

Comments on the Transformation Committee Report
Southern University System

**The Report of the Ad Hoc Committee of the Faculty Senate
Southern University and A&M College in Baton Rouge (SUBR)
Baton Rouge, Louisiana 70813**

March 10, 2013

Preliminary Comments on Committee Composition and Methodology

The committee was composed of individuals hired by Atty. Mason, without any credible search, in positions of Chief of Staff, Vice President for Finance and Business (VPFB), Vice President for Information Technology (VPIT), and Counsel plus Ms. Michelle Hill. The daily interactions of Atty. Mason with these individuals and their direct reporting to him are such that the report, whether the committee members know it or not, is full of the items, directions, strategies, etc., that Atty. Mason wants. A genuine transformation committee should have a much broader and diverse composition, selected from all stakeholder groups as done in the case of LSU. Such a committee would not be composed entirely of people under the authority of the President.

The Committee was appointed in the summer of 2012. The report was provided to the Board for action on October 19, 2012, **less than 10 days** before the Board of Supervisors' meeting which was held on October 26, 2013. Only the Board, not Atty. Mason, can be blamed for not taking the time to hold public hearings on this report before approving it. Hence, the Board is the one that has to undo the horrendous damage already done and the catastrophic one to hit on July 1, 2013, as per Atty. Mason's Directive of December 4, 2012.

It seems that the summer 2012 **Transformation Committee misread and misconstrued** the report of the Legislative Auditor in a highly misleading fashion. These egregious acts have served as unquestionable justification for a totalitarian authority grab. Indeed, nowhere did the Legislative report suggest a takeover of finance and business operations of the campuses. The Committee quotes the Legislative Auditor's report as follows: "We noted that IT governance requires more centralization, more authority exerted by the System. We think the same is true for financial reporting..." Let us underscore here that **"Financial reporting"** is not **financial and business operations that have all been taken over by the System (since 2011, in the case of SUBR)**. For not having read the report of the Committee or that of the Legislative Auditor, some have been terribly misled into confusing authority and oversight in the preparation of "financial reports" with total takeover of "finance and business operations".

An Ad Hoc Reform and Renewal Committee (RRC) of the Board of Supervisors is reported to have focused on the Legislative audit report. I presumed this committee missed the huge difference between "financial reporting" and financial operations, given that it did not make any corrections to the misleading report from the Transformation Committee. **Further, RRC should have known that Atty. Mason's report to the Board at its January 7, 2011 meeting made it clear that IT and business operations parts of the Project Positive Directions were complete, as explained further below.**

It is preposterous on the part of the Transformation Committee to take any negative comments in the Legislative Auditor's report as a reason for a takeover that was already complete (for IT and Finance and Business). **In fact, this report should have been used by the Board to make the System Office account**

for the audit findings, given that the System Office had the authority and control over IT and Finance and Business since January 2011. [Please see the Minutes of the January 7, 2011 meeting of the Board.] The System blatantly failed to advise and to support campuses for the preparation of the financial and other reports. It provided no coordination (which is not a synonym of takeover).

What is disingenuous about this report of the Transformation Committee, as it relates to the takeover, is that the IT and finance and business operations have been taken over since 2011, as per the Minutes of the Meeting of the Board on January 7, 2011 [Last paragraph on Page 4]. These minutes read in part “Dr. Mason advised the Board that the first phase of Project Positive Direction had been implemented in an effort to enhance the University’s business operations and technology infrastructure.” In short, IT and finance and business had been taken over more than one (1) year and six (6) months before the transformation committee was constituted! Their inclusion in this report, besides a perfunctory retroactive approval, is a **major diversion** from the “sell out” in the Section on “Enrollment Services.” In that section, without showing it explicitly, recruitment, admissions, enrollment, and other operations (financial aid in particular) of SU campuses are channeled through EOServe! Please see the December 4, 2012 Directive of Atty. Mason to see this fact explicitly stated (in a two step dance).

Succinct Comments on the Content of the Report of the Transformation Committee

The reader should know that the above takeover is in violation of Article VIII, Section 12 of the State Constitution, as it relates to monies being expended for the purposes for which they were appropriated, and several policies of the SU Board of Supervisors [Part II, Article VII, Section 6-A, Part II, Article VII, Sections 6-F and 6-G, and Part II, Article VII, Sections 6-I and 6-J].

More importantly, the takeover and the associate organizational charts and annotations flagrantly violate Standards 3.2.7, 3.2.11, 3.2.12 of the **Southern Association of Colleges and Schools – Commission on Colleges (SACS-CoC)** relative to the delineation between policy making and the responsibility of the campus administration and faculty and the ultimate responsibility of the Chief Executive Officer (of an institution that can be accredited) for exercising appropriate administrative and fiscal control over intercollegiate athletics program and over fund raising activities. Similarly violated SACS-CoC Standards include 3.2.14, 3.4.1 (*Faculty approval of credit bearing educational program*), 3.4.10 (*Primary responsibility for the content, quality, and effectiveness of the curriculum with the faculty*), 3.4.11, 3.7.4 (as per Atty. Mason’s December 4, 2012 directive on the takeover), 3.10.3 (*The institution exercises appropriate control over all its financial resources*), and 3.10.4 (*The institution maintains financial control over externally funded or sponsored research and programs*).

In every section of the report, without exception, totally subjective and unsubstantiated statements are made to indict and to malign the campuses and their personnel. No data were provided in any of the sections. No quantitative analysis was done for any section. The so-called “findings” in the report of the Transformation Committee are pieces in the utilization of the “Shock Doctrine” that Atty. Mason has implemented at Southern University. **The recommendations are mainly organizational charts showing all the areas, on the various campuses, that will be under the direct authority (not oversight) of the System.** Nothing is provided to show that the new arrangement will result in the so-called “efficiency” in Atty. Mason’s “Business Model.” Without explicitly stating it, the charts and their annotations make it clear that the System has complete control over the listed items.

The organizational chart for IT (Page 8) shows that the VP for IT not only takes control of campus networks, information systems, data, processes, but also “Project management, contracts, procurement,

effectiveness, and external funding” among other things. Irresponsibly enough, the report said nothing about the costs of the four (4) senior directors and the IT Security Officer to be hired. Such an organizational arrangement will siphon off funds from the campuses without contributing in any meaningful way to IT operations on the campuses. Incidentally, let it be noted here that SUBR bought BANNER before Atty. Mason was hired. It should also be underscored that no System person, VP of IT or anyone else, made the integration of the student information system into BANNER. Some consultants were paid with SUBR money to make the conversion. What came out of that was perhaps the greatest mess one can imagine. SUBR had to pay dearly for Oracle consultants to clean up the mess. **[Between 300 and 500 students could not register, in the fall of 2011, because of this fiasco. It was a great loss for SUBR.]**

Page 11 of the Report shows the SUS enrollment flow chart. The great deception is that EOServe is not shown anywhere in the flow chart. But recruitment, admissions, and enrollment for online and “on ground” students have to pass through the SUS Enrollment Service Center (**that has EOServe in command and control, as per the December 4, 2012 directive of Atty. Mason**). Please see this chart to understand the magnitude of what is at stake: An SU campus cannot recruit, admit, and enroll a student on its own. Whatever documents or information a campus gets from prospective students have to be sent to EOServe (i.e., the SUS Enrollment Service Center). **Note that for most students, these documents will include the Federal Student Financial Aid Application, with all the family tax and other sensitive information.** There is supposed to be some processing at the Center (i.e., for Admissions, Financial Aid, and Records). Afterward, application packages are sent back to the affected campuses. (You will be told that this run around is for efficiency!)

The “Finance and Business Proposed Organization Chart” is on Page 19 of the Transformation Committee’s report. It is also a highly deceptive one: indeed, it utilizes dotted lines from the Vice President for Finance and Business to campus units dealing with financial and business matters, including auxiliary ones, such as “Budget and Analysis, Physical Plant, Campus Police, Financial Aid.” The reality at Southern University Baton Rouge has been, since 2011, that the Vice President for Finance and Business has to approve all transactions. It is disingenuous to have dotted lines, as shown on the chart, in this case.

It seems that the Board is deliberately or willfully allowing itself to be misled, to judge by the behavior of some members. If that were not the case, the Board would have investigated the System’s practices (in IT and Finance and Business) that have been taking place, **in violation of the Board By-Laws**. Further, these practices (in effect since January 2011) were recently presented to the Board (in October 2012) for approval, after the fact. **The Resolution of the Faculty Senate** that served as the basis for its September 19, 2012 affirmative vote of no confidence in Atty. Mason as president of the Southern University System **spelled out these violations in detail**. This Resolution also noted violations, by Atty. Mason, of accreditation standards of the Commission on College of the Southern Association of College and Schools and certification requirements of the National Collegial Athletic Association (NCAA). This resolution is available from Dr. Thomas Miller, the President of the Faculty Senate (Thomas.Miller@subr.edu).

The VP for Finance and Business can deny access to data and financial information of a campus to anyone, including the chancellor and any vice chancellor [See “Financial Policy and Control” on Page 17 of the Report]. No campus can negotiate and process a contract, even for auxiliary operations, without the approval of the VP for Finance and Business. In one case, in the name of economy of scale, the VP for Finance and Business already attempted to prevent a campus from negotiating its food service contract. He claimed that he was trying to save money by exploring a single contract for all the campuses. If the reader does not see here the huge potential for patronage awarding of very lucrative contracts, then may God bless SU campuses. [The EOServe Contract bears out this assertion.] It is one thing to work with

campuses so that they can coordinate their efforts whenever possible; it is another to take over. **Even funds received by campuses through grants, contracts, and other award instruments are now under the control of the System – including the overhead or indirect costs - in violation of the Code of Federal Regulations (CFR) and OMB Circular A021.**

Pages 20 and 21 of the Transformation Committee Report address “External Affairs Transformation Committee Assessment and Recommendations (Communications, Alumni and Constituency Relation, Trademarks, and Institutional Advancement).” Well, as done for the section on IT and for Finance and Business, let the reader understand that these pages are also full of coded language. The Board, unfortunately, does not see that total control by the System Office of all the areas noted above between the quotation marks is the sole aim. This reality follows from what Atty. Mason and his VPs have done from 2011 to present and from the deceptive and utterly misleading language throughout this report.

On Pages 23 and 24, there is a “Planning Input Process” that consists of a chronology of events related to the takeover of personnel operations of the campuses and the generation of the report of the Transformation Committee. Uninformed readers may get the impression that chancellors and other personnel of the campuses have had a real input into the process. Nothing can be farther from the truth. Please recall that documentation exists to show that IT and finance and business have been taken over since early 2011. *[Please see the confirmation of this fact, as it relates to information technology (IT), in the Transformation Committee’s Report, in the last paragraph of Page 26!]*

The last 30 pages of the report of the Transformation Committee are supposed to show the revenue projections with and without EOServe. These pages were not numbered in the web version of the Board’s meeting package. Utterly inadequate annotations, if any at all for most tables, are perhaps intended for obfuscation. It would have been a joke if the consequences were not catastrophic for SU campuses. The laughable projections should be viewed in light of previous one- common sense would dictate. The Summary that preceded the EOServe Contract the day it was approved by the Board (October 28, 2011), stated that SU will make \$560,000 the first year. Well, we are in February, 2013, well past the one year mark, and we have not seen anything approaching \$100,000, let alone \$560,000. The same Summary claims that SUS will make \$2.3 Million in the second year that started in January 2013 (or earlier). Nothing indicates that SUS will receive anything remotely close to that amount. So, the fairy tale projections of huge revenues, with EOServe, and smaller revenues, without EOServe, are parts of the same pattern of deceitful manipulation of well-meaning people.

Epilogue

Perhaps the most damning feature of this report is that the organizational superstructure presented therein has all the authority while the campuses are left with all the responsibilities!

Nothing credible in the report points to real financial or other gains by SU campuses, even though the absolute power of the President is visibly enshrined in it.

Honorable members of the Southern University Board of Supervisors who were appointed after September 2010 are urged to read thoroughly and very carefully **“Steps to the Total Takeover of SU Campuses”** in order to understand what has occurred and what is happening.

ATTACHMENT

The content of the “transformation” report describes “faits accomplis” that were mostly approved **retroactively**. The attachment sheds light on the *“Steps in Atty. Mason’s total takeover of SU campuses.”*

STEPS IN ATTY. MASON'S TOTAL TAKEOVER OF SU CAMPUSES

The following two pages are from the minutes of the September 10, 2010 meeting of the Board of Supervisors of the Southern University System.

On the first page, individuals who commented against the approval of a new personnel policy are listed. Key objections were the secrecy and the arbitrariness in hiring that can and will result from the new policy, over time.

Attorney Mason's reply to the comments begged the question. Perhaps he was responding to some budget issues the rest of us did not hear. *Unfortunately, the Board did not see that his response did not address the issues of secrecy and arbitrariness!* [The individuals who commented could not speak again.]

At this meeting of September 10, 2010, the Board of Supervisors of the Southern University System approved a new personnel policy at the request of Attorney Mason, the new president of the System.

The policy states that Chancellors can hire personnel with salaries up to \$50,000 without seeking the approval of the President or of the Board. They can also hire personnel with salaries up to \$100,000, with the approval of the President, without seeking the approval of the Board.

The new policy naturally states that the President can hire personnel with salaries up to \$100,000 without seeking the approval of the Board.

The old policy was that all personnel hiring had to be approved by the Board: This meant that the personnel action form (bearing information on the employment period, the salary, etc.) was included in the Board's meeting package. This form was accompanied by pertinent documents such as (a) the curriculum vita of the new hire (for faculty or other professional positions) and (b) a description of the search process. Hence, the hiring was a matter of public knowledge as the Board's meeting package is available on the web (**as public records**).

Clearly, the above new policy basically shrouds most hiring in secrecy, except the very few where the salary levels are over \$100,000!

AGENDA ITEM 4: PUBLIC COMMENTS

Persons listed below spoke in opposition to recent Board actions approving recommendations from the System and SU Baton Rouge Administrations relative to personnel, promotion and tenure and research matters:

SUBR Faculty Senate Representatives - Drs. Sudhir Trivedi, Tom Miller,
Diola Bagayoko, and Albert Samuels
SUBR Faculty Member Archie Stines
SUBR Graduate Student Mia Crawford.

Dr. Miller also urged the Board not to approve the proposed PAF Policy, as revised, which had been placed on its Personnel Affairs Committee's agenda for action.

begs the question
In response to the concerns raised by the speakers, Dr. Mason noted the sense of frustration that is permeating all levels of University as a result of reduction in its operating budgets, programs, services and staff. . He called attention to the System Administration's plan of action to address current issues which are having an unprecedented and deleterious impact on the institution's continued viability.. Dr. Mason announced that more drastic measures will have to be taken to address additional budget cuts to higher education that are anticipated for FY 2011-2012. The Board of Regents has called on the Southern University and other higher education institutions in the State to present two scenarios for addressing new budget cuts, he concluded.

Chairman Clayton assured Drs. Trivedi and Miller that he would meet with them following the Board's meeting, to exchange dialogue and seek resolution to faculty concerns and issues.

AGENDA ITEM 5: ACTION ITEMS

A. Minutes of the August 20, 2010 meeting of the Board of Supervisors

On motion of Mr. Bell, seconded by Atty. Magee,

RESOLVED by the Board of Supervisors for Southern University that the minutes of the August 20, 2010 meeting be and they are hereby approved, as corrected.

Motion carried. Atty. Dumas abstained.

B. Committee Reports and Recommendations

RESOLVED by the Board of Supervisors for Southern University, that the revised Personnel Action Policy, Systemwide, be and it is hereby approved.

Note added: The new policy allows chancellors to hire personnel with salaries up to \$50,000 without President or Board approval. For salaries between \$50,000 and \$100,000, they need approval from the President.

AGENDA ITEM 5C: RESOLUTIONS

On motion of Mr. Bell, seconded by Mr. Scott,

The policy allows the President to hire personnel with salaries up to \$100,000

RESOLVED by the Board of Supervisors for Southern University, that condolences from the Board by way of a resolution be tendered to families named below:

without Board approval.

- Mrs. Rosalie Sterling
- Mr. James L "Billy" Cannon
- Mrs. Betty Simmons
- Mrs. Rhonda Spikes Brown
- Mr. John H. Ootsey, Sr.
- Former La. State Senator Ken Hollis

A key point in comments against the policy: For up to ~~\$~~ \$100,000, personnel hiring will no longer be in the Board package (the documents) and will totally escape scrutiny. Patronage hiring of individuals whose allegiance will be to top administrators as opposed to ~~southern~~ southern.

AGENDA ITEM 6: PRESIDENT'S REPORT

Dr. Mason provided a status report on the implementation of "Project Positive Direction" for the enhancement of Southern University System.

AGENDA ITEM 7: CHANCELLORS' REPORTS

In addition to monthly written reports, Chancellors Belton, Lomotey and Ukpolo presented data on current enrollment on their respective campuses and the impact of anticipated additional reductions on their 2011-2012 budgets.

AGENDA ITEM 8: OTHER BUSINESS

Mr. Jason Hughes, Executive Director for Governmental and External Affairs for the Southern University System, announced that he had accepted a staff position with New Orleans Mayor Mitch Landrieu. He will depart the University for his new job on September 24, 2010.

STEPS IN ATTY. MASON'S TOTAL TAKEOVER OF SU CAMPUSES

The so-called "Project Positive Direction" and the following communiqué (September 2010) are parts of Attorney Mason's plot to gain complete control over the campuses. Page following the communiqué is from the Minutes of the January 7, 2011 meeting of the Board of Supervisors.

Coded terms like "systemic approach," crafty ones like "Assist unit Chancellors," and most items in the communiqué are designed to mislead the public. Mislead, they did.

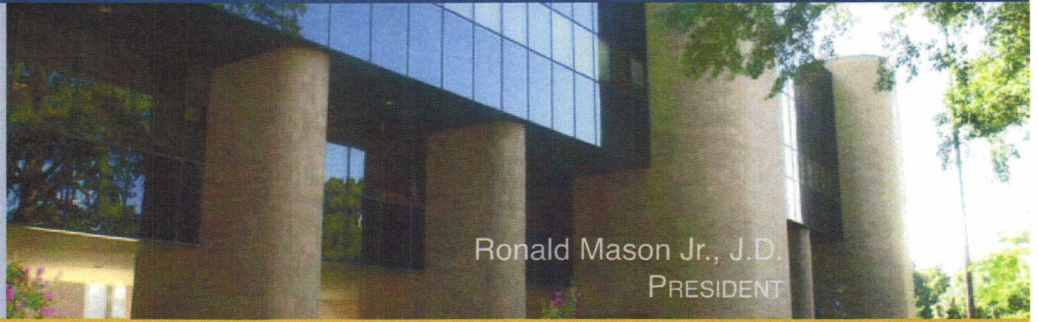
September 2010 is an early start for the takeover, for someone who took office only a few months earlier (in the summer of 2010)!

Please see the last paragraph of the page after the communiqué: **"Dr. Mason advised the Board that the first phase of Project Positive Direction had been implemented in an effort to enhance the University's business operations and technology infrastructure."**

Unbeknown to the Board and to most other individuals, Dr. Mason and company had taken over the finance and business operations of SUBR and the information technology (IT) operation of SUBR. Other campuses were affected as well.

In the first half of 2011 or earlier, then Chancellor Lomotey called a meeting of all IT personnel to tell them that Vice President Tony Moore was henceforth over all IT personnel and operations at SUBR! This IT takeover, at SUBR, led to a wholesale patronage hiring (outside the public records) in the summer of 2012 (as predicted in the September 2010 objections to the new personnel policy).

SOUTHERN UNIVERSITY SYSTEM



Ronald Mason Jr., J.D.
PRESIDENT

COMMUNIQUÉ

September 3, 2010

On Friday, August 20, 2010 the Board of Supervisors approved the beginning of a process to reposition the Southern University System as a next generation Historically Black University and a model for higher learning in a global economy. This initiative is titled **Project Positive Direction**. It is the first step in establishing a systemic approach to producing globally competitive graduates from among our traditional and increasingly selective enrollment base.

↑ key phrase

The key components of **Project Positive Direction** are:

- Reorganize the System Office and lay the groundwork for a unified business model
 - Reduce System personnel expense by \$1m
 - Hire key personnel in finance and information systems
- Assist the unit Chancellors in addressing key concerns
 - SUBR
 - Enrollment
 - Faculty salaries
 - Football revenue
 - Deferred maintenance
 - SUNO
 - Enrollment
 - Faculty Salaries
 - Facilities
 - SUSLA
 - Faculty salaries
 - Classroom space
 - SULC
 - Faculty salaries
 - Clinical space
 - SUAREC
 - Faculty salaries
 - Facilities
- Increase Community College transfers and intra system matriculation
- Pursue special admissions niche for bright, underprepared K-12 graduates, especially Black males
- Enhance public trust and respect
 - Tell our story
 - SUS Foundation transparency
 - Alumni Federation Partnership / Alumni Engagement

claim to assist
total takeover - in reality

This September 2010
Communique and the
so called "Project Positive Direction"
are parts of the takeover plot

Project Positive Direction is designed to help us survive a year of severe budget cuts and simultaneously initiate positive movement. It will also help us prepare for the many unknowns of the future, such as a possible 38% budget reduction next fiscal year. It is also the beginning of the regeneration of our system for the 21st century. The path will not be easy.

Now is a time for soul searching about where the Southern System fits on our list of priorities. The pressures seeking to divide and disable us will grow stronger before they ease. Yet strength, determination and unity will determine our fate. One Southern, with one voice, will be a formidable fortress to topple.

RESOLVED that the Board of Supervisors of Southern University and A&M College has determined that it is the owner of mineral interests in and under immovable property in Caddo Parish, Louisiana, which constitutes the Shreveport campus of Southern University described in Exhibit "A", attached hereto and made a part hereof.

FURTHER RESOLVED that the Board of Supervisors of Southern University and A&M College has determined that it desires to take advantage of LSA R.S. 30:152(A), et seq, to authorize the Louisiana State Mineral and Energy Board to nominate the property described in Exhibit "A" for state agency mineral lease.

FURTHER RESOLVED by the Board of Supervisors of Southern University and A&M College, in legal session convened, that it does hereby direct and authorize the Louisiana State Mineral and Energy Board and the Office of Mineral Resources to accept nominations, advertise for, accept and award bids, and execute all oil, gas and mineral leases pertaining to the immovable property listed on the attached Exhibit "A", and additional conditions, minimum bonuses and rental on attached Exhibit "B".

Motion carried unanimously.

D. Resolutions

None

AGENDA ITEM 8: INFORMATIONAL ITEMS

A. System President's Report

A report on the first meeting of the Southern University Baton Rouge Chancellor Search Committee on Thursday, January 6 was reported by Dr. Mason. He advised that the Committee acted to approve the hiring on an executive search firm to aid in the Chancellor search and selection; and, to raise funds through private sources to pay this expense.

Continuing his report, Dr. Mason advised the Board that the first phase of Project Positive Direction had been implemented in an effort to enhance the University's business operations and technology infrastructure. Phase I includes the System administrators working

STEPS IN ATTY. MASON'S TOTAL TAKEOVER OF SU CAMPUSES

The following two pages, from the Minutes of the **October 28, 2011** meeting of the Board of Supervisors of the Southern University System, show the approval of the EOServe Contract.

Education Online Services Corp. (EOServe) entered into this contract with the Southern University System (SUS). Much more is said about this contract in "The Bill of Sale of Southern University Campuses" than can be recalled here. This document is available on demand from [Thomas Miller@subr.edu](mailto:Thomas.Miller@subr.edu) or [Diola Bagayoko@subr.edu](mailto:Diola.Bagayoko@subr.edu).

The contract requires SU campuses to do the work of teaching, grading, etc., and pays 70% of revenues to EOServe and 30% to SUS (not the performing campuses)!

The contract guts the recruitment, admission, enrollment, financial aid, and other operations of SU campuses to make them dependent on EOServe.

The contract builds the educational resources of EOServe (courses, etc.) while SU campuses are practically forbidden from building theirs!

The exclusivity clause of the contract applies only to SU campuses and not to EOServe, i.e., SU campuses cannot have online partnerships with other organizations and cannot develop online operations of their own if the latter compete with the interests of EOServe!

The inordinately long contract of 10 years shackles SU campuses. In short, it is a **"contract on"** SU campuses. In other words, **"SU campuses have been served to EOServe."**

Motion carried unanimously.

AMENDMENT:

Agenda Item 5E changed to Item 5C-1: Policies and Procedures for responding to Financial Emergencies within the Southern University System

AGENDA ITEM 4: PUBLIC COMMENTS

Public comments were received in support of Item 5C and in opposition to Item 5D.

AGENDA ITEM 5: ACTION ITEMS

ITEM 5A. Minutes of the August 26, 2011 Regular Board Meeting and the September 2, 2011 and September 6, 2011 Special Board Meetings

On motion of Rev. Tolbert, seconded by Atty. Bell,

RESOLVED by the Board of Supervisors for Southern University that the minutes of the August 26, 2011 regular Board meeting and the September 2, 2011 and September 6, 2011 special Board meetings be and they are hereby approved.

Motion carried unanimously.

ITEM 5B. Committee Reports and Recommendations

- Academic Affairs Committee

On motion of Rev. Tolbert, seconded by Atty. Jefferson, the Academic Affairs Committee's report and the following resolutions were approved.

Motion carried. Atty. Clayton voted nay.

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Academic Affairs Committee, that the letter of intent to develop the B.S. Degree Program in Applied Sciences at Southern University at New Orleans be and it is hereby approved.

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Academic Affairs Committee, that the Certification Program Alternative Path, Secondary Certification for the College and Family Studies at Southern University at New Orleans be and it is hereby approved.

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Academic Affairs Committee, that the B.S. Degree Program in Mathematics and Physics at Southern University at New Orleans be and it is hereby approved.

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Academic Affairs Committee, that the B.S. Degree program in Biology and Chemistry at Southern University at New Orleans be and it is hereby approved.

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Academic Affairs Committee, that the Masters Services and Licensing Agreement between the Southern University System and Education Online Service Corporation (EOServe Corp.) to offer the Associate, Bachelor, and Masters Degree online be and it is hereby approved.

- Finance and Audit Committee
- Personnel Affairs Committee
- Athletics Committee

On motion of Atty. Bell, seconded by Atty. Magee, the following Committee reports and resolutions were approved.

Motion carried. Atty. Clayton voted nay on the Finance and Audit Committee Report.

Finance and Audit Committee

RESOLVED by the Board of Supervisors for Southern University, upon the recommendations of the Finance and Audit Committee, that Southern University at Shreveport be and it is hereby authorized to open a new bank account with Capital One Bank for Individual Development Accounts (IDA) grant funds.

STEPS IN ATTY. MASON'S TOTAL TAKEOVER OF SU CAMPUSES

The following July 17, 2012 document was a part of what Attorney Mason reportedly talked about when he went on a tour around the state to get a buy-in.

The following three (3) pages, like the previous communiqué, are meant to appear as focused on advancing the interests of the Southern University System and its campuses.

The last page reportedly contains the **"Keys to the future of the Southern University System."** Most innocent members of the public understood "Southern University System" to mean the campuses and the system office. They were mistaken. A careful reading, including "Enhance EOServe partnership," "Increase in Online degrees," and "Centralized on campus student prospecting, processing," should have alerted the readers.

The so-called "new" Southern will naturally have a founder. Guess who he is!



SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM

BATON ROUGE, LOUISIANA 70813
(225) 771-2011

Baton Rouge, New Orleans,
Shreveport/Bossier City
LOUISIANA

Office of the President
(225) 771-4680

Fax Number:
(225) 771-5522

July 17, 2012

Dear Southernites,

We have much to celebrate - a tradition of all around excellence, outstanding graduates in leadership roles, a global alumni network, beautiful campuses, academic programs of great potential, high quality professional training and extension programs, and a history of service to the underserved. Perhaps, our most important mark of distinction is that we are unique in the world. We are the only Historically Black College and University System; thus, as a System, we are equipped to adapt quickly to a rapidly changing world.

Therefore, how we navigate our financial and political challenges this year and next will determine our fate. Continuous and deep budget reductions, enrollment challenges, increased retirement and healthcare costs, and lack of reserves system-wide, all have SACS accreditation and survival implications. We expect additional cuts in the 2013-14 fiscal year, as well as, proposals to merge or dismantle the Southern University System (SUS).

In spite of it all, we are called to task to survive, stabilize, and renew the Southern University System over the course of the next three years.

In order to chart the path, we will have to answer the following questions:

- o What should we be?
- o Whom should we serve?
- o How should we deliver our product?
- o Under what economic model will we operate?

I propose the following responses to the above questions. We should be a model 21st century institution of higher learning. We should serve everyone, with a focus on the underserved, especially black American men. We should deliver our product statewide and globally, on campuses and online. We should take advantage of our system status to coordinate activities and programs, eliminate service duplication, increase economies of scale, and strengthen our component units.

In order to achieve this proposed vision, we have to become a fiscally sustainable university system to create distinctive campuses that take advantage of system-wide academic and administrative strengths. We must also provide students a personalized learning environment which caters to their educational, personal, and/or professional advancement needs by creatively leveraging technology, geography, and resources.

In short, SUS has to renew itself as a model 21st Century Historically Black College and University system of higher learning.

The attached outline, "Keys to the Future of the Southern System," is being shared in an attempt to encourage discussion and build a consensus agenda for a "new" Southern University System. It is based on several principles. First, free up resources by centralizing back office operations where possible. Centralized services would include areas such as Human Resources, Information Systems, and any other areas where duplication can be eliminated. Second, non-academic personnel must be productive. Third, academic programs should be focused, coordinated and technology-driven to better serve the students and state. Finally, an increase in privately donated resources is a necessary component for our ultimate success.



Based upon your input, we will propose a plan to the Board of Supervisors at its July monthly meeting. I look forward to your thoughts. Contact me at: ronald.mason@sus.edu or go to suspresidentsportal.sus.edu for more details and an opportunity to share your insights with fellow Southernites.

We will return to glory only with a shared vision and common direction. God bless the Jaguar Nation!

A handwritten signature in blue ink, appearing to read "Ronald Mason, Jr.", with a stylized flourish at the end.

Ronald Mason, Jr., President
Southern University System

Keys to the Future of the Southern University System

- System reorganization – August 1, 2012
 - Establish a Central Service Coordination Center (IT, HR, Business and Financial Services, etc.)
 - Create an Office of External Affairs (Fundraising, Government Affairs, Communications, Alumni Affairs, Bayou Classic)
 - Establish a Central Enrollment Services Center (E-Recruitment, Admissions, Financial Aid, Retention Support)
- System-wide non-academic personnel assessment - September 30, 2012
 - Personnel Upgrade
 - Succession Planning
- System-wide academic reorganization - January 1, 2013
 - Coordinated academic delivery
 - ☐ SUBR –Flagship
 - ☐ SUNO – Urban, Black Male
 - ☐ SUSLA – Developmental, Workforce
- System-wide services outsourcing – January 1, 2013 (Food, Custodial, Grounds, etc.)
- Enhance SUSLA presence at SUBR and SUNO
 - Staffing, Space
- Enhance EOServe partnership 
 - Increase in online degrees
 - Centralized on campus student prospecting, processing 
- Expand global presence
 - Create System Office of Global Initiatives

Expected Outcome: The “New” Southern Built Upon the Traditions of the Past

- Increases revenue
 - Enrollment increase
 - Modern recruitment and processing center
 - Single point of entry for students
 - Improved retention and graduation rates
- Takes advantage of system status
 - System-wide savings due to duplication elimination
 - Increase purchasing power
 - Highly qualified staff
 - Improved customer service
- Produces globally competent students
 - Learning environment aligned with student world
 - Focused, workforce responsive academic programs
 - Enhanced core academic competencies due to realignment of resources
 - Maximum use of information technologies
- Becomes a modern System of Higher Learning
 - Units maintain individual accreditation and HBCU status
 - Units maintain budget management control
- Reduces dependency on state appropriations
- Creates partnership opportunities with industry leaders
- Enables brand recovery
 - Raises SUBR, SUNO, SUSLA status to US News 1st tier HBCU or Washington Review top twenty

STEPS IN ATTY. MASON'S TOTAL TAKEOVER OF SU CAMPUSES

The following July 31, 2012 *"System-wide spending Restrictions"* marks the finalization of the total takeover of the financial operations and personnel matters by the System Office (i.e., Attorney Mason).

Please do not pay any attention to the self-serving statements therein relative to "prudent fiscal management" and similar phrases. In the past, freezes on campuses were implemented by chancellors, not the system president. Does the Governor implement personally freezes in all the departments of state government?

Note well that no expenditure over a meager \$10,000 can be decided by a chancellor! Also note that ALL PERSONNEL MATTERS, irrespective of the salary level, are decided by Attorney Mason (or his staff).

For those who may not know, let it be said that this directive makes it impossible for campuses to negotiate any contract (over a value of \$10,000) on their own. While Atty. Mason and his agents speak of economy of scale, the moderately intelligent individual knows that **patronage contract awarding**, at the expense of the campuses, is now possible and almost certain. *The EOServe contract suffices to buttress this contention.*

Patronage hiring on all the campuses is now available to Atty. Mason and his agents, given their total control over all personnel hiring. Let us recall that they already did patronage hiring of IT personnel on the Baton Rouge Campus after arbitrarily firing the entire Technology and Network Services staff. These new hires, who are under their direct supervision [in reality], may have their allegiance to them [VP Moore and the President) and not necessarily to SUBR.

While such an unbridled power grab is conceivable for someone who owns his company, it is perfidious betrayal to so dispose of public assets and interests! Mississippi refused to let Atty. Mason "create" Jacobs State University by merging Jackson State, Mississippi State, and Alcorn State Universities! (*And there were no particular budget cuts in Mississippi, like in Louisiana, to serve as the pretext.*)




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J.S. CLARK ADMINISTRATION BUILDING
BATON ROUGE, LOUISIANA 70813

Office of the President
(225) 771-4680

Fax Number
(225) 771-5522

To: Chancellors, Vice Presidents, Vice Chancellors, Deans, Directors and Department Heads

From: Ronald Mason, Jr. 
President, Southern University System

Subject: System-wide Spending Restrictions

Date: July 31, 2012

In recent years, higher education funding in Louisiana has experienced sharp declines in resources provided through state appropriations. Although tuition rates have risen significantly, the revenue derived from such increases has fallen far short of amounts needed to keep pace with rising fixed and operating costs. The authorized funding for 2012-13, combined with unfunded state mandates, results in effective reductions of almost \$9.7 million for the Southern University System compared with the 2011-12 funding. Since the 2008-09 fiscal year, Southern has endured a combined reduction in financial resources available for operations of nearly \$39 million, or more than 25 percent of operating budgets. Additionally, a pattern of mid-year state funding reductions has been repeated, requiring institutions to retroactively reduce expense budgets after having allocated funds to departmental activities for instruction, student support, and other institutional functions.

As a matter of prudent fiscal management and to provide assurance that the Southern University System will not suffer a budget deficit due to FY 2012-13 expenses exceeding actual revenues, a controlled, System-wide spending freeze will be implemented. This spending freeze is applicable to all accounts except those funded through grants, contracts or other externally restricted funding sources. Effective immediately, no additional expenses will be authorized and no financial obligations are to be incurred without prior approval from the campus Chancellor (less than \$10,000), or the System President (\$10,000 and above). No discretionary expenses (i.e., travel, supplies, equipment, professional services, etc.) should be approved except in instances where the request is deemed to be mission critical and absolutely essential to the campus operations. Expenses that will improve efficiency and result in overall cost savings will be given consideration. Also, no additional personnel will be allowed to assume any duties on behalf of any campus within the Southern University System without prior review by the System Office.

Hiring of new or replacement personnel (except grant funded positions) also must be reviewed by the System President prior to making an offer. Unexpended dollars resulting from vacancies that occur during the year will revert to budget reserves unless Presidential approval for re-staffing has been secured.

We will continue our comprehensive review of the administrative and support structures at all campuses within the Southern University System, with the goal of eliminating duplicative administrative support in all areas. We will look for opportunities wherever possible to combine responsibilities of multiple positions to reduce the total number of administrative positions across the system. We will undertake a comprehensive review of interventions to generate efficiencies and cost savings by working collaboratively among our campuses, and with other partners. This will include all operations of the Southern University System and other affiliates. Our review will also include the exploration of new partnerships with other institutions that we hope will make us more efficient and effective.

While recognizing that these funding cuts will make us smaller over the next few years and slow us down to some degree, we must redouble our efforts and our resolve to improve the quality of our work and maintain the vision of a better tomorrow. We are at Southern during a very difficult and unprecedented time. Securing the future of this historic institution is the task to which we are all called.

STEPS IN ATTY. MASON'S TOTAL TAKEOVER OF SU CAMPUSES

The following six (6) pages are from the minutes of the October 26, 2012 meeting of the Southern University System Board of Supervisors in Shreveport, Louisiana. The first of the six (6) pages is from the minutes of the meeting of the Academic Affairs Committee. The remaining five (5) pages are from the minutes of the full Board meeting. Please note well that the report (for the takeover of SU campuses) was transmitted to the Chair of the Board on October 19, much less than the 10 days generally needed for agenda items to reach Board members before a meeting!

Rev. Gant demonstrated a highly responsible approach by recommending that the Board take the time needed to study the report before acting on it [See the top of the first of the following six (6) pages]. The Board did not listen to him and it approved the takeover. *Honorable members of the Board who voted against it are Atty. Dumas, Rev. Gant, Mr. Lawson, Rev. Tolbert, and Atty. Clayton.*

The Board approved the subjectivity laden report of Atty. Mason's Transformation Committee. This action formalizes the total control of Atty. Mason over the personnel, finance and business, information technology, etc., of the campuses. In short, he has **ALL THE AUTHORITY AND NONE OF THE RESPONSIBILITIES**. The ridiculously irresponsible dual reporting by the personnel in the above areas is a perfect set-up for a total lack of accountability. *In particular, Atty. Mason and his staff can always blame any shortfall on the campuses, as done with quotes from audit reports in the Transformation Committee's report, while they are the ones with the actual authority over the domain where the shortfall occurred.*

The Board's approval of the Transformation Committee's Report formally authorizes Atty. Mason to siphon off funds appropriated for the campuses to the building of his empire in service to EOServe. **Such a utilization of appropriated funds is a violation of Article VIII, Section 12 of the Constitution of the State of Louisiana.**

Those members of the Board who voted for the takeover should read the December 4, 2012 directive from Atty. Mason to campuses. **They will, I presume, be delighted to see that all recruitment, admissions, enrollment, and financial aid operations – of both online and "on ground" students - HAVE TO PASS THROUGH EOServe that is at the heart of the SUS Enrollment Center! The same directive essentially took faculty members out of the online (and on ground) curriculum and instructional decisions in a department on any SU campus, in violation of SACS-CoC accreditation standards.**

Oh, please note well that at the above Board meeting, the Atty. Mason had the Board approve 2-Year contracts for four (4) of the five (5) chancellors, with earlier exit provisions! The fifth one, the one at Baton Rouge, still had at least a year left on his contract.

Committee Member Joe R. Gant took a point of personal privilege to make the following requests—

- Postponement of the System Transformation Committee's recommendations (Board, Item 5D);
- and,
- the appointment by the Board Chairman of a Bipartisan Committee to examine the Transformation Committee's recommendations. The former would subsequently report its findings and recommendation at a Special Meeting of the Board.

AGENDA ITEM 3: ADOPTION OF THE AGENDA

On motion of Mr. Bell, seconded by Atty. Magee, the agenda was adopted, as printed.

Motion carried unanimously.

AGENDA ITEM 4: PUBLIC COMMENTS

Dr. Thomas Miller, President of the SUBR Faculty Senate, and Dr. Diola Bagayoko, SUBR Faculty Member, spoke in support of Agenda Item 5A-2(i): Tenure and Promotion recommendation for Dr. Chanika Jones.

AGENDA ITEM 5: TENURE AND PROMOTION RECOMMENDATIONS

A. SUAREC

On motion of Mr. Hendricks, seconded by Mrs. Smith, the Committee approved, and so recommends to the Board, the promotion of Mrs. DeShoin Y. Friendship to the rank of Associate Specialist at the SU Agricultural Research and Extension Center

Motion carried unanimously.

1. SUBR

On motion of Atty. Magee, seconded by Rev. Tolbert, the Committee approved, and so recommends to the Board, the following:

- o the SUBR Administration's recommendation to waive six months of the required probationary period for tenure and promotion for Dr. Chanika Jones, based on a written commitment of the Dean of the Nelson Mandela School of Public Policy, dated January 24, 2008; and to award tenure and promotion to Dr. Chanika Jones from Assistant to Associate Professor in the Department of Criminal Justice.

AGENDA ITEM 4: PUBLIC COMMENTS

The following individuals offered comments in opposition to agenda item 5D:

- Mrs. Dottie Bell, SU Alum, former SU Board and Member of the Caddo Parish School Board
- Dr. Thomas Miller, President of the SUBR Faculty Senate
- Dr. Diola Bagayoko, SUBR Faculty Member

V

AGENDA ITEM 5: ACTION ITEMS

A. MINUTES OF THE SEPTEMBER 21, 2012 REGULAR MEETING OF THE BOARD

On motion of Atty. Forstall, seconded by Atty. Magee,

RESOLVED by the Board of Supervisors for Southern University, that the minutes of the September 21, 2012 regular Board meeting be and they are hereby approved.

Motion carried unanimously.

A. COMMITTEE REPORTS AND RECOMMENDATIONS

On motion of Atty. Magee, seconded by Atty. Clayton, the following resolutions were approved.

Motion carried unanimously.

Academic Affairs Committee

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Academic Affairs Committee, that the promotion of Mrs. DeShoin Y. Friendship to the rank of Associate Specialist at the SU Agricultural Research and Extension Center be and it is hereby approved.

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Academic Affairs Committee, that the SUBR Administration's recommendation to waive six months of the required probationary period for tenure and promotion for Dr. Chanika Jones, based on a written commitment of the Dean of the Nelson Mandela School of Public Policy, dated January 24, 2008, and to award tenure and promotion to Dr. Chanika Jones from Assistant to Associate Professor in the Department of Criminal Justice, be and it is hereby approved.

Bayou Classic Committee

RESOLVED by the Board of Supervisors for Southern University, upon the recommendation of the Bayou Classic Committee, that the Committee's informational report be and it is hereby received.

AGENDA ITEM 5C: RESOLUTION

On motion of Mr. Lawson, seconded by Atty. Bell, the following resolutions were approved.

Motion carried unanimously.

Commendations

-The SUBR Marching Band for its performance during the SU vs. Florida A&M game in Atlanta, GA

-SUBR graduate student, Ms. Angela Dykes who received the "Nurse Practitioner Student of the Year" award from the Louisiana Association of Nurse Practitioners Conference.

Condolences

- The Donald C. Wade Family
- The Letitia Lynn Leon Family
- The Murphy Nash, Jr. Family
- The Floyd Lee Pitcher Family
- The Horatio C. Thompson Family
- The Carolyn Jackson Family
- The Lula Richardson Family

AGENDIA ITEM 5D: REPORT FROM THE REFORM AND RENEWAL AD HOC COMMITTEE/ SYSTEMTRANSFORMATIONCOMMITTEE'S RECOMMENDATIONS

Board Member Willie E. Hendricks, Chairman of the Board's Reform and Renewal Ad Hoc Committee and Board liaison to the System Transformation Committee, described the Committee's involvement in the process used by the System Transformation Committee in arriving at its recommendations for the new business model for Southern University System and campuses. Mr. Hendricks noted that the current financial situation confronting the University served as an impetus for the Transformation Committee's charge and that the proposed recommendations being submitted for the Board's consideration and action at today's meeting are pivotal to the University's continuing survival. He

solicited the Board members' support of the System Transformation Committee's recommendations.

Several members inquired into the makeup of the Board's Reform and Renewal Ad Hoc Committee that was tasked with oversight of the System Transformation Committee. They were advised that Board Chairman Mire appointed Clayton, Dinvaut, Kelly, Lawson, Smith and himself ex-officio to the committee chaired by Board Member Hendricks.

Board members noted their concerns following their review of the System Transformation Committee's proposal. They suggested a delay of Board action for 30-60 days in order to obtain additional input from the various University constituencies.

The System Transformation Committee's recommendations impact the four University areas listed below:

- Information Technology
- Enrollment Services
- Finance and Business
- External Affairs

In each of the areas above, the goals, key findings, strategic recommendations, and/or a revised organizational chart were delineated.

In his presentation, President Mason described the Committee's proposal "as a business model that is technology-based, financially efficient, and that provides the campuses with reliable back office support." If implemented, the President advised, the model would provide for the effective utilization of the University's programs and services through cost reductions realized by eliminating duplication, creating economies of scale and new revenue streams by modernizing operating systems to provide support in enrollment, research and fundraising, and, provide modern business support operations to enable the effective delivery of academic programs.

Discussion continued, with several members questioning the absence in the proposal of anticipated cost savings, the documented outcomes that are anticipated through the services of EOServ, and the impact of the Enrollment Management concept on the campuses, if the proposal is implemented.

The Campus Chancellors were asked to express their positions on the proposal. Chancellor Belton (SUSLA) expressed concern that the proposal gives the System control of a large portion of the campuses' operations and creates another layer of bureaucracy. He suggested that the goals as stated in the proposal also could be achieved through the campuses' implementation of directives and policies from the System level.

Chancellor Pitcher's concern related to effect of the proposed Enrollment Management model on the SU Law Center where student enrollment is under the guidelines of the American Bar Association.

-RECESS-

On motion of Atty. Forstall, seconded by Atty. Dinvaute, the Board recessed its meeting.

Motion carried unanimously.

-RECONVENTION-

On motion of Rev. Gant, seconded by Atty. Magee, the meeting was reconvened.

Motion carried unanimously.

Discussion on the System Transformation Committee's recommendations continued. Observations/suggestions by Board Members are noted below:

- Additional time should be allotted to the President and Chancellors to review and make needed modifications to the proposal; or, to provide an opportunity for the Chancellors to submit their proposals in support of campus autonomy.
- Delaying Board action on the proposal would not appear to have a negative impact on the recommended implementation date of July 1, 2013.
- The proposal should reflect specific dollar amounts from costs savings or projected revenue streams.
- Claims from the SUBR Faculty Senate President and others regarding the absence of faculty input into the proposal should be addressed.

In response to these observations and suggestions, President Mason advised that town hall meetings took place across the state, transformation committee members met with campuses' operational staff, and focus group meetings were held on the campuses for faculty, staff and students. He also stated that the proposal offers a paradigm shift in the way in which the University conducts business; and offers the best business model for achieving the University's goals. To delay implementation of the proposal would serve to threaten the University's survival. Referring to a related action taken by the Board at its February meeting, Board Member Dinvaute spoke in support of adopting the plan, without further delay.

Atty. Dinvaut offered a motion to approve the recommendations of the System Transformation Committee. The motion was seconded by Atty. Bell.

Atty. Clayton offered a substitute motion to delay action on the System's Transformation Committee's recommendations until the December 2012 meeting. At that time, the Board would hear other concerns regarding the recommendations from Board Members, Administrators, faculty and students. The motion was seconded by Rev. Tolbert.

The substitute motion failed. Roll call vote: 5 yeas: Clayton, Dumas, Gant, Lawson, and Tolbert; 10 nays: Mire, M. Bell, P. Bell, Dinvaut, Forstall, Guichard, Hendricks, Kelly, Magee, and Smith; 0 abstentions.

The original motion carried: Roll call vote: 10 yeas: Mire, M. Bell, P. Bell, Dinvaut, Forstall, Guichard, Hendricks, Kelly, Magee, and Smith; 5 nays: Clayton, Dumas, Gant, Lawson, and Tolbert; 0 Abstentions.

AGENDA ITEM 6: INFORMATIONAL REPORTS

A. System President's Report

No report

B. Campus Reports

Written reports are online and in Board's Office for review

AGENDA ITEM 7: OTHER BUSINESS

Attys. Clayton and Dumas requested that the Board Chairman to send a letter to Louisiana Supreme Court Justice Bernadette Johnson and U.S. Fifth Circuit Court of Appeals, Chief Justice Carl Stewart, to invite them to attend the November 2012 Board meeting. Justices Johnson and Stewart are the first African Americans to be selected as the Chief Justice of the La. Supreme Court and Chief Justice of the U.S. Fifth Circuit Court of Appeals, respectively.

AGENDA ITEM 8: ADJOURNMENT

On motion of Atty. Magee, the meeting was adjourned.

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STEPS IN ATTY. MASON'S TOTAL TAKEOVER OF SU CAMPUSES

The following December 4, 2012 directive from Attorney Mason leaves no doubt that "SU Campuses have been served to EOServe."

I, Diola Bagayoko, do not need to elaborate on this claim as the parts marked in red totally support the above assertion. As shown on the first page (paragraph before the last one), online and "on campus" are all compelled to channel all applications through the referenced "services center." The last paragraph says that EOServe is in charge of that center! So, EOServe will recruit many students (I am not sure for what institutions), given that all SU applications have to be sent to EOServe.

On the second page, in bullet 2, Attorney Mason violated accreditation standards by removing the faculty from curriculum and instructional decision making! Oh, entire degree programs can be processed in this fashion, by a servile chairperson. True chairpersons know that collegial decision making, with its diversity of specialties and of teaching approaches, prevents curriculum and instructional high jacking by an individual, self-servingly or otherwise. In fact, this point is one of the greatest strengths of American higher education.

The last bullet on this second page sets July 1, 2013 as the deadline for all recruiting and enrollment offices (of the campuses) to fold into the central model (i.e., the EOServe services center)!



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BATON ROUGE, LOUISIANA 70813

Office of the President
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Fax Number:
(225) 771-5522

MEMORANDUM

TO: Chancellor Freddie Pitcher, SULC
Chancellor Leodrey Williams, SUAREC
Chancellor James Llorens, SUBR
Chancellor Ray Belton, SUSLA
Chancellor Victor Ukpole, SUNO

FROM: Ronald Mason, President
Southern University System



RE: Southern Online

DATE: December 4, 2012

This is to clarify the roles, responsibilities and expected outcomes as we aggressively bring high demand online programs to market, and design and implement the system wide enrollment processing center.

Between now and December 31, we will do what is necessary to offer an online Bachelors Degree in Criminal Justice (BSCJ). We will develop an enrollment processing system that operates with the speed and efficiency to enroll online students every eight weeks. In addition, the academic program will be structured to accommodate older students who are generally in the workforce, and provide the appropriate support and evaluation systems to ensure program quality. Michelle Hill is spearheading the enrollment processing system development, and Stephone Addison is spearheading the academic program development. The two components are interdependent, so Hill and Addison will coordinate their efforts. I will oversee the operations side, and Dr. Llorens will oversee the academic side.

The BSCJ will serve as a pilot for design and implementation of a system wide enrollment services center that processes both online and on campus students. This enrollment services center will be implemented July 1, 2013. It will process all applications from whatever source to facilitate final enrollment and financial aid decisions by the respective campuses.

wow! We will have to rely on input and support from our online partner, EOServe, as we transition to this new model. The expectation is that a system wide services center will not only be more efficient, but also result in savings to the System and its units.

As the design work proceeds, high revenue online programs will be brought to market as and when they are ready.

In order to incentivize aggressive pursuit of this agenda, the following will occur:

- Academic quality in both the approval of syllabi and content will always be the responsibility of the respective academic unit. Whenever possible, however, quality pre-prepared course or program content will be used if faculty prepared content is not readily available.
- Where departmental faculty is not available or unwilling to teach an online course, qualified adjuncts approved by the department chair will be used. *one person decision?!*
- Faculty who are approved to create, but do not teach an online course as part of an approved online degree program, will receive a course development fee of \$1500 to \$7500, depending on credentials. Faculty who prepare and teach online courses as part of an approved online degree program may receive up to \$1500 for full development of the course in an online format. The faculty member will receive less, at the discretion of the Chancellor, for modifications to purchased courses.
- Faculty who teach online courses as part of an approved online degree program will receive \$2500 extra compensation per section per eight week term.
- Departments who enroll online students over and above those recruited by EOServe will receive \$2500 per any student so enrolled.
- Academic units who offer online degree programs will receive 5% of revenue earned by the college or university from online degree enrollment.
- All on campus recruiting and enrollment offices will have to engage in the enrollment services center design process and fold into the central model for July 1, 2013 implementation.

The goal of establishing Southern as the HBCU online brand, and all that such a goal entails, is the Southern System's number one priority. Bringing the BSCJ to market by January is a critical first step. Therefore, I am establishing a BSCJ Online Committee, consisting of Dr. Llorens, the SUBR Chair of Criminal Justice, the SUBR Registrar, SUBR Director of Financial Aid, Stephone Addison, Dr. Ben Chavis, Michelle Hill, and Tony Moore. I will chair the committee.