**

Personnel Action Form

POSITION NUMBER									
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CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH  OTHER  (Specify) \_\_\_\_\_

<input checked="" type="checkbox"/> Academic	<input checked="" type="checkbox"/> Non-Academic	<input type="checkbox"/> Civil Service
<input type="checkbox"/> Temporary	<input type="checkbox"/> Part-time ( _____ % of Full Time)	<input type="checkbox"/> Restricted
<input type="checkbox"/> Tenured	<input type="checkbox"/> Undergraduate Student	<input type="checkbox"/> Job Appointment
<input type="checkbox"/> Tenured Track	<input type="checkbox"/> Graduate Assistant	<input type="checkbox"/> Probationary
<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Retiree Return To Work	<input type="checkbox"/> Permanent Status

Previous Employee Jonas Vanderhuit Reason Left New Position  
 Date Left July 1, 2018 Salary Paid \$46,696

**Profile of Person Recommended**

Length of Employment \_\_\_\_\_ To June 30, 2019  
 Effective Date January 2, 2019 July 1, 2018

Name Tiffany Freeman S# \_\_\_\_\_ Sex F Race\* B  
(Last 4 digits only)

Position Title: Director of Student Life Department: Student Affairs & Enrollment Management

Check One  Existing Position \*Visa Type (See Reverse Side):

New Position Expiration Date: \_\_\_\_\_  
(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 8 Southern University Experience 0

Degree(s):	Type/Discipline (BA-Education):	Institution/Location (SU-Baton Rouge):	Year:
	<u>B.A. Marketing</u>	<u>Prairie View A &amp; M</u>	<u>2013</u>
	<u>M.Ed. - Higher Education</u>	<u>The University of Pennsylvania</u>	<u>2010</u>

Current Employer Southern University

Personnel Action

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify) \_\_\_\_\_

Recommended Salary \$62,000.00 Salary Budgeted \$60,000.00

Source of Funds Student Assessed Fees

Identify Budget: \_\_\_\_\_ Location \_\_\_\_\_  
 Form Code: \_\_\_\_\_ Page \_\_\_\_\_ Item # \_\_\_\_\_

Change of: \_\_\_\_\_  
 From \_\_\_\_\_ To \_\_\_\_\_

Position N/A  
 Status \_\_\_\_\_  
 Salary Adjustment \_\_\_\_\_

Financial Aid signature (if, applicable):

List total funds currently paid this employee by Southern University:

\*See Reverse Side

Comments: (Use back of form)

Source of Funds	Amount
216020-27251-2900	\$62,000.00

\*See Reverse Side

Graduate School signature (if, applicable):

<u>Kyle M. Scott</u> 11/1/18 Supervisor Date	<u>Kyle M. Scott</u> 11/1/18 Dean/Unit Head Date
<u>Kyle M. Scott</u> 11/1/18 Vice Chancellor Date	<u>James H. Ammons</u> 11/6/18 Chancellor Date
<u>[Signature]</u> 11/6/18 Director/Personnel Date	<u>[Signature]</u> 11/6/18 Vice President/ Finance Business Affairs Date
<u>[Signature]</u> 11/6/18 President Date	_____ Chairman/S.U. Board of Supervisors Date

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

**EMPLOYEE REGULAR WORK SCHEDULE:**

M - F / 8:00 a.m. - 5:00 p.m. and as needed

**EMPLOYEE DIRECT SUPERVISOR:**

Kimberly M. Scott, Ph.D.

**SUPERVISOR/DEPARTMENT CONTACT NUMBER**

225-771-5636

**NUMBER OF EMPLOYEES SUPERVISED, (if any)**

**HR USE ONLY:**

STATUS (circle one):

EXEMPT

NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H-1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

**Documentation must be provided for review and approval by Human Resources before employment is offered.**

**CLASS OF EMPLOYMENT (VISA STATUS):**

**TYPE**

United States Citizen/Certificate of Naturalization

Resident Alien

H-1 Visa (Distinguished Merit & Ability)

J-1 Visa (Exchange Visitor Program)

F-1 Visa (Student Emp. FT Student at S.U.)

OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")

**CODES SOUTHERN UNIVERSITY SYSTEM**

I certify that the above purchase(s) is (are) allowable under the terms and conditions of the appropriation, budget or award agreement and in accordance with Federal, state, local, and university policies and procedures required for fiscal compliance.

Allowability/Compliance Verified By: [Signature]

Encumbered/Funds Available By: [Signature]

Fpc. I.D. # \_\_\_\_\_ Date: 11/19/18

**Do Not Write Below This Area**  
**For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below):**

Approved Position Vacancy Authorization Form (applicable for new and replacement positions)

Position Vacancy Announcement (position advertised before processing PAF, if applicable)

Application for Employment Form Admin/Fac/Uncl Positions (Civil Service Application for classified employees)

Authority to Release (signed by employee) (submitted to Human Resources with Criminal/Background Check form)

Supervisory Criminal/Background Check Form (completed by employee/ verified and signed by supervisor)

Exemptions Survey Form (signed by employee and budget head)

Proposed Employee Appointment

Proposed Employee Clearance

Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)

REC'D VP FIN&BUS AFFAI  
'18 NOV 7 PM 4:41

# Tiffany L. Freeman

## PROFESSIONAL PROFILE:

- Advocate for the cultivation of students outside the classroom.
- Exceptional interpersonal, communication, leadership and facilitation skills.
- Proficient in Microsoft Office (Access, Excel, Word); Adobe Photoshop.

## EDUCATION:

**University of Pennsylvania, Graduate School of Education, Philadelphia, PA**  
M.S.Ed. in Higher Education Administration May 2013

**Prairie View A&M University, Prairie View, TX**  
B.B.A. in Marketing May 2010

## PROFESSIONAL EXPERIENCE:

**Assistant Director of Student Activities, North Carolina A&T State University** March 2016-Present  
Greensboro, North Carolina

- Develop, coordinate, and implement special projects for the Office of Student Activities
- Campus Coordinator for Honda All-Star Challenge, a national quiz bowl competition
- Serve as a committee member on campus committees such as Homecoming, AggieFest, and Lyceum
- Develop and maintain content for webpages for the Office of Student Activities
- Advise the Student University Activities Board (SUAB) in the creation of diverse programs and events for the campus community

**Assistant Director of Student Activities, University of Texas at Dallas** January 2015- February 2016  
Dallas, Texas

- Forecast, develop, and maintain an activities budget of over \$200,000
- Advise students in the planning and implementation of university sponsored large campus events
- Collaborate with university departments on university-wide events such as Homecoming and Welcome Week
- Select, train, and supervise student part-time staff and full-time professional staff
- Assess student activities programming and operations for university student fee committee and SACS accreditation reporting

**Coordinator Residence Life Education, Tennessee State University** September 2013- December 2014  
Nashville, Tennessee

- Activity Coordinator for Title III grant programs, funding Living Learning Communities and Center for Student Leadership
- Designed, coordinated and implemented programs, activities and events for the Center for Student Leadership
- Developed, analyzed, and monitored different methods to engage the residential student population
- Created, developed and coordinated the pilot program for the Living Learning Communities
- Train, manage and advise Residence Assistants

**Communications Specialist, Prairie View A&M University** April 2011- June 2012  
Prairie View, Texas.

- Collaborated with colleges, schools and departments to develop original content for a variety of publications
- Coordinated and developed publications for university functions such as Convocation, Commencement and University Gala
- Developed communications and other activities to reach alumni, faculty, staff and students
- Supported the Office of Development and Alumni Affairs by leading event planning activities and program development for special events, awareness gatherings and other events directed toward PVAMU alumni

## PROFESSIONAL ASSOCIATIONS

National Association of Student Personnel Administrators (NASPA)  
National Association of Campus Activities (NACA)

RECEIVED  
OFFICE OF THE  
PRESIDENT

2018 NOV -6 PM 3: 00

STUDENT LEADERSHIP  
SYSTEM

August 17, 2018

Southern University and A & M College  
Division of Student Affairs & Enrollment Management  
Baton Rouge, LA 70813

Dear Search Committee:

I am very interested in the Director of Student Leadership & Community Engagement position at Southern University and A & M College. An advocate for the cultivation of students outside of the classroom, I believe I would be a great addition to the Student Affairs & Enrollment Management division.

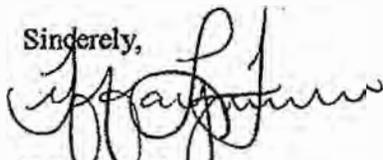
Throughout my time in student affairs I have served in several professional capacities, with each role shaping my perspective and philosophy as a practitioner. With a high interest in student success outside of the classroom, I have spent the last several years in roles that help to cultivate students in leadership, planning and execution of events, civic responsibility, and social justice. I have had the opportunity to serve as advisor to campus organizations, served as chair of major university events, assisted with university pageants, organized young alumni events, created curriculum, and served on campus wide committees. These duties have given me skills in interpersonal communication, time management, budgeting, supervising, and project execution.

The role of Director of Student Leadership & Community Engagement directly relates to my experience as the Coordinator of Residence Life Education and current position as Assistant Director of Student Activities and Campus Involvement and offers transferable skills that will help in the role. As the Coordinator of Residence Life Education, I was responsible for The Center for Student Leadership under the title III grant. I was charged with developing curriculum, creating learning objectives and outcomes, and assessment of the program. Additionally, as leadership facilitator I was able to help cultivate students through workshops focused on key leadership areas such as personal development, civic engagement, and interpersonal communication. In my current role, am charged with the task of program development, assessment & program evaluation, supervision of graduate assistant, leadership training, cultural enrichment activities, and student advising. Additionally, I oversee the operations and activities budget, totaling over \$200,000.

My goal as a student affairs professional is to provide opportunities for students to participate in the development and production of activities; offer opportunities for student leadership that develop students both personally and professionally; and networking and interpersonal communications skills in a co-curricular setting.

I would appreciate the opportunity to meet and further discuss my qualifications. I look forward to hearing from you soon.

Sincerely,



Tiffany L. Freeman





## **DIRECTOR OF STUDENT LEADERSHIP & COMMUNITY ENGAGEMENT**

### **SUMMARY**

Southern University and Agricultural & Mechanical College is a comprehensive institution and America's oldest and only historically Black University system of schools offering academic programs at Baton Rouge, Shreveport, and New Orleans. For 138 years Southern has educated, nurtured and empowered citizens of the world focused on global change, leadership and service. The Division of Student Affairs and Enrollment Management seeks a Director of Student Leadership & Engagement who is able to establish a framework for student leadership and community engagement in support student leadership and community engagement, retention and graduation goals.

The Director of Student Leadership & Community Engagement is responsible for developing strategy and planning for increased student engagement with appropriate allocation of resources, and assessment of events, programs and initiatives to achieve university goals for recruitment, retention, community engagement, successful graduation and career outcomes.

### **ESSENTIAL FUNCTIONS**

1. Oversees university wide programming including engaging undergraduate students in the creation, planning, execution, and promotion of student-initiated programs and activities.
2. Fosters and develops a culture of increased student participation in clubs and organizations.
3. Establishes a strategic plan for the annual development of new and continuing student clubs and organizations.
4. Responsible for advisement, assessment and expansion of the Greek community.
5. Develops, implements, and evaluates various educational training, accountability and recognition programs in support of Greek leadership and organizational needs; develops and manages the Greek Life budget; and reviews policies related to Greek life.
6. Ensures compliance with risk management procedures and addresses organizational conduct issues in conjunction with upper management.
7. Directs and coordinates assigned staff to include hiring, mentoring, training, conducting performance evaluations; and other employee related actions.
8. Advises Student Government Association; provides oversight of the Student Events and

Activities Board, and management of campus-wide student social space reservations.

9. Collaborates with internal and external constituents to oversee and/or assist with university-wide department initiated events such as New Student Orientation, Freshmen Academy, Welcome Week, Bayou Classic, Homecoming, Family Weekend, Spring Fest, major concerts and speakers and Student Leadership Awards.

10. Administers student activities management software, OrgSync, while providing software training and support for campus community.

11. Designs, plans, and implements assessment measures to evaluate the effectiveness of programs and services offered by the Department. Asses the quality and effectiveness of Student Leadership and Community Engagement programs and initiatives; conducts research related to student and campus life keeping abreast of challenges, issues and campus climate concerns. Serve as the primary administrator responsible for departmental assessment initiatives and reporting.

12. Serves as a resource to student organization leaders and University administrators regarding small and large program and event planning on campus. Provides specific guidance on issues related to University policies and procedures, contract negotiation and management, and risk assessment.

13. Oversees social media outreach for the department, and utilizes social media platforms to promote and connect students to programming and involvement opportunities on campus.

14. Coordinates the Division of Student Affairs programming calendar, and manages event scheduling conflicts as they arise. Ensures that key dates are programmed in an effort to maintain a robust event calendar for students.

15. Provides coverage/supervision of student activity facilities during nights, weekends, and other special events.

16. Performs other duties as assigned.

### **RELEVANT FUNCTIONS**

1. Ensure compliance with SACSOC and CAS Standards.
2. Serves on University Committees.
3. Assists staff in special project assignments.
4. Travel with students to off campus events.

### **REQUIRED KNOWLEDGE, SKILLS & ABILITIES**

1. Knowledge and experience working in HBCU communities.
2. Knowledge of student affairs and student activities programs.
3. Working knowledge of National Panhellenic Council and groups.
4. Working knowledge of higher education and diverse student populations.
5. Direct and prior involvement in staff supervision, event planning, and program development.

## **REQUIRED EDUCATION**

1. Master's Degree in student affairs, educational research, or a related field required.
2. EdD, JD or PhD preferred.

## **REQUIRED EXPERIENCE**

1. Minimum five (5) years of related professional post-masters experience.
2. Direct experience in designing and implementing large scale programs.
3. Understanding of assessment strategies.
4. Must have a valid Louisiana driver's license or ability to obtain within 30 days of employment.

## **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand; walk; sit; use hands and arms to reach, and operate the computer and other office equipment; stoop kneel, crouch, or crawl; talk or hear; and taste or smell. The employee is occasionally required to climb or balance. The employee must regularly lift and/or move up to 10 pounds. Specific vision abilities required by this job include ability to adjust focus.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently exposed to outside weather conditions. The noise level in the work environment is usually moderate.

## **SUPERVISION**

This position supervises two (2) Coordinators, one (1) Graduate Assistant, (1) Administrative Assistant, student employees and volunteers.

## **HOW TO APPLY**

Please submit a cover letter, curriculum vitae and application to [studentaffairs@subr.edu](mailto:studentaffairs@subr.edu) on or before Tuesday, July 31, 2018.

JOB CLASS				
JOB CODE				
CAL ID				

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

POSITION NUMBER							
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CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  **SUSLA**

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH  OTHER  (Specify) \_\_\_\_\_

Academic  Non-Academic  Civil Service  
 Temporary  Part-time ( \_\_\_\_\_ % of Full Time)  Restricted  
 Tenured  Undergraduate Student  Job Appointment  
 Tenured Track  Graduate Assistant  Probationary  
 Other (Specify) \_\_\_\_\_  Retiree Return To Work  Permanent Status

Previous Employee N/A Reason Left NA  
 Date Left \_\_\_\_\_ Salary Paid \_\_\_\_\_

**Profile of Person Recommended**

Length of Employment November 1, 2018 To June 30, 2019  
 Effective Date November 1, 2018

Name Leslie R McClellon SS# \_\_\_\_\_ Sex F Race\* BL  
 (Last 4 digits only)

Position Title: Special Assistant to the Chancellor For Economic Development Department: Chancellor Office

Check One  Existing Position \*Visa Type (See Reverse Side):   
 New Position Expiration Date: \_\_\_\_\_

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 20 years Southern University Experience 1.5 years

Degree(s): Type/Discipline (BA-Education): BA Psychology Institution/Location (SU-Baton Rouge): Langston Uni, Langston, OK Year: \_\_\_\_\_  
M Ed-Urban Education Langston Uni, Langston, OK

Current Employer Southern Uni at Shreveport

**Personnel Action**

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify) \_\_\_\_\_

Recommended Salary \$84,048 Salary Budgeted \$84,048

Source of Funds State and Grant (WISE) Funds

Identify Budget: \_\_\_\_\_ Location \_\_\_\_\_  
 Form Code: \_\_\_\_\_ Page \_\_\_\_\_ Item # \_\_\_\_\_

Change of:  
 Position From Chief Administrative & Operations Officer To Special Assistant to the Chancellor for Economic Development

Status \_\_\_\_\_  
 Salary Adjustment \_\_\_\_\_

Financial Aid signature (if, applicable):

List total funds currently paid this employee by Southern University:

Source of Funds	Amount
511001 55110 56000 (State)	\$29,048
525223 5540 5300 (Grant)	\$55,000

\*See Reverse Side

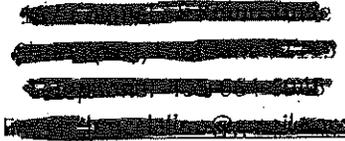
Comments: (Use back of form)

\*See Reverse Side

Graduate School signature (if, applicable):

Supervisor [Signature] Date 10-19-18  
 Vice Chancellor Wayne H. Boyd Date 10-17-2018  
 Director/Personnel [Signature] Date 10/18/18  
 President [Signature] Date \_\_\_\_\_  
 Dean/Unit Head [Signature] Date 10-10-18  
 Chancellor [Signature] Date 10/12/18  
 Vice President/Finance Business Affairs/Comptroller \_\_\_\_\_ Date \_\_\_\_\_  
 Chairman/S.U. Board of Supervisors \_\_\_\_\_ Date \_\_\_\_\_

# *Résumé of Leslie R. McClellon*



## **EDUCATION:**

- Doctor of Education, Community College Leadership Program, Roueche Graduate Center, National American University, Austin, TX; Completion date, August 2018
- Doctor of Education, Higher Education, Oklahoma State University, Stillwater, OK; 2006, Completed 42 hours
- 1997, Master of Education in Urban Education, Langston University, Langston, OK
- 1989, Bachelor of Arts in Psychology, Langston University, Langston, OK

## **PROFESSIONAL EXPERIENCE:**

**11/2017 – Current: Chief Administrative/Operations Officer, Southern University-Shreveport, Shreveport, LA**

Southern University at Shreveport, a unit of the Southern University System located at Baton Rouge, Louisiana, created by Act 42 of the ordinary session of the Louisiana Legislature on May 11, 1964, is designated a two-year commuter college to serve the Shreveport-Bossier City area. Its basic emphasis is to provide the first two years of typical college and university work.

### *Responsibilities:*

Provides leadership and administrative oversight for the Division of Administration and Operations. Administrative duties include assisting the Chancellor with institutional initiatives, institutional policy/procedure development, and acting as the liaison for Southern University at Shreveport and the Southern University System Board of Supervisors. Operations responsibilities include oversight and management of Institutional Technology, Campus Police Department, and Facilities Department. Manages a wide range of institutional initiatives while serving as the liaison between the Chancellor and executive leadership team, faculty, staff, students, and community/business leaders.

- Serves as the liaison for the institution to the Southern University Board of Supervisors.
- Serves as the liaison with institutional supporters and providing general governance of the organization in the absence of the Chancellor.
- Collaborates with executive leadership team to monitor the progress of college initiatives that improve organizational efficiency, effectiveness, visibility, and leadership capabilities.
- Acts as project manager for special projects or major events for the institution.
- Drafts Chancellor's speeches and/or talking points for speaking engagements, major reports, individual and donor correspondence, program overviews and narratives.
- Monitors vital public policy and legislative issues.
- Leads the development of College strategies for policy development and implementation.

L. McClellon

- Develops or assists in creating institutional policy and procedures.
- Provides leadership for Operations Departments that include Information Technology, Facilities, and Campus Police to insure effective delivery of services.

**1/2016 – 6/2017: Senior System Director, Minnesota State Colleges and Universities System, St. Paul, MN**

The Minnesota State Colleges and Universities (MnSCU) system is one of two systems of public higher education in the state of Minnesota (the other is the University of Minnesota). The MnSCU system has 31 institutions with 54 campuses conveniently located in 47 Minnesota communities that serve more than 430,000 students. The law creating the system was passed by the Minnesota Legislature in 1991 and went into effect July 1, 1995. The law merged the state's community colleges, technical colleges and state universities into one system.

*Responsibilities:*

Responsible for the development and expansion of academic and student support programming to increase student retention, program completion, and reduce the achievement gap. Researches best practices across the system and nation and works collaboratively with campus faculty and staff to develop effective, scalable programming based on these best practices with attention to students from communities traditionally underrepresented in higher education.

Specific duties include:

- Inventory existing campus-based academic and student support programming aimed at increasing retention and completion and reducing the achievement gap.
- Document the efficacy of existing campus-based programming.
- Research national best practices in academic and student support programming aimed at increasing retention and completion and reducing the achievement gap.
- Collaborate with campuses to develop and/or expand effective, scalable programming.

**7/2014 – 1/2016: *President*, Rochester Community and Technical College, Rochester, MN**

*Rochester Community and Technical College* was founded in 1915 on a motion by Dr. Charles Mayo to the Rochester School Board. Celebrating its Centennial this year, RCTC is Minnesota's oldest - and one of the nation's oldest - original community colleges. It is part of the Minnesota State Colleges and Universities (MnSCU) System which is the fifth largest community college system in the country. Sitting on 518 acres, RCTC enrolls more than 12,000 students annually and is accredited by the Higher Learning Commission. More than 70 technical and transfer programs, 120+ degree options, and 300+ online classes are offered. RCTC is known throughout the region for its championship teams in ten athletic programs. Amongst its unique or largest academic programs are administrative clinical assistant, clinical neurophysiology technology, dental hygiene, surgical technology, law enforcement, nursing, health information technology and liberal arts. RCTC has an annual budget of \$68 million.

L. McClellon

*Responsibilities:*

Provided strong, visionary leadership and management to Rochester Community and Technical College as president. This position served on the Minnesota State Colleges and Universities (MnSCU) System Leadership Council, which consist of the System Chancellor, the presidents of the other 31 MnSCU colleges and universities, and members of the Systems cabinet. Contributed to the governance of the system; worked to promote, enhance and protect the reputation of MnSCU. Collaborated to achieve system-wide strategies, goals and objectives. Served as the chief executive officer of the college and report directly to MnSCU's chancellor. Exercised broad responsibilities for all aspects of the academic, student, financial, development, and administrative dimensions of the college within the multi-institution system. Ensured that the institutions faculty, staff and students achieved the mission and vision of the college.

*Major Accomplishments (under my leadership):*

System and College Development

- Established a Charting the Future Campus Team to move this System-wide initiative forward on the campus to support campus activities and communicate strategies for this initiative to the campus and community.
- Identified College-Wide Goals by establishing a College-wide process for goal identification and completion through teams consisting of faculty, staff and students to address the goals on an annual basis.
- Hosted PathPro Chinese Delegation to establish curriculum and programs in subject areas to provide Chinese and U.S. students multiple pathways for access to international education and career opportunities.
- Completed submission of Higher Learning Commission Systems Portfolio Review (AQIP) addressing various criteria for reaffirmation by the Commission.

College and Community Engagement

- Hosted Centennial celebration activities throughout the year, including a Centennial Founder's Day, Centennial Art Exhibit to memorialize the year.
- Hosted grand opening of the Rochester Regional Stadium and ground breaking for the Career and Technical Education Center at Heintz (CTECH) building.
- Hosted PathPro Chinese Delegation to enhance opportunity for exchange collaboration.
- Enhanced visibility of College and administrators in the community for key economic initiatives, Destination Medical Center and Journey to Growth.
- Established new partnerships with business/industry in key areas to include Hospitality, Construction, and Automotive to begin or enhance academic programs.
- Established a College-wide Diversity and Inclusion Task Force to advance the goals of the College.
- Established new public relations and marketing strategies to include social media, print, and television.
- Produced RCTC Centennial documentary in collaborated with PBS. This included fundraising efforts for the project.

Academic and Workforce Program Development

- Received \$438,768 continuation grant from Minnesota Job Skills Partnership (MJSP) Grant to

L. McClellon

provide job skills training to Schmidt Printing incumbent employees.

- Received \$545,369 multi-year Department of Labor Bridges to Healthcare, Minnesota Job Skills Partnership (MJSP) to partner with Adult Basic Education and Workforce Development, Inc. for Rural Healthcare Competencies to develop career pathways.
- Awarded \$303,537 Minnesota Job Skills Partnership Grant to train 289 health care employees of three health care facilities in region.

#### Finance and Budgetary Management

- Partnered with Minnesota State University-Mankato for institutional research assistance to streamline cost to College.
- Created a long-range budget plan to balance College budget to reduce or eliminate the use of reserves for this process.

#### Academic Program Development and Enhancement

- Created a Post-Baccalaureate – only program in the state at a two-year institution – for students seeking admission to health and other professional schools, including medical, physical therapy, veterinary medicine, physician assistant, occupational therapy, pharmacy, dentistry, chiropractic, osteopathic medicine and other professional programs.
- Secured approval from the US Department of Education to offer financial aid for an AAS Administrative Clinic Assistant program.
- Established an agreement with Metropolitan State University for new academic program offerings and transfer options for students.
- Received accreditation for the Business Department by the Accreditation Council for Business Schools and Programs (ACBSP).
- Collaborated with Mayo Clinic to develop a new online Cancer Registry Management program—one of only nine in the country and first in Minnesota.
- Collaborated with Rochester Public School System to design new CTECH building and develop curriculum and common learning spaces on campus.

#### Program Development

- Secured a \$59,500 DASH Emergency Grant from Great Lakes Higher Education Guaranty Corporation. The grant is being used to help students with financial needs facing unexpected expenses (i.e. car repairs or medical bills).
- Received a \$10,000 MnSCU System inclusiveness grant for Moving Forward to create greater awareness across the college for low-income student needs and provide direct services to these students.

#### Policies, Procedures and Systems

- Established a Strategic Planning Task Force and completed the new strategic plan for the College.
- Established a Strategic Enrollment Management Council with workgroups to address data collection/analysis, enrollment, retention, completion, and long-term budgeting for growth and community needs.
- Produced an Annual Planning Guide to ensure better communication, planning, implementation, and tracking of activities and outcomes.

L. McClellon

- Developed "A Vision in Progress" vision document to provide internal and external constituents the opportunity to view in executive summary the College's accomplishments, initiatives, priorities, and purpose.
- Updated and implemented processes, policies and procedures for travel abroad programs to reduce or eliminate risk management issues.
- Collaborated with System Safety Administrators to implement new online safety training system that allows courses/training to be completed monthly, based on a rotating three-year schedule.
- Implemented a Mass Email Policy, thus insuring email follows state statutes and MnSCU Policies.
- Launched the new RCTC Emergency Alert system and classroom E911 phone system as part of campus safety communication initiatives.
- Developed cooperative agreement with Riverland Community College to enhance safety compliance and engaged OSHA consultant as part of safety enhancement.
- Developed and deployed VAWA training for all employees and students to support compliance and programming.
- Created academic sustainability process to assess health of academic programs for continuation.

#### Human Resource Development

- Conducted searches and hired key management personnel (two Academic Deans, Director of Marketing/Public Relations, Director of Admissions, and Chief Institutional Effectiveness/Advancement Officer).
- Provided professional development for Leadership Council and mid-level managers.
- Re-established and re-organized the division of Institutional Effectiveness and Advancement Officer and PR/Marketing department.
- Created Athletic Director position and new supervision model for department.

**8/10 – 7/2014: Vice President of Student Affairs, Community College of Denver, Denver, CO**

*The Community College of Denver*, a Hispanic-serving institution, enrolls 12,000 students each semester. CCD shares space; with two universities on the unique Auraria campus. It is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

#### *Responsibilities:*

Provided strong, visionary leadership and management in the division of student affairs by performing leadership duties personally or through subordinate supervisors in the following areas: Enrollment Services, Student Development and Retention, Student Life, and Creative Services and sub-departments. This position had full authority for overseeing more than 220 Student Affairs employees, created 34 new positions to address the needs in the division, and participated in collective bargaining procedures and hearings. Oversight included areas of recruitment and orientation, student requests, student records, financial aid, retention, career and transfer services, academic advising, student life, student success resources, internships, student conduct and behavioral intervention, and college publications. Evaluated operations, staff, programs support services and activities to ensure areas were efficient and effective in achieving divisional, college and Colorado Community College System goals and strategies. Ensured Student Affairs was prepared for and committed to serving the unique and diverse needs of students. This was achieved through utilizing data to develop goals and objectives for departments to

L. McClellon

assist in the college in achieving its mission. Served as a leading member of the Auraria Higher Educational Center's Emergency Planning Committee to ensure the safety of students, employees and visitors to Auraria campus as well as a member of the Policy Development and Shared Operations Committee to ensure equity of space and policy development for all institutions at Auraria. Collaborated with external organizations and constituencies who provided support for the institution and System to advance a culture of inclusiveness and innovation.

*Major Accomplishments (under my leadership):*

Academic and Workforce Program Development

- Established interdepartmental alliances to develop special services programming to close achievement gap for underserved and critical populations to the college.
- Planned and executed faculty professional development for classroom, conduct and crisis management.
- Led the successful development and execution of the urban male program, a program designed to enhance retention, graduation and completion rates of male students.
- Led and supervised implementation of the successful development of the 50 Plus program designed to provide targeted success services and job identification to students in this population.
- Strengthened international services and programs by traveling to China to enhance and develop an international recruitment and student-staff exchange program.

Fiscal and Budgetary Management

- Enhanced fiscal management practices by utilizing System funds of \$250,000 to create and intensify special services programming.
- Secured general fund budget of \$230,000 to create and intensify international recruitment strategies.
- Secured general fund budget to provide mandatory divisional professional development.
- Enhanced budget to accommodate needs of the division by creating 34 new positions.

Policies, Procedures and Systems

- Provided leadership in the development and review of tri-institutional policies and agreements for the Auraria campus.
- Created and implemented divisional planning document for annual planning and a divisional vision document to track annual progress.
- Facilitated development of Student Affairs divisional goals.
- Established and implemented mandatory professional development program for Student Affairs.
- Improved accountability and institutional effectiveness by streamlining processes and procedures for the division and college.
- Improved the internal and external communication systems by developing and implementing processes and procedures for faculty, staff and student email system of the college.
- Developed criteria for students to be serviced by Auraria Health Center.

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*Arizona Western College* is a comprehensive, Hispanic-serving community college serving 13,000 students annually. The College offers more than 85 certificates, degree and transfer programs and is accredited by the Higher Learning Commission.

*Responsibilities:*

Provided strong, visionary leadership and management for student retention and support services in the Division of Student Services by performing leadership duties personally or through subordinate supervisors in the following areas: Advising, Athletic Advising Coordination, Accessibility Resource Services, Single Parent Services, Transfer Services, violence Prevention Program, TRiO Programs – Upward Bound, Educational Talent Search, Student Support Services and Orientation. This position had full authority for overseeing faculty, staff and athletic advising, retention planning, developing and implementing the college orientation program, execution and accountability of grant funds and curriculum design. Coordination of activities, programs and services that supported student access, success and life-long learning by collaborating with faculty. Enhanced college readiness and expanded curriculum for entering freshman by facilitating the college-wide summer bridge program with faculty. Collaborated with internal and external stakeholders for grant writing opportunities. Initiated and maintained communication with constituencies through presentations, serving boards and participating in community activities.

*Major Accomplishments (under my leadership):*

- Provided intrusive advising with improved customer service to students with the implementation of eAdvising.
- Participated in restructuring the college-wide strategic enrollment management committee to forecast enrollment growth and budget development.
- Facilitated the development of the transfer center and programming, including transfer week activities, course curriculum, a transfer admission guarantee program and fiscal support from universities.
- Executed the redesign of an early alert process for 100% outreach to all developmental and lower-100-level courses.
- Provided transportation for Summer Bridge program for entering freshman; decreased remediation need for participants in a range of 74-95% in the areas of Reading, English and math.
- Redesigned and implemented freshman orientation, resulting in a 300% increase in attendance of students and parents.
- Assisted with the development of Student Services Learning Outcome program.
- Designed academic advisement for year-round services to students.

Fiscal Support

- Assisted in securing continued grant funding for Violence Prevention Program for \$899,974 from the U.S. Department of Justice.
- Secured operational funding for college Transfer Center and programming.

Policies, Procedures and Systems

L. McClellon

- Established College student email policy/procedure.
- Established College hazing policy/procedure.
- Established and implemented mid-term grade monitoring process.
- Facilitated the establishment and execution of the College-wide faculty/staff advisement model.
- Established advising and tracking process for probation and suspension students.

*12/00-8/06: Assistant to the Vice President for Student Services, Langston University, Langston, OK*

*Langston University* is a public land-grant institution and the only Historically Black College & University in Oklahoma. Founded in 1897, the university has grown to one branch campus in Tulsa, OK and an extension in Oklahoma City, OK. The university enrolls 2,061 undergraduates and 378 graduate students and offers associate, bachelor, master and doctoral degrees and is accredited by the Higher Learning Commission.

*Responsibilities:*

Provided strong, visionary leadership, supervision and management for four unite directors as the student services area of the division of Student Affairs in the following areas: TRIO – Upward Bound, Educational Talent Search and Student Support Services, GEAR UP. This position had full authority for developing and executing the university's retention programming, faculty, staff, and student mentoring program, support services or referrals to the university community. Initiated grant writing and monitored grant compliance for TRiO programs and executed programming related to a national Red Cross agreement and acted as Dean of Women. Led training for the Division of Student Affairs in budget preparation and management, program planning/development and assessment/evaluation. Taught Academic Achievement and Critical Thinking courses to incoming freshman and collaborated with Academic Affairs in assisting with implementing Campus Compact initiative (Service Learning/State of Oklahoma). Within the university, established leadership development and systems utilization, assisting with development of policies and procedures that governed support services and enrollment services specific to academic progress and probation and suspension. Assisted with development and implementation of policies and procedures that governed support services and enrollment services specific to academic progress and probation and suspension, and participated in recruitment, admissions, marketing and transfer orientation for the Enrollment Management department. Also participated in the development of the university campus safety program and county-wide mock exercise (disaster/terrorism preparedness) and was designed as the building emergency coordinator.

*Major Accomplishments (under my leadership):*

Community Outreach

- Established a comprehensive TRiO newsletter for all grant program participants, campus leadership and public officials.
- Coordinated and executed the Oklahoma state-wide higher education voter registration drive for which Langston University won.
- Established a partnership with Logan County Red Cross to become a county disaster relief site.

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- Established the university as a national leader in blood and bone marrow donations with the development and implementation of the Red Cross/NAFEO (National Association for Equal Opportunity in Education) Blood and Bone Marrow initiative.
- Established blood and bone marrow drives on all Langston University campuses which included Langston-Tulsa-Oklahoma City, OK.
- Recognized in the American Red Cross online newsletter.
- Panelists for National Convention of American Red Cross on Blood and Bone Marrow donation participation programming.
- Participated in the HBCU Blood and Bone Marrow Summit (Raleigh/Durham, NC).

#### Program Development

- Developed and implemented university retention program.
- Established the university's blood and marrow donation program with quarterly donations.

**03/98-12/00: Executive Assistant to the Vice President for Student Affairs, Langston University, Langston, OK**

*Langston University* is a public land-grant institution and the only Historically Black College & University in Oklahoma. Founded in 1897, the university has grown to one branch campus in Tulsa, OK and an extension in Oklahoma City, OK. The university enrolls 2,061 undergraduates and 378 graduate students and offers associate, bachelor, master and doctoral degrees and is accredited by the Higher Learning Commission.

#### *Responsibilities:*

Provided office management leadership to the Division of Student Affairs while assisting the Vice President for Student Affairs/Affirmative Action Officer. This position had full authority in assisting the vice president with oversight, policy and procedure, fiscal management and communications for Student Life, Greek Life, Housing, Enrollment Services, Support Service, Counseling Services, Health Services, Athletics, Police Department and Student Conduct processing and tracking. Coordinated proceedings and guiding principles for Affirmative Action Officer during related proceedings, created housing tables during the university's transition to SIS software, designed and provided training to housing staff, and maintained housing data base and established and successfully implemented university's Red Cross/NAFEO (National Association for Equal Opportunity in Education) Blood and Bone Marrow initiative university and community wide to increase blood and bone marrow donations in African Americas.

#### *Major Accomplishment (under my leadership):*

#### Community Outreach

- Gained national recognition from the American Red Cross Association by creating an alliance with Lincoln University (MO) to enhance blood and bone marrow donations of African Americans in Oklahoma and Missouri.

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Systems Development

- Created and maintained housing module tables during university's transition to SIS software.
- Developed and facilitated training on housing module for the division during college-wide software update.

**10/96-03/98: Dean of Students, Wright Business School, Oklahoma City, OK**

*Wright Business School*, now renamed Wright Career College, is a not-for-profit corporation that offers 25 diplomas & certificates, associate degrees and bachelor's degrees in Oklahoma, Kansas and Nebraska.

*Responsibilities:*

Developed academic progress and success plans for medical students, who were more than, 50% of the student body, for matriculation and graduation during their 10-month program. Monitored student matriculation by collaborating with faculty and participated in staff and student development. Resources were solicited internally and externally to assist students in various academic and personal needs. Due to an increase in student volume, hired and supervised the assistant to the dean of students. Prepared daily reports of attendance and progress to administration. Instructed preparatory and professional development classes for all students.

*Major Accomplishment (under my leadership):*

Academic Development and Staff Development

- Achieved an average of 75 to 80% completion rate of students in 10-week programs.
- Hired, trained and supervised Assistant to the Dean of Students.

**08/95-03/96: Financial Aid Counselor, University of Central Oklahoma, Edmond, OK**

*University of Central Oklahoma* is one of the top public universities and offers innovative learning to its more than 18,000 students as Oklahoma's metropolitan university. With more than 450 full-time and 650 adjunct faculty and staff, it is accredited by the Higher Learning Commission.

*Responsibilities:*

Assisted students in securing federal and state aid to the institution. Counseled prospective and returning students and parents on financial aid processes, procedures and updates. Conducted workshops and assisted with completing forms and securing documentation from students and parents for awarding.

*Major Accomplishments:*

Community Outreach

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- Developed and conducted community informational sessions and formed FAFSA completion sessions for prospective students.

**01/94-08/95: *Financial Aid Counselor, Langston University, Langston, OK***

*Langston University* is a public land-grant institution and the only Historically Black College & University in Oklahoma. Founded in 1897, the university has grown to one branch campus in Tulsa, OK and an extension in Oklahoma City, OK. The university enrolls 2,061 undergraduates and 378 graduate students and offers associate, bachelor, master and doctoral degrees and is accredited by the Higher Learning Commission.

*Responsibilities:*

Assisted students in securing federal and state aid on the main campus and two satellite campuses of the institution. Counseled prospective and returning students and parents on financial aid processes, procedures and updates. Conducted workshops and assisted with completing forms and securing documentation from students and parents for awarding. Worked with veterans and vocational rehabilitation coordinators.

*Major Accomplishments:*

Community Outreach

- Developed and conducted community informational sessions and formed FAFSA completion sessions for prospective students.

**01/93-01-94: *Case Manager (After Care), Community Counseling Center, Oklahoma City, OK***

*Community Counseling Center* offers comprehensive outpatient treatment for its mentally ill patients. Treatment includes case management, treatment plans, monitoring by staff doctors and nurses and community resource assistance.

*Responsibilities:*

Managed a caseload of more than 60 chronically mentally ill clients developing needs assessments aiming to promote patient growth. Clients were assisted in adapting to society, securing housing and monitored to review their stability. Collaborated with doctors and nurses to form treatment teams to execute and review treatment plans for each client. Acted as coordinated and liaison as clients utilized community resources. Assisted in revising policies, procedures, goals and objectives for the Center and program.

*Major Accomplishments:*

Systems & Client Support

- Successfully managed a heightened caseload of 85 clients.
- Prevented three suicide attempts by clients.
- Collaborated with Center doctors and nurses to re-establish treatment plans for clients released from hospitals.

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**09/90-03-92: Special Recruiter/Case Worker, Big Brothers/Big Sisters of Greater Oklahoma, Oklahoma City, OK**

*Big Brothers/Big Sisters of Greater Oklahoma* is the nation's largest donor and volunteer supported mentoring network. Through meaningful, monitored matches between adult volunteers ("Bigs") and children ("Littles") in communities across the country, they develop positive relationships that have a direct and lasting effect on the lives of young people.

*Responsibilities:*

Established and managed the special recruitment program to increase the involvement of African American big brothers. This involved marketing and fundraising campaigns with local television station, participation in public relations initiatives with United Way on behalf of the agency and other marketing strategies to garner interest in the program. Solicited financial support from business and professional communities. Case management involved screening volunteers, children and parents through intensive interviews, home visits and reference and background checks. Because of screening and program acceptance, volunteers and children were "matched" with support and monitoring provided to participants. Volunteer and parent meetings were conducted for information purposes.

*Major Accomplishments:*

Community Outreach

- Increased minority participation by 477%.
- Raised funds and gained donations for organization.

**SELECTED AWARDS**

- Colorado Black Women on Political Action, Education Honor (2013)
- Good Neighbor Award – Southwest Region Blood Services, American Red Cross (2001)
- New Frontier Award from Southwest Region Blood Services, American Red Cross (2000)
- Keepers of the Dream Award, Ebony Tribune Newspaper (1991)

**CURRENT PROFESSIONAL MEMBERSHIPS**

- American Association of Community Colleges
- National Council on Black American Affairs
- President's Round Table
- American Association of Women in Community Colleges

**SELECTED COLLEGE COMMITTEES**

*Southern University – Shreveport, 10/2016-Present*

- Chancellor's Leadership Team
- Chancellor's Cabinet
- Strategic Planning Quality Team-Improve Resources, Infrastructure, and Facilities
- Operations Team Lead

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*Rochester Community and Technical College, 07/14-01/16*

- Chair, President's Cabinet/Council
- Chair, Strategic Enrollment Management Council
- Chair, President's Diversity/Inclusion Council
- Member, MSCF Faculty Shared Governance Committee
- Member, AFSCME Labor/Management Committee
- Member, MAPE Union Committee
- Member, Student Senate/Cabinet Committee
- Member, HLC Steering Council

*Community College of Denver, 08/10 – 07/14*

- Member, Executive Staff
- Member, President's Collaboration Council
- Member, AQIP Committee
- Chair/Facilitator, Commencement Committee
- Chair, Student Affairs Council
- Member, C-3 Team
- Member, Community Response Team
- Member, Auraria Response Team
- Member, Policy Development & Shared Operations
- Member, Auraria Phoenix Center Advisory Board
- Member, Community College Colorado System Vice President's Council

*Arizona Western College, 08/06-08/10*

- Member, President's Council
- Member, Academic Standards Committee
- Member, Strategic Enrollment Management Council
- Member, Enrollment, Processing and Procedures Committee
- Member, Student Services Council
- Co-Chair, Transfer Admission Guarantee
- Member, Wellness Committee
  
- College-Wide Objective Committees
  - Chair, College Student Email Committee
  - Chair, Faculty/Staff Advisement Model
  - Member, Student Survey
  - Member, College-Wide Communication Committee
- Member, Commencement Committee
- Member, AQIP Committee
- Member, Learning Excellence Assessment Process (LEAP) Committee
- Member, Learning Services Council
- Member, Learning Services Reorganization Committee

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- Member, Campus Climate Committee
- Member, Title V Grant Committee
- Member, CAMP Grant Committee
- Member, AVID Grant Writing Committee

*Langston University, 03/98-08-06*

- Member, Student Affairs Council
- Chair, Retention Program
- Chair, Red Cross Committee
- Member, Campus Compact Committee (Service Learning)
- Chair, Voter Registration Committee
- Member, Marketing Committee
- Member, Admissions/Recruitment Committee
- Member, Campus Safety/Security Committee
- Member, Miss Langston Pageant Committee in coordination with Miss Oklahoma & Miss America
- Member, Presidential Search Visitation Committee
- Member, Student Welfare Committee
- Member, Give Five – Hurricane Katrina Relief Committee
- Member, Homecoming Committee
- Member, Student Success Center Committee
- Member, University Senate
- Member, Violence in the work Place Committee
- Member, Probation/suspension (Academic) Committee
- Advisor, Alpha Zeta Chapter of Alpha Kappa Alpha Sorority, Inc.

**SELECTED COMMUNITY SERVICE ACTIVITIES**

*Minnesota, 07/14-01/16*

- Member, Minnesota College Athletic Conference
- Ethical Practices Board
- Rochester Areas Chamber of Commerce
- Rochester Area March of Dimes
- Greater Rochester Arts and Cultural Trusts
- Olmsted Medical Center Institutional Review Board
- American Association of Community Colleges Diversity and Inclusion Commission
- Rochester Area Boys and Girls Club 01/15-current

*Denver, 08/10-07/14*

- Member, Denver Scholarship Foundation Retention Scholarship Committee
- Member, Denver Metropolitan Urban League Board
- Member, Western Regional Council on Black American Affairs Board
- Founding Member, Rocky Mountain Council on Black American Affairs

*Arizona, 09/06-08/10*

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- Member, Teacher's Task Force (K-12 System and College)
- Board Member, Yuma County Family Advocacy Coalition, Inc. – Amberly's Place

*Oklahoma, 01/91-09/06*

- Board Member, Right Start Behavioral Health Center
- Board Member, Lend A Hand Parent Child Center
- Board Member, Young Ambassadors
- Board Member, Logan County Disaster Relief (Red Cross)
- Board Member, Southwest Region Blood Service (Red Cross)

**LEADERSHIP INSTITUTE PARTICIPATION**

- Participant, Colorado Community College System Aspiring Presidents Academy (2011)
- Participant, American Association of Community Colleges Future Presidents Institute (2012)
- Participant, Thomas Lakin Institute for Mentored Leadership (2012)
- Greater Shreveport Chamber of Commerce Leadership Program, 41<sup>st</sup> Class (2018)

**INVITED PRESENTATIONS**

- League for Innovations in the Community College Innovations 2018 Conference, "Purpose and Grit" (March 18-21, 2018, National Harbor, MD)
- National Women's Studies Association 38<sup>th</sup> Annual Conference, "The Chocolate Truth": The Experiences of Black Women in Community Colleges (November 16-19, 2017, Baltimore, MD)
- Rochester Area Chamber of Commerce, Women in Leadership Series, "Mentoring" (December 3, 2015, Rochester, MN)
- Career and Technical Education Conference, Ted Talk (November 5, 2015, Minneapolis, MN)
- Thomas Lakin Institute for Mentored Leadership, First Year as a President Panel (October 2015, Atlanta, GA)
- Rochester Area Chamber of Commerce, Education Leadership Panel (October 9, 2015, Rochester, MN)
- Federal Medical Center, "Diversity in the Community" (August 5, 2015, Rochester, MN)
- DEED: Governor's Workforce Development Council, "Regional Planning, Managing Change, and Innovation/Opportunities" (June 10, 2015, Rochester, MN)
- HealthForce Minnesota, Girls ConnectZ Day (May 19, 2015, Rochester, MN)
- Martin L. King, Jr. Day, National Association for the Advancement of Colored People, "Told is Not Taught" (January 19, 2015, Rochester, MN)
- Women on Wednesdays: Women and Leadership, Rochester Civic Theatre/Diversity Council (October 2, 2014, Rochester, MN)
- MnSCU Leaders Conference "So You Wanna Be a College or University President?" Stories from the field Panel (September 18, 2014, St. Paul, MN)
- 93rd American Association of Community Colleges Annual Convention, "Fire and Shooting in the Rockies" (April 19-23, 2013, San Francisco, CA)
- Rocky Mountain Council on Black American Affairs, "African American Leadership in the 21<sup>st</sup> Century" (March 2013, Aurora, CO)
- Society for College and University Planning 2013 Pacific Regional Conference, "Place Transforms the Learning Environment at Community College of Denver" (March 24-27, 2013, Denver, CO)
- Kappa Alpha Psi, Fraternity, Inc., Denver Alumni Chapter, "State of Black Colorado,

L. McClellon

- Community & Education” Panel (November 8, 2011, Denver, CO)
- Auraria Higher Education Diversity Summit, “Inclusive Excellence in Higher Education” Panel (April 4, 2011, Denver, Colo.)
- ACT. 24<sup>TH</sup> Annual Enrollment Planners Conference, “Walking the Strategic Tightrope: Do You Have a Net?” (July 2009, Chicago, IL.)
- 6<sup>th</sup> Annual Symposium on Pursuing Excellence in Student Preparation, Access and Success, “Sharing Ideas and Best Practices” (February-March 2007, New Orleans, LA.)
- Rocky Mountain Educational Research Association, “The Study of the Higher Educational System in Belize” (October 2005, Stillwater, OK)
- National Convention for the American Red Cross, Discussion on Involving African- American students in the Blood and Bone Marrow donation process (June 2002, Phoenix, AZ)

***PUBLISHED WORKS***

McClellon, L.R. (2002, May-August). Retention on university campuses. *Educational Path*



## SOUTHERN UNIVERSITY LAW CENTER

261 A. A. LENOIR HALL

POST OFFICE BOX 9294

BATON ROUGE, LOUISIANA 70813-9294

OFFICE OF THE CHANCELLOR

(225) 771-2552

FAX (225) 771-2474

October 17, 2018

### VIA HAND DELIVERY

Dr. Ray L. Belton  
System President and Chancellor  
Southern University and A&M College System  
J. S. Clark Administration Building, 4<sup>th</sup> Floor  
Baton Rouge, Louisiana 70813

RE: Announcement Waiver Request

Dear Dr. Belton:

Tavares Walker has served the Southern University Law Center well as the Director of Career Services and the Title IX Coordinator. Because of a proposed promotion for him to the SU System, I would like to replace Tavares A. Walker, the Director of Career Services and Title IX with Kerry Landry-Thomas. Mrs. Thomas has the requisite experience and education to serve as a Title IX Coordinator and her experience as an attorney and in higher education make her an excellent candidate to replace Mr. Walker. The total annual compensation for both roles would be \$90,000.00 effective January 1, 2019.

Therefore, this letter is to request a Vacancy Announcement Waiver and appointment for Director – Office of Career Services and Title IX Coordinator, and an authorization to waive an employment search. This would allow us to permanently appoint Mrs. Landry-Thomas to this position and negate the long and unnecessary process of conducting interviews and screening.

Thank you and with kind regards, I am,

Sincerely,

John K. Pierre, Chancellor &  
Vanue B. Lacour Endowed Professor of Law

Approved: \_\_\_\_\_

Dr. Ray/L. Belton, President/Chancellor

RECEIVED  
OFFICE OF THE  
PRESIDENT  
2018 OCT 18 PM 3:40  
SOUTHERN UNIVERSITY  
SYSTEM

JOB CLASS				
JOB CODE	U			
CAL ID	M			

# SOUTHERN UNIVERSITY SYSTEM

## Personnel Action Form

POSITION NUMBER	3	M				
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CAMPUS: SUS      SUBR      SULAC X SUAREC      SUNO      SUSLA     

EMPLOYMENT CATEGORY: 9-MONTH      12-MONTH 12 OTHER      (Specify)     

Academic  Non-Academic  Civil Service  
 Temporary  Part-time (      % of Full Time)  Restricted  
 Tenured  Undergraduate Student  Job Appointment  
 Tenured Track  Graduate Assistant  Probationary  
 Other (Specify)  Retiree Return To Work  Permanent Status

Previous Employee Tavares Walker Reason Left Transferred to SUS Campus  
 Date Left December 31, 2018 Salary Paid \$90,000

### Profile of Person Recommended

Length of Employment 01/01/2019 To 06/30/2019  
 Effective Date 01/01/2019

Name Kerii Thomas Sex F Race\* B  
 (Last 4 digits only)

Position Title: Director office of Career Services and Title M Coordinator Department: Southern University Law Center

Check One  Existing Position \*Visa Type (See Reverse Side):   
 New Position Expiration Date:     

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 10 Southern University Experience 4  
 Degree(s): Type/Discipline (BA-Education): J.D. Institution/Location (SU-Baton Rouge): Southern University Law Center Year: 2008

Current Employer LexisNexis Practice Area Consultant

### Personnel Action

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify)     

Recommended Salary \$90,000 Salary Budgeted \$90,000

Source of Funds State

Identify Budget: Grant Location 311001-38130-61002-35000  
 Form Code: BOR10 Page 1 Item # 1

Change of: From To  
 Position       
 Status       
 Salary Adjustment     

Financial Aid signature (if, applicable):

List total funds currently paid this employee by Southern University:  
 \*See Reverse Side

Comments: (Use back of form)

Source of Funds	Amount
<del>NA</del>	
311001-38130-61002-35000	\$90,000

\*See Reverse Side

Graduate School signature (if, applicable):

Rocleak White 10/11/18  
 Supervisor Date  
Rocleak White 10/19/18  
 Vice Chancellor Date  
Tracey Woods 10/19/18  
 Director/Personnel Date  
     10/22/18  
 President Date

Garry R. Hall 10/18/18  
 Dean/Unit Head Date  
     10/18/18  
 V/C for Fin. and Administration Date  
     10/18/18  
 Chancellor Date  
     10/18/18  
 Vice President/Finance Date  
 Business Affairs/Comptroller  
 Chairman/S.U. Board of Supervisors Date

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

Kerii Thomas will replace Tavares Walker because of a proposed promotion for him to the SU System, effective January 01, 2019.

**EMPLOYEE REGULAR WORK SCHEDULE:**

Daily

**EMPLOYEE DIRECT SUPERVISOR:**

Chancellor, John Pierre

**NUMBER OF EMPLOYEES SUPERVISED, (if any)**

100

**HR USE ONLY:**

STATUS (circle one):

EXEMPT

NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

Documentation must be provided for review and approval by Human Resources before employment is offered.

**CLASS OF EMPLOYMENT (VISA STATUS):**

**TYPE**

United States Citizen/Certificate of Naturalization

Resident Alien

H-1 Visa (Distinguished Merit & Ability)

J-1 Visa (Exchange Visitor Program)

F-1 Visa (Student Emp. FT Student at S.U.)

OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")

SOUTHERN UNIVERSITY LAW CENTER

ENCUMBERED / FUNDS AVAILABLE

DOC. I.D. #

US

DATE

H1

BY

F1

F0

10/18/18

JM61019

REC'D BY FINANCIAL AFFAIRS  
18 OCT 18 PM 4:58

**Do Not Write Below This Area**

**For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below):**

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form Admin/Fac/Uncl Positions (Civil Service Application for classified employees)
- Authority to Release (signed by employee) (submitted to Campus Police with Criminal/Background Check form)
- Supervisory Criminal/Background Check Form (completed by employee/ verified and signed by supervisor)
- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment
- Proposed Employee Clearance
- Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)

**CONTINGENT UPON AVAILABILITY OF FUNDS**

SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

\*\*\*\*\*  
**POSITION VACANCY AUTHORIZATION**  
 \*\*\*\*\*

REQUEST THAT THE POSITION TITLE Director, Office of Career Services & Title IX Coordinator AS DESCRIBED BELOW

BE AUTHORIZED AS A VACANCY FOR Southern University Law Center  
 (Department or Unit)

- |   |  |  |  |
|---|--|--|--|
| <input checked="" type="checkbox"/> Replacement | <input type="checkbox"/> New Position  | <input checked="" type="checkbox"/> Unclassified | <b>Source of Funds</b>                     |
| <input type="checkbox"/> Civil Service          | <input type="checkbox"/> Temporary   | <input type="checkbox"/> Faculty                 | <input checked="" type="checkbox"/> State  |
| <input type="checkbox"/> Tenured                | <input type="checkbox"/> Probationary (For Faculty this is same as tenure track) |  | <input type="checkbox"/> Grant -in-Aid     |
|   |  |  | <input type="checkbox"/> System Revenue    |
|   |  |  | <input type="checkbox"/> Agency Fund State |

**VACANCY DESCRIPTION AND JUSTIFICATION**

(Include rank (for faculty) and approximate salary; initiator of form must have prior approval of salary/salary range with the appropriate Vice-Chancellor, Chancellor and/or President. Salaries for classified positions must be approved through Human Resources).

Hold primary responsibility for operation of office and supervision of staff. Plan, organize, and present seminars, workshops, panel presentations, and other programming. Counsel students and alumni regarding short-term and long-term professional development. Counsel students and alumni on resume and cover letter preparation. Plan and organize on and off -campus recruiting and national job fair programming. Gather and report all required data and statistics for reporting agencies, including, but not limited to, NALP, the ABA, and SACSCOC accreditation. Draft and implement strategic plans for the office. Lead the Office of Career Services in developing strategic initiatives, employer relations, and marketing strategies. Educate employers about the skills, abilities and experience possessed by SULC students and alumni, to emphasize the services the office provides, and to encourage an expanding array of employers to recruit from SULC. Work to establish strong relationships with other departments throughout the school to promote the best interest of students. Participate in professional development activities, including, but not limited to, membership in professional organizations and travel to conferences for training and development. Teach courses at the Law Center as an adjunct professor as requested.

Providing information and assistance to those who wish to raise a complaint or have concerns relating to the University's compliance with Title IX. Facilitating the University's compliance with Title IX, including responding effectively to each complaint. Providing assistance and support to University programs responsible for responding to and investigating complaints. Identifying and addressing any patterns or systemic issues relating to Title IX compliance. Facilitating University-wide training and outreach. Where appropriate, responding to or conducting an investigation of complaints. Participating in and providing support for committees and other programs dedicated to Title IX compliance.

Salary/Range: 90,000.00 -90,000.00 Previous Incumbent (if replacement): Tavares Walker

Approved  Disapproved John K. Pierre 10/18/18  
 Department Head Date

Approved  Disapproved Gerry Hall 10/18/18  
 Dean/Director/Supervisor of Budget Unit Date

FINANCE/BUDGET OFFICE ONLY	
Funds Available	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<u>DM George</u>	<u>10/18/18</u>
Signature	Date
Budget Number	<u>D 311001-38130-61002-35000</u>

HUMAN RESOURCES OFFICE ONLY			
Existing/Approved Position			
<input checked="" type="checkbox"/> Yes		<input type="checkbox"/> No	
Employee Class:	<u>MU</u>	Job Class:	<u>32840</u>
<u>Mikhaela Williams</u>		<u>10/19/18</u>	
Verified By:		Date:	

Approved  Disapproved Frederick White 10/18/18  
 Vice Chancellor Date

Approved  Disapproved John K. Pierre 10/18/18  
 Chancellor/Vice President Date

Approved  Disapproved [Signature] 10/22/18  
 President Date

An Equal Opportunity Employer



# SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM

J.S. CLARK ADMINISTRATION BUILDING  
4TH FLOOR  
BATON ROUGE, LOUISIANA 70813

OFFICE OF THE  
PRESIDENT - CHANCELLOR  
(225) 771-4680

FAX NUMBER  
(225) 771-5522

October 17, 2018

Dr. Ray L. Belton  
President-Chancellor  
Southern University System  
Baton Rouge, LA 70813

RE: Position Vacancy Authorization and Announcement Waiver Request

Dear Dr. Belton:

This letter is submitted to request authorization to waive the search for the position of System Director of Compliance & Ethics/Associate General Counsel for the Southern University System. It is imperative that this position be filed immediately due to the growing volume of federal and state regulatory compliance matters and the structuring of the General Counsel's Office to best serve the legal needs of the entire Southern University System.

The System Director of Compliance & Ethics/Associate General Counsel will serve to reduce liabilities and losses associated with failures to comply with applicable laws and regulations, and to fulfill other legal duties as assigned. Reporting to the General Counsel, the position is responsible for overseeing and coordinating system-wide compliance activities, including the evaluation and monitoring of the university's operational and strategic risks, as well as seeking to ensure that the university and its employees are complying with federal and state regulatory requirements, as well as internal policies and procedures.

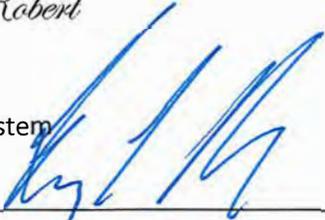
I am available to clarify any inquiries you may have.

Best regards,

*s/ Deidre D. Robert*

Deidre Deculus Robert  
General Counsel  
Southern University System

Approved: \_\_\_\_\_

  
Dr. Ray L. Belton  
President-Chancellor  
Southern University System

**"Five Campuses, One Vision... Global Excellence"**

[WWW.SUS.EDU](http://WWW.SUS.EDU)

JOB CLASS				
JOB CODE				
CAL ID				

**SOUTHERN UNIVERSITY SYSTEM**

Personnel Action Form

POSITION NUMBER									
-----------------	--	--	--	--	--	--	--	--	--

CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH  OTHER  (Specify) \_\_\_\_\_

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Academic              | <input checked="" type="checkbox"/> Non-Academic           | <input type="checkbox"/> Civil Service    |
| <input type="checkbox"/> Temporary             | <input type="checkbox"/> Part-time ( _____ % of Full Time) | <input type="checkbox"/> Restricted       |
| <input type="checkbox"/> Tenured               | <input type="checkbox"/> Undergraduate Student             | <input type="checkbox"/> Job Appointment  |
| <input type="checkbox"/> Tenured Track         | <input type="checkbox"/> Graduate Assistant                | <input type="checkbox"/> Probationary     |
| <input type="checkbox"/> Other (Specify) _____ | <input type="checkbox"/> Retiree Return To Work            | <input type="checkbox"/> Permanent Status |

Previous Employee N/A Reason Left N/A  
 Date Left N/A Salary Paid N/A

**Profile of Person Recommended**

Length of Employment July 1, 2018 To June 30, 2019  
 Effective Date January 1, 2019

Name Tavares A. Walker SS# [REDACTED] Sex M Race\* B  
(Last 4 digits only)

Position Title: System Director of Compliance & Ethics / Associate General Counsel Department: SUS - Office of the President/Chancellor

Check One  Existing Position \*Visa Type (See Reverse Side):   
 New Position Expiration Date: \_\_\_\_\_  
(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience	<u>10</u>	Southern University Experience	<u>7.5</u>
Degree(s):	Type/Discipline (BA-Education):	Institution/Location	Year:
BA	<u>Communications</u>	<u>Louisiana State University and A&amp;M College</u>	<u>2005</u>
JD	<u>Law</u>	<u>Southern University Law School</u>	<u>2008</u>

Current Employer Southern University Law Center

**Personnel Action**

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify) \_\_\_\_\_

Recommended Salary \$105,000 Salary Budgeted \$105,000

Source of Funds State Budget

Identify Budget: \_\_\_\_\_ Page \_\_\_\_\_ Location \_\_\_\_\_  
 Form Code: \_\_\_\_\_ Item # \_\_\_\_\_

Change of:  
 Position Director & Title IX Coordinator From System Director of Compliance & Ethics / Associate General Counsel To  
 Status \_\_\_\_\_  
 Salary Adjustment \$90,000 \$105,000

Financial Aid signature (if, applicable):

List total funds currently paid this employee by Southern University:  
 \*See Reverse Side

Source of Funds	Amount
SULC - 311001-38130	\$90,000
SUS - 111005-11157-61002-16000	\$15,000

Comments: (Use back of form)

\*See Reverse Side Graduate School signature (if, applicable):

Supervisor <u>[Signature]</u> Date <u>10/22/18</u>	Dean/Unit Head <u>[Signature]</u> Date _____
Vice Chancellor <u>[Signature]</u> Date <u>10/17/18</u>	Chancellor <u>[Signature]</u> Date <u>10/17/18</u>
Director/Personnel <u>[Signature]</u> Date <u>10/17/18</u>	Vice President/Finance <u>[Signature]</u> Date _____
President <u>[Signature]</u> Date _____	Business Affairs/Comptroller _____
	Chairman/S.U. Board of Supervisors _____

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

Tavares Walker will transfer from SULC to SUS as the System Director for Compliance and Ethics/Associate General Counsel effective January 1, 2019.

**EMPLOYEE REGULAR WORK SCHEDULE:** 8:00 AM - 5:00 PM Monday thru Friday  
**EMPLOYEE DIRECT SUPERVISOR:** Deidre D. Robert, General Counsel  
**SUPERVISOR/DEPARTMENT CONTACT NUMBER:** 225.771.4093  
**NUMBER OF EMPLOYEES SUPERVISED, (if any):** 4

**HR USE ONLY: STATUS (circle one):** EXEMPT  NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a picture ID card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

Documentation must be provided for review and approval by Human Resources before employment is offered.

**CLASS OF EMPLOYMENT (VISA STATUS):**

**TYPE**  
United States Citizen/Certificate of Naturalization  US  
Resident Alien  RA  
H-1 Visa (Distinguished Merit & Ability)  H1  
J-1 Visa (Exchange Visitor Program)  J1  
F-1 Visa (Student Emp. FT Student at S.U.)  F1  
OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")  F0

SOUTHERN UNIVERSITY LAW CENTER  
FUNDING AVAILABLE  
FUNDING AVAILABLE  
OFFICE OF THE VICE PRESIDENT  
FOR FINANCE & BUSINESS AFFAIRS  
SOUTHERN UNIVERSITY SYSTEM  
SIGNED: [Signature] DATE: 10/19/18  
111005-11157-6002 \$15,000

**Do Not Write Below This Area  
For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below):**

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form Admin/Fac/Uncl Positions (Civil Service Application for classified employees)
- Authority to Release (signed by employee) (submitted to Human Resources with Criminal/Background Check form)
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- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment
- Proposed Employee Clearance
- Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)

**SOUTHERN UNIVERSITY - BATON ROUGE, LA 70813**

SUS  SUBR      SULAC  SUAREC  SUNO  SUSLA

**POSITION VACANCY AUTHORIZATION**

REQUEST THAT THE POSITION TITLE System Director for Compliance & Ethics/ Associate General Counsel AS DESCRIBED BELOW  
 BE AUTHORIZED AS A VACANCY FOR President's Office  
 (Department or Unit)

- |  |  |                                       |  |
|--|--|---------------------------------------|--|
| <input type="checkbox"/> Replacement   | <input checked="" type="checkbox"/> New Position                                 | <input type="checkbox"/> Unclassified | <input checked="" type="checkbox"/> State  |
| <input type="checkbox"/> Civil Service | <input type="checkbox"/> Temporary   | <input type="checkbox"/> Faculty      | <input type="checkbox"/> Grant -in-Aid     |
| <input type="checkbox"/> Tenured       | <input type="checkbox"/> Probationary (For Faculty this is same as tenure track) |                                       | <input type="checkbox"/> System Revenue    |
|  |  |                                       | <input type="checkbox"/> Agency Fund State |

**VACANCY DESCRIPTION AND JUSTIFICATION**

(Include rank (for faculty) and approximate salary; initiator of form must have prior approval of salary/salary range with the appropriate Vice-Chancellor, Chancellor and/or President. Salaries for classified positions must be approved through Human Resources).

See Attached Job Description

Salary/Range: 105,000 – 130,000 Previous Incumbent (if replacement): \_\_\_\_\_

\_\_\_\_ Approved \_\_\_\_ Disapproved \_\_\_\_\_  
 Department Head  
 President/Chancellor Dr. Ray Belton  
 Date 10/17/2018  
 \_\_\_\_ Approved \_\_\_\_ Disapproved \_\_\_\_ 10-22-18  
 Dean/Director/Supervisor of Budget Unit Date

FINANCE/BUDGET OFFICE ONLY	
Funds Available	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<u>DM George</u>	<u>10/18/18</u>
Signature	Date
Budget Number	<u>31100/- 38130-61002-35000</u>

HUMAN RESOURCES OFFICE ONLY			
Existing/Approved Position			
<input type="checkbox"/> Yes		<input type="checkbox"/> No	
Employee Class:		Job Class:	
Verified By:			Date:

~~322-11105-11157-61009-415,000~~ JAN 1, 2019 through June 30, 2019  
 \_\_\_\_ Approved \_\_\_\_ Disapproved \_\_\_\_\_

\_\_\_\_ Approved \_\_\_\_ Disapproved \_\_\_\_\_  
 Vice Chancellor Date  
 \_\_\_\_ Approved \_\_\_\_ Disapproved \_\_\_\_\_  
 Chancellor/Vice President Date  
 \_\_\_\_ Approved \_\_\_\_ Disapproved \_\_\_\_\_  
 President Date

An Equal Opportunity Employer

## **Job Description**

### **System Director for Compliance & Ethics/Associate General Counsel**

#### **Purpose:**

To support Southern University and A&M College System's leadership in fulfilling its mission and commitments to the highest standards of ethics and integrity and to the principles of equal access and equal opportunity. To that end, the candidate will work cooperatively with campuses within the system to:

1. Promote and enhance a climate that ensures equal access and equal opportunity for all members of the University community and participants in its activities and services.
2. Promote and enhance a culture of ethical behavior and compliance with applicable policies, laws and regulations.
3. Reduce liabilities and losses associated with failures to comply with applicable laws and regulations.

Reporting to the General Counsel, the position is responsible for overseeing and coordinating system-wide compliance activities, including the evaluation and monitoring of the university's operational and strategic risks, as well as seeking to ensure that the university and its employees are complying with federal regulatory requirements, as well as internal policies and procedures.

#### **Knowledge, Skills, Abilities:**

1. Working knowledge of higher education laws and regulations, including: Title IX, FERPA, Clery Act, and ADA;
2. Experience in state and federal regulatory oversight;
3. Knowledge in conducting risk assessments;
4. Excellent written and verbal communication skills;
5. Fosters a university culture that does not tolerate illegal or unethical behavior and prompts faculty and staff to consider the potentially adverse consequences of unethical conduct;
6. Solves problems by improving collaboration, and communication;
7. Demonstrated skill in multi-tasking, organization, and planning;
8. Demonstrated fiscal responsibility;
9. Reduces the risks of non-compliance, while increasing the likelihood of early detection and correction; and
10. Provides a source of best practices and assistance for the entire university community.

**Minimum Qualifications:**

1. JD degree and a licensed member in good standing with the Louisiana State Bar Association;
2. 2+ years of relevant experience as inside or outside counsel, ideally supporting universities;
3. Experience in structuring, drafting and negotiating a wide variety of commercial contracts;
4. Demonstrated ability to prioritize and handle multiple tasks, and deliver results in a fast-paced, deadline-driven environment;
5. Experience working on compliance with Title IX regulatory requirements in a higher education environment will be considered highly valuable;
6. Investigatory experience, excellent verbal and written communication skills required as are strong presentation, interpersonal skills, and an ability to work collaboratively with various campus representatives. Member in good standing of the Georgia Bar Association;
7. Previous experience as a Title IX Coordinator;
8. Successful record resolving Title IX issues; and
9. Energetic, self-starting problem-solver who can work collaboratively and autonomously.

**Compensation:**

\$105,000 - \$130,000 - Based on a review of similarly situated universities, both in size and scale of operations.

**Job Duties and Responsibilities:**

1. Develop and modify as appropriate the compliance and ethics organizational structure, establish practices, and lead the development of policies to implement and manage a comprehensive compliance and ethics program;
2. Build collaborative relationships with compliance personnel across the university system, and in collaboration with Internal Audit, Risk Management, and others, develop, update and maintain the university's compliance efforts associated with Title IX and ADA;
3. Monitors the internal and external compliance environments to identify potential risks and vulnerabilities across the university system in order that the university is compliant with federal, state and local laws, rules and regulations, as well as institutional policies;
4. Participation in the design of enterprise risk assessments and lead implementation of such assessments;
5. Oversee the development of the annual compliance work plan that reflects the institution's compliance and regulatory risks that will be monitored by the compliance function as determined by conducting a periodic system-wide risk assessment;
6. Institute and maintain an effective compliance communications strategy for the university, including developing, coordinating, and participating in a multifaceted educational and training program that focuses on the elements of the compliance

- program, and seeks to ensure that all appropriate employees and management are knowledgeable of, and comply with, pertinent federal and state standards;
7. Advise senior leadership and the Board of Supervisors on the operation and effectiveness of the university's compliance efforts; prepare and present the results of university compliance activities to the President and to the Board of Supervisors, or its designee;
  8. As assigned, respond to government investigations and inquiries;
  9. Coordinates and monitors a prompt and equitable Title IX investigatory process in cases of sexual misconduct, including assignment and supervision of Title IX investigators in accordance with University policy;
  10. Meets with complainants and respondents to provide information regarding the Title IX complaint process, available resources, interim measures, and reporting and resolution options;
  11. Provides training and technical assistance on University policies and develop programs, such as assemblies or trainings, on issues related to Title IX to assist the University in making sure that students and staff are aware of their rights and obligations under Title IX. Also regularly assess the adequacy of current training opportunities and programs and propose improvements as appropriate;
  12. Maintains and monitors data related to complaints and investigative activities, and provides periodic and annual reports as appropriate. This responsibility includes monitoring outcomes, identifying and addressing any patterns, and assessing effects on the campus climate;
  13. Maintains and updates Title IX content for the University's webpage in collaboration with the IT Department;
  14. Participates in the drafting and revision of University policies and procedures to help ensure that they comply with the requirements of Title IX;
  15. Continuously identifies and integrates Title IX best practices into the campus knowledge base and practice;
  16. Regularly attends Title IX education programs to understand best practices as they relate to Title IX and sexual misconduct issues;
  17. Monitors students' participation in athletics and across academic fields to ensure compliance with Title IX;
  18. Reviews recruitment materials, admission forms, and policies and practices in these areas to ensure compliance with Title IX; and
  19. Insures that the University maintains the appropriate number of well-qualified, trained Title IX deputy coordinators, investigators and hearing officers.

#### **ADDITIONAL DUTIES AND RESPONSIBILITIES**

1. Draft terms and conditions in agreements;
2. Research legal issues impacting the organization by identifying applicable statutes, judicial decisions, and codes;
3. Perform pre-litigation work to minimize risks and maximize legal rights;
4. Develop solutions to legal questions;

5. Provide training to company and its affiliates on substantive legal topics;
6. Assumes additional responsibilities and performs special projects as needed or requested;
7. Anticipates, listens to, understands and responds to the needs of members of the University community; and
8. Delivers work products and services in a way that reflects positively upon the department and the University.

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**EDUCATION**

**Certificate, Judge Advocate Officer Basic Course** June 2012  
The Judge Advocate General's Legal Center and School, Charlottesville, Virginia

**Juris Doctor** May 2008  
Southern University Law Center, Baton Rouge, Louisiana

**Bachelor of Arts, Communications** August 2005  
Louisiana State University and A&M College, Baton Rouge, Louisiana

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**BAR ADMISSIONS/SECURITY CLEARANCES**

- **Louisiana** October 2008
- **Secret, US Government** July 2011
- **US Courts of Military Justice** April 2012
- **US District Court, Middle District – Louisiana** March 2015

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**ADMINISTRATIVE EXPERIENCE**

**Director & Title IX Coordinator** November 2016 – present  
**Interim Director** September 2015 – November 2016  
**Office of Career Services**  
**Southern University Law Center**

- Primary supervisor for 6 employees; responsible for training, development, and assignments of each employee. Serves a member of the Chancellor's management team.
- Acts as lead administrator for career services operations and policy development including goals, vision, marketing, budgeting, and strategic planning.
- Assists Law Center management team in the resolution of student issues.
- Works independently to identify external programs with potential employers and stakeholders.
- Directs the development of professional development activities and programs.
- Responsible for managing the compilation and submission of all career service data reporting including ABA, SASCOC, NALP, and all state regulatory reporting requirements.
- Created and manages law school funded summer fellowships opportunity program for current students.
- Primary interface with faculty, staff, and alumni regarding development of career service strategy and opportunities.
- Manages and develops a comprehensive employer relations and development plans.
- Collaborates with senior management to identify resources and constituencies that are dedicated to the employment our graduates and student.
- Serves as the advisor for SULC Chapter of American Inns of Court and Lenoir Senate, Delta Theta Phi Fraternity, International.
- Serves as the primary administrator for Title IX issues and investigations.
- Tracks and monitors incidents, including sex discrimination and sexual misconduct ensuring that the University responds effectively to each complaint; and where appropriate, conducting investigations of particular situations.
- Provides information and assistance to those who wish to raise a complaint or have concerns relating to the University's compliance with Title IX.
- Facilitates the University's compliance with Title IX, including responding effectively to each complaint by providing assistance and support to University programs responsible for responding to and investigating complaints.
- Identifies and addresses any patterns or systemic issues relating to Title IX compliance and facilitates university-wide training and outreach.

**Coordinator/Counselor  
Office of Career Services  
Southern University Law Center**

**March 2011 – August 2015**

- Responsible for the delivery of career advising of students providing tools, resources and career strategies.
- Primary advisor for third law students and recent graduates.
- Assisted the director the overall operation of the Career Services office.
- Managed the career services management database, marketing and recruiting materials.
- Collaborated with faculty regarding the development and execution of externship opportunities.
- Managed the Chancellor's Public Service Fellowship Stipend Program.

**TEACHING EXPERIENCE**

**Adjunct Professor of Law  
Southern University Law Center**

**June 2012 – Present**

- Courses taught: Legal Research, Family Law, Conflicts of Law, Education Law, Constitutional Law II, Lawyering Process, and Statutory Analysis.
- Prepares analytical lessons and assessments that cover course topics.
- Responsible for development assessment methods and tools for learning outcomes.

**Writing Fellow – Supplemental Bar Prep Program  
Southern University Law Center**

**May 2011 – August 2013**

- Assists with the development of bar exam writing strategies and analysis techniques.
- Facilitates individual counseling sessions with students.
- Responsible for providing the students with an assessment of writing samples and exams.

**LEGAL EXPERIENCE**

**Staff Attorney  
Acadiana Legal Services Corporation**

**July 2010 – March 2011**

- Represented indigent clients in family law matters in a 9 parish districts and city courts.
- Handled and managed a caseload of approximately 60 cases from inception to conclusion.
- Display maturity, judgment and knowledge necessary to advocate or formulate policy options clients.
- Handled unit administrative matters such as intake process, case management and review.

**Conflicts Attorney  
17th Judicial District Indigent Defender**

**June 2010 – August 2010**

- Possess a broad knowledge of and expert experience necessary to serve as a recognized authority on legal issues, programs and policies, and of relevant practices related to indigent defense.
- Litigated felony grade case with minimal supervision and oversight.
- Identified potential defenses and negotiated resolutions to various criminal matters.

**Attorney & Notary Public  
Law Office of Tavares A. Walker, Attorney at Law, LLC**

**October 2008 – June 2010**

- Prepared and notarized official and legal documents for clients.
- Represented clients in family, civil, personal injury, minor criminal law matters.
- Drafted and argued pleadings and motions before courts of law and administrative agencies.

**Law Clerk  
LA State Board of Elementary and Secondary Education**

**February 2007 – May 2008**

- Prepared legal memoranda on issues related to school accountability, choice, and charter schools.
- Assisted the Policy Development Attorney Director with various legal research projects and board related issues.
- Drafted documents and executive recommendations for board consideration.

## **MILITARY EXPERIENCE**

**Captain – Senior Trial Counsel**

**July 2015 – Present**

**225th Engineer Brigade, U.S. Army, La National Guard**

- Serves as senior judge advocate on brigade staff advising commander and subordinate commanders regarding all matter related to equipment, assets, and personnel.
- Provides advice to various commanders on issues related to federal and state regulations, military justice, operations, and fiscal law.
- Services as the recorder of all administrative boards and separation proceedings.

**Captain – Defense Counsel**

**January 2013 – June 2015**

**399th Regional Trial Defense Service Team, U.S. Army, La National Guard**

- Served primarily as legal counsel to soldiers involving military justice matters.
- Provided advice for issues dealing with adverse administrative & personnel actions.
- Served as defense counsel for military tribunals and Court Martials.

**1st Lieutenant – Operational Law Counsel**

**July 2011 – December 2012**

**256th Infantry Brigade Combat Team, U.S. Army, La National Guard**

- Served primarily as legal advisor to the command to which assigned.
- Provided advice for issues dealing with fiscal, administrative, military, & personnel law.
- Responsible for providing legal assistance to soldiers in all areas of law.
- Served as an investigating officer for various administrative, codes of conduct, and criminal inquiries.

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## **PROFESSIONAL MEMBERSHIPS**

- American Bar Association
- Louisiana State Bar Association (Board of Governors 2015-2017)
- Baton Rouge Bar Association SUNBELT Minority Law Regional Job Fair Committee
- American Inns of Court
- National Bar Association – Region V
- Louis Martinet Society of Greater Baton Rouge
- Delta Theta Phi Law Fraternity, Int.
- National Association of Law Career Professionals
- Louisiana National Guard Officers Association
- Thurgood Marshall College Fund, Campus Coordinator
- Southeastern Minority Job Fair and Recruitment Consortium (Executive Board 2017-2018)

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## **COMMUNITY ENGAGEMENT**

- Parliamentarian, Xi Nu Lambda, Alpha Phi Alpha Fraternity, Inc.
- Member, Louisiana State Bar Association 2014-2015 Leadership Class
- Regional Coordinator/Chair, Baton Rouge Bar Association Mock Trial Committee
- Member, Baton Rouge Bar Association Teen Court Committee
- Member: Louisiana State Bar Association Bar Governance Committee, Committee on the Profession, Practice Assistance and Improvement Committee, and Publications Subcommittee

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## **UNIVERSITY SERVICE**

- Member, SU System Wide Title IX Committee
- Chair, SU System Wide Grievance Committee
- Member, SU Police Department Hiring Board
- Member: SULC Loan Reduction Assistance Program Committee, Institutional Effectiveness Committee, and Strategic Planning Committees

REFERENCES

**Colonel Connell L. Archey, Esq.**  
**State Judge Advocate**  
Louisiana National Guard  
U.S. Army, Judge Advocate General's Corps  
6400 Saint Claude Avenue – Jackson Barracks  
New Orleans, Louisiana 70117  
(225) 383-4703  
connell.archey.mil@mail.mil

**Mr. Donald R. Cravins, Jr., Esq.**  
**Senior Vice President for Policy & Executive Director**  
National Urban League Washington Bureau  
1805 7th Street, NW, Suite 520  
Washington DC 20001  
(202) 629-5755  
dcravins@nul.org

**Ms. Alfreda S. Diamond, Esq.**  
**Vice Chancellor for Institutional Accountability & Professor of Law**  
Southern University Law Center  
Office of the Chancellor  
2 Roosevelt Steptoe Drive, Suite 261  
Baton Rouge, Louisiana 70813  
(225) 771-2552  
adiamond@sulc.edu

**Ms. Michelle A. Jackson, Esq.**  
**Director of Diversity Education, Outreach & Alumni Advising**  
*Vice President for Member Services and Education, National Association of Law Placement (NALP)*  
Northwestern Pritzker School of Law  
McCormick Hall - Room 166  
375 E. Chicago Avenue  
Chicago, IL 60611  
(312) 503-0785  
michelle.jackson@law.northwestern.edu

**Ms. Andrea Horton**  
**Vice President of Programs**  
Thurgood Marshall College Fund  
901 F. Street NW, Suite 300  
Washington, DC 20004  
(202) 507-4851  
Andrea.horton@tmcf.org

POS CLASS					
EMP CLASS					
HI		RT		LV	

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

POSITION NUMBER 209965

CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

EMPLOYMENT CATEGORY: X 9-MONTH 12-MONTH  OTHER  (Specify)

**TYPE OF APPOINTMENT:**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Academic (Fac)             | <input type="checkbox"/> Non-Academic (Uncl)                                  | <input type="checkbox"/> Civil Service    |
| <input type="checkbox"/> Temporary                  | <input type="checkbox"/> Part-time ( <input type="checkbox"/> % of Full Time) | <input type="checkbox"/> Restricted       |
| <input type="checkbox"/> Tenured                    | <input type="checkbox"/> Undergraduate Student                                | <input type="checkbox"/> Detail # of mos  |
| <input type="checkbox"/> Tenured Track              | <input type="checkbox"/> Graduate Assistant                                   | <input type="checkbox"/> Job Appointment  |
| <input checked="" type="checkbox"/> Other (Specify) | <input type="checkbox"/> Retiree Return To Work                               | <input type="checkbox"/> Probationary     |
| <u>Instructor</u>                                   |   | <input type="checkbox"/> Permanent Status |

**RECEIVED**  
OCT 12 2018  
Academic Affairs and Provost

Previous Employee Sharon Williams Chriss Reason Left FMLA - Broken Hip  
Date Left 05/31/2018 Salary Paid \$20,000/semester

**Profile of Person Recommended**

Length of Employment 08/01/2018 To 12/31/2018  
Effective Date of Employment 08/01/2018

Name Sharon Williams Chriss SS# xxx-xx- Sex F Race\* Black  
(Last 4 digits only)

Position Title: Instructor Department: Biological Sciences and Chemistry

Check One  Existing Position  New Position \*Visa Type (See Reverse Side):   
Visa Expiration Date: \_\_\_\_\_

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 37 Southern University Experience 37

Degree(s): Type/Discipline (BA-Education): B.S. Biological Sciences Institution/Location (SU-Baton Rouge): SU - New Orleans Year: 1977  
M.S. Chemistry SU - Baton Rouge 1981

Current Employer SUBR

**Personnel Action**

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify) FMLA

Annual Salary \_\_\_\_\_ Salary Budgeted \$20,000 Hourly Rate, if applicable: \_\_\_\_\_

Pay Cycle:  Biweekly  Monthly  Faculty

Source of Funds: \_\_\_\_\_ Identify Budget: 21001 22476 61067 Location: Chemistry  
21000

**Change of:**

From \_\_\_\_\_ To \_\_\_\_\_  
Position: \_\_\_\_\_  
Status: \_\_\_\_\_  
Salary Adjustment: \_\_\_\_\_

Financial Aid signature (if, applicable): \_\_\_\_\_

List total funds currently paid this employee by Southern University:

Source of Funds (Current)	Amount
<u>21001-22476-21000</u>	

\*See Reverse Side

Comments: (Use back of form)

\*See Reverse Side Graduate School signature (if, applicable): \_\_\_\_\_

Supervisor James H. Williams Date 9.20.2018  
Vice Chancellor [Signature] Date 10/15/18  
Director/Personnel [Signature] Date 10/18/18  
President \_\_\_\_\_ Date \_\_\_\_\_

Dean/Unit Head [Signature] Date 10/12/18  
Chancellor [Signature] Date 10/12/18  
Vice President/Finance [Signature] Date \_\_\_\_\_  
Business Affairs/Comptroller \_\_\_\_\_ Date \_\_\_\_\_

Chairman/S.U. Board of Supervisors \_\_\_\_\_ Date \_\_\_\_\_

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic, a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander, a person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native, a person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

Must be completed by hiring supervisor:

EMPLOYEE REGULAR WORK SCHEDULE: 8AM-5PM M-F

EMPLOYEE DIRECT SUPERVISOR: Edward Domes

SUPERVISOR/DEPARTMENT CONTACT NUMBER 225 771 2611

NUMBER OF EMPLOYEES SUPERVISED, (if any) \_\_\_\_\_

HR USE ONLY: STATUS (check one):  EXEMPT  NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94/I-20. The latter seven (7) documents do not apply to U.S. Citizens.

**Documentation must be provided for review and approval by Human Resources before employment is offered.**

**CLASS OF EMPLOYMENT (VISA STATUS):**

**TYPE**

- United States Citizen/Certificate of Naturalization
- Resident Alien
- H-1 Visa (Distinguished Merit & Ability)
- J-1 Visa (Exchange Visitor Program)
- F-1 Visa (Student Emp. FT Student at S.U.)
- OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")

SOUTHERN UNIVERSITY SYSTEM  
CODE BUDGET OFFICE

US  
RA NOV 11 2018

H1  
J1  
F1 FGD'S AVAILABLE  
F0

**Do Not Write Below This Area - For Human Resource Use Only**

**PAF APPROVAL PROCESS CHECKLIST** (Must have the information outlined below, the forms are located at Downloadable Forms on the HR website at [www.subr.edu/humanresources](http://www.subr.edu/humanresources)).

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form-Admin/Fac/Uncl Positions (Civil Service Application for classified employees)
- Reference Check Form (reference check performed by hiring supervisor)
- Authority to Release (signed by employee) (submitted to HR with Verification of Fingerprints form signed by State Police)
- Criminal/Background Check Process (forms completed by employee/ submitted to State Police)
- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment Form (completed by hiring supervisor)
- Proposed Employee Clearance Form (completed by hiring supervisor)
- Letter of Justification for Restricted/ Job Appointment/Detail/CS Rule 6.5g appointments
- Citizenship/Visa Status Verified, I-20/I-94 provided, if applicable

REQUEST FOR LEAVE OF ABSENCE FORM  
SOUTHERN UNIVERSITY SYSTEM

SOUTHERN UNIVERSITY  
HUMAN RESOURCES

CAMPUS: SUS \_\_\_\_\_ SUBR X SULAC \_\_\_\_\_ SUAREC \_\_\_\_\_ SUNO \_\_\_\_\_ SUSLA \_\_\_\_\_

2018 OCT -3 PM 1:30

Name of Employee: SHARON W. CHRIS SSN: \_\_\_\_\_

Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Title: INSTRUCTOR Highest Degree: M.S.

Birth Date: \_\_\_\_\_

NO. OF CONSECUTIVE FISCAL YEARS ACTIVE SERVICE AT THIS INSTITUTION: 36

EFFECTIVE DATE OF LEAVE: 8/20/2018 ANTICIPATED RETURN DATE: 1/6/2019

Purpose of leave Requested (click one):

- a. Professional or Cultural Improvement (Must have prior approval from Chancellor)
- b. Rest and Recuperation (Statement from two (2) physicians\* must be attached)
- c. Independent Study or Research Statement
- d. Military
- e. Maternity (Statement from one (1) physician\* must be attached)

\*must be attending physician

TYPE OF LEAVE REQUESTED (check one):

- a. with pay
- b. without pay \_\_\_\_\_

LENGTH OF LEAVE REQUESTED: (No. of weeks, not to exceed 36 weeks) \_\_\_\_\_

MANNER IN WHICH THIS LEAVE, IF GRANTED, WILL BE SPENT:

\*\*\*\*\*

DO YOU WISH TO RETAIN FRINGE BENEFITS? (if yes, total contribution of premium must be paid to Human Resources/Comptroller's Office in Advance)

Teacher Retirement	Yes	_____	No	<input checked="" type="checkbox"/>
State Retirement	Yes	_____	No	<input checked="" type="checkbox"/>
Group Insurance	Yes	_____	No	_____
Elected Supplemental Benefits	Yes	_____	No	_____

I hereby agree to comply with the provisions of the Southern University Board of Supervisors' policy on leaves of absence.

8/22/2018  
DATE

[Signature]  
SIGNATURE OF APPLICANT

\*\*\*\*\*  
PRIOR LEAVE RECORD FROM THIS INSTITUTION:

Date of Last Leave: September 2017 (3 days)

Purpose of Last Leave: illness

TYPE OF LAST LEAVE:

With pay  Amount: \_\_\_\_\_

Without Pay \_\_\_\_\_

Length of last leave: \_\_\_\_\_ 3 days

2018 AUG 31 AM 1:46  
2010 OCT 15 PM 02:10  
RECEIVED  
SEP 26 2018  
Office of the Executive Vice President  
for Academic Affairs and Provost

Signature of Chairperson \_\_\_\_\_ Signature of College Dean \_\_\_\_\_ Signature of Chief Academic Officer \_\_\_\_\_

Signature of Campus Chancellor \_\_\_\_\_ Signature of System President \_\_\_\_\_

DATE \_\_\_\_\_

DATE \_\_\_\_\_

\*\*\*\*\*

Signature of Appropriate Committee Chairperson \_\_\_\_\_

Signature of Chairman of the Board \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_



## SOUTHERN UNIVERSITY LAW CENTER

261 A. A. LENOIR HALL  
POST OFFICE BOX 9294  
BATON ROUGE, LOUISIANA 70813-9294

OFFICE OF THE CHANCELLOR  
(225) 771-2552  
FAX (225) 771-2474

November 7, 2018

Dr. Ray Belton  
President/Chancellor  
Southern University and A&M System  
J. S. Clark Administration Building  
4<sup>th</sup> Floor  
Baton Rouge, LA 70813

RECEIVED  
OFFICE OF THE  
PRESIDENT OF THE  
SOUTHERN UNIVERSITY  
AND A&M SYSTEM  
2018 NOV - 8 AM 8:51

RE: Professor Stanley Halpin Medical Leave

Dear Dr. Belton:

Professor Stanley Halpin is requesting medical leave for the 2019 spring semester. Professor Halpin has been a faculty member for over 25-years. The documentation required to initiate a medical leave request is attached.

I hereby request that the medical leave sought by Professor Halpin be presented to the Southern University Board of Supervisors to be on the board's November 23, 2018 agenda for approval.

If you have any questions, please feel free to contact me.

Sincerely,

John K. Pierre  
Chancellor and Vanue B. Lacour  
Endowed Law Professor

JOB CLASS 3	8	1	0	0
JOB CODE	F			
CAL ID	M			

**SOUTHERN UNIVERSITY SYSTEM**

Personnel Action Form

POSITION NUMBER	3	F	9	9	8	5
-----------------	---	---	---	---	---	---

CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH  OTHER  (Specify) \_\_\_\_\_

Academic  Non-Academic  Civil Service  
 Temporary  Part-time ( \_\_\_\_\_ % of Full Time)  Restricted  
 Tenured  Undergraduate Student  Job Appointment  
 Tenured Track  Graduate Assistant  Probationary  
 Other (Specify) \_\_\_\_\_  Retiree Return To Work  Permanent Status

Previous Employee N/A Reason Left Medical Leave  
Date Left N/A Salary Paid \$135,000

**Profile of Person Recommended**

Length of Employment 01/01/2019 To 06/01/2019  
Effective Date 01/01/2019

Name Stanley Halpin [REDACTED] Sex M Race\* W  
(Last 4 digits only)

Position Title: Professor Department: Law Center-Instruction

Check One  Existing Position \*Visa Type (See Reverse Side):   
 New Position Expiration Date: \_\_\_\_\_

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 46 Southern University Experience 26

Degree(s): Type/Discipline (BA-Education): J.D. Institution/Location (SU-Baton Rouge): Tulane Law School/Institution Location SU-BR Year: 1965

Current Employer Southern University Law Center

**Personnel Action**

Check One  New Appointment  Continuation  Sabbatical  Leave of Absence  
 Transfer  Replacement  Other (Specify)  Medical Leave

Recommended Salary \$135,000 Salary Budgeted \$135,000

Source of Funds State

Identify Budget: Grant Location 311001-32020-61003-31000  
Form Code: BOR10 Page 1 Item # 1

Change of: From To

Position \_\_\_\_\_  
Status \_\_\_\_\_  
Salary Adjustment \_\_\_\_\_

Financial Aid signature (if, applicable):

List total funds currently paid this employee by Southern University:

\*See Reverse Side  
Comments: (Use back of form)

Source of Funds	Amount
311001-32020-61003-31000	\$135,000

\*See Reverse Side

Graduate School signature (if, applicable):

Roadblock White 11/6/18  
Supervisor Date  
Roadblock White 11/6/18  
Vice Chancellor Date  
Trace Woods 11/7/18  
Director/Personnel Date  
\_\_\_\_\_  
President Date

Roadblock White 11/6/18  
Dean/Unit Head Date  
Gerry B. Hall 11/6/18  
V/C for Fin. and Administration Date  
Jim R. Pierre 11/6/18  
Chancellor Date  
Blair McCarty  
Vice President/Finance Date  
Business Affairs/Comptroller  
\_\_\_\_\_  
Chairman/S.U. Board of Supervisors Date

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

Professor Stanley Halpin will be on Medical Leave for the period of January 01, 2019 through June 01, 2019

**EMPLOYEE REGULAR WORK SCHEDULE:** Daily

**EMPLOYEE DIRECT SUPERVISOR:** V/C Roederick White

**NUMBER OF EMPLOYEES SUPERVISED, (if any)** 50

**HR USE ONLY: STATUS (circle one):** EXEMPT  NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

Documentation must be provided for review and approval by Human Resources before employment is offered.

**CLASS OF EMPLOYMENT (VISA STATUS):**

**TYPE**

- United States Citizen/Certificate of Naturalization
- Resident Alien
- H-1 Visa (Distinguished Merit & Ability)
- J-1 Visa (Exchange Visitor Program)
- F-1 Visa (Student Emp. FT Student at S.U.)
- OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")

SOUTHERN UNIVERSITY LAW CENTER  
 CODE \_\_\_\_\_ EXPIRES \_\_\_\_\_  
**ENCUMBERED / FUNDS AVAILABLE**  
 US DCC I.D. # \_\_\_\_\_  
 RA \_\_\_\_\_  
 H1 DATE 11/16/18  
 J1 BY Gerry R. Hall  
 F1 \_\_\_\_\_  
 F0 \_\_\_\_\_

**Do Not Write Below This Area**  
**For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below):**

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form Admin/Fac/Uncl Positions(Civil Service Application for classified employees)
- Authority to Release (signed by employee) (submitted to Campus Police with Criminal/Background Check form)
- Supervisory Criminal/Background Check Form (completed by employee/ verified and signed by supervisor)
- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment
- Proposed Employee Clearance
- Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)

**CONTINGENT UPON AVAILABILITY OF FUNDS**

SULC ✓

REQUEST FOR LEAVE OF ABSENCE FORM  
SOUTHERN UNIVERSITY SYSTEM

CAMPUS: SUS SUBR SULAC SUAREC SUNO SUSLA

Name of Employee: Stanley A. Halpin EID: [REDACTED]

Address: [REDACTED] Phone: [REDACTED]

Title: PROFESSOR OF LAW Highest Degree: J.D., Ph.D.

Birth Date: [REDACTED]

NO. OF CONSECUTIVE FISCAL YEARS ACTIVE SERVICE AT THIS INSTITUTION: 28

EFFECTIVE DATE OF LEAVE: Jan 20 19 ANTICIPATED RETURN DATE: June 1, 2019

Purpose of leave Requested (click one):

- a. Professional or Cultural Improvement (Must have prior approval from Chancellor)
- b. Rest and Recuperation (Statement from two (2) physicians\* must be attached)
- c. Independent Study or Research Statement
- d. Military
- e. Maternity (Statement from one (1) physician\* must be attached)

\*must be attending physician

TYPE OF LEAVE REQUESTED (check one):

- a. with pay
- b. without pay

LENGTH OF LEAVE REQUESTED: (No. of weeks, not to exceed 36 weeks) 21 weeks

MANNER IN WHICH THIS LEAVE, IF GRANTED, WILL BE SPENT: (1 Semester)

\*\*\*\*\*

DO YOU WISH TO RETAIN FRINGE BENEFITS? (if yes, total contribution of premium must be paid to Human Resources/Comptroller's Office in Advance)

Teacher Retirement	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
State Retirement	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Group Insurance	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Elected Supplemental Benefits	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

I hereby agree to comply with the provisions of the Southern University Board of Supervisors' policy on leaves of absence.

10/24/18  
DATE

Stanley A. Halpin  
SIGNATURE OF APPLICANT

\*\*\*\*\*

PRIOR LEAVE RECORD FROM THIS INSTITUTION:

Date of Last Leave: \_\_\_\_\_  
Purpose of Last Leave: SABATICAL

TYPE OF LAST LEAVE:

With pay  Amount: 2 Semesters  
Without Pay   
Length of last leave: 2 Semesters

\*\*\*\*\*  
Rodrick Hunt Signature of Chairperson      Rodrick Hunt Signature of College Dean      Rodrick Hunt Signature of Chief Academic Officer

[Signature]  
Signature of Campus Chancellor

Signature of System President

10/31/18  
DATE

DATE

\*\*\*\*\*

Signature of Appropriate Committee Chairperson

Signature of Chairman of the Board

Date

Date



## SOUTHERN UNIVERSITY LAW CENTER

261 A. A. LENOIR HALL

POST OFFICE BOX 9294

BATON ROUGE, LOUISIANA 70813-9294

November 7, 2018

OFFICE OF THE CHANCELLOR

(225) 771-2552

FAX (225) 771-2474

Dr. Ray Belton  
President/Chancellor  
Southern University and A&M System  
J. S. Clark Administration Building  
4<sup>th</sup> Floor  
Baton Rouge, LA 70813

RE: Request for Sabbatical Leave – Professor Russell L. Jones

Dear Dr. Belton:

Professor Russell Jones submitted a letter dated October 29, 2018 requesting a Research Sabbatical Leave for the 2019 fall semester: (a) to conduct research on racial profiling, police misconduct, and criminal justice reform, and (b) to continue research on African American legal pioneers in Louisiana. His request is appropriate.

Professor Jones has been a faculty member for many years and has never been granted a sabbatical leave to engage in research and scholarly writing. I hereby recommend and request that Professor Jones be granted research sabbatical leave. I am asking that this request for sabbatical leave be placed on the Southern University Board of Supervisors agenda for the November 23, 2018 meeting for approval. Should this request be approved, the leave will be granted with pay for the fall 2019 semester.

Should you have any questions, please feel free to contact me.

Sincerely,

  
John K. Pierre  
Chancellor and Vanue B. Lacour  
Endowed Law Professor



# SOUTHERN UNIVERSITY LAW CENTER

POST OFFICE BOX 9294  
BATON ROUGE, LOUISIANA 70813-9294

TEL (225) 771-4900  
FAX (225) 771-5913

FACULTY

October 29, 2018

Mr. John K. Pierre, Chancellor  
Southern University Law Center  
P.O. Box 9294  
Baton Rouge, LA 70813-9294

RE: Request for Sabbatical Leave Fall 2019

Dear Chancellor Pierre:

I request a research sabbatical leave for the fall 2019 semester. During the 34 years, that I have been employed at the Law Center I have not had a sabbatical leave to engage in research and scholarly writing. I spent nine years in administration from January 2007 - August 2016. Since my return to the faculty in spring 2017, I have taught a full course load of required courses and summer school. During this period I have continuously updated the evidence treatise that I co-author, and I have published an article. However, the course load and other duties have hampered my ability to produce research that will inform my teaching, and impact the law in significant areas.

My current long-term research agenda includes two major projects. First, I have begun a study of *Terry v. Ohio*, and how it has influenced policing in America. The project had its genesis in an article and presentation that I made at the University of Idaho Law School in spring 2018. I am currently working on a second article that investigates the historical perspective of *Terry v. Ohio*, and how the case has morphed into a hotbed for racial profiling and police misconduct. Racial profiling, police misconduct, and criminal justice reform are the foremost issues in the American criminal justice system today. To bolster my research in the area, I will travel to present my findings at appropriate forums. The exposure from the presentations, and the contacts that will develop from this research can make SULC a vanguard in the discussions of criminal justice reform. The goal is to bring ideas and scholars to the Law Center in search of solutions to a current civil rights issue.

Second, I have an interest in a project that highlights the accomplishments of the outstanding lawyers that Southern University Law Center has produced. This is a continuation of a project started several years ago entitled *African American Legal Pioneers in Louisiana*. I plan to conduct oral histories of prominent SULC graduates, and perform thorough research of cases and actions for which these pioneers were the torchbearers. The oral histories and detailed research will show how SULC lawyers have helped shape the rule of law in Louisiana and nationally. The research will result in a book including chapters on SULC attorney-leaders in general practice, government employment, legislative leadership, successions, and criminal law.

Both of the above projects are long term and they can be fully completed in 18 months to three years. A research sabbatical will allow me the time required to firmly place these projects in the proper context. They will result in scholarly and cutting edge works that are mission driven and will significantly benefit SULC.

Thank you very much for supporting research that will advance SULC.

Sincerely yours,

A handwritten signature in cursive script that reads "Russell L. Jones".

Russell L. Jones  
The Jesse N. Stone Professor of Law

JOB CLASS 3	8	1	0	0
JOB CODE	F			
CAL ID	M			

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

POSITION NUMBER	3	F	9	9	9	0
-----------------	---	---	---	---	---	---

CAMPUS: SUS \_\_\_\_\_ SUBR \_\_\_\_\_ SULAC X SUAREC \_\_\_\_\_ SUNO \_\_\_\_\_ SUSLA \_\_\_\_\_

EMPLOYMENT CATEGORY: 9-MONTH X 12-MONTH \_\_\_\_\_ OTHER \_\_\_\_\_ (Specify) \_\_\_\_\_

X Academic \_\_\_\_\_ Non-Academic \_\_\_\_\_ Civil Service \_\_\_\_\_  
 \_\_\_\_\_ Temporary \_\_\_\_\_ Part-time ( \_\_\_\_\_ % of Full Time) \_\_\_\_\_ Restricted \_\_\_\_\_  
 \_\_\_\_\_ Tenured \_\_\_\_\_ Undergraduate Student \_\_\_\_\_ Job Appointment \_\_\_\_\_  
 \_\_\_\_\_ Tenured Track \_\_\_\_\_ Graduate Assistant \_\_\_\_\_ Probationary \_\_\_\_\_  
 \_\_\_\_\_ Other (Specify) \_\_\_\_\_ Retiree Return To Work \_\_\_\_\_ Permanent Status \_\_\_\_\_

Previous Employee N/A Reason Left N/A  
 Date Left N/A Salary Paid N/A

**Profile of Person Recommended**

Length of Employment 08/01/2019 To 12/31/2019  
 Effective Date 08/01/2019

Name Russell Jones Sex M Race\* B  
 (Last 4 digits only)

Position Title: Professor Department: Law Center - Instruction

Check One X Existing Position \*Visa Type (See Reverse Side): \_\_\_\_\_  
 \_\_\_\_\_ New Position Expiration Date: \_\_\_\_\_

(Position vacancy authorization form must be processed and approved to fill existing and new positions. Position must be advertised before processing PAF, if applicable.)

Years Experience 36 Southern University Experience 34

Degree(s): Type/Discipline (BA-Education): J.D. Institution/Location (SU-Baton Rouge): Southern University Law Center  
LLM Georgetown Law School

Current Employer Southern University Law Center

**Personnel Action**

Check One \_\_\_\_\_ New Appointment \_\_\_\_\_ Continuation X Sabbatical \_\_\_\_\_ Leave of Absence \_\_\_\_\_  
 \_\_\_\_\_ Transfer \_\_\_\_\_ Replacement \_\_\_\_\_ Other (Specify) \_\_\_\_\_

Recommended Salary \$ 129,792 Salary Budgeted \$ 129,792

Source of Funds General Appropriation

Identify Budget: State Location 311001-32020-61003-31000  
 Form Code: BOR10 Page 1 Item # 1

Change of:

Position \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_  
 Status \_\_\_\_\_  
 Salary Adjustment \_\_\_\_\_

Financial Aid signature (if, applicable):

List total funds currently paid this employee by Southern University:  
 \*See Reverse Side

Source of Funds	Amount
311001-32020-61003-31000	\$129,792

Comments: (Use back of form)

\*See Reverse Side

Graduate School signature (if, applicable):

Roderick White 11/9/18  
 Supervisor Date  
Roderick White 11/9/18  
 Vice Chancellor Date  
[Signature] 11/14/18  
 Director/Personnel Date  
[Signature] 11/14/18  
 President Date

Cerry R. Hall 11/9/18  
 Dean/Unit Head Date  
[Signature] 11/9/18  
 V/C for Fin & Administration Date  
[Signature] 11/9/18  
 Chancellor Date  
[Signature]  
 Vice President/Finance Date  
 Business Affairs/Comptroller  
 \_\_\_\_\_  
 Chairman/S.U. Board of Supervisors Date

This information is requested solely for the purpose of determining compliance with Federal Civil Rights Laws and does not affect employment consideration.

**ETHNIC ORIGIN (Please check one):**

Hispanic or Latino  Non-Hispanic or Non-Latino

**RACE (Please check all that apply):**

White, not of Hispanic origin. A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.

Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North American, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

Professor Russell Jones has requested research sabbatical leave with pay for the fall 2019 semester, effective date August 01, 2019 through December 31, 2019.

**EMPLOYEE REGULAR WORK SCHEDULE:**

Daily

**EMPLOYEE DIRECT SUPERVISOR:**

V/C Roederick White

**NUMBER OF EMPLOYEES SUPERVISED, (if any)**

50

**HR USE ONLY: STATUS (circle one):**

EXEMPT

NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and F-1/I-94. The latter six (6) documents do not apply to U.S. Citizens.

**Documentation must be provided for review and approval by Human Resources before employment is offered.**

**CLASS OF EMPLOYMENT (VISA STATUS):**

**TYPE**

United States Citizen/Certificate of Naturalization

Resident Alien

H-1 Visa (Distinguished Merit & Ability)

J-1 Visa (Exchange Visitor Program)

F-1 Visa (Student Emp. FT Student at S.U.)

OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")

SOUTHERN UNIVERSITY LAW CENTER

ENCLOSURED / FUNDS AVAILABLE

DOC I.D. #

CODE

EXPIRES

US

DATE RA

BY H1

J1

F1

F0

11/9/18  
DM George

**Do Not Write Below This Area**

**For Human Resource and Budgetary Control Use Only!**

**PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below):**

Approved Position Vacancy Authorization Form (applicable for new and replacement positions)

Position Vacancy Announcement (position advertised before processing PAF, if applicable)

Application for Employment Form Admin/Fac/Uncl Positions (Civil Service Application for classified employees)

Authority to Release (signed by employee) (submitted to Campus Police with Criminal/Background Check form)

Supervisory Criminal/Background Check Form (completed by employee/ verified and signed by supervisor)

Exemptions Survey Form (signed by employee and budget head)

Proposed Employee Appointment

Proposed Employee Clearance

Restricted/ Job Appointment/CS Rule 6.5g Letter of Justification (for classified, if applicable)

**CONTINGENT UPON AVAILABILITY OF FUNDS**

REQUEST FOR LEAVE OF ABSENCE FORM  
SOUTHERN UNIVERSITY SYSTEM

CAMPUS: SUS \_\_\_\_\_ SUBR \_\_\_\_\_ SULAC X SUAREC \_\_\_\_\_ SUNO \_\_\_\_\_ SUSLA \_\_\_\_\_

Name of Employee: RUSSELL L. JONES SSN: [REDACTED]

Address: [REDACTED] Phone: [REDACTED]

Title: PROFESSOR OF LAW Highest Degree: LL.M.

Birth Date: [REDACTED]

NO. OF CONSECUTIVE FISCAL YEARS ACTIVE SERVICE AT THIS INSTITUTION: 33

EFFECTIVE DATE OF LEAVE: 08/2019 ANTICIPATED RETURN DATE: 01/2020

Purpose of leave Requested (click one):

- a. Professional or Cultural Improvement (Must have prior approval from Chancellor) \_\_\_\_\_
- b. Rest and Recuperation (Statement from two (2) physicians\* must be attached) \_\_\_\_\_
- c. Independent Study or Research Statement X
- d. Military \_\_\_\_\_
- e. Maternity (Statement from one (1) physician\* must be attached) \_\_\_\_\_

\*must be attending physician

TYPE OF LEAVE REQUESTED (check one):

- a. with pay X
- b. without pay \_\_\_\_\_

LENGTH OF LEAVE REQUESTED: (No. of weeks, not to exceed 36 weeks) 22

MANNER IN WHICH THIS LEAVE, IF GRANTED, WILL BE SPENT:

Researching and Presenting Research

DO YOU WISH TO RETAIN FRINGE BENEFITS? (if yes, total contribution of premium must be paid to Human Resources/Comptroller's Office in Advance)

Teacher Retirement	Yes	<u>X</u>	No	_____
State Retirement	Yes	<u>X</u>	No	_____
Group Insurance	Yes	<u>X</u>	No	_____
Elected Supplemental Benefits	Yes	<u>X</u>	No	_____

I hereby agree to comply with the provisions of the Southern University Board of Supervisors' policy on leaves of absence.

11/12/2018  
DATE

Russell L. Jones  
SIGNATURE OF APPLICANT

PRIOR LEAVE RECORD FROM THIS INSTITUTION:

Date of Last Leave: 8/1991 - 5/1992  
Purpose of Last Leave: Education (LL.M. Degree earned)

TYPE OF LAST LEAVE:

With pay X Amount: 75% of salary  
Without Pay \_\_\_\_\_  
Length of last leave: \_\_\_\_\_ 9 months

Signature of Chairperson

Signature of College Dean

Signature of Chief Academic Officer

[Signature]  
Signature of Campus Chancellor

[Signature]  
Signature of System President

11/13/18  
DATE

1/14/19  
DATE

Signature of Appropriate Committee Chairperson

Signature of Chairman of the Board

Date

Date



## SOUTHERN UNIVERSITY LAW CENTER

261 A. A. LENOIR HALL

POST OFFICE BOX 9294

BATON ROUGE, LOUISIANA 70813-9294

OFFICE OF THE CHANCELLOR

(225) 771-2552

FAX (225) 771-2474

November 7, 2018

Dr. Ray L. Belton, President/Chancellor  
Southern University System & Baton Rouge Campus  
4<sup>th</sup> Floor – J.S. Clark Administration Building  
Baton Rouge, LA 70813

RE: Adoption of Policy for Classified Civil Service Employee Salary  
and Wage Increases

Dear Dr. Belton:

At the September 2018 Board of Supervisors meeting, the Board of Supervisors granted a salary and wage increase to faculty and unclassified staff members at the Southern University Law Center. I was informed by the Southern University Office of Human Resources that a policy would have to be adopted to allow classified Law Center civil service employees to receive the same salary and wage increase granted to faculty and unclassified staff members. The policy would allow for a nonperformance based salary and wage increase to be granted to all Law Center classified employees adjusted by any and all "Market Adjustments" granted by the Louisiana Department of Civil Service within the last six months.

The policy, if approved would allow the Law Center to grant the salary and wage increase in January 2019. The Law Center seeks Board approval of the hereinafter referenced policy at its November 23, 2018 board meeting.

If you have any questions related to this request, please feel free to contact me.

Yours sincerely,



John K. Pierre, Chancellor &  
Vanue B. Lacour Endowed Law Professor

# Southern University Law Center

## Policy on Classified/Civil Service Employees Salary and Wage Increases

### Policy Overview

The purpose of this policy is to articulate rules governing salary and wage (S&W) increases to classified civil service employees on a non-performance basis.

### Policy

The Southern University Law Center (SULC) may offer to classified civil service employees non-performance based S&W increases in the same manner as it does to faculty employees and unclassified staff employees. The S&W increases if approved by the Southern University Board of Supervisors would be (1) granted to all classified employees on a non-performance basis and (2) adjusted by any and all prior "Market Adjustments" granted by the Louisiana Department Civil Service within six months of the S&W increase approved by the Southern University Board of Supervisors.

Date of Southern University System Board of Supervisors Approval: \_\_\_\_\_

Responsibility for administration of the policy lies with the Chancellor and the Vice Chancellor for Fiscal Affairs.

Responsibility for periodic review of the policy with the Chancellor and Vice Chancellor for Fiscal Affairs.

The policy is effective December 1, 2018.

# Priority Projects Updates

# Southern University System

Office of Facilities Planning

## FACILITIES PROJECT UPDATES

November 7, 2018 – 12pm

### SU System Deferred Maintenance Items

#### Part 1 July 2018 funding - \$2,200,000

#### SU Baton Rouge Deferred Maintenance Items

Ruffin Paul Sr. Central Plant Mechanical system upgrades - Rebuild (2) Loop pumps and replace with new VFDs. Replace valves on top of aluminum cooling tower and replace safety rails. WBS.F.19002200 - \$200,000. In planning phase by FP&C for bidding.

SUMA HVAC mechanical system upgrade. WBS.F.19002224 - \$135,000

- Bernhard, MCC bid \$123,410.

Debose Music Hall mechanical system upgrades-phase 2 - \$120,000

W.W. Stewart Hall: Auditorium Mechanical HVAC system upgrades - \$200,000

SU Laboratory School Gym Roof replacement/upgrades as required for interior protection of rain water migration. - \$120,000

Student Health Center Ravine Stabilization emergency repair to stormwater drainage system and shoring of the southside of the building facing the ravine. WBS: F.19002196 - \$130,000 – project completed

#### SU Law Center Deferred Maintenance Items

Repair Hazardous Broken Walkways and underground storm water drainage system in two locations of the Law Center site. WBS: F.19002198 - \$90,000

#### SU Agriculture Center Deferred Maintenance Items

A. O. Williams Hall Mechanical HVAC system upgrades - \$200,000

SUAG Arena building exterior painting and wall system/roof canopy repairs - \$75,000

#### SU Shreveport Deferred Maintenance Items

Mechanical system upgrades to Install automated controls for Administration (#S07503), NCR (S07504), and Metro (L28076), Science (S07505), Fine Arts (S07509), Gym (S00000) and the new A. Jackson Building. WBS: F.19002199, FP&C - \$424,000

Campus site drainage upgrade throughout the main campus. - \$150,000

## **SU New Orleans** Deferred Maintenance Items

ADA sidewalk upgrades for various locations - \$45,000

Campus wide Mechanical HVAC System Upgrades for various buildings on the Park and Lake Campus - \$200,000

Park and Lake Campus exterior lighting upgrades - **Phase 2 WBS.F.19002206**  
\$258,385 budget increase

## **Part 2 October** 2018 funding - \$2,200,000

### **SU Baton Rouge** Deferred Maintenance Items

Install 100ft tower lights various locations - West and/or East of F G Clark Activity Center  
\$175,000

Upgrade lighting system for classrooms, exits and stairwells in various buildings - \$100,000

J. S. Clark Adm. Building - Upgrade chill water and hot water pumps and install new automated digital controls - \$160,000

James Williams Hall mechanical system upgrades - \$255,000

Sidewalks - Campus wide repairs neutralizing trip hazards and ensuring wheelchair accessibility - \$50,000

### **SU Law Center** Deferred Maintenance Items

Interior painting and lighting upgrades - \$150,000

### **SU Agriculture** Center Deferred Maintenance Items

A. O. Williams Hall Mechanical HVAC system upgrades - \$200,000

Southwest Center for Rural Initiatives (Opelousas Ag Bldg) Mechanical HVAC upgrade - Replace split system AC units, install mini split for I. T. server room. - \$90,000

### **SU Shreveport** Deferred Maintenance Items

Mechanical System HVAC upgrades

Replace Air Handler Units and Duct system, Fan Coils, Exhaust Fans (Science Building (S07505), (Fine Arts, S07509 & Jesse Stone, S07511) Server Unit Repair (IT, Main Campus, S07503), Replace Fan Coil Unit Motors and (Administration S07503), Replace Pumps (Administration S07503) - \$250,000

Replace Hot and chill water underground piping on campus (Administration S07503, NCR S07504, Science S07505, Fine Arts S07509, Jesse Stone S07511, PD & Facilities S07506, Library S07508, Physical Plant S07510, Shipping & Warehouse S12069, Health &

Education S13204, Student Union S07507, Student Activity S15913, women and Minorities Small Business S15937, Jackson & Dental Hygiene Buildings) - \$120,000

Downtown Metro Building Roof replacement - \$120,000

### **SU New Orleans Deferred Maintenance Items**

Campus wide new sidewalks installation and parking lot upgrades for various locations. \$100,000

Campus wide Mechanical HVAC System upgrades for various buildings on the Park and Lake Campus. - \$200,000

University Center 2nd & 3rd floor door replacements and painting of offices/restrooms/corridors. - \$200,000

### **SU Baton Rouge**

#### **Capital Outlay New Projects part 1:**

- SU System Campus Major Repairs and Deferred Maintenance Projects - Projects are in progress by campus Facility Director
  - **J. S. Clark Adm. Building Roof Replacement** – AFC \$143,205 Mougeot Architecture; were contracted to prepare construction bid documents by FP&C. in planning phase to bid

#### **Mechanical System Upgrades Capital Outlay part 2 projects:**

##### **Rodney Higgins**

Replace 3 rooftop exhaust fans. WBS:F.19002188

- **Watson Mechanical \$51,860 – work in progress**

##### **JW Fisher Hall State I.D. 02142 / 90:**

Scope of Work – Upgrade exiting Mechanical Classrooms/Office Fan Coil Units, make repairs to existing C.W. & H.W branch piping and flushing of existing coils & main piping system. Estimated AFC Budget: \$97,000.

- David Mougeot / Thompson Luke A/E
- **Bernhard Mechanical bid was \$80,000 - work in progress**

##### **J. Lee Hall State I.D. 02164 / 153 & Health Research State I.D. 02213 / 153A:**

Scope of Work - Upgrade exiting Mechanical Classrooms Fan Coil Units / Office Fan Coil Units, make repairs to existing C.W. & H.W branch piping and flushing of existing coils & main piping system. Estimated AFC Budget: \$97,000

- MEL INC Engineering, Mr. Morgan Watson, PE – Planning
- **CMC low bidder \$80,450.**

**W. W. Stewart Hall** State I.D. 02170 /160

Scope of Work – Upgrade Classroom Mechanical fan units. Estimated AFC \$97,000

- GIS Engineering Mr. Seneca Toussant, P.E.
- C-CO Mechanical contractor - \$78,200 - work in progress

**T. A. Debose Music Hall** State I.D. 02143 / 91

Scope of Work – Upgrade Mechanical HVAC and dehumidifying system for proper operation. Estimated Cost: \$125,000 less FP&C Admin. Cost \$3,750 3%.

The State Project No. 19-615-16-01, F.19002161 A/E and AFC Budget: \$121,250

- GIS Engineering Mr. Seneca Toussant, P.E. – Planning Phase for bidding
- Blanchard Mechanical low bidder at \$160,000

**W. H. James Hall** State I.D. 02169 / 159

Scope of Work – Upgrade Mechanical Air Handling Unit located in the basement which supplies air to the entire building. New VFD's will be installed along with an Open Protocol Automated Control system

Estimated Cost: \$ 100,000 less FP&C Admin. Cost \$3,000 3%

The State Project No. 19-615-16-01, F.19002162 A/E and AFC Budget: \$97,000

- David Mougeot / Thompson Luke A/E– Planning Phase for bidding.
- Bid is under review / additional scope of work and funding required.

**A O. Williams Hall** State I. D. 12846 / 183

Scope of Work – Upgrade/repair existing Mechanical HAVC system Variable Air Volume air reheat units, air handling unit, boilers, energy management system components and temperature controls. Estimated Cost: \$ 100,000 less FP&C Admin. Cost \$3,000 3%.

The State Project No. 19-615-16-01, F.19002163 A/E and AFC Budget: \$97,000

- MEL INC Engineering, Mr. Morgan Watson, PE– Planning Phase for bidding
- Corporate Mechanical Contractor (CMC), bid amount \$57,000 – work in progress.

**ADA Compliance projects:**

- **A. W. Mumford Stadium ADA Compliance and Upgrades**  
\$7,900,000 for planning and construction. March 2017 planning phase, bidding 12 March 2018, construction completion set for April 2019  
Low bidder: **J. W. Grand, Inc.** \$5,364,000. contract executed by FP&C to have the G. C. to proceed w/ work on June 25, 2018 and end March 22, 2019.
- **F. G. Clark Activity Center ADA Compliance and Upgrades** – \$7,450,000  
planning & construction. April 2017 planning phase, bidding April 2018, construction completion set for March 22, 2019. **J. W. Grand, Inc.** \$4,450,000. contract executed by FP&C for September 2018 to have the G. C. to proceed w/ work (270 days / 9 months to complete the work May 2019) – pending

- **T. T. Allain Hall ADA Compliance and Upgrades** – \$1,010,000 planning and construction. March 2017 planning phase: Design Development 21 July 17, bidding December 2017, **Kelly Construction Group, LLC** low bidder \$744,100 - Notice to proceed March 8, 2018 and construction completion set for September 22, 2018.

### **SUBR Infrastructure project for *Mechanical and Electrical system upgrades***

The evaluation committee has submitted questions to the purchasing director pertaining to **Bernhard company** proposal for responses. **The final approval to execute a contract to proceed with the infrastructure project is pending approval by SUBR Vice Chancellor of finance and SU System Vice President of finance.**

### **Hurricane Gustav repairs for various buildings**

- Office of Risk Management (**ORM**) AFC Budget approved by ORM and FP&C
- **Remaining projects** in progress with the State Office of Risk Management and SUBR Physical Plant Department and out for bid advertisement. (a list of projects & status of completion to be provided by FP&C and SUBR Physical Plant % of Completion)

### **SUBR Title III funded projects:**

#### **Campus Street Upgrades**

Repairs/Upgrades phase 2 in progress

#### **J. B. Moore Hall Smart Classroom Renovation**

General Contractor; Honore Companies LLC (\$250,000 AFC budget) low bidder at \$209,000. Construction duration time is set for September/Oct. 2018. **85% complete**

**Disaster Event** Dec 8-11, 2015 to August 2016: Mississippi River Flooding / sloughing-off of the Ravine, Bluff, various locations and building a new Bridge.

- Ravine/Bluff - State Capital Outlay Request for funding (\$8,000,000) FY 17-18. **pending approval for FY 2018-19.**
- **Bridge / Ravine** - State Capital Outlay Request for funding (\$7,800,000) FY 17-18, funding was approved in conjunction with DOTD office for \$10,000,000.
  - Topographic Survey: December 2017
  - Preliminary Plans: February 2018
  - New AFC at \$6,000,000 for design and Construction (DOTD)
  - **Final Bid Plans: July 2018 (construction bid documents) and FEMA has to approve CD's December 2018.**
  - DOTD to send Federal Application for funding and project approval to proceed
  - Bid Advertise in February 2019 and bid opening March 2019
  - Construction timeline 6 to 9 months pending update from Mr. Corey Landry (225-379-1889) of DOTD, fully executed contract *April 2019 to May 2019*. On site construction June 2019 to December 2019 / March 2020.

## **SU Ag Center** (*Southern University Agricultural Research and Extension Center*)

### **SUAG New Pesticide Storage Shed Building**– *SUAG Experimental Lab Farm*

- Budget: \$242,522
- Architect: Williams and Williams Architecture - designer fees \$25,400
- AFC: \$217,122
- Construction Bid Documents and Spec's completed April 28, 2017
- Bid Advertisement: Set for December 2017.
- Pre-Bid meeting 2Feb2018- ANR Construction Low bidder at \$207,900
- Work in progress 80% completed.

### **A.O. Williams Hall Renovation**

- FP&C project manager: Barry Lynch 225.342.3443
- Budget amount is \$2,764,630
- Project was awarded to Engineer – Quebedeaux Engineers / Architect – Crump Wilson and Associates
- Estimated cost is approximately \$2,300,000.00
- Design phase started 4/27/2016
- Design team is working with FP&C to finalize a design solution within the budget amount - pending completion February/April/May/June 2017.
- Duration time of bidding and construction-August 2017 bidding / Nov. 2017 to November 2018 construction. Bid open 19Dec2017
- Sienna Construction LLC – low bidder \$1,647,000
- Construction pending completion November 2018 – Phase 1.

### **New Multipurpose Building**, Agriculture Research & Extension Center at the Experimental Lab Farm/North Campus

- FP&C project manager: Alan Antoine 225.342.3443
- Waiting on FP&C to have the building re-designed within the AFC budget of \$1,300,000 and Fee \$113,873 + \$3,700 reimbursable expense.
- LA Architectural Selection Board: September 22, 2016
- Designer selected by the FP&C/LAAS Board: Domain Architecture
- Design Planning and Construction Bid Document Phase- November 2, 2016 to May 2017
- State Fire Marshal /IBC/FP&C/NFPA/ADA reviews: May 10, 2017 (2 to 3 weeks for review)
- Bid Date: pending June 2017 (30 days) Contract Award (July 2017 (30 days))-
- Pre-bid meeting is set for August 2, 2017 and bid opening August 16, 2017
- Low Bidder: **Blount General Contractors, LLC - \$1,199,000**
- Pre-construction December 14, 2017
- Construction time (allow for 7 months / 210 days + 45days) Sept / Oct. 2017 to March /April/June/November 2018
- Pending punch list items completion – December 2018

## SU New Orleans

### Capital Outlay New Projects:

- SU System Campus Major Repairs and Deferred Maintenance Projects, in progress by campus Facility Director
  - **SUNO University Center** Roof Replacement (\$437,979) – Bid opening November 28, 2017 – bid at \$418,275.00 w/ pending Low bidder: **Rycars Construction.** The pre-construction Feb. 6, 2018 to **Oct. 2018**
  - **University Center** HVAC 3 air handling unit upgrades (\$236,264) Bid opening November 15, 2017. bid at \$224,900 and low bidder was Gallo Mechanical – **work in progress** and duration for completion is July/Aug/Oct. 2018.

### SUNO New Natural Science Building – completion set for Oct. 2018

107,435 sq. ft

- Architect Selections were made on Wednesday, May 15, 2013.
- FP&C project manager: Mr. David Van Alstine 504 568 2414
- Architects: Sizzler Thompson Brown – Awarded Natural Science Building. Science building will change from 3 to 4 stories to house Science, Sch. of Nursing, Math, Physics, Health Information Management Systems, Biology, Chemistry and Forensic Science. It will consist of a total of 107,435 sq. ft. and will be located on the Park Campus. Construction Document Phase complete. Budget increased to \$27,750,000.
- Bid Advertisement: September 2016, Bid Opening set for October 27, 2016
- General Contractor: **Roy Anderson Corporation \$26,609,000**
- Notice to Proceed: January 2, 2017. Construction in progress.
- Construction duration time: 558 days /18.6 months July / September 2018
- **Pending punch list items completion December 2018**



## **SUNO New Education and Human Development Building (lake campus)**

47,000 sq. ft.

- FP&C project manager: Ms. Jean Kelly 504-568-8547
- Verges Rome Architects – Awarded Education and Human Development Building,  
This building will be two stories in height and have a total of 49,114 square feet.  
Project will be located on the Lake Campus. Construction Documents 100% complete. Cost of the project is budgeted at \$11,608,000.
- Bid Advertisement: bids open December 13, 2017
- General Contractor: Frank A. Anzalone General Contractors, Inc.
- Bid amount: \$10,480,000
- Notice to Proceed: January 2018. Construction in progress.
- Construction duration time: 18 months January 17, 2019
- 



**SUNO New Arts, Humanities and Social Sciences Building - completion for October 2018**

70,640 sq. ft.



- FP&C project manager: Mr. David Van Alstine 504-568-2414
- Chasm + Fusion Architects – Awarded Arts & Humanities and Social Science Bldg.  
Project will be located on the Park Campus. Building will consist of a three (3) story office and lab wing with the auditorium and proscenium tower extending to nearly five stories. The building will have 70,640 square feet. Estimated cost of the project is \$21,200,000.
- Construction Bid Documents completed: March 2016
- Bid Advertisement: September 2016
- Bid Opening: October 18, 2016
- Low Bidder: Roy Anderson Corporation at \$24,197,000 / \$21,200,000
- General Contractor: Roy Anderson Corporation – Approval from FP&C April 2017
- Pre-Construction meeting: 12 April 2017
- Construction duration time: 558 days /18.6 months Oct. 2018
- **Punch list items pending completion December 2018**

## SU Shreveport

### Capital Outlay New Projects:

- SU System Campus Major Repairs and Deferred Maintenance Projects –in progress by campus Facility Director
  - **Campus HVAC** system repairs, \$98,786 – **80% complete**
  - **Campus sidewalk** Safety Compliance, \$95,000 – Walker Landscape Low bidder for \$37,410. **In progress**
  - **ADA Compliance** for doors and walkways, (AFC \$125,000) – Pro-Door low bidder at \$51,738 **work in-progress.**

**SUSLA Allen Building / School of Nursing Renovation - 600 Texas Street, Shreveport, LA (Downtown) - completion set for March/April/May/June/Nov 2018**

- FP&C project manager: **Sara McCann** 318-676-7984 or 318-469-6658 cell
- Project No.: 19-618-07S-01, Part 01 – State ID S28020 – Site Code: 7-09-025
- AFC: \$3,500,000
- Architects: KSA, Inc. (**John Selmer** 318-344-8443 cell)
- Bid date: April 19, 2016
- General Contractor: **ELA Group, Inc.**
- Bid amount: \$3,350,000 *base bid*
- Executed Contract/Notice to proceed Date: September 12, 2016
- Duration time to complete the project: 420 days / September to November 7, 2017

*Notes: Funding required for Furnishing and Equipment (F&E) FP&C to follow-up.*



*In discussion w/ FP&C and YMCA who's responsible for the future demolition of this existing walkway bridge which connects each building.*

*Pending Basement waterproofing work in progress*

Prepared By:

Eli G. Guillory III

*Director*

**Southern University System**

Office of Facilities Planning

225-771-2786 office 225-573-0811 cell

**SU System**

Flandus McClinton Jr. 225-771-6278

Gloria Matthews 225-771-3476

Kimberly Knighton 225-771-5372

Cedric Upshaw 225-771-5565

Deidre Robert 225-771-4093

**SU Baton Rouge**

Benjamin Pugh, 225-771-5021

Frank Maurice Pitts 225-771-2488

Henry L. Thurman III 225-771-2413

Kim Ross 225-771-3491

Kestee Weir III 225-771-6235

Tracie A. Abraham 225-771-3590

Linda Antoine 225-771-4580

**SU Law Center**

Terry Hall, VC 225-771-2506

Angela Gaines 225-771-4931

**SU Agricultural Center**

Linda M. Batiste 225-771-5707

James L. Mahomes 225-771-2242

Christopher Rogers 225-771-5669

Eugene Runles 225-771-2262

Oscar Udoh 225-771-2090

**SU New Orleans**

Jullin Renthropoe 504-286-5117

Yolanda Mims 504-286-5357

Tracey Webster 504-286-5297

Derrick James 504-286-5292

Marilyn Manuel 504-286-5020

Harry Doughty 504-286-5117

**SU Shreveport**

Brandy Jacobsen 318-670-9371

Janice Sneed 318-670-9471

Larry Ferdinand 318-670-9300

Leslie McClellon 318-670-9300

Sophia Lee 318-670-9355

Tiffany Varner

**Southern Strategy Group**

Rodney Braxton 255-381-0166

Kevin Cunningham 255-381-0166

# Interim Financial Report

**Southern University System**  
**Comparison of Actual Expenditures to Budgeted Amounts**  
**For Fiscal Year Ending June 30, 2019**  
**As of October 31, 2018**

	<b>Actual as of 10/31/2018</b>	<b>Projected</b>	<b>Total FY 2018-2019</b>	<b>Budget FY 2018-2019</b>	<b>Actual as % of Budget</b>	<b>Over (Under) Budget</b>
<b>Revenues</b>						
General Fund Direct	\$8,909,460	\$34,256,762	\$43,166,222	\$43,166,222	20.6%	\$0
Statutory Dedicated	-00	4,624,272	4,624,272	4,624,272	0.0%	0
Funds Due From BOR						
Federal	-00	3,654,209	3,654,209	3,654,209	0.0%	0
<b>Self Generated</b>						
Tuition - Fall 2018	33,573,971	(253,562)	33,320,409	32,862,015	102.2%	458,394
Tuition - Spring 2019	738,478	30,731,871	31,470,349	30,591,183	2.4%	879,165
Tuition - Summer	1,088,590	3,872,829	4,961,419	4,712,191	23.1%	249,227
Out-of-State Fees	5,314,021	4,570,196	9,884,217	8,725,448	60.9%	1,158,769
Other	4,207,257	9,667,636	13,874,893	12,113,462	34.7%	1,761,431
InterAgency Transfer	-00	2,998,233	2,998,233	2,998,233	0.0%	0
<b>Total Revenues</b>	<b>\$53,831,777</b>	<b>\$94,122,445</b>	<b>\$147,954,222</b>	<b>\$143,447,235</b>	<b>37.5%</b>	<b>\$4,506,987</b>
<b>Expenditures by Object</b>						
Salaries	\$23,370,377	\$48,484,845	\$71,855,222	\$69,403,641	33.7%	\$2,451,581
Other Compensation	83,871	167,506	251,377	251,377	33.4%	0
Related Benefits	8,841,865	23,899,744	32,741,609	32,282,642	27.4%	458,967
<b>Total Personal Services</b>	<b>\$32,296,113</b>	<b>\$72,552,094</b>	<b>\$104,848,208</b>	<b>\$101,937,660</b>	<b>31.7%</b>	<b>\$2,910,548</b>
<b>Travel</b>	<b>\$115,624</b>	<b>\$701,706</b>	<b>\$817,331</b>	<b>\$697,600</b>	<b>16.6%</b>	<b>\$119,731</b>
Operating Services	\$4,107,864	\$9,247,840	\$13,355,704	\$13,075,499	31.4%	280,205
Supplies	452,857	1,025,884	1,478,741	1,624,304	27.9%	(145,563)
<b>Total Operating Expenses</b>	<b>\$4,560,722</b>	<b>\$10,273,724</b>	<b>\$14,834,445</b>	<b>\$14,699,803</b>	<b>31.0%</b>	<b>\$134,642</b>
Professional Services	\$153,588	\$2,102,568	\$2,256,156	\$2,162,114	7.1%	\$94,042
Other Charges	371,912	9,191,774	9,563,686	9,552,447	3.9%	11,239
Debt Services	0	0	0	0	0.0%	0
Interagency Transfers	0	6,392,641	6,392,641	6,392,641	0.0%	0
<b>Total Other Charges</b>	<b>\$525,500</b>	<b>\$17,686,983</b>	<b>18,212,483</b>	<b>\$18,107,202</b>	<b>2.9%</b>	<b>\$105,281</b>
General Acquisitions	\$9,587	\$182,115	\$191,702	\$146,032	6.6%	45,670
Library Acquisitions	38,074	549,575	587,649	437,649	8.7%	150,000
Major Repairs	0	5,000	5,000	5,000	0.0%	0
<b>Total Acquist. &amp; Major Repairs</b>	<b>\$47,661</b>	<b>\$736,691</b>	<b>\$784,351</b>	<b>\$588,681</b>	<b>8.1%</b>	<b>\$195,670</b>
<b>Scholarships</b>	<b>\$4,245,014</b>	<b>\$3,898,697</b>	<b>\$8,143,711</b>	<b>\$7,416,289</b>	<b>57.2%</b>	<b>\$727,422</b>
<b>Total Expenditures</b>	<b>\$41,790,634</b>	<b>\$105,849,894</b>	<b>\$147,640,528</b>	<b>\$143,447,235</b>	<b>29.1%</b>	<b>\$4,193,293</b>

**Southern University Board and System Administration**  
**Comparison of Actual Expenditures to Budgeted Amounts**  
**For Fiscal Year Ending June 30, 2019**  
**As of October 31, 2018**

	<b>Actual as of 10/31/2018</b>	<b>Projected</b>	<b>Total FY 2018-2019</b>	<b>Budget FY 2018-2019</b>	<b>Actual as % of Budget</b>	<b>Over (Under) Budget</b>
<b>Revenues</b>						
General Fund Direct	\$622,741	\$2,536,444	\$3,159,185	\$3,159,185	19.7%	\$0
Statutory Dedicated						
Funds Due To/ From Mgmt						
Federal						
<b>Self Generated</b>						
Tuition - Fall 2018						
Tuition - Spring 2019						
Tuition - Summer						
Out-of-State Fees						
Other						
InterAgency Transfer						
<b>Total Revenues</b>	<b>\$622,741</b>	<b>\$2,536,444</b>	<b>\$3,159,185</b>	<b>\$3,159,185</b>	<b>19.7%</b>	<b>\$0</b>
<b>Expenditures by Object</b>						
Salaries	\$503,720	\$1,069,940	\$1,573,660	\$1,573,660	32.0%	\$0
Other Compensation	29,333	58,667	88,000	88,000	33.3%	0
Related Benefits	174,751	570,476	745,227	745,227	23.4%	0
<b>Total Personal Services</b>	<b>\$707,804</b>	<b>\$1,699,083</b>	<b>\$2,406,887</b>	<b>\$2,406,887</b>	<b>29.4%</b>	<b>\$0</b>
<b>Travel</b>	<b>\$16,290</b>	<b>\$138,710</b>	<b>\$155,000</b>	<b>\$155,000</b>	<b>10.5%</b>	<b>\$0</b>
Operating Services	\$27,793	\$75,546	\$103,339	\$103,339	26.9%	\$0
Supplies	3,440	55,560	59,000	59,000	5.8%	0
<b>Total Operating Expenses</b>	<b>\$31,233</b>	<b>\$131,106</b>	<b>\$162,339</b>	<b>\$162,339</b>	<b>19.2%</b>	<b>\$0</b>
Professional Services	\$0	\$129,000	\$129,000	\$129,000	0.0%	\$0
Other Charges	0	280,959	280,959	280,959	0.0%	0
Debt Services	0	0	0	0	0.0%	0
Interagency Transfers	0	0	0	0	0.0%	0
<b>Total Other Charges</b>	<b>\$-00</b>	<b>\$409,959</b>	<b>\$409,959</b>	<b>\$409,959</b>	<b>0.0%</b>	<b>\$0</b>
General Acquisitions	\$1,303	\$18,697	\$20,000	\$20,000	0.0%	\$0
Library Acquisitions	0	0	0	0	0.0%	0
Major Repairs	0	5,000	5,000	5,000	0.0%	0
<b>Total Acquist. &amp; Major Repairs</b>	<b>\$1,303</b>	<b>\$23,697</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>0.0%</b>	<b>\$0</b>
<b>Scholarships</b>	<b>\$-00</b>	<b>\$-00</b>	<b>\$-00</b>	<b>\$-00</b>	<b>0.0%</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$756,630</b>	<b>\$2,402,555</b>	<b>\$3,159,185</b>	<b>\$3,159,185</b>	<b>24.0%</b>	<b>\$0</b>

**Southern University - Baton Rouge**  
**Comparison of Actual Expenditures to Budgeted Amounts**  
**For Fiscal Year Ending June 30, 2019**  
**As of October 31, 2018**

	<b>Actual as of 10/31/2018</b>	<b>Projected</b>	<b>Total FY 2018-2019</b>	<b>Budget FY 2018-2019</b>	<b>Actual as % of Budget</b>	<b>Over (Under) Budget</b>
<b>Revenues</b>						
General Fund Direct	\$2,607,781	\$15,646,684	\$18,254,465	\$18,254,465	14.3%	\$0
Statutory Dedicated	0	1,849,219	1,849,219	1,849,219	0.0%	0
Funds Due From Mgmt or BOR						
Federal						
<b>Self Generated</b>						
Tuition - Fall 2018	21,219,165	(291,272)	20,927,893	19,804,147	107.1%	1,123,746
Tuition - Spring 2019	18,086	19,105,686	19,123,772	18,096,899	0.1%	1,026,872
Tuition - Summer	136,606	2,624,813	2,761,419	2,613,141	5.2%	148,277
Out-of-State Fees	3,595,535	3,175,440	6,770,975	6,188,056	58.1%	582,919
Other	1,665,379	6,880,731	8,546,110	8,546,110	19.5%	0
InterAgency Transfer	0	2,998,233	2,998,233	2,998,233	0.0%	0
<b>Total Revenues</b>	<b>\$29,242,552</b>	<b>\$51,989,533</b>	<b>\$81,232,085</b>	<b>\$78,350,270</b>	<b>37.3%</b>	<b>\$2,881,815</b>
<b>Expenditures by Object</b>						
Salaries	\$12,668,664	\$25,994,105	\$38,662,769	\$36,851,188	34.4%	\$1,811,581
Other Compensation	37,871	73,506	111,377	111,377	34.0%	0
Related Benefits	4,721,667	13,504,078	18,225,745	17,738,430	26.6%	487,315
<b>Total Personal Services</b>	<b>\$17,428,203</b>	<b>\$39,571,688</b>	<b>\$56,999,891</b>	<b>\$54,700,995</b>	<b>31.9%</b>	<b>\$2,298,896</b>
<b>Travel</b>	<b>\$19,784</b>	<b>\$251,616</b>	<b>\$271,400</b>	<b>\$271,400</b>	<b>7.3%</b>	<b>\$0</b>
Operating Services	2,281,356	5,171,550	7,452,906	7,180,075	31.8%	272,831
Supplies	263,400	613,411	876,811	876,811	30.0%	0
<b>Total Operating Expenses</b>	<b>\$2,544,756</b>	<b>\$5,784,961</b>	<b>\$8,329,717</b>	<b>\$8,056,886</b>	<b>31.6%</b>	<b>\$272,831</b>
Professional Services	28,991	1,262,386	1,291,377	1,291,377	2.2%	0
Other Charges	307,243	3,166,928	3,474,171	3,474,171	8.8%	0
Debt Services	0	0				
Interagency Transfers	0	3,805,821	3,805,821	3,805,821	0.0%	0
<b>Total Other Charges</b>	<b>\$336,234</b>	<b>\$8,235,135</b>	<b>\$8,571,369</b>	<b>\$8,571,369</b>	<b>3.9%</b>	<b>\$0</b>
General Acquisitions	3,396	68,286	71,682	71,682	4.7%	0
Library Acquisitions	21,326	116,323	137,649	137,649	15.5%	0
Major Repairs	0	0	0	0	0.0%	0
<b>Total Acquist. &amp; Major Repairs</b>	<b>\$24,721</b>	<b>\$184,610</b>	<b>\$209,331</b>	<b>\$209,331</b>	<b>11.8%</b>	<b>\$0</b>
<b>Scholarships</b>	<b>\$3,582,032</b>	<b>3,268,345</b>	<b>\$6,850,377</b>	<b>\$6,540,289</b>	<b>54.8%</b>	<b>\$310,088</b>
<b>Total Expenditures</b>	<b>\$23,935,731</b>	<b>\$57,296,354</b>	<b>\$81,232,085</b>	<b>\$78,350,270</b>	<b>30.5%</b>	<b>\$2,881,815</b>

**Southern University Law Center**  
**Comparison of Actual Expenditures to Budgeted Amounts**  
**For Fiscal Year Ending June 30, 2019**  
**As of October 31, 2018**

	<b>Actual as of 10/31/2018</b>	<b>Projected</b>	<b>Total FY 2018-2019</b>	<b>Budget FY 2018-2019</b>	<b>Actual as % of Budget</b>	<b>Over (Under) Budget</b>
<b>Revenues</b>						
General Fund Direct	\$573,761	3,442,567	\$4,016,328	\$4,016,328	14.3%	0
Statutory Dedicated		201,881	201,881	201,881	0.0%	0
Funds Due From Mgmt or BOR						
Federal						
<b>Self Generated</b>						
Tuition - Fall 2018	3,455,479		3,455,479	3,180,015	108.7%	275,464
Tuition - Spring 2019		3,190,522	3,190,522	2,944,129	0.0%	246,393
Tuition - Summer	236,348	463,652	700,000	700,000	33.8%	0
Out-of-State Fees	1,161,750	951,300	2,113,050	1,537,200	75.6%	575,850
Other	1,181,280	1,130,578	2,311,858	1,635,931	72.2%	675,927
InterAgency Transfer						
<b>Total Revenues</b>	<b>\$6,608,618</b>	<b>9,380,500</b>	<b>\$15,989,118</b>	<b>\$14,215,484</b>	<b>46.5%</b>	<b>\$1,773,634</b>
<b>Expenditures by Object</b>						
Salaries	\$2,624,179	5,388,637	\$8,012,816	\$7,394,456	35.5%	\$618,360
Other Compensation						0
Related Benefits	816,491	2,269,034	3,085,525	\$2,866,099	28.5%	219,426
<b>Total Personal Services</b>	<b>\$3,440,670</b>	<b>7,657,671</b>	<b>\$11,098,341</b>	<b>\$10,260,555</b>	<b>33.5%</b>	<b>\$837,786</b>
<b>Travel</b>	<b>\$12,221</b>	<b>237,779</b>	<b>\$250,000</b>	<b>\$100,000</b>	<b>12.2%</b>	<b>\$150,000</b>
Operating Services	\$117,658	2,141,418	\$2,259,076	\$1,868,900	6.3%	\$390,176
Supplies	50,843	99,157	150,000	100,000	50.8%	50,000
<b>Total Operating Expenses</b>	<b>\$168,501</b>	<b>2,240,575</b>	<b>\$2,409,076</b>	<b>\$1,968,900</b>	<b>8.6%</b>	<b>\$440,176</b>
Professional Services	\$70,423	641,045	\$711,468	\$665,795	10.6%	\$45,673
Other Charges		367,357	367,357	367,357	0.0%	0
Debt Services						0
Interagency Transfers		302,877	302,877	302,877	0.0%	0
<b>Total Other Charges</b>	<b>\$70,423</b>	<b>1,311,279</b>	<b>\$1,381,702</b>	<b>\$1,336,029</b>	<b>5.3%</b>	<b>\$45,673</b>
General Acquisitions						
Library Acquisitions	16,748	433,252	450,000	300,000	5.6%	150,000
Major Repairs						
<b>Total Acquist. &amp; Major Repairs</b>	<b>\$16,748</b>	<b>433,252</b>	<b>\$450,000</b>	<b>\$300,000</b>	<b>5.6%</b>	<b>\$150,000</b>
<b>Scholarships</b>	<b>\$208,103</b>	<b>191,897</b>	<b>\$400,000</b>	<b>\$250,000</b>	<b>83.2%</b>	<b>\$150,000</b>
<b>Total Expenditures</b>	<b>\$3,916,665</b>	<b>12,072,453</b>	<b>\$15,989,118</b>	<b>\$14,215,484</b>	<b>27.6%</b>	<b>\$1,773,634</b>

Southern University at New Orleans  
Comparison of Actual Expenditures to Budgeted Amounts  
For Fiscal Year Ending June 30, 2019  
As of October 31, 2018

	Actual as of 10/31/2018	Projected	Total FY 2018-2019	Budget FY 2018-2019	Actual as % of Budget	Over (Under) Budget
<b>Revenues</b>						
General Fund Direct	\$3,841,708	\$5,050,251	\$8,891,959	\$8,891,959	43.2%	0
Statutory Dedicated		578,577	578,577	578,577	0.0%	0
Funds Due From Mgmt or BOR			0		0.0%	0
Federal			0		0.0%	0
<b>Self Generated</b>						
Tuition - Fall 2018	5,179,738	0	5,179,738	6,000,000	86.3%	(820,262)
Tuition - Spring 2019		5,614,300	5,614,300	5,858,400	0.0%	(244,100)
Tuition - Summer	235,209	364,791	600,000	499,050	47.1%	100,950
Out-of-State Fees	206,745	243,447	450,192	450,192	45.9%	0
Other	1,300,132	1,177,563	2,477,695	1,392,191	93.4%	1,085,504
InterAgency Transfer						
<b>Total Revenues</b>	<b>\$10,763,532</b>	<b>\$13,028,929</b>	<b>\$23,792,461</b>	<b>\$23,670,369</b>	<b>45.5%</b>	<b>\$122,092</b>
<b>Expenditures by Object</b>						
Salaries	\$3,705,267	\$7,367,255	\$11,072,522	\$11,050,882	33.5%	\$21,640
Other Compensation			0	0	0.0%	0
Related Benefits	1,530,409	3,454,679	4,985,088	5,232,862	29.2%	(247,774)
<b>Total Personal Services</b>	<b>5,235,676</b>	<b>10,821,934</b>	<b>16,057,610</b>	<b>16,283,744</b>	<b>32.2%</b>	<b>(\$226,134)</b>
<b>Travel</b>	<b>\$17,505</b>	<b>\$32,495</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>35.0%</b>	<b>\$0</b>
Operating Services	596,217	1,116,265	\$1,712,482	\$1,945,284	30.6%	(\$232,802)
Supplies	103,088	146,912	250,000	250,000	41.2%	0
<b>Total Operating Expenses</b>	<b>\$699,305</b>	<b>\$1,263,177</b>	<b>\$1,962,482</b>	<b>\$2,195,284</b>	<b>31.9%</b>	<b>(\$232,802)</b>
Professional Services	18,429	16,311	\$34,740	\$34,740	53.0%	\$0
Other Charges	68,628	4,237,723	4,306,351	4,306,351	1.6%	0
Debt Services			0	0	0.0%	0
Interagency Transfers		450,250	450,250	450,250	0.0%	0
<b>Total Other Charges</b>	<b>\$87,057</b>	<b>\$4,704,284</b>	<b>\$4,791,341</b>	<b>\$4,791,341</b>	<b>1.8%</b>	<b>\$0</b>
General Acquisitions			\$0	\$0	0.0%	\$0
Library Acquisitions			0	0	0.0%	0
Major Repairs			0	0	0.0%	0
<b>Total Acquist. &amp; Major Repairs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>
<b>Scholarships</b>	<b>\$351,395</b>	<b>\$265,939</b>	<b>\$617,334</b>	<b>\$350,000</b>	<b>100.4%</b>	<b>\$267,334</b>
<b>Total Expenditures</b>	<b>\$6,390,938</b>	<b>\$17,087,829</b>	<b>\$23,478,767</b>	<b>\$23,670,369</b>	<b>27.0%</b>	<b>(\$191,602)</b>

Southern University at Shreveport  
Comparison of Actual Expenditures to Budgeted Amounts  
For Fiscal Year Ending June 30, 2019  
As of October 31, 2018

	Actual as of 10/31/2018	Projected	Total FY 2018-2019	Budget FY 2018-2019	Actual as % of Budget	Over (Under) Budget
<b>Revenues</b>						
General Fund Direct	\$770,866	\$4,625,197	\$5,396,063	\$5,396,063	14.3%	\$0
Statutory Dedicated	0	189,181	189,181	189,181	0.0%	0
Funds Due From Mgmt or BOR						
Federal						
<b>Self Generated</b>						
Tuition - Fall 2018	3,719,589	37,710	3,757,299	3,877,853	95.9%	(120,554)
Tuition - Spring 2019	720,392	2,821,363	3,541,755	3,691,755	19.5%	(150,000)
Tuition - Summer	480,427	419,573	900,000	900,000	53.4%	0
Out-of-State Fees	349,991	200,009	550,000	550,000	63.6%	0
Other	60,466	478,764	539,230	539,230	11.2%	0
InterAgency Transfer						
<b>Total Revenues</b>	<b>\$6,101,731</b>	<b>\$8,771,797</b>	<b>\$14,873,528</b>	<b>\$15,144,082</b>	<b>40.3%</b>	<b>(\$270,554)</b>
<b>Expenditures by Object</b>						
Salaries	\$2,430,159	\$5,611,027	\$8,041,186	\$8,041,186	30.2%	\$0
Other Compensation			0	0	0.0%	0
Related Benefits	1,041,635	2,578,273	3,619,908	3,619,908	28.8%	0
<b>Total Personal Services</b>	<b>\$3,471,794</b>	<b>\$8,189,300</b>	<b>\$11,661,094</b>	<b>\$11,661,094</b>	<b>29.8%</b>	<b>\$0</b>
<b>Travel</b>	<b>\$13,931</b>		<b>\$13,931</b>	<b>\$44,200</b>	<b>31.5%</b>	<b>(\$30,269)</b>
Operating Services	\$902,641	\$593,315	\$1,495,956	\$1,645,956	54.8%	\$(150,000)
Supplies	9,900	18,637	28,537	224,100	4.4%	(195,563)
<b>Total Operating Expenses</b>	<b>\$912,541</b>	<b>\$611,952</b>	<b>\$1,524,493</b>	<b>\$1,870,056</b>	<b>48.8%</b>	<b>(\$345,563)</b>
Professional Services	\$33,049	\$26,320	\$59,369	\$11,000	300.4%	\$48,369
Other Charges	(5,610)	547,073	541,463	530,224	-1.1%	11,239
Debt Services	0	0	0	0	0.0%	0
Interagency Transfers	0	773,508	773,508	773,508	0.0%	0
<b>Total Other Charges</b>	<b>\$27,439</b>	<b>\$1,346,901</b>	<b>\$1,374,340</b>	<b>\$1,314,732</b>	<b>2.1%</b>	<b>\$59,608</b>
General Acquisitions	\$3,414	\$46,256	\$49,670	\$4,000	85.4%	\$45,670
Library Acquisitions			0	0	0.0%	0
Major Repairs			0	0	0.0%	0
<b>Total Acquist. &amp; Major Repairs</b>	<b>\$3,414</b>	<b>\$46,256</b>	<b>\$49,670</b>	<b>\$4,000</b>	<b>85.4%</b>	<b>\$45,670</b>
<b>Scholarships</b>	<b>\$78,215</b>	<b>\$171,785</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>31.3%</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$4,507,334</b>	<b>\$10,366,194</b>	<b>\$14,873,528</b>	<b>\$15,144,082</b>	<b>29.8%</b>	<b>(\$270,554)</b>

**Southern University Agricultural Research and Extension Center**  
**Comparison of Actual Expenditures to Budgeted Amounts**  
**For Fiscal Year Ending June 30, 2019**  
**As of October 31, 2018**

	Actual as of 10/31/2018	Projected	Total FY 2018-2019	Budget FY 2018-2019	Actual as % of Budget	Over (Under) Budget
<b>Revenues</b>						
General Fund Direct	\$492,603	\$2,955,619	\$3,448,222	\$3,448,222	14.3%	\$0
Statutory Dedicated		1,805,414	\$1,805,414	1,805,414	0.0%	0
Funds Due From Mgmt or BOR						0
Federal		3,654,209	\$3,654,209	3,654,209	0.0%	0
<b>Self Generated</b>						
Tuition - Fall 2018						
Tuition - Spring 2019						
Tuition - Summer						
Out-of-State Fees						
Other						
InterAgency Transfer						
<b>Total Revenues</b>	<b>\$492,603</b>	<b>\$8,415,242</b>	<b>\$8,907,845</b>	<b>\$8,907,845</b>	<b>5.5%</b>	<b>\$0</b>
<b>Expenditures by Object</b>						
Salaries	\$1,438,388	\$3,053,881	\$4,492,269	\$4,492,269	32.0%	\$0
Other Compensation	16,667	35,333	\$52,000	52,000	32.1%	0
Related Benefits	556,912	1,523,204	\$2,080,116	2,080,116	26.8%	0
<b>Total Personal Services</b>	<b>\$2,011,967</b>	<b>\$4,612,418</b>	<b>\$6,624,385</b>	<b>\$6,624,385</b>	<b>30.4%</b>	<b>\$0</b>
<b>Travel</b>	<b>\$35,894</b>	<b>\$41,106</b>	<b>\$77,000</b>	<b>\$77,000</b>	<b>46.6%</b>	<b>\$0</b>
Operating Services	\$182,199	\$149,746	\$331,945	\$331,945	54.9%	\$0
Supplies	22,186	92,207	\$114,393	114,393	19.4%	0
<b>Total Operating Expenses</b>	<b>\$204,385</b>	<b>\$241,953</b>	<b>\$446,338</b>	<b>\$446,338</b>	<b>45.8%</b>	<b>\$0</b>
Professional Services	\$2,696	\$27,506	\$30,202	\$30,202	8.9%	\$0
Other Charges	1,651	591,734	\$593,385	593,385	0.3%	0
Debt Services			\$-00	0	0.0%	0
Interagency Transfers		1,060,185	\$1,060,185	1,060,185	0.0%	0
<b>Total Other Charges</b>	<b>\$4,347</b>	<b>\$1,679,425</b>	<b>\$1,683,772</b>	<b>\$1,683,772</b>	<b>0.3%</b>	<b>\$0</b>
General Acquisitions	\$1,474	\$48,876	\$50,350	\$50,350	2.9%	\$0
Library Acquisitions			\$-00	0	0.0%	0
Major Repairs			\$-00	0	0.0%	0
<b>Total Acquist. &amp; Major Repairs</b>	<b>\$1,474</b>	<b>\$48,876</b>	<b>\$50,350</b>	<b>\$50,350</b>	<b>2.9%</b>	<b>\$0</b>
<b>Scholarships</b>	<b>\$25,269</b>	<b>\$731</b>	<b>\$26,000</b>	<b>\$26,000</b>	<b>97.2%</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$2,283,336</b>	<b>\$6,624,509</b>	<b>\$8,907,845</b>	<b>\$8,907,845</b>	<b>25.6%</b>	<b>\$-00</b>

# Chancellor's Reports



Southern University and A&M College  
**CHANCELLOR'S REPORT**  
to the  
Southern University Board of Supervisors

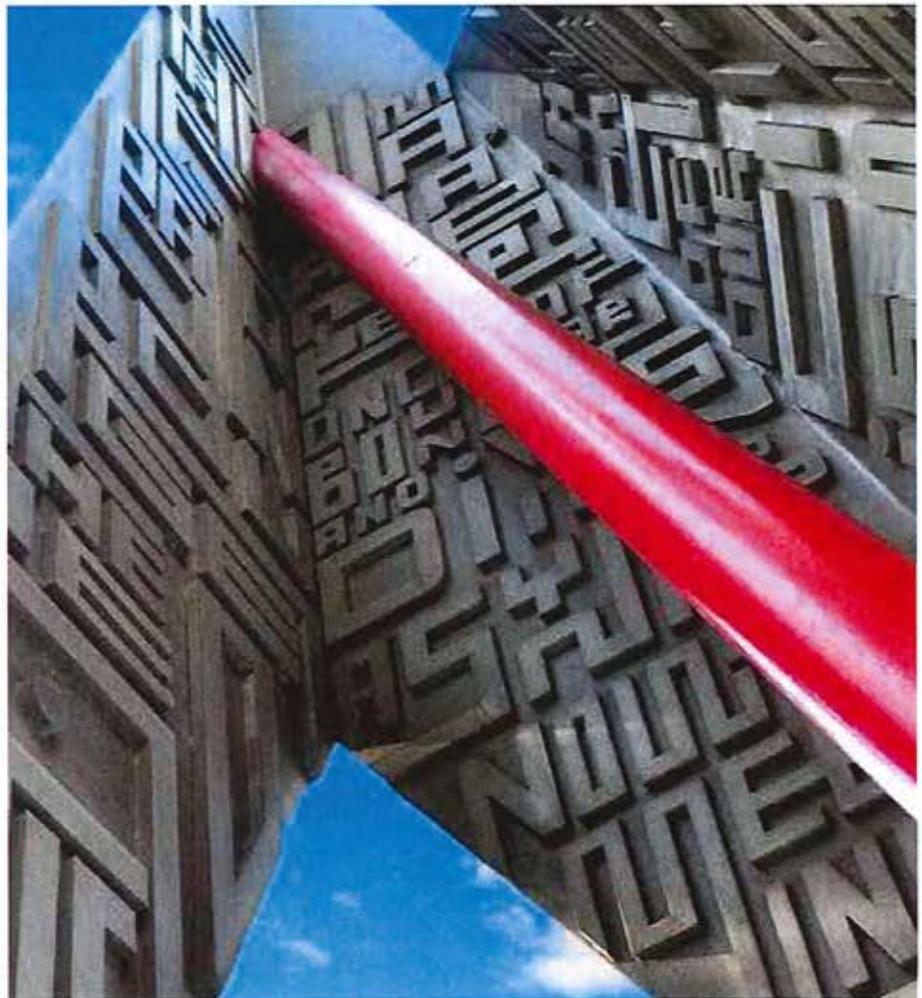
November 23, 2018

*"We Are Southern"*

Report No. 5

## INSIDE

- SU Votes on HalloWednesday
- Southern's Nursing and Online Programs Ranked Among the Most Affordable
- College of Humanities Brings Artistic and Cultural Activities to Southern
- College of Sciences and Engineering Awarded \$749,829
- Preliminary Data Show Increase in Student Applications for Fall 2019
- Coach Mumford Scheduled for Induction in Black College Football Hall of Fame

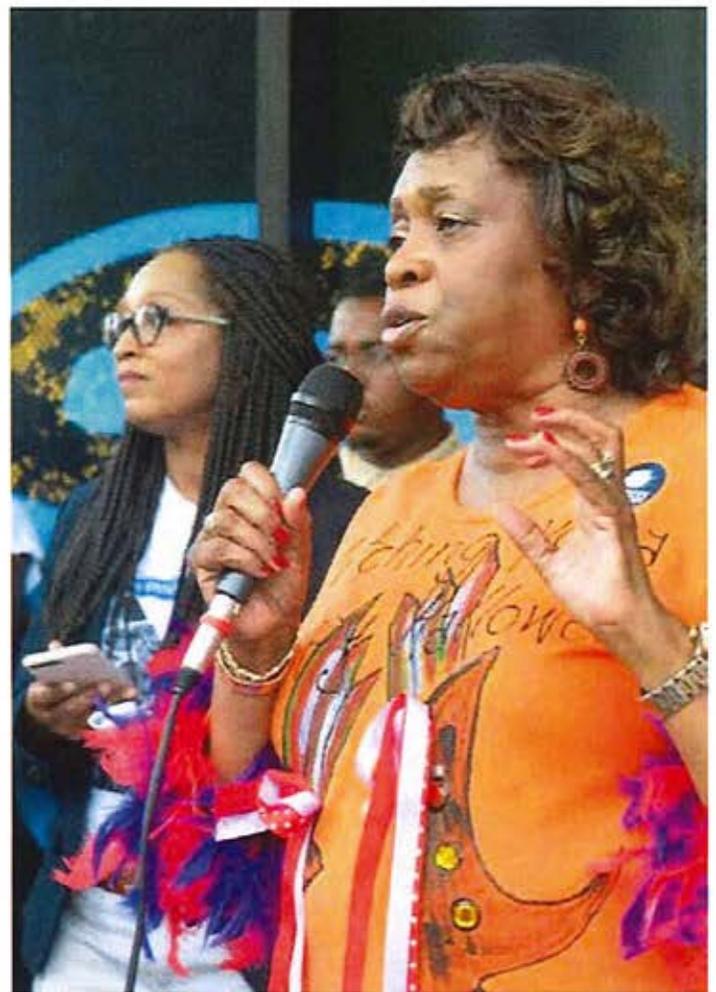


This historical landmark "Red Stick" was created by Southern University art professor, the late Frank Hayden. It marks where some explorers/Native Americans landed on the Bluff to discover Baton Rouge.



## SU Votes HalloWednesday

On Halloween, Southern University hosted a SU Votes HalloWednesday voter rally for students and employees. While having a little fun, serious topics, such as the midterm election and voter information, were discussed. Representative and SU alumnus Ted James, Rep. Barbara West-Carpenter, and Sherrie Rhodes, director of external affairs at the Southern University Law Center, delivered encouraging, yet powerful messages.





## Southern's Nursing and Online Programs Ranked Among the Most Affordable

BATON ROUGE, LA — Recently released rankings by research firms list several Southern University and A&M College (SUBR) programs among those offering the best value in the state. GraduateNursingEDU.org ranked the masters in nursing-family nurse practitioner program (MSN-FNP) as the No. 1 best value in Louisiana. The Guide to Online Schools and AffordableCollegesOnline.org ranked Southern's Online Programs among the state's best affordable options.

According to GraduateNursingEDU.org, Southern's MSN-FNP in the College of Nursing and Allied Health, is ranked No. 1 on its 2019-20 Best Value list for Louisiana. The ranking highlighted the program as one of the most respected family nursing practitioner programs in the state. The program admits students in the fall, spring, and summer semesters, allowing students to get started at the time of year that best suits their personal scheduling needs. Students may also choose a full or part-time schedule.

"We are honored by the ranking and believe that affordability makes our college more appealing to students," said Jacqueline Hill, interim dean of the College of Nursing and Allied Health at Southern. "Our nursing programs in general are competitive and in high demand. As a nationally recognized program, we have graduated more than 400 MSN nurses since the inception of the program. The average pass rate on the national

certification exam for our nurse practitioner students is 94%. We welcome students who may benefit from what we have to offer."

GraduateNursingEDU.org is a collaborative effort between RNs who expressed the need for a resource on graduate degree and certification options for entering advanced practice. The online resource looked at fully accredited MSN-FNP programs within each state and made side-by-side comparisons of total tuition cost.

Two separate rankings listed SUBR's Online Programs among the best in the state — the 2019 Best Online Colleges & Degrees released by the Guide to Online Schools and AffordableCollegesOnline.org.

The 2019 Best Online Colleges & Degrees listed the SUBR online program as No. 3 in the state. The guide was compiled by SR Education Group, an education research publisher founded in 2004.

"We are not surprised by the ranking since we are in a position to make our program affordable," said Moustapha Diack, Southern University System associate vice president for Online Learning Services. "In addition to being the first HBCU and institution in Louisiana to deploy Open Education Resources (OER) technology as a competitive mean for making college more affordable, we are building quality online programs to expand our outreach to a broader audi-

ence, including non-traditional students."

The list of schools highlights the best online schools in Louisiana based on their affordable annual tuition rates and alumni salaries. SUBR is followed by Louisiana Tech University and the University of Louisiana-Monroe. Median salaries were provided by PayScale and reflect the reported mid-career salaries of alumni from each school.

AffordableCollegesOnline.org, a leader in higher education information, resources and rankings, ranked Southern's Online program as one of the best online learning environments in the state. The SUBR's program was ranked 11 among online programs in Louisiana. "In our seventh annual survey of online learning programs across the nation, we wanted to honor the colleges and universities that are providing innovative ways for students to complete a degree," said Dan Schuessler, CEO and Founder of AffordableCollegesOnline.org. "These schools are going above and beyond the industry standard to help make online education programs more accessible and affordable."

Only accredited, public, not-for-profit institutions with at least one online program were eligible for placement in these rankings. The primary data points used to identify the best online colleges and programs for 2018 were cost of tuition; degrees awarded; and graduation rates.

## College of Humanities and Interdisciplinary Studies Brings Artistic and Cultural Activities to Southern

### First Concert of Piano Series Launched

The first concert of the Southern University Piano Series (2018-2019) was Monday, October 22, 2018, in the Hayden Theater. The program was entitled The Rzewski Project: The People United: Searching for a United US Musical Voice. This multimedia performance featured Dr. Alan Huckleberry from the University of Iowa who was masterfully accompanied by Dr. Ben Redwine, an SUBR adjunct instructor of woodwinds, and the Southern University Concert Choir under the direction of Professor Charles Lloyd. Additionally, Hosea Redditt, Southern University Music Program alumnus, led and arranged portions of the choir's performance. This phenomenal event was well attended by students, staff, faculty, administrators and alumni.

### SU Instructor Lectures on the Mural Movement at Chicago Center

Visual Arts Instructor Eugene Wade spoke at the South Side Community Art Center in Chicago, Illinois on November 10, 2018. Following a screening of select films relating to murals in Chicago in the 1970s, Professor Wade discussed his role in the Mural Movement of the 1960s and early 1970s.

### English Club Participates in Louisiana Book Festival

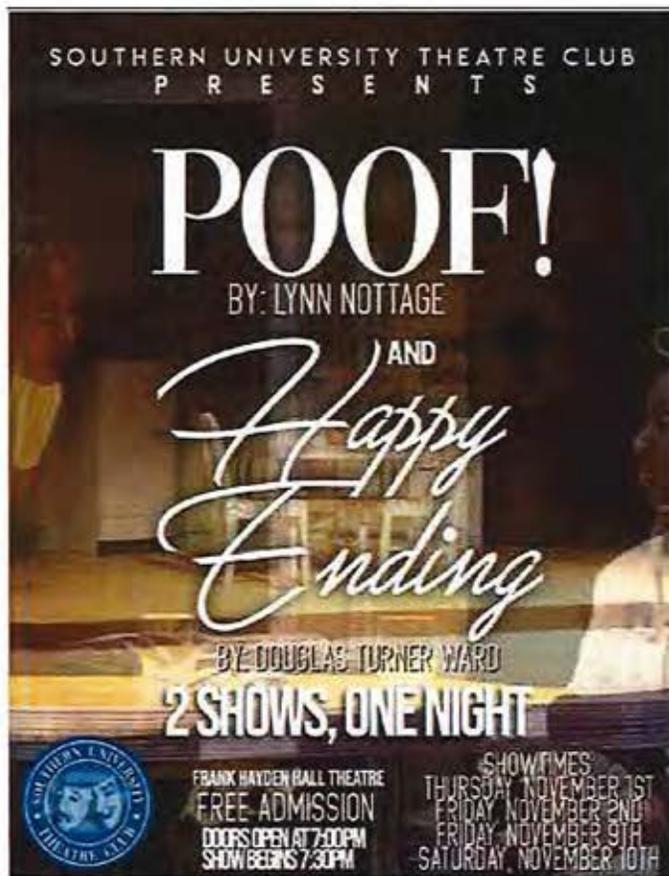
The Southern University English Club participated in the Louisiana Book Festival on Saturday, November 10, 2018 at the State Library of Louisiana, the State Capitol, the Capitol Park, Welcome Center and nearby locations. The students provided a book table with information on Southern University's English Department, as well as offering information on books and works written by Southern University English Instructor John Smith.

### Professor/Students Attend 2018 Louisiana Music Teachers Association Convention

October 25-26, 2018, Dr. Joao Casarotti, assistant professor of music, accompanied music majors, Stephanie Buxton, Ryan Alexander, and Nicholas Lockett, to the 2018 Louisiana Music Teachers Association State Convention at Northwestern State University in Natchitoches, Louisiana. Each student is a member of the Southern University chapter of the Louisiana Music Teachers Association.

### Exhibition "Kindred Spirits in Conversation" Opened in October at Visual Arts Gallery

An art exhibition, "Kindred Spirits in Conversation" opened on Thursday, October 25 at 6:00 p.m. in the Visual Arts Gallery in Hayden Hall. The artist, John Alleyne, was present to meet students and the public to talk about his works that are on exhibition in this exciting art show. Alleyne was born in Barbados. At the age of 16 he moved to Brooklyn, New York where he was greatly influenced by the Hip-Hop culture, specifically street fashion, rap music and graffiti. All of this made a great influence on his work as a visual artist. Exploring subjects as diverse as religion, race, politics, the African Diaspora and art history, Alleyne created a space for experiences often ignored by historical artist. This exhibition ran through November 15, 2018. The exhibition was curated by Professor Randell Henry, Associate Professor of Visual Arts.



Proof is one of several productions brought to the campus and community since the last Board of Supervisors meeting.



## College of Sciences and Engineering Awarded \$749,829

BATON ROUGE, LA — The College of Sciences and Engineering at Southern University and A&M College (SUBR) was awarded a \$749,829 grant recently from the U.S. Department of Education to help students succeed in mathematics — a subject that has become a challenge nationwide for students who want to earn a degree in science, technology, engineering or mathematics (STEM).

“Across the nation, an overwhelming number of students entering college as a STEM major, failed math or switched their major due to a lack of preparation for college level mathematics,” said Patrick Carriere, project director and dean of the College of Sciences and Engineering. “SUBR, like universities across the country, has similar challenges with its STEM students.”

The U.S. Department of Education grant will provide the College with the resources to implement new initiatives that will assist with mathematics preparation and faculty development. Carriere is calling the project PASS — Pathways for Advancing Student Success.

Through the initiative the college will:

- Implement a comprehensive improvement plan to increase the first time passing rate in foundational mathematics courses; and
- Improve course delivery and instruction to increase the retention rate among STEM students.

In addition, the college will implement an early warning system to identify and support at-risk students; strengthen tutoring services for math courses; provide

training that enables faculty members to explore active and collaborative teaching and learning strategies; and provide a six-week faculty course redesign and curriculum training.

“Overall, this project will strengthen the College’s academic support services, faculty instruction and advisement,” said Carriere. “This will lay the foundation for long-term improved student retention efforts.”

Carriere is leading the effort along with Francesca Mellieon-Williams, codirector of PASS and associate professor in Science and Mathematics Education at SUBR. Albertha Lawson, chair of Science Math Education at SUBR will serve as coinvestigator for the project along with Fareed Dawan, assistant professor of mechanical engineering at SUBR.



## Southern Experiences Increase in Participants for 2018 Jaguar Preview

Southern University Baton Rouge had its fall "Jaguar Preview" on Nov. 10 and had 3,291 students to register compared to 2,500 in 2017. The event gave high school students and their families an up-close-and-personal Southern experience.

Participants had a chance to talk with faculty and staff, explore student organizations, and fellowship with current students. The day also included performances by the Southern University Human Jukebox and Dancing Dolls, cheerleaders, and more. If students were ready to commit to Southern, on-site admissions, document submission, and scholarship applications were readily available. Registration was \$25. It included lunch and a ticket to cheer on the Southern University Jaguars as they faced the Lions of the University of Arkansas at Pine Bluff.

In addition to the Preview, on Nov. 8 the Division of Student Affairs rolled out the carpet for Baton Rouge students with a 3.0 or greater GPA and 21 or greater ACT score through the Red Carpet Affair. On Nov. 16, the Red Carpet Affair was available to guidance counselors and students in New Orleans.

## Application Submission Increases for Fall 2019

Preliminary data on admissions as of October 26 shows that there is a 47.9% increase over last year in the number of students who have applied to Southern University and A&M College for fall 2019. In fall 2018, a total of 1,967 students had submitted applications by Oct. 26 of that year, including 1,891 first-time, first year students and 76 transfer students. Data for fall 2019 shows that 3,216 students have already submitted applications, including 3,096 first time, first year students and 120 transfer students. Vice Chancellor Kimberly Scott attributes the increase to a more strategic and targeted approach through the leadership of Manicia Finch, associate vice chancellor for enrollment management, and

her team in recruitment led by Jose Francisco. Also contributing to the success in enrollment management are the Admissions team led by Marva Hawkins, Program Coordinator; and the division's partnership with External Affairs and the Office of Communications.

## Coach Mumford Scheduled for Induction in Black College Football Hall of Fame

Almost 60 years after he coached his final game, Arnett "Ace" Mumford is to be inducted into the Black College Football Hall of Fame.

The legendary Southern University Coach joined six other HBCU greats to be inducted into the Hall's 10th class since its creation in 2009, including former Jaguar player Rick "Tombstone" Jackson.

Mumford and Jackson are the fifth and sixth inductees from Southern to make it into the Hall of Fame, joining Aeneas Williams (2016), Isaiah "Butch" Robertson (2017), Mel Blount (2011) and Harold Carmichael (2018). Mumford was a staple of early black college football before coming to Baton Rouge, where he coached from 1936 to 1961. During his time on the Bluff, Mumford led the Jaguars to five black national championships and at least a share of 11 Southwestern Athletic Conference titles. He was also inducted into the College Football Hall of Fame in 2001.

To this day, he is Southern's all-time winningest coach with a record of 195-104-2 and the namesake of Southern's football stadium.

Jackson played on both sides of the ball for Southern from 1962-65, but made a name for himself as a defensive end.

An undrafted free agent, Jackson was a three-time Pro Bowl selection and finished his career as the Denver Broncos' all-time leader in sacks. He was also an inaugural member of the Broncos' Ring of Fame.

While at Southern, the New Orleans native was also a standout member of the track team. He still holds the Louisiana collegiate record for shot put.

*This article was written by Mike Gegenheimer of The Advocate.*





## CHANCELLOR'S REPORT

# HOMECOMING 2018



Homecoming Week, Oct. 22-26, was an exciting time on campus. The week started with Alumni Day, which featured guest alumnus, Special Agent Orlan D. Streams (pictured above left with Chancellor Lisa Mims-Devezin and Chief Administrative Officer of Alumni Affairs Gloria B. Moultrie). Nykia McCray (above right) officially became Miss Southern University at New Orleans 2018-2019 during the Coronation Oct. 24 in the SUNO Gym. The members of her Royal Court are Miss Senior Ma'Kayla Nelson, Miss Junior Taylor Williams, Miss Sophomore Brittany Jefferson and Miss Freshman Tajha Garner, escorted by Freshman Class President Hassen Willis. The week culminated Oct. 26 with the 2018 BASH, the SUNO Foundation's annual fundraiser. This year, the Foundation honored former SUNO queens (pictured below). The Royal Essence band provided entertainment.



## Students Participate in TMCF Leadership Conference



*Tosin Ayantunji, pictured from left, Mary Ntukogu, Phyllis Jason, Kimona Smikle, U.S. Marine Corps Brigadier Gen. Lorna Mahlock, DeQuana McClendon, Dr. Samuel Odom, Troyionne Porter and Genevieve Mojo-Eyes. Below, U.S. Marine Corps Brigadier Gen. Lorna Mahlock talks with SUNO students during the Thurgood Marshall College Fund Leadership Conference in Washington, D.C.*



SUNO/Thurgood Marshall College Fund (TMCF) Advisors Ms. Keshaneoco Johnson and Dr. Samuel Odom accompanied SUNO students Akeem Terrel, Brittany Jefferson, Chaz Tyler, Dequana McClendon, Genevieve Mojo-Eyes, Kimona Smikle, Mary Ntukogu, Phyllis Jason, Ayantunji Tosin, Troyionne Porter and Rakie Harris to the TMCF Leadership Institute in Washington, D.C. Oct. 26-30, 2018.

The eleven SUNO students were part of the more than 400 top students from the 47 publically supported Historically Black Colleges and Universities (HBCUs) who attended the conference. TMCF provided the students with free travel and boarding/lodging for the conference. The four-day power-packed conference prepared the hand-picked HBCU students to compete in today's competitive global economy. The conference provided: resumé writing workshops, interview technique workshops, career networking workshops, and direct access to more than 30 potential employers, who also attended the conference. The SUNO students had opportunities to compete for internships and/or jobs by interviewing with the employers. The students reported that they were most satisfied with the opportunity to participate in the exciting proceedings. They learned many career enhancing pointers, met many potential employers, interacted with outstandingly bright peer students from around the country, and partnered with the TMCF staffers who helped them prepare for future employment.

## N.O. City Council Honors Women's Track Team



*The New Orleans City Council honored the Women's Track Team for winning the 2018 NAIA Outdoor Track & Field National Championship. It also recognized the 2018 Bash Committee and the 2018 Royal Court during an October Meeting at City Hall. While there, the SUNO crew had an opportunity to take pictures with New Orleans Mayor LaToya Cantrell.*

# College of Arts & Sciences

## Dr. Evelyn Harrell, Dean

### ► ADDICTIVE BEHAVIORS COUNSELING AND PREVENTION (ABCP)

Dr. Evelyn Harrell attended the New Orleans Addiction Professional Association (NOAPA) Fall Conference Oct. 27. The speaker was Dr. Ciercie West-Olatunji who presented on the topic: "Historical Trauma, Systemic Oppression and Addictions." The current leadership of NOAPA are



*Bernadette Jones, from left, Ambra Sanne, Christopher Collins, Dr. Ciercie West-Olatunji, Yvette Thierry and Samuel Johnson.*

SUNO graduates of the Addictive Behaviors Counseling and Prevention Program: Bernadette Jones (NOAPA Newsletter), Ambra Sanne (NOAPA Treasurer), Christopher Collins (NOAPA President), Yvette Thierry (NOAPA Vice President) and Samuel Johnson (NOAPA Education Coordinator). Dr. Raymond Delaney, Criminal Justice professor, also attended the conference.

Dr. Travis Johnson attended the Fatherhood Summit sponsored by the New Orleans Health Department and Xavier University Oct. 26.

### ► COLLEGE NEWS

Members of the College of Arts and Sciences (CAS) faculty, spouses, and students supported the BASH. Tickets for two tables were purchased by the College and a third table by Dr. Sarah Hollis on behalf of the Museum Studies Program. Homecoming Queen Nykia McCray is a member of the CAS as a Criminal Justice major. Gifts were presented to Queen McCray on behalf of the College, Social Sciences Departments, Dean and the Faculty Senate at the Coronation Oct. 24.

### ► NATURAL SCIENCES

Dr. Christian Clement participated and served as a judge during the LSU 10<sup>TH</sup> Annual Undergraduate Research Conference Oct. 26 at Louisiana State University. Drs. **Rachid Belmasrou** and **John-Clifford Obih** also attended the conference and together mentored the SUNO participants. Student entries were:

1. *Antimicrobial and Anti-inflammatory Properties of Extract of Anti-Diabiatic Garcinia Kola seeds*; **Walmecka Lee**, John-Clifford Obih, PhD, Rachid Belmasrou, PhD, Mostafa Elaasar, PhD, Heon Kim, PhD, and Christian Clement, PhD/MPhil.
2. *The Novel Mediators Elovanooids Elicit Neuroprotection by Regulation of Prohibitin (type 1) and Sirtuin-1 Expression in Cell Damage*; **Jacy Haynes**, Pranab Mukherjee, PhD, Nicolas Bazan, MD/PhD (Neuroscience Center of Excellence, LSU Health Sciences Center, New Orleans) and Christian Clement, PhD/MPhil.
3. *Topographical 3-D Printed Sanitary Surfaces*; **Shona Machona**, Rachid Belmasrou, PhD, Mostafa Elaasar, PhD, Heon Kim, PhD, Christian Clement, PhD/MPhil.  
*Caffeine exists in medication*; **Reginell Meridy**, Nebiat Sisay, PhD, Christian Clement, PhD/MPhil.

## Arts & Sciences Continued

Dr. Obih also attended the NSF Technical Workshop hosted by Dillard University Oct. 25.

Dr. Clement continues as mentor students in the Department of Natural Sciences. Dr. Clement's team includes Ms. Shona Machona, who is developing anti-bacteria 3-D printed surfaces for common-use surfaces and space travel; and Jacy Haynes, who received a LBRN/INBRE/NIH Student Scholarship (through the Spring 2019 semester) to continue his research activities.

Dr. Rachid Belmasrou (PI) with Dr. Mostafa Elaasar, Dr. Heon Kim, Dr. Zheng Chen and Dr. Clement (Co-PI's) have been awarded a \$445,293.12 three-year grant entitled "Pipeline Development of Skilled Workforce in STEM through Advanced Manufacturing (STEAM)." The grant is funded by the National Nuclear Security Administration (NNSA) of the US Department of Energy.

In October, Dr. Bashir Atteia was busy reviewing two manuscripts for publication, one dissertation, plus submitting a research proposal:

- The PhD thesis entitled "Assessment of possible oncostatic effect of melatonin on Ehrlich tumor in mice" was reviewed in collaboration with the Faculty of Science and Medicine at Mansoura University, Egypt. The PhD candidate, Ahmed HI Awad, was supervised by Prof. Dr. Mohamed Amr El-Missiry.
- Dr Atteia reviewed a manuscript entitled "In Vitro Cytotoxicity of Cyanuric Acid and Selected Derivatives" that was accepted for publication at Toxicology and Forensic Medicine - Open Journal.
- Dr. Atteia also reviewed an article entitled "Urolithin A inhibits the catabolic effect of TNF $\alpha$  on nucleus pulposus cell and alleviates intervertebral disc degeneration in vivo" that was accepted for publication in Frontiers in Pharmacology, section Integrative and Regenerative Pharmacology.
- Dr. Atteia submitted a research proposal entitled "Roles of Autophagy, Homocysteine and Galectins in the Pathogenesis of Atherosclerosis."

Department of Natural Sciences students were active in 2018 Homecoming events:

- Ms. Troyionne Porter, 2018 TriBeta Sweetheart, escorted by Mr. Chaz Tyler.
- Ms. Tonnette Washington, 2018 NIS/BKX Sweetheart, escorted by Mr. Myles Master.



Forensic Science Junior Jacy Haynes, from left, Forensic Science Sophomore Jessica Joseph and SUNO Alumna Rickeia Selmon.

Finally, Dr. Alvin Bopp participated in National Chemistry Week activities at the Louisiana Children's Museum Oct. 27. Dr. Bopp was accompanied by Jacy Haynes, Forensic Science junior; Jessica Joseph, Forensic Science sophomore, and Rickeia Selmon, SUNO alumna. Common household items were identified as either an acid or a base using red cabbage juice as an indicator. This demonstration has consistently been well received by both parents and children.

### ► HEALTH INFORMATION MANAGEMENT SYSTEMS

On Oct. 16 & 24, Pharissa Robinson attended the "Great Debate Affordable Care Act Meetings" to help prepare students for arguments and coordinate event items. On Oct. 21, she completed Quality Matters, "Independent Applying the QM Rubric (APPQMR)" Certification Training. On Oct. 22, she attended the New Orleans Chamber of Commerce meeting to collaborate on the Gulf Coast Small Business Resiliency Grant. On Oct. 13, she participated in the Omicron Lambda

## Arts & Sciences Continued

Omega-Alpha Kappa Alpha UNCF Education Walkathon. On Oct. 9, she attended William Carey's HIMS Advisory Board Meeting. On Oct. 9, 2018, Ms. Robinson attended the Gulf Coast Small Business Resilience Meeting in the Business Department.

On Oct. 24-25, Ms. Robinson, John Barrilleaux, Laura Douresseaux Collins and Sharon McGee attended the GNOHIMA Career Networking Student Event on campus and at Walk On's Restaurant in Metairie.

Mr. Barrilleaux participated in a webinar, presented by CIOX, on Enhancing Coder Education with Experiential Learning. On Oct. 21, he completed Quality Matters, "Independent Applying the QM Rubric (APPQMR)" Certification Training. He also attended a webinar presented by AHIMA on Electronic Health Record Customization: Improved Efficiencies or Risky business. He presented a webinar with Sharon McGee through the Greater New Orleans Health Information Management Association on the AHIMA Apprenticeship program.

Ms. Douresseaux Collins coordinated a donation drive for Florida Hurricane Victims to get diapers and baby food to victims. As a member of NAUW's Education Committee, she presented information on breast cancer facts and demonstrated self-breast exams. On Oct. 17, she attended an AHIMA CSA Webinar. On Oct. 24, she contributed to the AHIMA House Envisioning Collaborative Webinar (her platform for this coming year).

Ms. McGee attended the National Association of Healthcare Revenue Integrity Symposium in Phoenix, AZ Oct. 16-17.

### ► MASTER OF ARTS IN MUSEUM STUDIES

#### General

Museum Studies had a table at the 2018 BASH Oct. 26 (Pictured right). Dr. Sara Hollis (seated) attended with students and graduates from M.A. Museum Studies as her guests.

#### Campus

On Oct. 10, Dr. Haitham Eid attended the meeting for the Student Research Conference planning committee. The conference is expected to be in March/April 2019.

Dr. Eid met with Conservator Susie Anders Oct. 16 to discuss the conservation of the Wolff Collection before the anticipated move to the new Arts, Humanities and Social Sciences Building.

In his capacity as the president of the Faculty Senate, Dr. Eid attended the Southern University Board of Supervisors meeting Oct. 26 in Baton Rouge. Dr. Eid presided over the Faculty Senate Meeting Oct. 9.

#### Community

Dr. Eid's classes, Intro to Museology and Writing for Research in Museums, helped to organize the Colonial Documents Transcribathon event at the New Orleans Jazz Museum on Oct. 13.

On Oct. 31, Dr. Eid and Dr. Hollis discussed in a phone conference with Mr. Arthur G. Affleck, Vice President of



## Arts & Sciences Continued

the American Alliance of Museums, the national membership organization of museums, possible scholarships for SUNO students and graduates to attend the next national conference in New Orleans. The AAM conference will be in May 2019.

Dr. Hollis has two drawings in the Co-Op Members Gallery at the 2<sup>nd</sup> Story Gallery in the Healing Center on St. Claude Avenue. She attended the exhibition opening at the gallery on Oct. 13. She also attended a Nigerian Film at the New Orleans Museum of Art and met with Dr. Ozoluomba, the new Curator of African Art at NOMA.

On Oct. 10, Dr. Hollis attended the October Open Studio Meeting at the Joan Mitchell Center. She met with the Visiting Artist Coordinator of the Joan Mitchell Foundation visiting from New York regarding two grants that M.A. Museum Studies has received from the Foundation. She attended the Oct. 12 opening of a painting exhibition featuring the work of a Liberian Contemporary Artist at the New Orleans Museum of Art.

On Oct. 19, Dr. Hollis attended a panel discussion at the New Orleans Museum of Art about Women in the Museum World, and the opening of the exhibition of paintings by African American artist Charlie Palmer at Stella Jones Gallery. She also attended the press conference for the Orleans Exhibition at the New Orleans Museum of Art.

Dr. Eid's paper, *The Evolving Role of Digital in Museums* has been accepted for publication at the MW19 Conference in Boston, MA from April 2 - 6, 2019. Also, his panel discussion, *The Path to Diversity in Museums*, was accepted for inclusion in the MW19 program. The panel discussion will include Ms. Jennifer Williams, Youth & Family Programs Manager at New Orleans Museum of Art, and Ms. Vera Warren-Williams, director and co-founder of Community Book Center and Museum Studies Graduate.

The Catalogue for the Exhibition: "From A Black Perspective" at Stella Jones Gallery has been published. Dr. Hollis wrote the Foreword for the publication.

Drs. Eid and Hollis attended the SUNO-Xavier-Dillard meeting with the representative from the National Endowment for the Arts at Dillard University Oct. 23. The three campuses were encouraged to apply for NEA grants.

Dr. Hollis attended the Day of the Dead Altar (pictured left) by SUNO Professor Cynthia Ramirez at the New Orleans Botanical Garden.



## College of Business & Public Administration

### Dr. Igwe Udeh, Dean

#### ► ACADEMIC EXCELLENCE INITIATIVES

##### **SUNO's SBDMI Awarded Contract to Increase Entrepreneurship Opportunities for Ex-Offenders**

The College of Business's Small Business Development & Management Institute (SBDMI), in collaboration with the School of Social Work faculty and other community partners, was awarded a \$97,569 contract for the 2018-2019 funding cycle Oct. 16 by the Louisiana Department of Public Safety and Corrections to implement a recidivism rate reduction program in the New Orleans Metro Area. The title of the proposal is "Utilizing Entrepreneurship Training and Psychoeducational Support to Reduce Recidivism in Louisiana." The program intends to provide entrepreneurship education, startup assistance and psychoeducational services to as many as 50 ex-offenders living in the

## Business Continued

Metro New Orleans Area to reduce the possibility of re-offending within six months. According to a report by the Monroe-based Louisiana Re-entry Program organization, an average of 18,000 men and women are released from jail in Louisiana each year, most of whom have no plan of how to re-start their lives afterwards. The Louisiana Department of Corrections Web site noted that... "the Louisiana Legislature recently passed the Louisiana Justice Reinvestment Package. With this ambitious package, Louisiana is projected to reduce the prison population by 10 percent and save \$262 million over the next decade. Seventy percent of these savings -- an estimated \$184 million -- will be reinvested into programs and policies proven to reduce recidivism and support victims of crime. It also is projected to reduce the community supervision population by 12 percent, making caseload sizes more manageable for probation and parole officers."

La. Gov. John Bel Edwards recently announced that Louisiana will reinvest \$8.5 million in savings from reducing the prison population to lower recidivism, support victims and improve public safety in Orleans, Caddo, East Baton Rouge, St. Tammany and Jefferson parishes. The \$97,569 awarded to SUNO's SBDMI is a result of the dividends from the Louisiana Justice Reinvestment Package.



*Former SUNO SGA President Brian Alexander*

### **Public Administration Department Stakeholders Holds a Strategic Planning Retreat**

The Public Administration Association, under the leadership of President Pamela Boyd, Vice President Jamaal Williams, Treasurer Angela Gilbert, Secretary Dana Bickham, Danielle Boyd and Dequanta Nicolas, organized a Strategic Planning Retreat for the department to review its mission, vision, core values and goals, with an eye towards helping the faculty and staff to increase enrollment, retention, graduation and placement in the program. The session was Oct. 6 from 8 a.m.-2 p.m. in the Lake Campus Multipurpose Complex, Room 100. Mr. Brian Alexander, a Public Administration alumnus and former SGA president who currently works as an administrator at the Marrero Fire Department, facilitated the retreat.

The following people attended the retreat: CBA Dean Igwe Udeh, Dr. Patricia Robertson and Dr. Biruk Alemayehu, from the Public Administration Department; Dr. George Amedee, professor of Political Science; Ms. Shannon Jones, Admissions director, as well as numerous Public Administration students and alumni. At the end of the session a draft revised vision, mission, and strategic objectives were identified. Another retreat is planned before the end of the 2018 Fall semester to clarify strategies and action plans for enhancing the departments enrollment, retention, graduation and placement. The Public Administration faculty and administration remain grateful to alumni and students for their incalculable support and generosity over the years.

### **SUNO-CBA-SBDMI Hosts Clean Energy Initiatives for HBCU-CDAC**

The Historically Black Colleges and Universities Community Development Action Coalition (HBCU-CDAC) hosted its 2018 Clean Energy Initiatives in SUNO's ITC Building Oct. 8. The event was co-sponsored by the Small Business Development & Management Institute (SBDMI). The theme of the conference was "Expanding Access, Increasing Awareness and Creating Opportunities for Low Wealth Communities."

HBCU-CDAC promotes, supports, and advocates for historically black colleges and minority serving institutions (MSIs), community development corporations (CDCs), and the community economic development industry whose work creates wealth, builds healthy and sustainable communities, and achieves lasting economic viability. HBCU CDAC fulfills its mission of service to its members working in disinvested urban and rural communities through education, resource development, advocacy, networking and training. The SBDMI has been a member of this organization and SBDMI Director Cynthia Beaulieu serves as an officer of HBCU-CDAC. The objectives of the conference were:

## Business Continued

- Introduce the HBCU Community Development Action Coalition and United States Department of Energy Partnership to New Orleans Solar/Clean Energy stakeholders
- Introduce the Clean Energy Initiative projects and get feedback from local stakeholders
- Engage local stakeholders and make the case for expanding access to clean energy in low-wealth and under-served communities in New Orleans by connecting to the HBCU Clean Energy Initiative (HBCU- CEI)
- Make the case for future collaboration and develop partnerships when implementing the HBCU CEI pilot projects

The conference was open to the public. Many SUNO students participated in all the sessions and served as ushers. The Chief Operating Officer of HBCU-CDAC Henry Gloat and the HBCU-CEI Director Natashe Campbell attended the conference. SUNO's Associate Vice Chancellor for Academic Affairs Wesley Bishop welcomed the participants to the conference on behalf of Chancellor Lisa Mims-Devezin. Speakers included Dr. Sharon Herron-Williams, vice chancellor of Academic Affairs at Southern University at Shreveport (SUSLA); Dr. Igwe E. Udeh, CBA Dean; Mary Kincaid, director of Office of Resilience and Sustainability with the City of New Orleans; Monique Harden, assistant director of the Deep South Center for Environmental Justice; Camille Pollen, Energy Efficiency manager with the City of New Orleans; Greg Lawson, Gentilly Resilience district manager; Ryan Mast, Hazard Mitigation administrator with the City of New Orleans; Terrie Guerin, chief of staff for Councilmember Cyndi Nguyen; Kia Bickham, Community Outreach manager, APTIM; Mike Norton, vice president of Finance, Posigen; Jeffrey Cantin, Gulf States Renewable Energies Association; Ella Delio, director of Environment & Regional Initiatives, Greater New Orleans Foundation; Dr. Nick Harris of Dillard University; Cynthia Beaulieu, director of the Small Business Development & Management Institute; Dr. Murty Kambhampati, professor of Biology; Dr. Lonnie McCray, dean for Humanities at SUSLA; Darrin Dixon, director of Small Business Development at SUSLA; and Jimmy Henry of Prairie View A& M University. The session included a panel discussion by SUNO and SUSLA students on the topic *"Interests, Challenges and Opportunities for Students in the Clean Energy Economy."*

### ► OUTREACH TO STUDENTS AND COMMUNITY

#### **CBA Students and Staff Field Trip to DXC Technology Corporate Office**



Drs. Robert Elliott, Yanjun Yu and Mrs. Timotea Bailey from the CIS Department, along with several students from the College of Business, attended a training and field trip event Oct. 31 to DXC Technology Corporation in New Orleans. DXC Technology Corporation is a global IT Services organization and that recently located one of its major hubs of operation to the city. One purpose of the trip was to receive a high-level introduction to its main software and project development methodology-Agile Software Development. The session included a company tour, Q&A sessions and introductions of key personnel. Technical employees formed panels and spoke and provided insight of their career paths. Students saw firsthand how the company operates and provides worldwide IT services.

#### **CIS Club Reorganizes, Adopts New Mission and Appoints New Officers**

The new advisors of the recently revamped CIS Club, Dr. Samuel Eweni and Dr. Nabie Conteh, met with members of the club to develop a new mission statement: To groom future leaders of the IT industry, provide conducive platform for knowledge sharing and to facilitate the development of technical skills for members. The club also mapped out a series of activities that will form the focal point for its community engagement, including hosting events and networking sessions and knowledge creation. Members will receive technology and innovation

## Business Continued

coaching from advisors and guest speakers in such high demand IT fields as Telecom, IT Products, IT Services, IT Consulting and Business applications of Technology. The interim student leaders are President Yvonne Gibson, Secretary Desha Wise, Newsletter Editor Ivan Casby, Adewale Akanji; Kickayla Selmon; Hentietta Thomas; and Nicholas Carter. Membership is open to all students, regardless of major.



### ► SMALL BUSINESS DEVELOPMENT & MANAGEMENT INSTITUTE

Mr. Mark Isom, the CEO of Premiere Building Maintenance, which recently opened its first Louisiana office at SUNO's Small Business Incubation Building, 6803 Press Drive, New Orleans, LA, received the National Minority Supplier Development Council (NMSDC) Class III Supplier of the Year Award, during NMSDC's 2018 Conference and Business Opportunity Exchange Conference in Austin, TX Oct. 14 -20.

Louisiana Notary Prep Classes; Oct. 2,4, 9, 11,16,18,23, 25, & 30, 2018; Class met twice a week, Tuesday and Thursday; participants prepare to sit for the Louisiana Notary Examination at LSU Dec. 1; seven participants; Ms. Suzan Jackson, Mr. Craig Duronslet, Diana Thomas & Ms. Cynthia Beaulieu.

Saturday Quick Books Training; Oct. 6, 8 a.m. - 5 p.m.; 11 participants that are all enrolled in LED Peer-to-Peer Roundtable; CBA Computer Lab; Ms. Angele Fassitt, Instructor and Ms. Diana Thomas.

HBCU-CDAC-CEI Regional Roundtable; Oct. 8; "Expanding Access, Increasing Awareness and Creating Opportunities for Low Wealth Communities"; SUNO IT Building; 30 participants; participating SUSLA, Southern in BR; CDAC Board Members & Ms. Cynthia Beaulieu.

Breakfast Meeting EDA Grant Planning; Oct. 9; Saint Roch Market; Ms. Lavon Burbank, Woodforest National Bank, Mr. Darin Dixon, SUSLA and Ms. Cynthia Beaulieu.

NxLevel Training Orientation for Business Builders Group; Oct. 9; Small Business Incubator Building; five participants; Ms. Angel VanderPool and Ms. Diana Thomas.

LED-SEBD Quarterly Meeting; Oct. 11; Baton Rouge; All Intermediaries from around the state discuss their activities and best practices. LED updates on program developments; Ms. Diana Thomas and Ms. Cynthia Beaulieu.

NxLevel Business Builders 1<sup>st</sup> Class; Oct. 11, 2018; Classes Oct. 16, 18,23,25 & 30, 2018; Small Business Incubator Building; six participants; the primary objectives of the course are to familiarize participants with the fundamental elements of forming a business, and provide new and existing entrepreneurs with advice on how to strength-

## Business Continued

en their business and gain access to capital for operations and expansion. Ms. Angel VonDerPool and Ms. Diana Thomas.

Meeting with Sheriff Marlin Gusman; Oct. 12; OPP Office; discussion on possible collaborations with CBA and OPP; Dr. Udeh, Ms. Bailey, Dr. Patricia Robertson and Ms. Cynthia Beaulieu.

Awarded Contract with Department of Public Safety and Corrections; Oct. 16.

Meeting Delgado Goldman Sachs 10,000 Small Businesses Workforce Development representative; October 22, 2018; Small Business Incubator; discuss possible collaboration with SUNO and their program; Ms. Patrice William-Smith and Ms. Cynthia Beaulieu.

Meeting to discuss implementation of Department of Public Safety and Corrections Grant Award; Oct. 23, 24 & 26; CBA Executive Conference Room; Dr. Udeh, Dr. Robertson and Ms. Cynthia Beaulieu

Fact Trac Intro Xactimate Training; Oct. 26; six participants; College of Business Building, Room 100; Mr. Dwon Matthews, Ms. Thien-Nhi Tran, Ms. Diana Thomas & Ms. Cynthia Beaulieu.

Louisiana Economic Development (LED) Peer-to-Peer Roundtable; Oct. 25; third of 10 sessions; CBA Executive Conference Room; 11 participants; business owners met for peer-to-peer learning, brainstorming and problem solving. The Business owners safely explored business and personal issues in a supportive, confidential and trusting environment. The roundtables are problem-solving sessions that address issues important to the business owner. Invited Industry guest discuss access to new and innovative business and business growth; Ms. Irma Dixon, Facilitator, Ms. Cynthia Beaulieu, Director SBDMI. The Peer-to Peer Guest Speaker was Ms. Lavon Burbank, Woodforest National Bank, and Ms. Angela Fassitt, A-fast Business Solutions, gave out QuickBook Certificates to participants that completed Quickbooks.

### ► OFFICE OF STUDENT SERVICES (OSS)

The office participated with the SARPD committee to prepare for upcoming CBA Week activities; contacted prospective speakers to participate in CBA Week; mets with prospective students and student groups during campus visits; arranged student and faculty participation in DXC Agile Training

Attended DXC Informational Session and recruitment fair at Delgado

## College of Education & Human Development

### Dr. Willie Jones, Interim Dean

#### ► HIGHLIGHTS

On Oct. 20, the College offered Praxis I Core Reading and Writing workshops in the Business Building; approximately nine students and one staff member participated. Praxis workshops are coordinated by Dr. Tanisca M. Wilson. Ms. Daphne Boudy served as Oct. 20 instructor and Dr. Tanisca. Wilson served as the Oct. 29 instructor.

Ms. Mera Bercy, reading specialist and director of CCC lab; Ms. Linda Frederick, director of student support services; Dr. Katherine Robinson, teacher education faculty member; and Dr. Wilson, coordinator for certification & education programs, attended and participated in the PLATO courseware training Oct. 30. The training was coordinated by Dr. Wilson and hosted by Jerry Johnson of Edmentum. The training focused on using technology integrated content and assessments to strengthen students' reading comprehension and writing skills.

Dr. Tanisca M. Wilson completed the following continuing education efforts: *Resolving Tough Individual*

## Education Continued

*Student Behavioral Challenges with Prevent-Teach-Reinforce* training, sponsored by Brookes Publishing Oct. 23. Dr. Rose Lovannone, professor at the University of South Florida, was the presenter. She also completed *A Systematic Approach to PreK Assessments*, sponsored by Learning Without Tears Inc. Oct. 3. Ms. Katrina Erickson and Mr. Keith Kline were the presenters. Additionally, Dr. Wilson attended the Teacher Collaboration meeting, hosted by the Louisiana Department of Education, and completed COMPASS evaluation training.

In partnership with Jefferson, Plaquemines and St. Tammany schools, the College of Education and Human Development has launched the Paraprofessionals ExCEL (Excellence through Commitment to Education and Learning) initiative, which serves as a para-to-teacher pipeline for paraprofessionals who do not have four-year degrees. On Oct. 20, Dr. Wilson met with approximately 21 paraprofessionals to discuss the degree programs. As a result, eight individuals applied to SUNO. Director of Human Resources Monica Wertz and Director of Secondary Education Kenny Petrovich attended the session.



On Oct. 3, Drs. Katherine Robinson and Tanisca M. Wilson attended the St. Charles Parish College and Career Night with SUNO's Admission Office.

On Oct. 31, Dr. Wilson accepted the invitation to serve as a member of the editorial board for the International Research in Higher Education Journal. She joins colleagues from across the globe who have varied academic and research backgrounds. The journal is published by Sciedu Press.

## School of Social Work Dr. Rebecca Chaisson, Dean

Dean Rebecca Chaisson and Dr. Harry Russell, director of Graduate Programs, submitted a social work intervention component for a proposal to the Louisiana Department of Corrections through the College of Business. While the College of Business takes the lead on this innovative proposal, funding was approved for interventions with ex-offenders released by the Department of Corrections. Drs. Chaisson and Russell received awards at the recent Breakfast of Champions, sponsored by the Office of Research, and both have been working on policies with the School of Graduate Studies for alignment of policies and procedures in the School of Social Work and Graduate studies.

### ► MRS. CAMILLE ALEXANDER, MSW - ADMISSIONS

Mrs. Alexander participated in the Career Fair and the Graduate School Fair on Oct. 3 and Oct. 17. Both events were at the Millie M. Charles School of Social Work Building. Mrs. Alexander reports that a number of students requested information at the Graduate School Fair. She currently is accepting applications for MSW students applying for Part-time in the Spring 2019. She is reviewing 10 applications and has extended the deadline to Nov. 19. At the Graduate School Fair, Mrs. Alexander worked to facilitate all paperwork and funding that supports the Title IV-E program. Currently, there are 11 students supported by Title IV-E. Eight of the students are MSW and BSW. The other students are employees of DCFS that are supported to complete a Social Work degree.

### ► HYACINTH MCKEE, D.B.H., LCSW, BACS

Dr. McKee conducted a Mental Health First Aid Training for recent graduates from the School of Social Work on Oct. 26. The training provided a three-year certification for Mental Health first aid. Approximately 12 alumni returned to undergo the training. Dr. McKee is a national trainer with the National Council for Behavioral Health, a group that provides mental health and addiction treatment services to more than 10 million adults, children and fam-



Dr. Hyacinth McKee

## Social Work Continued

ilies. Mental Health First Aid USA is offered by the National Council across the country. Dr. McKee plans to offer another training in December. Dr. McKee is working with one of her classes to prepare them for *Geaux Vote*, an initiative by the Urban League of Greater New Orleans and Louisiana. Students volunteered to participate in this 24-hour awareness event.

### ► STUDENT NEWS

Students Andrea Joseph (SOS President), Eva Sohl and Jessica Auger organized a *Conversation with the Dean* for BSW & MSW students in the School of Social Work. The purpose of the meeting was to discuss issues and concerns. Four meetings were scheduled this month in order to accommodate students. There will be a follow-up meeting to discuss issues and concerns voiced by students.



*From left, Camille Alexander, director of Admissions; Lakisha Morris, MSW Student; Ronald Fletcher, Alumnus; and Linda Okoronkwo, MSW student.*

In addition, several students organized and coordinated the walk for mental illness. Lakisha Morris and Linda Okoronkwo organized a walk for the National Alliance of the Mentally Ill (NAMI). Approximately 60 Social Work students, faculty and alumni completed the 2-mile walk in Audubon park. Former interim Dean Ronald Mancoske also participated.

### ► ALUMNI NEWS

Dr. Karen Martin, Carl Segura and Ronald Fletcher are working on an Alumni Holiday Roundup scheduled Dec. 14 in the Millie M. Charles School of Social Work Building. These three School of Social Work Alumni are organizing for greater and increased involvement by alumni from the School of Social work. The event is an alumni-focused holiday gathering.

# Quality Enhancement Plan Taskforce

## Ms. Ada Kwanbunbumpen, QEP Taskforce Member

### ► QEP Topic

The Southern University at New Orleans Quality Enhancement Plan Topic is “Effective Oral Communication for Career Success.”

Faculty were asked to submit entries by Sept. 1, 2018 for an opportunity to win a QEP T-shirt by replying to the following question: “What are you doing to enhance student oral communication skills at SUNO?” There were 18 entries received.

The five winners were randomly selected:

- Dr. Jenita Hegwood, assistant professor/director of Student Teaching & Field Experiences
- Dr. Murty Kambhampati, professor of Biology
- Ms. Theata Blakes, Alcohol, Tobacco, and Other Drugs counselor
- Ms. Linda Frederick, director, Student Support Services
- Dr. Sherry Bachus, chair/director/associate professor of Child Development & Family Studies



### Highlights

Faculty and staff are doing great things at SUNO. Below are a few of the responses:

- “My students have to present oral presentations in order to receive a final grade in class” ~Dr. Deneen Lewis, Director of General Studies
- “Students...prepare and present PowerPoint presentations after receiving guidelines and templates. There also is a Question and Answer section about the content and professional layout afterwards to provide feedback. This will prepare graduating seniors who apply to graduate schools, where they have to prepare and orally present research proposals.” ~ Dr. Illya Tietzel, associate professor of Biology
- “A capstone course was added so that students can orally present research in education.” ~Dr. Willie Jones, interim dean, College of Education & Human Development
- “In the office of the Vice Chancellor for Administration and Finance, students...submit scholarship applications. When speaking with...students, I am engaging them to use proper grammar when speaking.” ~Ms. Hazel Pitts, assistant to the Vice Chancellor for Administration & Finance
- “I am requiring undergraduate research students to make presentations of their research on PowerPoint. The students present locally, statewide and nationally.”

## Center for African and African American Studies

### Dr. Clyde Robertson, Director

Dr. Robertson and Ms. Linda Hill, Curator/Archivist-CAAAS, were awarded a Certificate of Appreciation from Dr. Deneen Lewis, director of the General Studies Program, for being Outstanding Guest Speakers in the GNST 400 (Seminar for Majors Class).

## CAAAS Continued

**Sept. 25-27, 2018:** Ms. Linda Hill served as guest speaker/demonstrator in Dr. Robertson's, HUMA 311-Humanities/Arts HUMA 314-African Humanities. Ms. Hill's lecture/presentation was entitled, *How to Curate the CAAAS' African Art Collection*. The students had the opportunity to tour the CAAAS artifacts housed on the 2<sup>nd</sup> Floor of the Leonard S. Washington Memorial Library. Ms. Erika Witt, interim librarian/adjunct professor, assisted the students on the guided tour.



Jesus "Chucho" Garcia

**Sept. 20 & 25:** Ms. Witt served as guest speaker in Dr. Robertson's, HUMA 311-Humanities/Arts HUMA 314-African Humanities. Ms. Witt's lecture/presentation was entitled, *CAAAS African Art Collection*.

**Sept. 20:** The Honorable Jesus "Chucho" Garcia, Consulate General of Venezuela, United States, spoke to the class, HUMA 453-Africa and The Black Diaspora: Afro-Hispanic Cultures. He spoke about "*African Spirituality in Hispanic America*."

**Sept. 6-9:** Dr. Robertson presented at an Historic National Conference in Jackson, MS. This year, the International Museum of Muslim Culture celebrated its 17<sup>th</sup> Anniversary, which was commemorated at the National Conference entitled, *Race, Class, and Religious Intersectionality in America: An Ongoing Struggle for Human Dignity*, Dr. Robertson's presentation was entitled, "Education: HBCU's and the Bridge for K-12 to Higher Education."

**Oct. 6:** Africa Rising! Nigerian Independence: A Pan-African Celebration, Dr. Clyde Robertson served as the keynote speaker and addressed, "The Historical & Cultural Significance of Nigeria." This event was in the SUNO Conference Center with an audience of 275 participants.



Dr. Clyde Robertson

**Oct. 18:** HUMA 453 - Africa and the Black Diaspora: Afro-Hispanic Cultures, instructor Racquel Escobar Gomez, hosted Guest Lecturer Mr. Arnulfo Lacayo, representative of the Garifuna Community in New Orleans. He spoke on "The Arrival of Garifuna to Honduras."

## Student Affairs

### Dr. Donna Grant, Vice Chancellor



#### GENTILLY FEST VISIT

SUNO Alum/Counselor Theata Perkins Blakes and her grandsons, Jayden and Braxton, ran into Former Social Work Dean Millie M. Charles (seated) and her daughter, Amen, at the Gentilly Fest in the Gospel tent in early October.

## Community Outreach/University Advancement

### Mrs. Gloria B. Moultrie, Chief Administrative Officer

#### ► ALUMNI SPOTLIGHT

Michael Alvarez is the Workforce Development Initiative Manager for Shell Oil Company. In this position, Mr. Alvarez is responsible for developing and driving strategies for strengthening Shell's talent pipeline for process technology, engineering and geosciences disciplines. He is responsible for developing integrated education initiatives and leveraging university recruitment programs and business-funded research projects for the U.S. He also serves in an advisory capacity to Shell business units and sites/locations regarding education investments.

Mr. Alvarez has been employed by Shell for more than 38 years, holding various assignments in Administrative Services, Supply Chain Management and Corporate Affairs/Human Resources. Over those years, Mr. Alvarez managed contracts for products and services in support of various Shell Exploration and Production Business Segments and Global Operations. He was a member of the Upstream Contracting and Procurement Leadership Team, responsible for performance management and procurement operation activities. Mr. Alvarez was a manager in the Supplier Diversity and Diversity Outreach Office, responsible for developing strategies that provided business opportunities for diverse suppliers and also managed community outreach programs with national diversity organizations.

Mr. Alvarez has been involved in the community, serving on the Louisiana Minority Development Council Board for six years and as chair for three years, serving on various committees with the Louisiana Minority Development Council, Houston Minority Development Council, Women's Business Enterprise Alliance and United Negro College Fund Houston Branch. He has served on the advisory board with the LULAC National Educational Service Centers and currently is serving in an advisory role with the Gulf Coast Workforce Board, LSU Diversity Advisory Board (current chairman), University of Michigan Diversity Advisory Board and Houston United Negro College Fund Leadership Council. Mr. Alvarez currently is a member of the 100 Black Men Metropolitan Houston Chapter and Bunch Organization in New Orleans.

A native of New Orleans, Mr. Alvarez graduated from Southern University at New Orleans with a bachelor's degree in Business Administration. He and his family currently reside in Pearland, TX.



## CHANCELLOR'S *Report*

VOLUME 3

NOVEMBER 2018

NUMBER 11



*Dr. Ellis with volunteers and supporters during the 14th Annual Port City Classic Golf Tournament*

*(L to R): Dr. Lalita Rogers, Emily Owens, Dr. Rodney A. Ellis, E. Jean Ware, Shannon McCowan and Patricia Brown*

### Featured in this Issue ...

- *Here We Grow Again: (Progress on New Facilities)*
- *SUSF Hosts 14th Annual Port City Classic Golf Tournament*
- *SUSLA Celebrates Breast Cancer Awareness*

## HERE WE GROW AGAIN: MILAM STREET KITCHEN INCUBATOR & COMMUNITY KITCHEN (KICK) AND ALLEN BUILDING

### *SUSLA Allied Health Students Will Soon Enjoy New State of The Art Facility In The Heart of Downtown Shreveport*

Renovations are nearing completion for the historic Allen Building in downtown Shreveport. The project is scheduled to be completed in early 2019. The Allen Building renovations have created a 25-thousand square foot facility equipped with state of the art instruments for SUSLA's nursing students.

SUSLA bought the building back in 2010 for the sole purpose of expanding the nursing program.

*"This is a very exciting time for Allied Health and Nursing here at SUSLA, said Dr. Rodney A. Ellis, Chancellor at Southern University at Shreveport. "This expansion will allow us to better meet the needs of our students and the employment needs in the community."*



## CONSTRUCTION AT THE MILAM STREET KITCHEN INCUBATOR AND COMMUNITY KITCHEN (KICK)



Construction at the Milam Street Kitchen Incubator and Community Kitchen (KICK) is in the final stages. Groundbreaking took place late last year. Despite some weather delays, the first phase of the project is scheduled to be complete by the end of 2018.

KICK was initially funded by a \$1 million Housing and Urban Development Choice Neighborhoods grant. The project is also part of the \$24 million HUD grant announced by the city a few weeks ago to redevelop the area.

*"This is very much going to be a part of it, and we are going to be able to do even greater things. The next phase is that of a distribution center," explained Darrin Dixon, SUSLA director of small business development.*

Chefs will be able to package and sell items on a regional or national scale right here in Shreveport. Construction of the distribution center will begin not long after this first phase is complete.

## PORT CITY CLASSIC GOLF TOURNAMENT

The Southern University Shreveport Foundation (SUSF) is hard at work raising funds to help future students realize the dream of a college education. Supporters, family, and friends of the foundation came out on Monday, October 8th to enjoy the 14th Annual Port City Golf Tournament at Crooked Hollow Golf Club in Greenwood.

Each year, the event leverages the monies raised from the golf tournament to help fund scholarships for Southern University at Shreveport (SUSLA) students who would otherwise find a college education beyond their financial reach.

The tournament began bright and early with a shotgun start at 8:30 a.m. Prizes were awarded for the longest drive and closest to the hole. Door prizes and a one million dollar shoot-out were also awarded by drawing.

### CONGRATULATIONS TO ALL OUR WINNERS:

#### 1ST PLACE TEAM WINNERS

Travis Griffin  
Burney Woods  
Patrick Tisby

#### 2ND PLACE TEAM WINNERS

Thurston Jones  
Bobbie Perry  
Reggie Neely  
John H. Foster

#### 3RD PLACE TEAM WINNERS

David Bencotter  
Steve Wooley  
Roger Gafford  
Rick Haley



#### CLOSEST TO THE HOLE

#9: Taylor Jamison

#12: Travis Griffin

#### LONGEST DRIVE

# 4: Patrick Tisby

### THE EVENT WOULD NOT BE POSSIBLE WITHOUT THE GENEROUS SUPPORT OF OUR TOURNAMENT SPONSORS:

Dr. Rodney Ellis, Worita Jackson-Williams, Makiva N. Johnson, Mr. & Mrs. Frank Williams, Jr. (In Memory of Josephine Miles ), Lee Michaels Fine Jewelry & Gifts, Chesapeake Energy, The Par 3 Golf Association, Dutch Wells (ORR Nissan), KTAL Channel 6 NBC, Shreveport Bossier Bingo Supply, AT&T, Josephine Miles, Griggs Enterprises, E. Jean Ware, Wilmore Snacks, My Spa My Way, Mr. Reece Middleton, Eagle Distributing (Budweiser), Libbey Glass, Mr. & Mrs. Wendell Piper, Pratt & Associates, Brenda Ford, AEP SWEPCO, Washington & Wells, North Shreveport Business Association, University Health-Shreveport, Caldwell Dunn (State Farm Insurance), Praise Temple (Bishop Larry Brandon), and Shreveport-Bossier Convention and Tourist Bureau.

The Southern University Shreveport Foundation (SUSF) invites all golfers to participate in this fun-filled event next year and make a difference in the lives of young people in our community.

For more information on how you can support future students, contact Emily Owens at [eowens@susla.edu](mailto:eowens@susla.edu).

(On the cover)



# OCTOBER

BREAST CANCER AWARENESS MONTH

## A PATH FOR HEALING LEADS TO EDUCATIONAL DREAMS REALIZED, FRIENDSHIP



(l to r): Linzola Winzer and Beatrice Wright

Ms. Linzola Winzer is a commanding force in the Office of the Chancellor here at SUSLA. That strength was put to the test several years ago when she received a stage 3 cancer diagnosis and began her cancer journey. It was a difficult time but, Ms. Winzer found the blessing of friendship during her treatment and that friendship led to healing and dreams being realized.

*"I was receiving treatment with Dr. Burton and that is where I first met Ms. Wright," commented Ms. Winzer. "She took care of me and we spent a lot of time talking and getting to know each other."*

It was during those times that Ms. Wright revealed to Ms. Winzer her dream to return to school and move her career in healing forward. Ms.

Winzer encouraged her to look at all Southern University at Shreveport's Allied Health and Nursing had to offer. With regular doses of encouragement and Jaguar Pride from Ms. Winzer, Ms. Wright has been able to advance her education at SUSLA and currently has a 3.9 GPA. She is a sophomore and has many offers already on the table for work. Ms. Wright attributes the push to follow her dreams and support to fight her own cancer battle to the friendship she and Ms. Winzer started so many years ago.

*"It was so amazing to me how she was able to focus on helping me while I was there to care for her," said Ms. Wright. "I remember how excited I was to be on campus that first day, I had so many emotions that I cried at the end of the day!" "I am so glad we were brought together in this friendship because I believe it has blessed both of our lives."*

Ms. Winzer continues to be an inspiration to the SUSLA community and an advocate for breast cancer awareness and research. She organizes SUSLA's breast cancer awareness events every October.

## **SUSLA CELEBRATES BREAST CANCER AWARENESS MONTH WITH "JOIN THE FIGHT" RALLY WALK & BALLOON RELEASE**

Southern University at Shreveport SGA, faculty, and staff came together October 30th to remember those who have lost their lives to cancer, celebrate those who have overcome the disease, and raise awareness to promote early detection.

The "JOIN THE FIGHT" RALLY WALK & BALLOON RELEASE was a great day of fellowship for the SUSLA family and the community. All proceeds from the event went to support the C. Wright Pink Ribbon Project.

The Pink Ribbon Project's mission is to support and aid in the care of those who have been diagnosed with cancer and was founded by survivor, Ms. Catherine Wright of Bossier City.

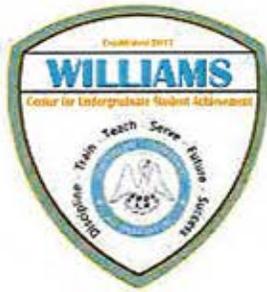


The rally featured music, food, prizes, and giveaways. Several vendors took part in the day's events by providing information on women's health, and nutrition.

Walk participants gathered at the Johnny Lee Vance Student Activity Center and walked through campus to help raise awareness for breast cancer. The event ended at the L.J. Barnes Administration Building participants released balloons along the route in memory of the loved ones lost to cancer, loved ones still in the battle, and loved ones who had beaten the disease.

**THANKS TO THE SUSLA COMMUNITY FOR THEIR CONTINUED SUPPORTING  
AND RAISING AWARENESS ABOUT BREAST CANCER!**





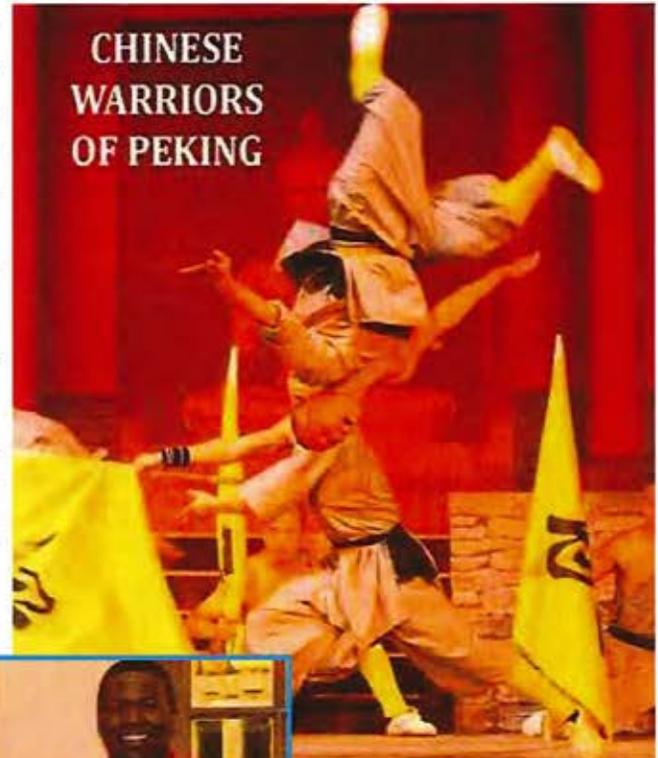
## WILLIAMS CENTER FOR UNDERGRADUATE STUDENT ACHIEVEMENT FIRST MEMBERS EXPERIENCE THE CHINESE WARRIORS OF PEKING

Southern University at Shreveport established the Williams Center for Undergraduate Student Achievement (WCUSA) to reverse the trend of fewer minority males graduating from college and to increase the number of minority males in the STEM, Education, and Allied Health career fields. The Williams Center for Undergraduate Student Achievement's goal is to increase the enrollment, retention, and graduation rates for this group. The Williams Center for Undergraduate Student

Achievement is named after Tina and Tony Williams, because of their generous donation to support this minority male initiative.

We are excited to present Detritus Adams, D'Abolque Moore, Tobias Gardner, Nicolas Cochran-Walker, D'Arius Roland, Adrian Edwards, and Ke'Untra Gipson as the first members of the Williams Center for Undergraduate Student Achievement. After meeting the basic criteria, the members had to complete essays and participate in interviews to be selected as the founding members of WCUSA. These young men have proven themselves to be ready and focused on the road ahead.

Cultural Awareness is one of the initiatives of the Williams Center for Undergraduate Student Achievement. Our goal is to broaden the members' sense of the world by exposing them to different experiences. Recently, members attended the Chinese Warriors of Peking at the historical Strand Theater in downtown Shreveport as our 1st Cultural Awareness event.



Columbia Artists Management and the Ministry of Culture of The People's Republic of China presented the Chinese Warriors of Peking. This new production was filled with high-intensity martial arts and breath-taking acrobatics, to tell the tale of two rival martial arts disciplines competing in the ancient Chinese capital of Peking. Under the direction

of Qui Jian, the Chinese Warriors of Peking provided a culturally enriching experience filled with juggling, acrobatics, weapons handling, and live stage combat.

## JAGS ON THE MOVE: PROFESSIONAL DEVELOPMENT

### LEADERSHIP INSTITUTE

Ms. Cheryle Wheeler-Johnson, President-Elect of the Louisiana Association of Student Assistance Programs, recently participated in The Council for Opportunity in Education/Cornell University Leadership Institute for College Opportunity Professionals, which took place in Ithaca, New York in October.

Thirty State Presidents participated in the Leadership Institute and were provided with insights and skills to enhance their leadership role within their state college opportunity association.



### MAGNA TEACHING WITH TECHNOLOGY

On October 4-7, 2018, six Faculty members from SUSLA attended a three-day faculty development conference entitled, Magna Teaching with Technology located in St. Louis, Missouri. Representing the Division of Arts, Humanities, Social Sciences, and Education included: Professors Jennifer Green, Humanities/Communication; Belinda Dixon, Social Sciences/ Psychology, and Joyce Cottonham, Humanities/English. Representing the Division of Science and Technology included: Professors Jimmy Daniel, Math, and Computer Science; John Alak, Biology & Science, and Kenechukwu Anyanechi, Human Anatomy & Physiology.

Magna Teaching with Technology conference was a high-quality educational event specifically designed to provide ideas, information, and inspiration to college instructors, in all disciplines, who are looking for more effective ways to incorporate technology into their teaching. Topics covered included: online course design, active learning pedagogies, self-directed learning, student assessment, online engagement, blended and flip classes.



We like to thank and recognize some special people in this endeavor: Vice Chancellor of Academic Affairs, Dr. Sharron Herron-Williams; Stephanie Graham, Office of Sponsored Programs; and Earnestine Lewis, Travel Office, and Dr. Lonnie McCray, Division of AHSSE. We had a safe, enjoyable, and productive trip!

## CONGRATULATIONS TO TRIO UPWARD BOUND PROGRAMS

SUSLA's five Classic TRiO Upward Bound Programs wrote for and were each awarded an additional **\$40,000** STEM Computer Science Supplemental Grant from the United States Department of Education. This brings an additional **\$200,000** to the already awarded **\$1,390,083** across programs for the 2018-2019 program year.

These grant funds will benefit 274 participants in the target schools of Caddo (Betty Fagbeyiro and Thydcomphia Brown), DeSoto (Charlellia James), Natchitoches (Betty Fagbeyiro), and Sabine (Cheryle Wheeler Johnson) Parishes. Program participants will be exposed to career opportunities in the computer science area with activities to engage them in coding, robotics, programming, logic, and networking.

The Upward Bound STEM Project was developed to expose Upward Bound students in low performing schools to the building blocks of STEM skills such as logical and critical thinking and problem solving accompanied by computer science inquiry-based and active learning experiences. The in-demand jobs in the target areas are allied health, cyber security, and industrial trade type jobs that will create the economy of tomorrow. Students are not only exposed to STEM skills, but also to other types of careers open to them in a growing city, their hometowns, rural communities, the state and globally.

Phase 1 includes lessons on coding, robotics, programming, logic and networking embedded with the building blocks mentioned previously. Phase 2 Upward Bound STEM Project is STEM on the Go where students will go on career field experiences that will round off the connection of the STEM academic lessons to careers and jobs available in the geographical region where the Upward Bound students reside.

The ultimate goal the Upward Bound STEM Project is to introduce STEM related computer science knowledge and connect that knowledge to real STEM job experiences with participating companies.

Upward Bound Programs are under the auspices of Student Affairs and Enrollment Management, Dr. Melva Williams, Vice Chancellor for Student Affairs and Enrollment Management and College Access, Dr. Tuesday Mahoney, Assistance Vice Chancellor.

# TRiO

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A Collaboration of School  
College & Community

## TITLE IX LIVING AND LEARNING AWARENESS PROJECT BRINGS “JAGS REAL TALK” EXPERIENCE TO STUDENTS



Southern University at Shreveport (SUSLA) is taking Title IX training to a new level of empowerment for our students. The Title IX Living and Learning Awareness project (Division of Student Affairs and Enrollment Management) originated by Dr. Tuesday Mahoney, SUSLA's Title IX Coordinator aims to alleviate sexual misconduct and discrimination incidents at SUSLA by raising awareness and increasing experiences to promote quality decision making, self-esteem, and critical thinking for healthy living on college campus. With the support of Mattice Wells, HR Deputy Title IX Coordinator, Ms. Dozier, Human Services Intern, Steven Latson and the Jaguar Courtyard's RA's (Residential Advisors), we will implement customized and engaging workshops that provide an understanding of Title IX's sexual misconduct and gender discrimination policies.



The Team encourages dialogue between residential life students living at SUSLA through social, cultural, and educational activities. Dr. Mahoney also created an official student organization called “#SUSLA Flawless” Social Enhancement Club (SUPEC) where student members embrace a deeper commitment to fostering Title IX awareness on campus and within the community. Conversely, the SUSLA Flawless Social Enhancement Club (SUPEC) will assist residential life students in gaining a better understanding of decision-making tactics to reduce sexual misconduct while adjusting to life in the SUSLA community, thus establishing a “flawless” (incident free) campus. The club

has elected Ms. Kenyatta Washington, a Freshman from Bastrop, LA as Miss #SUSLAflawless.

SUSLA Title IX's Coordinators and the #SUSLAFlawless Club hosts “JAG Real Talk” which are interactive workshops and/or social activities presented each Tuesday night from 7:00 p.m. to 9:00 pm beginning this Fall (October – November) and in the Spring of 2019 (February – April) at the Jaguar Courtyard. The topics covered include Financial Fitness, Sexual Misconduct, Sexual Awareness/Safety (STDs), Healthy Relationships/College Dating, Beauty/Self Enhancement, Self-Esteem and Building Confidence, Nutrition and Health Exercises/Meditation, Gender Discrimination/Gender Dialogue, Mental Health/Stress, Suicide Prevention and Community Service.

To assist with retention efforts and reinforce study habits, the group invites any and all predominantly Black Greek Letter organizations to adopt a night to present and to share their college experiences, Greek history, talk about HBCU's and provide mentorship.

**For more information about Title IX reporting, please contact Dr. Tuesday W. Mahoney, Title IX Coordinator in the Division of Student Affairs and Enrollment Management or Mattice Wells, Title IX Deputy Coordinator Human Resources.**

**[Title IX Jags Living and Learning “SUSLA Real Jag Talk” Tuesday Nights Live at the Courtyard. SUSLA's Title IX Living and Learning project with Dr. Tuesday Mahoney, SUSLA Title IX Coordinator and Mattice Wells, Title IX Deputy HR Coordinator aims to eliminate sexual misconduct and gender discrimination on campus.](#)**

## JAGUAR of the MONTH

Rodney A. Ellis, Ed.D., Chancellor recognizes Dr. Lalita Rogers as “Jaguar of the Month”

Dr. Lalita Rogers is a native of Shreveport, has been a professional in higher education for over fifteen (15) years. She has served at SUSLA for over five years as the University Registrar. Lalita’s role is principally targeted towards developing and implementing policies and procedures which will improve the efficiency of the Registrar’s Office at SUSLA.

Her top priority is to assist students in preparing for a post-secondary education. Dr. Rogers tenaciously serves as an agent of information exchange, insuring students and parents are equipped with the tools necessary to find the best match. She takes pride in witnessing the “life lessons” students learn and demonstrate on a daily basis.

She is committed to the college experience and process. She believes every student deserves an opportunity to realize and fulfill their dream.

In a recent survey, students at SUSLA acknowledged her friendliness, willing and eager spirit to go the extra mile to help those in need of assistance.

*Congratulation! Dr. Lalita Dawn Rogers as “Jag of the Month”*



CONGRATULATIONS  Student of the Month

*Miss Caitlyn Kathleen Jones*

Miss SUSLA, 2018-2019

Caitlyn Kathleen Jones is the beautiful 20-year-old native of Shreveport, LA. Caitlyn began her matriculation at SUSLA in the Spring of 2017 continuing her family legacy as a proud third generation Jaguar as a dual Business Management and Accounting major.

Since enrolling at SUSLA, Caitlyn has become an active student in many clubs and organizations. She is a member of Trio Student Support Services, Accounting Club, a mentor to students, The Elite Club, and serves as a member of Enactus. She has also been a strategic part of planning campus events with the Student Government Association.

During her reign as Miss Southern University at Shreveport Louisiana, Caitlyn aspires to be a voice and liaison for the student body and bring more awareness to issues such as domestic violence, health issues and mental illness.

After finishing her studies at SUSLA, Caitlyn plans to complete her studies at Southern University and A&M College in Baton Rouge, Louisiana. Her career goal is to become an entrepreneur and own her own natural hair care product line, while investing in other franchises.

In her spare time, Caitlyn enjoys hobbies of drawing and creating her own natural hair products.

Caitlyn lives by the quote “Don’t be ashamed of your story. It will inspire others”.

You are cordially invited to attend  
**Southern University at Shreveport**

*Veteran's Day Honorarium Celebration*

Theme:

*"Honoring Those Who Served"*

**Monday, November 12, 2018**

**10:30 am - 12:00 noon**

**Metro Campus**

**610 Texas Street, 1st floor Atrium**

**Shreveport, LA 71101**

*Reception immediately following.*

**RSVP: Urina F. Holt, Director**  
**(318) 670-9633 or (318) 670-9674**

# 45TH ANNUAL



## #1 HBCU CLASSIC NOVEMBER 23-24, 2018

### **PURCHASE YOUR TICKETS NOW!**

[www.mybayouclassic.com](http://www.mybayouclassic.com)

Tickets also available at Southern University Ticket Office.

### DOWNLOAD THE BAYOU CLASSIC APP



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The Chancellor's Report is a monthly publication from the  
Office of the Chancellor  
Rodney A. Ellis, Ed.D., Chancellor  
Leslie R. McClellon, Chief Administrative Officer

Articles and editing provided through the  
Office of Marketing and University Relations  
Krista Snell, Director

Design / layout / artwork and finishing services provided through the  
Office of Graphics Services / Document Management Center  
Barbara Austin, Coordinator / Editor

Units of the Division of Institutional Advancement / University Relations  
Stephanie K. Rogers, Chief Advancement Officer

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Southern University System

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#### ARE YOU FOLLOWING US ON SOCIAL MEDIA?



"Southern University at Shreveport does not discriminate on the basis of race, color, national origin, gender, age, disability or any other protected class".

Title IX Coordinator: Dr. Tuesday W. Mahoney,  
Johnny L. Vance, Jr. Student Activity Center, Room 208, (318) 670-9201.

Section 504 Coordinator: Jerushka Ellis,  
Health & Physical Education Complex, Room 314, (318) 670-9367.



Rodney A. Ellis, Ed.D.  
**CHANCELLOR**

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Brandy Jacobsen  
Larry Ferdinand  
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Stephanie K. Rogers  
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Dr. Melva K. Williams  
Dr. Sharron Herron-Williams

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Tiffany Varner  
Linzola Winzer, Recording Secretary

Chancellor's Report:  
November 2018



SOUTHERN  
UNIVERSITY

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L A W C E N T E R

# Events

## When We All Vote

The Southern University Law Center hosted the “When We All Vote: Next Tuesday” Event. This was a community focused event, organized to bring together community leaders, elected officials, legal scholars, and academics to discuss the importance of voting and to encourage the Baton Rouge community to participate. Professor Angela A. Allen-Bell presented her astounding research on the Unanimous Jury and community leaders Representative Denise Marcelle, Former Representative Cleo Fields, Checo Yancy, Representative Edmond Jordan, Dr. Rani Whitfield, and Pastor Gregory Cooper.



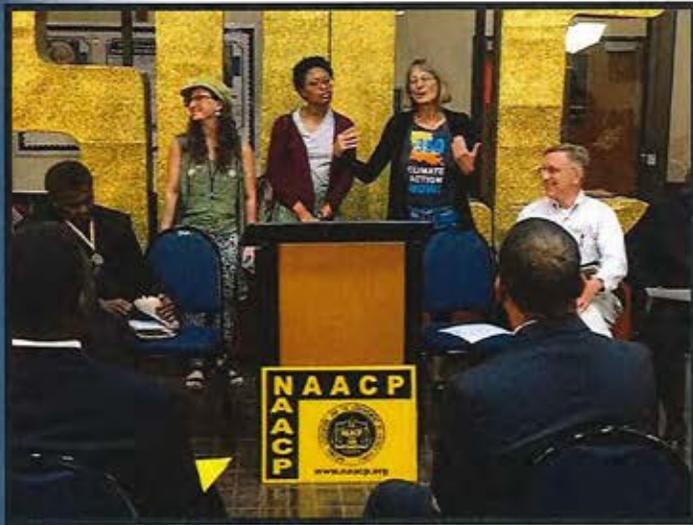
## Tribal Courts and Tribal Sovereignty Symposium



Southern University Law Center hosted an illuminating two-day presentation on Tribal Courts and Tribal Sovereignty. On day one, Former U.S Representative, Former Chair of National Indian Gaming Commission, and Tribal Judge Tadd Johnson spoke during the banquet dinner. The event concluded on with presentation and panel discussions spearheaded by our very professor Adam Crepelle.

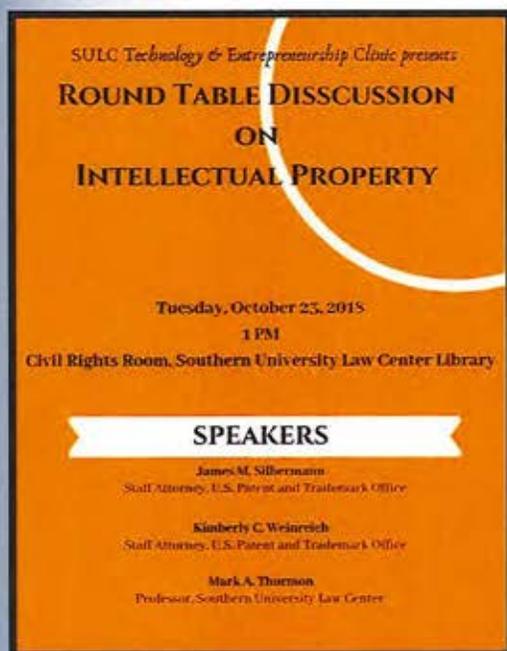
# Events

## Sea Level Rise, Coastal Flood Risk, and Social Vulnerability



Southern University Law Center joined the NAACP to host an environmental climate workshop. Leaders Stephanie Anthony, Terrica Williams, Sierra Club, Willie Fontenot, and Reggie DeVos elaborated on the environmental injustices in low-income communities.

## Intellectual Property Discussion



Southern University Law Center Technology and Entrepreneurship clinic hosted a roundtable discussion on general intellectual property and careers in Intellectual Property Law. The United States Patent and Trademark Office representatives James Silbermann and Kimberly Weinreich lead the discussion along Professor Thurmon.

# Partnerships & Collaborations

## Southern University HalloWednesday



Southern University hosted an SU Votes HalloWednesday voter rally for students and employees. Our very own Sherrie Rhodes, Director of External Affairs, delivered an enthusiastic and inspiring message along with Representatives Ted James and Barbara West-Carpenter enlightening students on the midterm election and voter information. Participants also enjoyed great music, food, and a costume contest.

# Faculty Spotlight

## Professor Marla Dickerson



Professor Marla Dickerson, Director of Prelaw and newly elected Vice President of Diversity Association of Academic Support Educators, served as a panelist for Diasporic Alliance for Cannabis Opportunities (DACO) speaking on Social Justice and trends in cannabis education.

## Professor Donald North



Professor Donald North was reappointed to the Louisiana Public Defender Board. He was nominated by the majority of public defenders in the 1<sup>st</sup> Appellate Court District and will serve as the representative of the 1<sup>st</sup> Appellate Court District.

## Professor Gail Stephenson



Professor Gail S. Stephenson was appointed to the Board of Directors of the Legal Writing Institute. Stephenson will serve on the editorial board of *The Second Draft*.

# Student Spotlight

## Kennedy Lejuene



2L, Kennedy LeJeune wrote an article entitled “5 tips for transgender law students” which has been published in the ABA Law Student Division Before the Bar blog. The article gave insight into the stress and anxiety of first-year transgender law students. Concluding with suggestions for transgender students in search of ways to cope with the stress and pressure of life and law school.

## Tamara Austin



3L, Tamara Austin received her first *Not Guilty* verdict in Baton Rouge City court against a seasoned District Attorney. The verdict was based on a motion for a judgment of acquittal. Austin, with the assistance of Atty. Kelly G. Carmena, Criminal Law Clinical Professor, utilized the State’s lack of evidentiary support for a victory. Austin is currently in her second semester under the Criminal Law Clinic and believes strongly that criminal law is her destined area of practice.

# Remarkable Alumni



Class of 1996 alumni, **John Keene** is the newly appointed Interstate Commission for Adult Offender Supervision for the state of California. Keene will serve a 4-year term as the probation representative required by statute on the Interstate Commission.



Class of 2014 alumna, **Allyce Bailey** has been selected to participate in the Class of 2019 of Leadership South Carolina, the state's oldest leadership development organization. Each year 50 participants demonstrating exceptional commitment to their communities are selected from over 300 applicants statewide to participate in the nine-month program to learn about critical issues facing South Carolina.

# THE Chancellor's REPORT

NOVEMBER 2018



*Thankful*  
FROM OUR TABLE TO YOURS

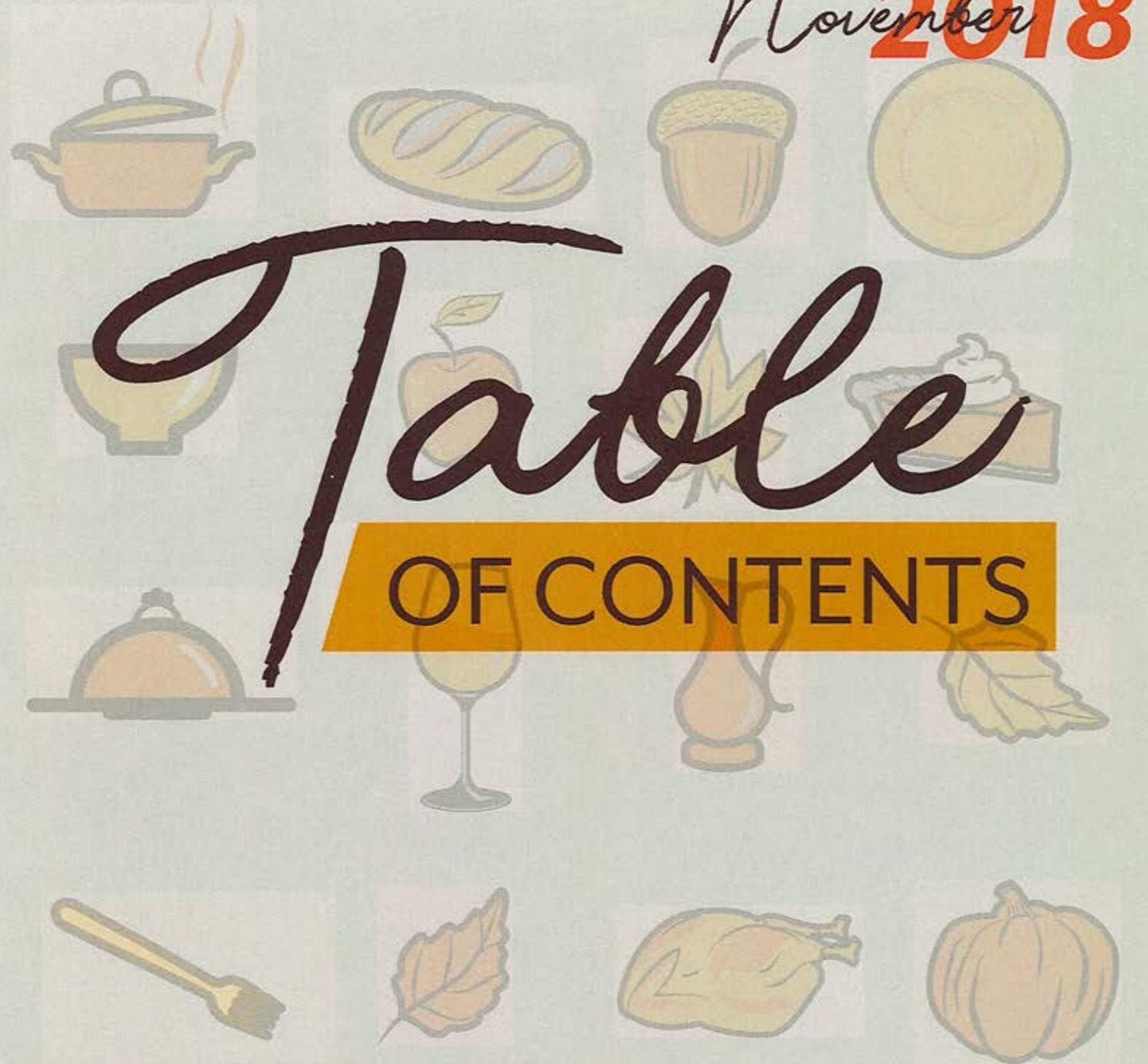
**Bobby R. Phills**  
Chancellor-Dean

**Retia Walker**  
Vice Chancellor for  
Academic & Student Support  
Services/Associate Dean

**Andra Johnson**  
Vice Chancellor for  
Research & Technology  
Development

**Dawn Mellion-Patin**  
Vice Chancellor for  
Extension & Outreach

November 2018



# Table

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**Listening Session**

**Thurgood Marshall**

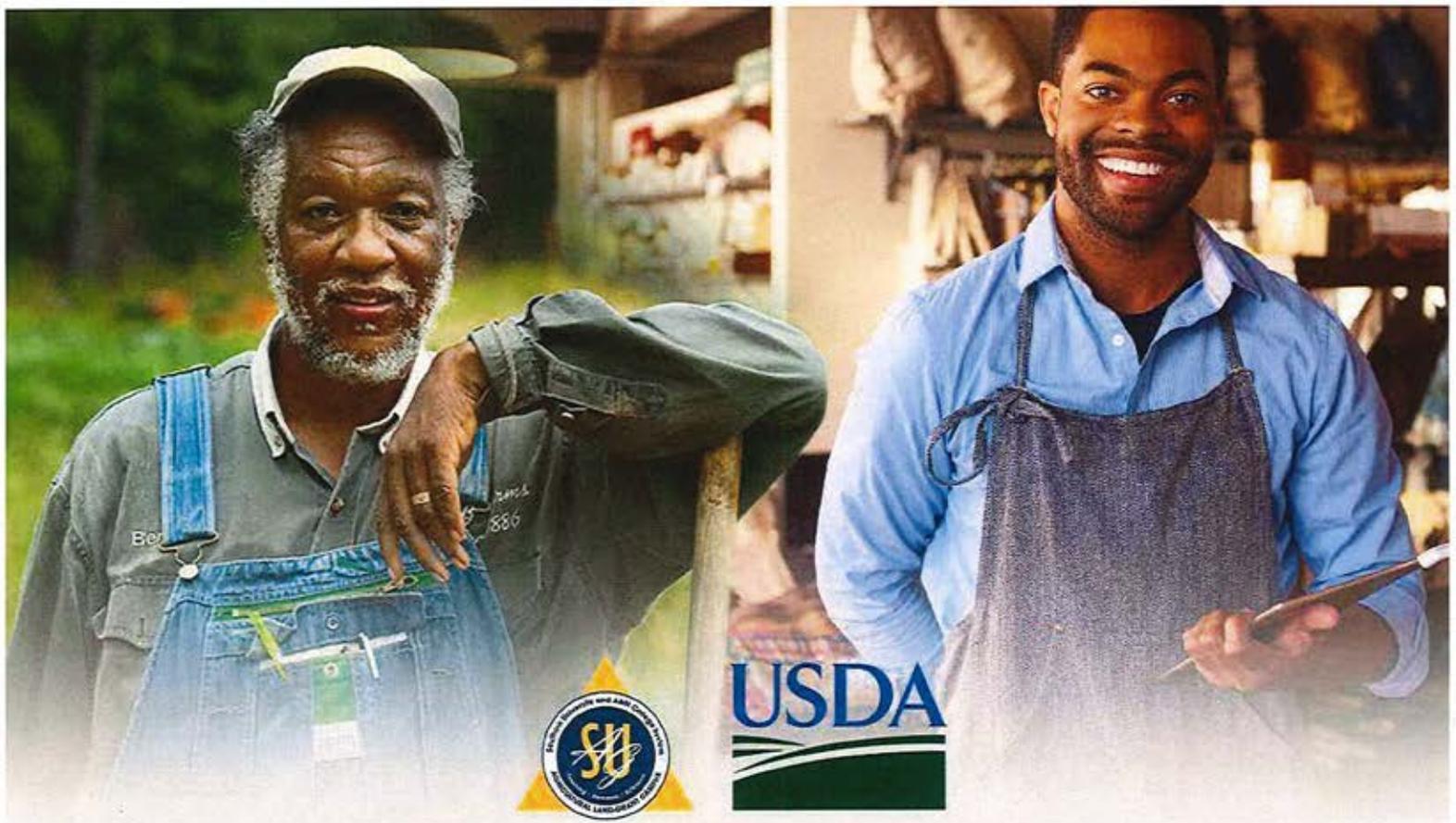
**I am Thankful For...**

**Dr. Mellion-Patin**

**Salute to Service**

**Meat Form**

**Scholarship Gala**



# LISTENING SESSION

with *SOUTHERN UNIVERSITY AGRICULTURAL LAND-GRANT CAMPUS & USDA*

**NOVEMBER 15, 2018**

**6:00-7:30PM**

800 Beech Street, Tallulah, LA 71282

**For more information, contact Sarah Sims (318) 574-2465**



# HOSTS LAND-GRANT & HBCU students

The Thurgood Marshall College Fund Leadership Institute held its annual conference in early November and had two familiar faces among the best and brightest HBCU students in the country. Asija Rice and Irene Lewis completed the rigorous course to being selected and invited to the Marriott Hotel in Washington, D.C. for the prestigious event. Mr. Eric Pugh, an honors college professor instructed students to submit their resume and transcript to him in exchange for an application. After submitting their application and an online interview, candidates also had to pass an in-person interview with a representative of the foundation before they could participate in the program. During the summer, students were notified of their acceptance into the program. Next students had to participate in a series of webinars that prepared them for the conference. Because of the competitive nature of the program, missing or being late for a webinar was grounds for immediate dismissal. Nevertheless, these two young women demonstrated their commitment and represented themselves, the Land-Grant Campus and Southern University with the utmost professionalism and class.



“CEOs that were present shared what it took to get to their position. I had the chance to interact with other students and see their perspective on life, politics and other things. The seminars from John Deere and WalMart were most memorable because they showed what employers looked for. Most memorably, the conference reinforced the need and freedom to be myself but adaptable for the

workplace. It was also amazing to see such diversity in majors and how they play a part in agriculture. One area I noticed I should improve on after attending the conference is learning the business side of Urban Forestry so I can properly brand and market myself and be in position to own a business and oversee operation. This whole experience has me eager to invest in myself further.”



“It was such an excellent experience. I really loved the professional development seminars. My favorite seminar was “Preparing to Prosper”, which included wealth building information as well as tangible and practical tips on mindset and life growth. I also had the opportunity to sit at a sponsors table with the

beverage company Miller-Coors. I was able to talk with the Chief Public Affairs Officer as well as the Chief Executive Officer. That was very unique and enlightening!”

# I am thankful for...



**Florence Scott**

"God's grace and mercy and that He always has my back. Also my beautiful family."



**Lakshmi Dasari**

"Graduation, scholarships & the encouragement from the professors and faculty."



**Ashalyn Washington**

"my mom."



**Tyrese Chambers**

"My parents, knowledge & wisdom."



**Freda Thronton**

"The breath in my body, my family and my job."



**Dr. Sammi Kennedy Benson**

"Family and a career that aligns with my passion."



**Kristopher Burton**

"Being able to come to Southern University."



**Vanessa Johnson**

"Animals because they provide comfort."



**Aymbriana Pollard**

"Every day because it is a new opportunity to do good for others and to better yourself."



**Tamika Porter**

"Family, health, strength and the privilege to be loved by God"



**Chris Rogers**

"My family. Looking at the progression of my kids to being adults."



**Dr. James Henson**

"The nice weather.."

# 2018

## George Washington Carver *Service Award*



Baton Rouge, La. – Southern University Agricultural Research and Extension Center's Vice Chancellor for Extension and Outreach, Dawn Mellion-Patin, Ph.D., has been named the recipient of the 2018 George Washington Carver Distinguished Service Award by Iowa State University's College of Agriculture and Life Sciences.

Patin has dedicated her career to educating and improving the lives of small farmers. In 2005, she developed the Southern University Ag Center's Small Farmer Agricultural Leadership Training Institute, an intensive leadership development program that guides small, minority, socially-disadvantaged and limited-resource farmers through the process of becoming competitive agricultural entrepreneurs.

## DAWN MELLION-PATIN

Her work in the field of agriculture has also provided her with the opportunity to serve as a panel manager for United States Department of Agriculture (USDA); chair of the Southern Region-Agricultural and Natural Resources Program Leaders Committee; grant committee member for the USDA's National Institute of Food and Agriculture (NIFA); 1890 representative on the National Extension Disaster Education Network Executive Committee and historian for the National Society of Minorities in Agricultural, Natural Resources and Related Sciences (MANRRS) organization.

She has received the SU Ag Center's Outstanding Specialist Award, Tuskegee University's Distinguished Service Award, the Association of Extension Administrators Excellence in Extension Award and USDA NIFA Cooperative Extension System Outstanding Leadership Award.

Patin earned a bachelor's degree in Plant and Soil Sciences and a master's degree in Educational Agriculture, both from Southern University, and a doctoral degree in Agricultural and Life Sciences Education from Iowa State University.

The George Washington Carver Distinguished Service Award was established in 2005. The award honors distinguished College of Agriculture and Life Sciences alumni who have demonstrated outstanding achievement or leadership by making significant, influential, or innovative contributions to society.

Patin received the award during the annual Honors and Awards Ceremony on October 26.

# SUALGC *Salutes* SERVICE



**Dawn Mellion-Patin**

Army National Guard • Sgt. E5  
 April 1985-July 1991  
 Primary: Military Police Officer  
 Secondary: Nuclear, Biological  
 & Chemical Warfare Specialist  
 "I chose to serve for the educational  
 benefits as well as being inspired by  
 the story of Ret. Brigadier General  
 Sheridan G. Cadoria."



**James Mahommes**

Air Force • Sgt  
 August 1952-April 1963  
 Inventory Specialist with a  
 Crypto Clearance  
 "I had a scholarship to Prairie View  
 for Agriculture but also wanted to  
 see some parts of the world."



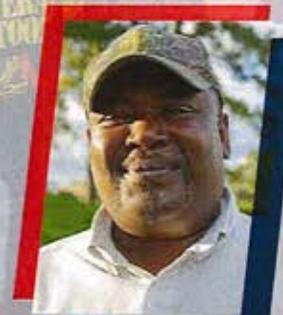
**Bobby Phills**

Army Aviation • Specialist 5  
 April 1969-May 1970  
 Flight Operations Coordinator  
 "Although I was drafted in, my service was  
 a very valuable life changing experience. It  
 allowed me to complete my educational pursuits.  
 I definitely appreciate life as a citizen and a person  
 and I encourage those of an uncertain future  
 to take advantage of the opportunity."



**Chris Rogers**

Army National Guard • Sgt. E5  
 July 1987-September 1994  
 Flight Operations Coordinator  
 "I was inspired to serve by my uncles, the opportunity  
 to get an education and travel abroad as well."



**Eugene Runles**

Army National Guard • Specialist E4  
 November 1989-November 1998  
 Primary: Military Plummer  
 Secondary: Transportation  
 "I chose to serve because I love to be different and  
 innovative. I was first in my family to serve and get an  
 education. Both have been extremely rewarding!"

# ANNUAL STATE LIVESTOCK SHOW

February 28-March 2, 2019 (Special Junior Auction Sale on Saturday March 2nd)

## MEAT ORDER FORM

ITEM DESCRIPTION	UNIT PRICE <small>(Non-Processed)</small>	QUANTITY	TOTAL COST
One Whole Beef	\$2,000.00		
One-Half Beef	\$1,000.00		
One-Fourth Beef	\$500.00		
One Whole Pork	\$225.00		
One Whole Lamb	\$200.00		
One Whole Goat	\$175.00		
Total Cost for Order:			

Customer Name \_\_\_\_\_

Address (City, State, Zip) \_\_\_\_\_

Phone \_\_\_\_\_

Check Enclosed \_\_\_\_\_ Bill Me \_\_\_\_\_

*Make checks payable to: Southern University Ag Center Livestock Show*

PLEASE NOTE: Processing fees are not included in these prices. The show office will deliver your animal to the processing plant selected below.

- Cutrer Slaughter House** (Beef and Pork **ONLY**) in Kentwood (985) 229-2478
- Rouchers** (Beef, Goats and Lambs **ONLY**) in Plaquemine (225) 687-4258

**\*\*YOU MUST CONTACT THE PLANT IMMEDIATELY FOLLOWING THE SHOW!**

**FOR MORE INFORMATION CALL: (225) 771-6208**

## Livestock Show Office Payroll Deduction Form

*Payments Due by April 1, 2019*

Name \_\_\_\_\_ University Department \_\_\_\_\_ Social Security Number \_\_\_\_\_

I \_\_\_\_\_, hereby authorized the payroll department to deduct a total of \$ \_\_\_\_\_ from my salary in \_\_\_\_\_ payments of \$ \_\_\_\_\_ each.

(Please check one)  bi-weekly  monthly  quarterly  one-time payment

Signature \_\_\_\_\_ Date \_\_\_\_\_



SOUTHERN UNIVERSITY AGRICULTURAL LAND-GRANT CAMPUS

# Scholarship Gala



**SATURDAY DEC 8 | 6:30PM**

**Raising Cane's River Center**

275 RIVER ROAD SOUTH, BATON ROUGE, LA 70802

Formal Attire

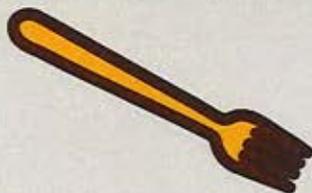
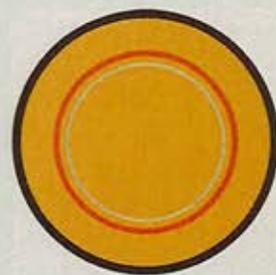
General Admission \$50 | \$60 after NOV. 30th

Reserved Tables \$650 | Purchase by NOV. 16th

\*Reserved Tables are limited

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