

# Texas Southern University Progress Report

February 2000

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February 1, 2000

The Honorable George W. Bush

The Honorable Rick Perry

The Honorable James E. "Pete" Laney

Members of the 76th Legislature

Commissioner Don Brown, Ph.D.

Ladies and Gentlemen:

I am pleased to present this report on the progress of Texas Southern University (TSU) in implementing my *Texas School Performance Review* (TSPR) recommendations.

In February 1999, TSPR released the results of a 12-month study of the university's operations. This review, originally requested by a regent of the university, offered 124 specific recommendations for saving TSU more than \$14.8 million over the next five years, while reinvesting \$10.6 million to improve educational services and other operations.

We have checked on how well the university's leadership has put these proposals into practice, and the results are encouraging. In less than one year, TSU officials have implemented, or are in the process of implementing, 107 of these proposals. TSU's costs to implement these recommendations have exceeded expectations, but TSU officials project long-term savings of \$3 million as a result of these initial investments.

Much remains to be done, but TSU is to be commended for taking these initial steps to ensure that students, faculty, and taxpayers receive the maximum possible benefit from every dollar spent on Texas Southern University.

This report is available on the Internet at  
<http://www.window.state.tx.us/tspr/tsupr/>.

Thanks for all that you do for Texas.

Sincerely,



Carole Keeton Rylander Comptroller of Public Accounts

# Texas Southern University Progress Report

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## Introduction

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In February 1999, the Comptroller's Texas School Performance Review (TSPR) released the results of its year-long review of Texas Southern University (TSU).

The report detailed 124 recommendations that could save TSU more than \$14.8 million over five years. The recommendations also provided a strategy for improving university operations, and for instituting controls that would assure TSU's future viability and independence. Comptroller Carole Keeton Rylander returned to TSU at the request of University President Dr. Priscilla Slade. TSPR team members met with the TSU officials responsible for the implementation of each recommendation, evaluated their progress, and provided guidance when administrators identified obstacles they faced.

Both TSU staff and TSPR team members came away with a clear sense of progress--42 recommendations have been implemented, 65 are in varying levels of progress and 15 have not yet been addressed. Only two recommendations were rejected as unfeasible. (See *Appendix A* for details on the recommendations' status.)

While some recommendations were implemented quickly, others may take several years. For this report, TSPR was primarily interested in measuring early progress, and in looking for evidence that progress was sustainable.

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## **Areas of Significant Progress**

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While there may be more work to be done on the following critical recommendations, TSU has made significant progress toward full implementation.

Recommendation #2

**Develop a formal training and development program that would provide at least two development activities per year for all board members, one of which should be a board retreat.**

TSU held a retreat for board members in August 1999. Two representatives from the Association of Governing Boards and KPMG Peat Marwick facilitated the workshops, which defined the board's roles and responsibilities and emphasized teamwork. During the retreat, the board established a set of management principles and protocols that helped board members work more cohesively with each other and the university president. As a result, board members are more focused on their roles as policy makers and the role of the president as an administrator.

Recommendation #21

**Expand recruitment efforts for high-performing students by increasing scholarship and assistantship programs.**

The university president organized an enrollment management team including deans, faculty representatives and department heads. The committee took several steps to attract high-performing high school students, including visiting area magnet schools and offering \$1,000 scholarships.

**The board established a set of management principles and protocols that helped board members work more cohesively with each other and the university president.**

In an effort to attract qualified students to business programs, the School of Business offered a two-week Summer Scholars program to high school students. The program was funded by a \$2 million endowment from local businesses and is credited with contributing to a 3.3 percent enrollment increase for fall 1999--the first increase in the last five years.

TSU's College of Pharmacy began working closely with students in pre-professional programs and their counselors at Houston-area colleges. College officials want to make certain students are taking appropriate courses, in the proper sequence, before entering TSU's pharmacy program.

**Recommendation #38**

**Train supervisors in the use of the Performance Evaluation and Planning (PEP) system, and require that this evaluation be completed before any salary increases can be awarded.**

During TSPR's initial review, few methods were found that held employees accountable for their work, or rewarded them for exemplary service. The Human Resources Division designed two formal employee evaluation systems, one for exempt and another for non-exempt employees, and conducted training sessions for all employees. In 1999, 95 percent of the performance evaluations were completed by the deadline, compared to about 20 percent in 1998.

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**Recommendation #50**

**Establish a TSU development council to develop strategies for increasing alumni support and contributions.**

At the time of the original review, different departments were approaching businesses on their own for financial support of internships, endowments, and placement services. As a result, businesses were often approached by different university departments several times each year.

The Office of University Relations identified every department raising funds for the university, and formed a development council. The council determined the university's fund-raising and partnership needs, and established ground rules that all fundraisers must follow. By coordinating all fund-raising efforts, the university is able to establish more effective relationships with area businesses.

**Recommendation #51**

**Expand and automate the existing alumni database.**

TSU's alumni database included only about half of the university's 30,000 graduates and was not fully automated. After the original TSPR review noted this problem, the university hired Alumni Inc., a Florida printing company that publishes alumni directories, to create a database of the university's alumni and to publish a directory. TSU received an electronic

version of the alumni database. TSU also will receive 10 percent of the receipts from the sale of the published directory.

**Recommendation #53**

**Develop a program that has broad-based appeal and promotes the university to its students, alumni, faculty and external constituencies.**

TSU's Office of University Relations has sought out local media and business support to enhance its image. University officials launched the TSYou campaign, featuring television ads, billboards, and marching band appearances on a local television channel-all courtesy of local businesses. PepsiCo marketed 5 million cans of soda with the TSU logo in the Houston and the East Texas area in December 1999, at no cost to the university.

**Recommendation #66**

**Prepare cash flow projections, and use them to maximize investment earnings and identify projected shortfalls before a crisis develops.**

The university had not used cash flow projections since August 1997. The absence of accurate projections forced the university's comptroller to monitor available cash balances on a daily basis to ensure that school's checks did not bounce.

University officials now prepare monthly cash flow projections. The reports have helped university departments manage their budgets more efficiently, and made it possible to design more effective investment strategies.

**Recommendation #83**

**Develop an annual budget preparation workshop for all personnel involved in the budget process to review and discuss TSU's priorities for the upcoming year.**

Prior to the TSPR report, participants in TSU's budgeting did not have a thorough understanding of the complete budget process, or their roles in it. The university held its first budget preparation workshop for departments in April 1999, and finance personnel also met with budget managers to discuss any issues or problems that arose. Consequently, the department managers have a clear direction for budget preparation and maintain consistency in their budget submissions.

**Recommendation #109**

**Obtain career exploration software.**

One of the primary goals for any university is preparing students to enter the workforce. While TSU provided some job assistance services to students, it had no automated job search capability--a service considered a must by most universities.

TSU students now have access to JOBDIRECT.com, a Web-based career exploration software package that allows students to submit their resumes to a database available to employers across the country. Businesses that use the service provide all funding, and TSU faculty and counselors have been trained to use the software. One hundred students took advantage of the service during the first week it was available in October 1999.

#### Recommendation #113

**Re-engineer the financial aid process and refine the university enrollment process including admissions, awarding aid and disbursement of aid that incorporate the points and dates at which information is required from students and other offices.**

TSU officials' inability to get financial aid to qualified students in a timely manner was one of the driving forces behind the request for TSPR's review of the university. Problems with financial aid provided little incentive for high-performing students to enroll at TSU. In June 1999, the university hired KPMG to handle the entire financial aid reimbursement process. KPMG set up a reimbursement information system to ensure the accuracy and completeness of the information in student financial aid applications, which is essential for timely financial aid reimbursements. KPMG assessed problems discovered during this review process and provided customized training to the financial aid staff.

As a result of these efforts, in fall 1999, more than 60 percent of students received federal financial aid refunds within 30 days of the start of classes. In addition to taking over the financial aid process, KPMG also provided technical support for the Banner Student Information System to ensure the logic upon which the data tables are built was correct before TSU made financial aid awards for the 1999-2000 school year.

TSU also improved the student registration process by increasing the number of registration sites, providing additional staff to resolve problems, and placing several signs on campus directing students toward registration sites.

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## Challenges Remaining for TSU

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During the last year, TSU implemented many of TSPR's recommendations, and made substantial progress on others. The president and her administrators have embraced many of the changes recommended, and individual staff members are held accountable for their progress. However, much remains to be done. Five major areas demand particular attention: permanent staffing; the university's computer system; financial management; facilities management; and developmental classes. These issues must be addressed before the university can fully repair its ability to educate and its reputation.

### Permanent Staffing

Although the university has filled a number of vacant or interim positions, four academic departments are still managed by interim deans. Until these positions are filled, it will be hard for the university to move forward with many TSPR recommendations or legislative mandates.

For example, Recommendation #17 calls for TSU to develop strategies to increase graduation rates. While individual colleges have pursued programs to meet this goal, it is not possible to require formal plans or set benchmarks or performance measures when no permanent person can be held accountable for the activity.

**The president and her administrators have embraced many of the changes recommended, and individual staff members are held accountable for their progress.**

Recommendation #20 addresses another problem that exists primarily because of a lack of permanent deans. The recommendation directs TSU to review student-faculty ratios annually in all academic departments, and to adjust staffing levels based on enrollment.

The Legislature added a special rider to the 2000-01 General Appropriations Act, allowing TSU to decrease the number of employees regardless of tenure provisions, but permanent deans must be hired before this situation can be corrected.

### Banner 2000 Computer System

In 1997, TSU entered into a five-year contract with Systems Computer Technology Corp. (SCT) to manage all the operations of the Office of Information Technology (OIT), including installing and implementing the Banner 2000 computer system, and providing user and communications and telecommunications support. The contract was for \$2.1 million per year, plus cost of living increases.

Many of the obstacles to progress within TSU revolve around numerous delays in the implementation of the university-wide Banner 2000 computer system. One primary problem is the lack of a formal timeline for the conversion to the Banner system. It is critical that agreed-to dates be added to the implementation plan, and that those dates be strictly adhered to. Both the university and SCT that is to install and maintain the system, must be held accountable for implementation and adherence to the timeline.

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A system of internal controls and monitoring processes must hold key personnel accountable for the accurate reporting of the university's finances.

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## Financial Management

Another significant concern is the lack of an accurate Annual Financial Report. The accuracy of all financial data is critical, and implementing effective financial accounting practices is the key to better budgeting (Recommendation #82). Since spring 1999, comptroller staff have tried to help piece together the university's financial records. TSU reports that a financial policy and procedures manual has been drafted, and training classes on the Banner system for managers and staff were held in May and August. These are important first steps, but TSU officials must finalize the manual and follow its policies diligently. Further, a system of internal controls and monitoring processes must hold key personnel accountable for the accurate reporting of the university's finances.

## Facilities Management

Colleges and universities have an obligation to ensure that students, faculty and staff are provided a clean, safe and functional environment that is conducive to learning. TSPR's initial review reflected many instances at TSU where this was not the case.

Since the review, TSU hired additional custodial staff to keep buildings clean. The university installed emergency call boxes in the parking lots and card reader systems for entrance to the Nabrit Science Building. While these improvements are a step in the right direction, TSU is behind schedule on renovations and deferred maintenance projects. This is

adversely affecting facilities planning in other divisions of the university. The Office of Admissions and Human Resources Divisions' move and reorganization, for example, is on hold pending renovations of the Bell Building and Hannah Hall.

Routine campus maintenance is also a problem--breakdowns and interrupted service are commonplace. TSU's Board of Regents partially approved the Facilities Planning and Operations Division's request for additional custodians, but denied a request for additional staff electricians, carpenters, and plumbers. Whether TSU hires additional staff or contracts for the work to be done, TSU's failure to perform routine maintenance can only result in higher-than-necessary costs for emergency repairs when breakdowns occur.

## Developmental Classes

At the time of the review, TSU provided developmental courses designed to help students pass the Texas Academic Skills Program (TASP). These courses were conducted during the normal school year, which kept some students out of regular classes for several semesters. Developmental students were also kept separate from other incoming freshmen, thereby preventing a natural assimilation into the student body.

By moving all developmental classes from the General Undergraduate Academic Center to the College of Arts and Sciences, developmental students were brought into the university mainstream.

TSU officials are moving slowly in their efforts to prepare at-risk, first-time freshmen students for the TASP, despite a \$500,000-a-year appropriation for fiscal 2000 and 2001. TSU formed a committee in November 1999 to identify at-risk students, and to develop a plan to help them pass the TASP. University officials need to put available funding to use, and coordinate developmental education classes with the summer academy program in order to reduce the time it takes these students to graduate.

# Texas Southern University Progress Report

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## **Looking Forward**

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TSU officials are to be applauded for requesting this progress report, and for sharing evidence of both their progress, and the obstacles they have encountered since TSPR's evaluation began. The university must look forward, however, and continue work to improve many of the most basic and important services it provides both students and the community. The gains that have been made so far must be sustained, while the university continues to work to take the next critical steps. TSPR will continue to monitor TSU's progress to assist university officials in reaching their goals of educational excellence and financial stability.

# Texas Southern University Progress Report

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## **TSU's Comments on the Report and the TSPR Process**

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Every performance review is unique and presents its own set of challenges. TSU was the first higher education institution reviewed by the Comptroller's office. In an effort to improve the review process, TSPR routinely seeks input from the institution's leadership on both positive and negative aspects of the review process. TSPR also asks which recommendations led to the most improvement.

TSU President Dr. Priscilla Slade reported that the review helped the Board of Regents establish goals for the university and concentrate on leading the university to achieve those goals. Dr. Slade also said that as a result of the review, the board now works more cohesively as a group. Dr. Slade added that the detailed recommendations in the report helped the administrative staff better understand the division of responsibility and authority and their specific roles, allowing them to focus on key issues.

Dr. Slade, who has been implementing the recommendations, but was not an active participant of the review process during TSPR's site visit to the campus, noted that the TSPR process did not sufficiently note the university's problems with the Office of Information Technology associated with the Banner Computer System. The president called attention to various issues with Systems Computer Technology (SCT) Corp., such as severe cost and time overruns in converting current systems into the Banner Computer System, unresolved data accuracy issues after the conversion, lack of meaningful standardized reports for managers, and insufficient staff training.

**University officials have realized an improved bargaining power during negotiations with banks regarding their deposits.**

Dr. Bobby Wilson, the provost, agreed that the report helped the university's faculty and staff better focus on common goals, such as student recruitment, retention and graduation, and on more efficient endowment and grant efforts.

Harold D. Johnson, associate vice president for Facilities Planning and Operations, said the report showed a thorough knowledge of both the physical

and financial aspects of university facilities operation. Paulette Frederick, senior vice president of Fiscal Affairs, said that the TSPR report helped formalize and streamline the budget process. After implementing some of the recommendations, university officials have realized an improved bargaining power during negotiations with banks regarding their deposits. To further improve the university's bargaining leverage, officials plan to hire a consulting firm to prepare an assessment of TSU's economic impact on the community.

TSU officials also suggested several ways to improve the effectiveness of future school reviews.

Dr. Alma Duncan Alexander, director of the University Counseling Center, praised the TSPR process and recommendations, but felt there should have been more of an opportunity for staff to provide input.

Dr. Obidike Kamau, director of Libraries, expressed disappointment that TSPR's review of library services did not cover collections and staffing.

Dr. Gayla Thomas, associate provost for Institutional Advancement, noted that while implementing all TSPR recommendations would ultimately improve enrollment, the review did not make specific recommendations for increasing the university's student enrollment.

## Texas Southern University Report Card

Chapter	Total	In Progress		Not Implemented		Rejected	Percent Progress	In Grades
		Complete	In Progress	Implemented	Rejected			
University Organization and Management	16	6	9	0	1	38%/56%	Satisfactory	
Educational Service Delivery and Performance Measures	15	3	8	3	1	20%/53%	Needs Work	
Personnel Management	13	4	8	1	0	31%/62%	Satisfactory	

Alumni and Community Involvement	11	2	6	3	0	18%/55%	Needs Work
Facilities Use and Management	10	2	7	1	0	20%/70%	Satisfactory
Asset and Risk Management	16	6	7	3	0	38%/44%	Satisfactory
Financial Management and Internal Controls	12	6	4	2	0	50%/33%	Satisfactory
Purchasing, Warehousing, and Delivery	4	3	1	0	0	75%/25%	Satisfactory
General Support Services	8	3	5	0	0	38%/63%	Satisfactory
Student Services	10	4	4	2	0	40%/40%	Satisfactory
Management Information Systems	9	3	6	0	0	33%/64%	Satisfactory
<b>Overall Grade</b>	<b>124</b>	<b>42</b>	<b>65</b>	<b>15</b>	<b>2</b>	<b>34%/52%</b>	<b>Satisfactory</b>

Excellent = More than 80% complete

Satisfactory = 80% to 100% complete or in progress

Needs Work = Less than 80% complete or in progress

## Appendix A - Status of Recommendations and Savings

<b>CHAPTER 1: Profile of TSU -- No Recommendations</b>						
<b>CHAPTER 2: University Organization</b>						
Rec #	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) To Date	TSU's Five-Year Savings (Costs) Estimates	Comments
1	Create a formal orientation program for all new board members. p. 47	Complete	\$0	\$0	\$0	TSU developed a package of materials with basic information about the university and the roles and responsibilities of a board member, and presented them at the annual board retreat in August 1999. Since February 1999, the one new member who was appointed to TSU's Board of Regents was able to take advantage of this information.
2	Develop a formal training and development program that	Complete	(\$77,500)	(\$27,500)	(\$100,000)	TSU held a retreat for its board members in summer 1999.

	would provide at least two development activities per year for all board members, one of which should be a board retreat. p. 48					Consultants from the Association of Governing Boards and KPMG Peat Marwick facilitated the workshops on the role of the board and the president, and helped establish a set of management principles and protocols. The chairman of the board told TSPR that this retreat helped the board members come together and work cohesively as a group. It also clarified their role as policymakers and the role of the president as an administrator. TSU plans to have another board retreat in fall 2000.
3	Realign the current Board of Regents committee structure and create a total of six committees. p. 50	Complete	\$0	\$0	\$0	The board consolidated the nine board committees into six. They are Executive; Academic Affairs & Student Services; Development & Legislative (Ad

						Hoc); Finance; Personnel & Litigation; and Buildings & Grounds.
4	Schedule a minimum of four board meetings per year and set the meeting calendar at least one year in advance. p. 51	Complete	\$18,500	\$0	\$0	This recommendation was modified. The board now meets every other month. The executive committee meets on an informal basis--about once a month. Even though cost savings cannot be substantiated, the real benefit is in the time saved by administrators in preparation for the meetings.
5	Publish a revised set of board by-laws and policies and store the document electronically so it can be updated without the expense of reprinting. p. 53	In Progress	\$0	\$0	(\$7,500)	TSU hired a consultant to review the current by-laws and policies and update them. The draft was completed in January 2000. After the general counsel's review, the draft will be submitted to the board in April 2000 for its review and approval.
6	Provide a written summary to all board members of	Complete	\$0	\$0	\$0	Board members are given summaries of

	major issues and items on the board meeting agenda at least one week in advance of each board meeting. p. 54					agenda items four to five days before the board meetings. The chairman of the board told TSPR that this summary information is keeping board members better informed about the issues. They are now better able to take action during the meeting, and are not postponing as many items to later meetings.
7	Eliminate the position of senior vice president for Administration and transfer all functions under this position to the chief operations officer. Create a new position of vice president for Finance. p. 57	In Progress	\$0	\$0	\$0	This recommendation was modified. The chief operations officer resigned in March 1999. With the current president, who has business expertise, the need for the chief operations officer (COO) has diminished and TSU officials decided not to replace the COO. Under the new structure, which is still under development, the vice president for Finance and

						Accounting, as well as some other administrative positions, report to the president. In place of a COO, the university is contemplating hiring a vice president for Administration in spring 2000 to oversee many of the business functions and allow for fewer direct reports to the president.
8	Define the reporting relationship so that the respective roles of the chief operations officer and the president are clearly delineated. p. 58	Rejected	\$0	\$0	\$0	See recommendation # 7. Since the current president has business expertise, TSU officials decided not to retain a COO.
9	Revise TSU's organizational charts and distribute to faculty and staff. p. 58	In Progress	\$0	\$0	\$0	Organizational charts are revised; however, they have not been shared with the provost and the faculty.
10	Fill the interim and vacant management positions with permanent appointments as soon as possible.	In Progress	\$0	\$0	\$0	TSU still has interim deans in four departments. The general counsel resigned in August 1999 and an interim

	p. 62					general counsel is holding that position. National searches have been conducted for the dean positions and interviews with finalists were held in October 1999. Lack of permanent people in charge for the offices of president and provost hampered TSU's ability to attract the best candidates. With the new president and provost, TSU plans to recruit all permanent deans by summer 2000.
11	Centralize TSU's current set of written administrative policies and procedures in one location for all TSU administrators, faculty, and staff. p. 63	In Progress	\$0	\$0	\$0	This will be done when Recommendation # 5 is completed--by April 2000. TSU will then place all its administrative policies on its Web site.
12	Develop an electronic database to track litigation and administrative requests of the	In Progress	(\$12,000)	\$0	\$0	The general counsel's office is working with the director of the Office of Information

	general counsel. p. 67					Technology to set up a Web-based litigation system commonly used by other universities. The system should be complete in March 1999.
13	Locate secure storage space for all confidential legal materials. p. 68	In Progress	\$0	\$0	\$0	The general counsel's office now has storage space in the General Services Building. Only the general counsel and the executive secretary have access to confidential files. Since the space is already full, this is only a temporary solution. The general counsel's office is trying to locate a permanent space for additional materials.
14	Augment TSU's strategic planning process to more actively involve individuals at the "grassroots levels," including faculty, staff, students, and community members. p. 69	In Progress	\$0	\$0	\$0	TSU has established a Planning and Effectiveness Council with academic deans, faculty representatives, the director of Self Study, vice presidents the

						Student Government president, and the university president as chair. This council has been meeting since spring 1999, and had a planning retreat in August 1999. The council prepared a draft that incorporates planning, budgeting, and evaluation elements. The president will share this draft with various university constituencies for comments before finalizing and submitting the plan to the board.
15	Establish a student retention function within the Enrollment Management area and create a formal reporting relationship between the director of GUAC and the assistant vice president for Enrollment Management. p. 71	In progress	\$0	\$0	\$0	The Enrollment Management area was reorganized with a revised mission. Developmental classes were moved into the College of Arts and Sciences. TSU is redefining the mission of the General Undergraduate

						Academic Center.
16	Centralize all undergraduate admissions decisions within the Office of Admissions. p. 72	Complete	\$0	\$0	\$0	After a reorganization, the offices of Veterans Affairs and International Student Affairs, which were also admitting students, now report to the same associate provost and all were moved into the Bell Building in November 1999.
	<b>Totals-Chapter 2</b>		<b>(\$71,000)</b>	<b>(\$27,500)</b>	<b>(\$107,500)</b>	

# Texas Southern University Progress Report

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## Appendix A - Status of Recommendations and Savings

<b>Chapter 3: Educational Service Delivery and Performance Measures</b>						
Rec #	General Recommendation	Implementation Status	TSPPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) To Date	TSU's Five-Year Savings (Costs) Estimates	Comments
17	Develop strategies to increase the graduation rates from all TSU programs. p. 82	In Progress	\$0	\$0	\$0	TSU is undertaking several initiatives to improve its graduation rates. These initiatives include moving developmental classes to the College of Arts and Sciences, identifying freshmen students at risk so the college can provide faculty and peer support, and attracting high-performing students through scholarships. The College of Pharmacy initiated several programs for improving graduation rates, including a \$400,000 grant from the National Institute of Health for scholarships for students who cannot work due to heavy class loads: faculty

						mentoring; tutoring by peers and volunteers; supporting students in professional organizations by paying their membership fees; and counseling students in pre-professional programs in the Houston area in taking appropriate classes to enter the pharmacy program. The Law School plans to use alumni for mentoring law students and the School of Technology started using alumni and their Board of Advisory for mentoring. Each school is addressing the graduation issue individually. However, these measures cannot be effective without a centralized plan for improving graduation rates, or without carefully selected benchmarks for determining levels of success.
18	Merge the School of Technology with the School of Business or another existing school or college to enhance program	Rejected	\$134,000	\$0	\$0	The president appointed a committee to review all programs and reduction in force policies in light of

	development and reduce administrative costs. p. 83					accreditation. The committee decided that a merger of the School of Technology and the School of Business is not feasible due to accreditation problems that would be created with the American Association of Colleges & Schools of Businesses.
19	Develop a comprehensive research policy and create incentives for participation in research activities. p. 86	In Progress	\$0	\$0	\$0	A research committee made up of deans, faculty, and departmental heads was organized. The committee developed research policies consistent with the university's mission, goals, and objectives for full-time faculty members who wish to conduct contractual research projects. The committee also developed some recommendations and submitted them to the provost through the graduate dean. The Dean's Council is reviewing the draft.
20	Annually evaluate course schedules and faculty assignments for each major course of study and reduce the number	In Progress	\$8,841,000	\$0	\$7,500,000	TSU's academic departments started gathering relevant data on the 20th class day for the summer and fall semesters

	of course sections in all areas that are significantly under capacity. p. 89					Based on the analysis of this data, TSU will adjust the faculty workloads and small course sections after registration is complete for the spring semester.
21	Expand recruitment efforts for high-performing students by increasing scholarship and assistantship programs. p. 91	In Progress	(\$400,000)	\$0	\$0	TSU received \$2 million in endowments from businesses to fund a two-week Summer Scholars Program for area high school students to attract them to TSU's School of Business. TSU also offered \$1,000 scholarships to high-performing students.
22	Develop a five-year plan for implementation of distance learning for all colleges and schools and aggressively seek external additional funding. p. 92	In Progress	\$3,000,000	\$400,000	\$400,000	TSU formed a committee to develop a plan for distance learning. The plan will be submitted to the TSU board in April 2000. The graduate school received a grant for \$400,000 for distance education.
23	Update and replace computer equipment, instructional and laboratory equipment, and general supplies annually. p. 93	Complete	(\$625,000)	(\$1,200,000)	(\$2,000,000)	TSU replaced old computers with new machines and software.
24	Increase student opportunities to	Complete	\$0	\$0	\$0	The School of Business made

	participate in internship programs by including fieldwork requirements as part of each degree program. p. 95					internship a requirement for marketing majors and an option for management, finance, and accounting majors. Forty-three students were enrolled as interns during summer 1999.
25	Expand educational offerings in the College of Education in high-demand teacher and administrator certification areas such as bilingual education, special education, math, foreign language, and science. p. 97	In Progress	\$0	\$0	\$0	The dean of the College of Education assigned a task force to examine the cost and benefits of expanding educational offerings, and the initial review is under way.
26	Fund the implementation of clinical training modules after the initial project with the Baylor College of Medicine. p. 99	In Progress	(\$200,000)	\$0	(\$325,000)	The pharmacy faculty is reviewing the modules in place. The College of Pharmacy plans to hire an educational technology expert to continuously monitor and update all its educational technology. The position will pay \$60,000-\$65,000 a year, plus benefits.
27	Develop a community mentorship program to enhance tutorial support for law students. p. 102	In Progress	\$0	\$0	\$0	TSU's law school established a mentorship program for first-year law students and faculty. The mentorship program will expand

						to include attorneys in the community and alumni in spring 2000.
28	Develop a strategic plan to renovate and enhance TSU's research facilities. p. 103	Not Implemented	\$0	\$0	\$0	This recommendation has not been undertaken, but administrators say it remains a goal.
29	Create a work-study program to assist librarians in staffing the library. p. 104	Complete	(\$250,000)	(\$37,200)	(\$186,000)	TSU hired six students to work in the computer lab and three to work in the library's Serials Department, Heartman collection, and the Reference Department. Other students will be added as their applications are processed in the Financial Aid Office.
30	Provide summer developmental classes for incoming students so that students can be integrated sooner into their field of study. p. 107	Not Implemented	(\$275,000)	\$0	\$0	TSU has not begun to implement this recommendation. The provost told TSPR that this recommendation will be implemented in conjunction with the Summer Academy, a program to identify and support at-risk freshmen. TSU will receive two annual appropriations of \$500,000 to develop this program, but has not yet begun work on the classes.
31	Create an orientation committee and	Not Implemented	\$0	\$0	\$0	Faculty from various departments met with

	develop a plan to expand TSU's orientation program. p. 108					students during orientation. However, with so many students requiring several semesters of developmental classes before choosing a field of study, TSU administrators said a formal orientation committee may not add value. TSPR believes this is precisely why an orientation committee is needed--students at TSU have unique needs.
	<b>Totals-Chapter 3</b>		<b>\$10,225,000</b>	<b>\$837,200</b>	<b>\$5,389,000</b>	

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## Appendix A - Status of Recommendations and Savings

Chapter 4: Personnel Management						
Rec #	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) To Date	TSU's Five-Year Savings (Costs) Estimates	Comments
32	Fill the personnel representative vacancy to assist the classification and pay function in the implementation of Banner and employee records processing. p. 114	Not Implemented	(\$28,220)	\$0	(\$68,040)	The director of Human Resources plans to hire a compensation specialist by March 2000.
33	Relocate the Human Resources office to the central administration building, or remodel to more closely resemble professional, functional office space. p. 115	In Progress	\$0	\$0	\$0	Human Resources' move to Hanna Hall was delayed due to planned renovations. With the help of the director of Architecture, the Human Resources director developed a layout for the division and submitted a request for cubicle furniture. The new

						furniture will be more functional and will enhance the department's professional appearance.
34	Document and clearly monitor information on employee salary increases. p. 118	In Progress	\$0	\$0	\$0	The director of Human Resources implemented a new performance appraisal system that clearly ties employee salary increases to performance appraisals, effective April 1999. The Banner module that allows Human Resources to create management reports on employee salary increases will be operational by March 2000.
35	Establish compensation standards and goals for exempt positions and use these standards for establishing starting salaries. p. 120	In Progress	(\$2,485)	\$0	\$0	The director of Human Resources asked the State Auditor's Office (SAO) to review the compensation plan for exempt, administrative, and support staff. After reviewing TSU's compensation plan, SAO

						advised TSU to develop a new system based on a university-wide review of positions. TSU will do so when the compensation specialist position is filled in March 2000.
36	Establish a clear, consistent merit pay policy. p. 121	Complete	\$0	\$0	\$0	See Recommendation #34. TSU's new performance appraisal system ties employees' merit pay to the performance appraisal.
37	Conduct a comprehensive classification and pay analysis of administrative and support positions. p. 123	In Progress	(\$60,000)	\$0	\$0	See Recommendation #35. TSU will conduct the analysis when the compensation specialist position is filled in March 2000.
38	Train supervisors in the use of the Performance Evaluation and Planning (PEP) system and require that this evaluation be completed before any salary increases can be awarded. p. 125	Complete	\$0	\$0	\$0	Human Resources conducted a dozen seminars during July and August of 1999 on the use of the Performance Evaluation and Planning system. By August 15, 1999—the deadline for submitting performance

						evaluationsÑ95 percent of the evaluations were complete, compared to 20 percent in 1998.
39	Provide ongoing training to Human Resource office employees on the capabilities of Banner and modify module to accommodate data needs of the office. p. 126	Complete	\$0	\$0	\$0	The Human Resources director, together with the associate vice president for Finance, assessed the specific Banner training needs of staff from both areas. Based on this assessment, the director of SCT developed the training classes. Training classes were held between May and August of 1999. Most of the Human Resources module of the Banner system was brought online in January 2000.
40	Develop a Human Resources replacement plan based upon future goals and objectives of the university. p. 128	In Progress	\$0	\$0	\$0	TSU developed a priority list for filling vacant positions. Of the 107 positions that were vacant in January 1999, 22 positions are still vacant. For five of those

						positions, TSU is conducting national searches. Positions will be filled before the end of fiscal 2000.
41	Eliminate the guidelines that specify the order in which qualified candidates are to be considered for vacant positions at the director and above level, or those positions classified by the university as exempt. p. 129	Complete	\$0	\$0	\$0	The director of Human Resources replaced the old recruitment guidelines, which dictated the order in which qualified candidates were to be considered for vacant senior level positions. TSU's new policy reflects that candidates will be given priority based on their qualifications and experience.
42	Continue training and development programs, linking these programs to the accomplishment of university goals, and require employee participation. p. 130	In Progress	(\$60,000)	\$0	(\$225,000)	Human Resources conducted an employees' training needs survey. Based on the survey results, the director will hire external consultants to conduct in-house training in management skills and team

						building. A training schedule has been developed, and classes began in December 1999. The president made this mandatory training for all executive council members.
43	Revise internal procedures to correspond to policies outlined in Section XVI, Employee Grievances, of the Operating Manual for Staff Personnel. p. 133	In Progress	\$0	\$0	\$0	The confusion with the mediation segment of the grievance process is being clarified with the State Auditor's Office. The updated policy will be submitted to the Board for approval in April 2000.
44	Eliminate the practice of requiring employees to pay a \$500 fee to pursue grievances to mediation. p. 133	In Progress	\$0	\$0	\$0	TSU eliminated the policy of collecting fees for grievances from employees. TSU will update the policy to reflect this change by March 2000.
	<b>Totals-Chapter 4</b>		<b>(\$150,705)</b>	<b>\$0</b>	<b>(\$293,040)</b>	

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## **Appendix A - Status of Recommendations and Savings**

<b>Chapter 5: Alumni and Community Involvement</b>						
<b>Rec #</b>	<b>General Recommendation</b>	<b>Implementation Status</b>	<b>TSPR's Projected Five-Year Savings (Costs)</b>	<b>Actual Savings (Costs) To Date</b>	<b>TSU's Five-Year Savings (Costs) Estimates</b>	<b>Comments</b>
45	Explore the possibility of centralizing university relations into a single unit within TSU. p. 139	In Progress	\$0	\$61,770	\$519,250	In May 1999, TSU consolidated the offices of Alumni Relations, Corporate Relations, and University Development into one office--the Office of University Relations. The director of Alumni Relations and director of Corporate Relations were asked to resign. TSU is planning to reorganize this office, and hire new staff by March 2000 to handle alumni and corporate relations matters.
46	Update job descriptions for the administrative assistant and research technician	Not Implemented	\$0	\$0	\$0	The vice president for the University Relations Office is planning a reorganization of the department by

	positions to reflect the full range of duties performed. p. 140					redefining some position requirements. Under this new organization, the Office of University Relations may not need the administrative assistant and research technician positions. But work on the reorganization has not begun.
47	Formalize the relationship among the National Alumni Association, the local chapters, and the Alumni Relations Office through a written memorandum of understanding or letter of agreement. p. 141	Not Implemented	\$0	\$0	\$0	As part of the reorganization, the vice president for the Office of University Relations plans to hire an Alumni director. When that happens, the Alumni director will perform this function.
48	Convene representatives of Alumni Relations Office, National Alumni Association, and alumni programs in university's schools and colleges to devise strategies for increasing communications with alumni, financial support, and tracking alumni. p. 142	In Progress	\$0	\$0	\$0	The vice president for the Office of University Relations contracted with Alumni Inc.--a printing firm--to publish a TSU Alumni Directory. In addition to receiving the directory in an electronic format, TSU will receive 10 percent of directory sales. Although the Banner Alumni/Development Module System is

						installed, TSU officials wanted to wait until an updated alumni database was available to implement the module. The administration made communication a priority and increased the budget for the Office of University Relations.
49	Explore using a contracted professional fundraiser to increase private giving to TSU. p. 143	Not Implemented	\$0	\$0	\$0	The vice president for the Office of University Relations wants the director of Corporate Relations, when hired, to assume this responsibility. TSU is also exploring the feasibility of hiring a professional fundraiser to create and raise money for a permanent endowment fund for the university.
50	Establish a TSU development council to develop strategies for increasing alumni support and contributions. p. 144	Complete	\$0	\$0	\$45,000	The Office of University Relations identified everyone on campus raising money for TSU for any purpose, and formed a Development Council. The council identified TSU's fund-raising priorities and made ground rules that all fundraisers must follow, including

						accounting for the funds. The Finance Division will handle the funds. By June 2000, the Office of University Relations will no longer need a contract accountant to maintain records.
51	Expand and automate the existing alumni database. p. 145	In Progress	\$0	\$0	\$0	The Banner system module on alumni will be fully implemented by March 2000, when TSU installs an updated alumni database and provides staff with a refresher training course on the Banner System.
52	Increase communication with TSU alumni and the range of services offered. p. 145	In Progress	\$200,000 (\$200,000)	\$0	\$0	TSU will develop strategies after the Banner System module on alumni is fully implemented in March 2000.
53	Develop a program that has broad-based appeal and promotes the university to its students, alumni, faculty, and external constituencies. p. 147	In Progress	\$0	\$0	\$0	The Office of University Relations took steps to increase the visibility of the university, including distribution of informational brochures to prospective students, launching the TSYOU campaign with television and billboard advertisements, and authorizing Pepsi soda cans displaying the university's logo.

						all courtesy of local businesses. However, TSU has not formed a formal work group to develop a long-range plan. TSU expects to form this group by April 2000.
54	Devise a legislative strategy for dealing with future legislative sessions. p. 148	In Progress	\$0	\$0	\$0	Until the end of the 1999 legislative session, TSU's top administrators were busy responding to various legislative requests. The president and the vice president for the Office of University Relations have begun developing strategies for future legislative sessions.
55	Upgrade the technology in the Office of Media Relations. p. 150	Complete	(\$43,700)	\$0	\$0	Old computers were replaced with new machines and software. The cost of replacing computers is included in the estimate for Recommendation #23
	<b>Totals-Chapter 5</b>		<b>\$43,700</b>	<b>\$61,770</b>	<b>\$564,250</b>	

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## **Appendix A - Status of Recommendations and Savings**

<b>Chapter 6: Facilities Use and Management</b>						
<b>Rec #</b>	<b>General Recommendation</b>	<b>Implementation Status</b>	<b>TSPR's Projected Five-Year Savings (Costs)</b>	<b>Actual Savings (Costs) To Date</b>	<b>TSU's Five-Year Savings (Costs) Estimates</b>	<b>Comments</b>
56	Hire a director of Architecture, Engineering, and Construction as soon as possible. p. 158	In Progress	(\$410,475)	(\$60,000)	(\$450,000)	In March 1999, TSU hired a director of Architecture, Engineering, and Construction with an annual salary of \$72,000, plus benefits. However, this person resigned in December 1999. TSU plans to fill the position by March 2000.
57	Prepare and publish a new <i>Policies and Procedures Manual for Facilities Planning and Operations</i> . p. 160	In Progress	\$0	\$0	\$0	The Facilities Planning and Operations Division is preparing a new draft of the manual, which will be ready for review and approval by the board in April 2000.
58	Modify the work order system to make it more user friendly and provide more timely management reports. p. 161	In Progress	\$0	(\$27,000)	(\$27,000)	TSU purchased software for facilities management from TMA Inc. It went online in January 2000. TSU will develop management reports by March 2000.
59	Establish a charge-	In Progress	\$0	\$0	\$0	The associate vice

	back system and procedures for conducting routine maintenance of the auxiliary service units. p. 162					president for Facilities Planning and Operations drafted procedures for charging the cost to the auxiliary units for routine maintenance. These procedures will be included in the new <i>Policies and Procedures Manual for Facilities Planning and Operations</i> , which will be ready for review and approval by the board in February 2000.
60	Schedule regular meetings between the planning, construction, and operations units and seek opportunities to keep the entire university community informed of upcoming events. p. 163	Complete	\$0	\$0	\$0	Since April 1999, information on facilities, such as construction progress and renovation issues, is included in the monthly TSU newsletter. The Facilities Division has been receiving positive feedback both from staff and students on this practice. In addition, the associate vice president for Facilities Planning and Operations regularly briefs the president and members of the executive council on facilities issues.
61	Regularly prepare and maintain capital budget requests and implementation plans to submit to the Legislature. p. 166	Not Implemented	\$0	\$0	\$0	In 1998, TSU prepared a schedule of capital improvements as part of the agreement with the Texas Higher Education Coordinating Board for approving the

						construction of the Business Building. But TSU did not follow that schedule. Officials say they did not have the necessary resources.
62	Develop design standards for future construction programs. p. 169	In Progress	\$0	\$0	\$0	The Facilities Planning and Operations Division prepared a draft of design standards that will be presented to the board for review and approval in April 2000.
63	Hire additional custodial staff and include equity adjustments for supervisors. p. 171	Complete	(\$1,500,025)	(\$143,270)	(\$768,450)	TSU hired eight custodians. Eleven new positions will be posted in fiscal 2000 upon board approval.
64	Hire additional experienced staff, including supervisors and working lead persons. p. 172	In Progress	(\$1,138,120)	(\$25,338)	(\$135,902)	TSU hired one person to supervise the maintenance staff. The administration held off on the budget request for a plumber, electrician, and a carpenter pending KPMG's recommendations. KPMG's review will assess additional maintenance skills needed for the division.
65	Authorize the energy performance contractor to proceed with the energy saving capital improvements. p. 175	In Progress	(\$5,200,000)	\$0	\$1,600,000	In September 1999, TSU authorized Viron Energy Services, an energy performance contractor, to proceed with the energy-saving capital improvements. Work began in October 1999. TSU estimates that this performance

						contract will result in a five-year savings of \$1.6 million from reduced energy costs and savings from maintenance service contracts.
	<b>Totals-Chapter 6</b>		(\$8,248,620)	(\$255,608)	\$218,648	

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## **Appendix A - Status of Recommendations and Savings**

<b>Chapter 7: Asset and Risk Management</b>						
<b>Rec #</b>	<b>General Recommendation</b>	<b>Implementation Status</b>	<b>TSPR's Projected Five-Year Savings (Costs)</b>	<b>Actual Savings (Costs) To Date</b>	<b>TSU's Five-Year Savings (Costs) Estimates</b>	<b>Comments</b>
66	Prepare and use cash flow projections to maximize investment earnings and identify projected shortfalls before a crisis develops. p. 184	Complete	\$0	\$0	\$0	TSU began preparing and using cash flow projections in March 1999 and has continued the practice on a monthly basis.
67	Establish a policy of competitively bidding the depository contract every two to four years. p. 185	Not Implemented	\$0	\$0	\$0	The university decided not to re-bid the contract at this time because it believes Chase Bank is a good banking partner. However, TSU officials are reviewing the Chase contract to identify areas that could be improved.
68	Close the dormant bank accounts and	Complete	\$0	\$3,600	\$18,000	TSU closed all but two dormant

	transfer the remaining balances to the Operating Fund account at Chase Bank. p. 186					bank accounts. The university will use all of the money from those two accounts before closing them.
69	Institute controls over cash in satellite operations and oversight by the comptroller and bursar. p. 187	In Progress	\$0	\$0	\$0	The university has a new fiscal policy and procedures manual that includes new policies on cash control. Staff are being trained to follow these new procedures.
70	Institute internal controls and oversight of petty cash funds and require each petty cash custodian to sign an acknowledgment that they understand the petty cash procedures and the ramifications of failing to follow procedures. p. 189	Complete	\$0	\$0	\$0	The new fiscal policy and procedures manual includes policies and procedures addressing petty cash funds. TSU closed a number of petty cash accounts and reduced the cap to be held in petty cash to \$1,000. However, some balances of Petty Cash Accounts from prior years remain unaccounted for.
71	Institute internal controls of incoming mail, with all mail opened under dual	Complete	\$0	\$0	\$0	The university did not institute dual control of mail openings, but it did

	control and all checks removed and logged. p. 190					institute a procedure whereby a notification of receipt of funds is sent to the sender and serves as the official record of receipt. Subsequent postings to accounts are done from the receipts and are billed monthly.
72	Establish written procedures for refunding financial aid funds to the DOE when student aid refund checks are voided. p. 191	In Progress	\$0	\$0	\$0	KPMG assisted TSU in revisiting its policy and bringing financial aid procedures in line with U.S. Department of Education requirements, but the university is still working to document all the procedures.
73	Closely monitor the Albriond Capital Management contract to ensure that the investment performance meets the goals contained in the university investment policy. p. 194	In Progress	\$0	\$0	\$0	As of May 1999, the assistant vice president for Business and Financial Services will conduct a quarterly review of the contractor's investment performance. Administrators

						continue to review the relationship with Albriond Capital Management, but have not made a decision regarding canceling or renegotiating the contract.
74	Invest daily cash balances at the highest possible interest rates to maximize income. p. 196	In Progress	\$231,990	\$0	\$0	TSU is in the process of determining its daily cash needs and the possibility of investing daily cash balances through TexPool, to maximize interest earnings. State Comptroller staff gave a presentation on TexPool in December 1999.
75	Complete any remaining steps outlined in the former comptroller's plan for addressing weaknesses in the management of endowment funds and write formal procedures for maintaining the endowment funds in the future. p. 197	In Progress	\$0	\$0	\$0	A policy is in place for management of endowment funds. The university's target date for the completion of formal procedures to maintain the endowment funds is March 2000. TSU moved the

						endowment's available balance to an account for scholarships.
76	Modify the contracts governing overnight investment to ensure that TSU is fully collateralized each day and implement procedures for contract oversight. p. 198	Not Implemented	\$0	\$0	\$0	TSU invests its excess cash in U.S. Treasury securities, which are self-insured and therefore do not need collateral.
77	Modify the monthly reports of Smith Graham to include the rating for each security held in the portfolio. p. 199	Complete	\$0	\$0	\$0	In June 1999, Smith Graham modified its monthly reports to TSU to include the rating for each security held in the portfolio.
78	Modify the asset management consulting service agreement to prohibit Gray & Company and any affiliates from acting as broker/dealer for any transactions with the university's asset managers. p. 200	In Progress	\$0	\$0	\$0	While the contract may have allowed Gray & Company to act as broker/dealer for any transactions with the university's asset managers, Gray & Company was not licensed to do so. TSU is working towards a target date of March 2000 to change the

						contract language to prohibit Gray & Company from acting as broker/dealer for any transactions with the university's asset managers.
79	Develop and implement written policies and procedures for oversight of the investment managers and investment advisor. p. 201	Not Implemented	\$0	\$0	\$0	TSU has not begun to implement this recommendation.
80	Put the medical professional liability insurance policy out for bid prior to renewal of the current policy and administer the procurement process through the university's Purchasing Department. p. 204	Complete	\$0	\$0	\$0	The purchasing director, with assistance from the Pharmacy Department, issued a Request for Bid in November 1999 and awarded the contract to Chicago Insurance Co. in December 1999. The Purchasing Department will administer the contract.
81	Put security procedures in place for buildings and equipment to prevent theft of fixed assets inventory. p. 207	In Progress	\$0	(\$500,000)	(\$1,000,000)	The fire alarm vendor is also installing security lighting, the emergency pool station has been ordered by TSU and

						security cameras will be installed. Police can now monitor everyone who enters and leaves the Fairchild Building. TSU installed emergency call boxes in the parking lots and a card reader system in the science building. By the end of February 2000, TSU plans to install a card reader system in the Bell Building.
	<b>Totals-Chapter 7</b>		\$231,990	(\$496,400)	(\$982,000)	

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## Appendix A - Status of Recommendations and Savings

<b>Chapter 8: Financial Management and Internal Controls</b>						
<b>Rec #</b>	<b>General Recommendation</b>	<b>Implementation Status</b>	<b>TSPR's Projected Five-Year Savings (Costs)</b>	<b>Actual Savings (Costs) To Date</b>	<b>TSU's Five-Year Savings (Costs) Estimates</b>	<b>Comments</b>
82	Update policies and procedures for fiscal operations to include the Banner system modules and develop and implement a formal training program for all managers and staff assigned to Business and Financial Services and Budget and Procurement. p. 212	In Progress	(\$82,500)	\$0	\$0	TSU completed a draft of the financial policy and procedures manual. The manual will soon be distributed to all departments. Some training classes on the Banner system for managers and staff were held between May and August of 1999. All training will be complete by April 2000.
83	Develop an annual budget preparation workshop for all personnel involved in the budget process to review and discuss TSU's priorities for the	Complete	\$0	\$0	\$0	The university held four budget preparation workshops for Facilities, academic departments, Student Services, and Administration

	upcoming year. p. 219					in April 1999. In addition, finance personnel are meeting with budget managers one-on-one to solve any fiscal issues. The university plans to conduct ongoing budget workshops in fiscal 2000.
84	Prepare and submit TSU's annual budget document to the GFOA for professional certification. p. 220	In Progress	\$0	\$0	\$0	TSU prepared its annual budget document and submitted it to the Government Financial Officers Association for certification in November 1999. TSU expects the certification review to be complete by summer 2000.
85	Implement the necessary system updates and modify related processes to comply with new guidelines and regulations for Hope Scholarship Credit, Lifetime Learning Credit, and qualifying educational loans contained in the Taxpayer Relief Act of 1997 n	Complete	\$0	\$0	\$0	TSU submitted annual information returns, Form 1098-T for Tax Credits and Form 1098-E for Interest Paid for reporting year 1998, to the Internal Revenue Service and university students on March 1, 1999, as required

	223					TSU's finance staff will monitor all federal and state regulations to ensure that all systems are in compliance with applicable regulations.
86	Develop a system to promptly pay all invoices to maximize interest earning and avoid penalties. p. 226	Complete	\$0	\$0	\$0	The university has paid all bills that were submitted. Accounts Payable can process invoices on time, but the biggest problem is that departments aren't sending invoices to Accounts Payable promptly. To address this problem, penalties now come out of departments' budgets. Budget managers also are held accountable for their budgets. TSU revised the purchasing handbook, put it on the Web site, and conducted training.
87	Establish a process and procedures to	Complete	\$2,052,995	\$0	\$1,200,000	This recommendation was modified

	limit the amount of student debt and systematically collect outstanding debt, and hire a full-time staff person to collect student accounts receivable. p. 227					The university does not allow any students with old debt to enroll, and has been billing students on a monthly basis since May 1999. While these procedures have achieved some positive results--some students paid up as a result of not being able to register--the response was not as good as university officials had hoped. TSU turned over all past-due accounts to an outside collection agency.
88	Correct the problems with the Banner system, produce reports, and then investigate, identify, and rectify the reporting difference to ensure that all accounts receivable balances are correctly stated. p. 229	In Progress	\$0	\$0	\$0	TSU demanded that SCT clean up the systems. However, reporting discrepancies still exist between TSU's Annual Financial Report for fiscal 1999 and the information in the Uniform Statewide Accounting System.

89	Formalize TSU's charge-off and collection policies related to charged off accounts. p. 230	Not Implemented	\$0	\$0	\$0	See Recommendation #87. The university will address this recommendation in March 2000 after the collection agency submits its reports.
90	Perform a full audit of the grants database, including a review of each grant and contract file for compliance with all terms and conditions, and update the database so that it is current and accurate. p. 233	Complete	\$0	\$0	\$0	TSU installed the Banner grants module. Each grant has been tied to the actual grant document. Banner 3.1 has a lot of grant management programs, so the university will be able to do away with many of the smaller databases.
91	Fill the vacant accounting position and update grant billings. p. 234	In Progress	\$0	\$0	\$0	With the Banner grants module installed, TSU is current on grant billing schedules and is able to keep it updated with the current staff. Consequently, TSU may not need to fill the vacant accounting position.
92	Ensure that all	Complete	\$0	\$0	\$0	TSU now

	cash activity is posted daily to the general ledger and that reconciling items are researched and cleared in a timely manner. p. 236					conducts monthly reconciliation with its bank statements and daily reconciliation of cash with general ledger.
93	Define a management reporting structure and create improved reports that present in sufficient detail the results of operations and material deviations from the financial operating plan (budget). p. 238	Not Implemented	(\$22,500)	\$0	\$0	Although TSU has not started working on this recommendation due to delays in Banner System implementation, officials believe that producing these reports would help management effectively monitor the university's financial performance.
	<b>Totals-Chapter 8</b>		<b>\$1,947,995</b>	<b>\$0</b>	<b>\$1,200,000</b>	

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## Appendix A - Status of Recommendations and Savings

### Chapter 9: Purchasing, Warehousing, and Delivery

Rec #	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) To Date	TSU's Five-Year Savings (Costs) Estimates	Comments
94	Implement the electronic requisitioning module of the Banner Finance System. p. 250	Complete	\$0	\$0	\$0	TSU implemented the electronic requisitioning module of the Banner Finance System in August 1999.
95	Establish internal controls to ensure that standards are followed and the appropriate staff held accountable. p. 253	Complete	\$0	\$0	\$0	TSU developed and published procedures demonstrating how heads of departments and faculty deans should document unauthorized purchases, the reasons those purchases occurred, and the actions that department heads and

						deans took to stop the unauthorized purchases.
96	Formally document the role of the associate vice president of Facilities, Planning and Operations in the TSU purchasing process. p. 254	In Progress	\$0	\$0	\$0	TSU drafted a facilities planning and construction procurement policy revision for the <i>TSU Policy and Procedures Manual</i> , but it has not been formalized.
97	Develop internal controls to ensure that GSC's procedures for HUB are consistently followed in TSU purchasing. p. 256	Complete	\$0	\$0	\$0	<i>The university documented HUB procedures in the TSU Policy and Procedures Manual.</i>
	<b>Totals-Chapter 9</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

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## Appendix A - Status of Recommendations and Savings

Chapter 10: General Support Services						
Rec #	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) To Date	TSU's Five-Year Savings (Costs) Estimates	Comments
98	Outsource printing and copying and place responsibility for printing and copying under the Purchasing Office. p. 262	In Progress	\$160,260	\$0	\$500,000	TSU placed all printing and copying services under the Office of Information Technology and outsourced all of its copying services. Since the university print shop serves as a training ground for students with academic minors in printing, TSU is revisiting the issue of outsourcing its printing services. TSU expects to reach a decision by March 2000.
99	Appoint a textbook oversight committee. p. 266	In Progress	\$115,000	\$0	\$0	The president and provost are identifying the members of the committee.

100	Reduce the bookstore obligation and arrive at an agreement with the bookstore on the terms of the payment. p. 267	Complete	\$0	\$0	\$0	TSU has paid its debt to the bookstore. The account is reconciled monthly to ensure the accuracy of the account balance.
101	Calculate potential savings to the university of combining the mail delivery with other delivery needs of the university. p. 268	In Progress	\$0	\$0	\$0	TSU has not begun keeping a time log for departmental staff to pick up mail from the campus post office, but it has started analyzing the staffing levels at the post office.
102	Continue to replace safety and security equipment. p. 273	In Progress	\$0	(\$150,000)	(\$500,000)	TSU installed emergency call boxes in the parking lots, and a card reader system in the science building. By the end of February 2000, TSU plans to install a card reader system in the Bell Building.
103	Install the Harris County Law Enforcement computer system (JIM/DIMS) to allow TSU's Department of Public Safety to connect to the county	Complete	\$0	(\$4,500)	\$0	TSU's Department of Public Safety was connected to the Harris County departmental file server on September 15, 1999.

	departmental file server. p. 274					
104	Create a Campus Security Advisory Committee with membership from student body leaders, student affairs staff, faculty, and campus security personnel. p. 275	Complete	\$0	\$0	\$0	The university identified the Campus Security Advisory committee in December 1999. This committee will review the university's security issues and needs, and will make recommendations to the administration and the police department.
105	Update the university police standard operating procedures annually. p. 275	In Progress	\$0	\$0	\$0	TSU started updating the <i>University Police Department Standard Operating Procedures</i> in January 2000 and expects to complete a draft by March 2000.
	<b>Totals-Chapter 10</b>		<b>\$275,260</b>	<b>(\$154,500)</b>	<b>\$0</b>	

# Texas Southern University Progress Report

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## **Appendix A - Status of Recommendations and Savings**

<b>Chapter 11: Student Services</b>						
<b>Rec #</b>	<b>General Recommendation</b>	<b>Implementation Status</b>	<b>TSPR's Projected Five-Year Savings (Costs)</b>	<b>Actual Savings (Costs) To Date</b>	<b>TSU's Five-Year Savings (Costs) Estimates</b>	<b>Comments</b>
106	Centralize all student-related counseling services within the Student Services Division. p. 281	Complete	\$0	\$0	\$0	As of February 1999, all student-related counseling services were centralized within the Student Services Division. Student Services holds weekly meetings to go through agendas.
107	Comply with the Student Right to Know and Campus Security Act. p. 282	In Progress	\$0	\$0	\$0	TSU's Department of Public Safety generates criminal statistics, publishes them in the student newspaper and posts them in dormitories and student information areas. In the future, the statistics will also be distributed in student orientation packets.
108	Provide students with more consistent advising. p. 282	In Progress	\$0	\$0	\$0	Students who do not pass the Texas Academic Skills Program are advised through the General University Academic

						Center. A degree module will be implemented through the Banner System in 2000 to track students in their declared majors.
109	Obtain career exploration software. p. 284	Complete	(\$18,000)	(\$100)	(\$100)	TSU received the JOBDIRECT.com career exploration software package in mid-August 1999, and trained staff to use it in October 1999. The university obtained new computers to run the software. Students have access to the program from any computer linked to the Web, creating a direct link to prospective employers who pay for the program. The cost of computers is included in the costs for Recommendation #23. Costs shown are for installing software for three PCs.
110	Establish a Health-Wellness-Counseling Program as a component of the Health Center within the division of Student Services. p. 287	Not Implemented	\$0	\$0	\$0	TSU plans to create this program when facilities become available in fall 2000. Counseling, Health Services, and Intramural Sports and Recreation have implementation responsibility.
111	Create a line item in the Counseling Services budget to support services in	Complete	\$0	(\$72,600)	(\$500,000)	TSU established a budget (\$72,600) for Disabled Student Services for services.

	accordance with the Americans with Disabilities Act (Public Law 93-112, ADA 1990) and actively seek grants to support the program. p. 288					support, and equipment. Student fees and other funds support this budget. The department will hire someone to review paperwork and certify that applicants have disabilities. The department is also researching grant writing.
112	Provide Counseling Service counselors with the authority to access the Banner screens from their desktops. p. 289	Not Implemented	\$0	\$0	\$0	The counselors are waiting for equipment and training.
113	Re-engineer the financial aid process and refine the university enrollment process including admission, awarding aid, and disbursement of aid that incorporate the points and dates at which information is required from students and other offices. p. 295	Complete	\$0	(\$2,000,000)	(\$2,500,000)	TSU overhauled the financial aid process far beyond the flow chart method suggested in the original recommendation. The university outsourced the entire reimbursement process and professional development of the Financial Office and delivery system (enrollment, etc.) so that all parties know their mission and responsibility. TSU has submitted an application for re-certification to DOE, and DOE agreed to recertify TSU for two years. As a result, for the first time in five

						years, TSU's enrollment increased. The university also had three registration sites for the first time, with additional staff and campus signs to make the registration process more efficient. TSU now sends all reimbursement claims to DOE electronically.
114	Make access to the Voice Response System for student financial aid a priority. p. 296	In Progress	\$0	\$0	\$0	TSU has a new telephone system with additional capabilities, but it will not be operational until summer 2000. As a pilot project, at no cost to TSU, Sallie Mae provided the Voice Response System for students to check on the status of their financial aid during registration.
115	Explore opportunities to use the Student Center's meal-serving area as a revenue generator beyond serving and selling meals. p. 300	In Progress	\$0	\$0	\$0	TSU officials met with the president of the food service contractor and asked for some suggestions to expand the variety of food offered in the cafeteria. The university also will advertise that the meal-serving area can be rented for meetings and other events.
<b>Totals-Chapter 11</b>			<b>(\$18,000)</b>	<b>(\$2,072,700)</b>	<b>(\$3,000,100)</b>	

# Texas Southern University Progress Report

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## Appendix A - Status of Recommendations and Savings

Chapter 12: Management Information Systems						
Rec #	General Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) To Date	TSU's Five-Year Savings (Costs) Estimates	Comments
116	Maintain both the asset management and human resources systems at their current high priority for implementation. p. 308	In Progress	\$0	\$0	\$0	The asset management and human resources systems have been installed. The new payroll system has been running parallel to the old system since September 1999 and went online in January 2000, but the asset management system is not yet operational. March 2000 is the target date for all systems to run on Banner.
117	Provide departments training on the reporting capability of the Banner systems and determine their information needs. p. 308	In Progress	\$0	\$0	\$0	User divisions now act as owners of each system. They determine what kind of reports they need if the standard system reports don't meet their needs. The users work through the Office of Information

						Technology to get reprogrammed reports. University officials are looking at the ORACLE Discover program, which would allow them to generate ad hoc reports. So far, Human Resources and Finance staff have received training on the capabilities of the Banner System. The remaining departments' training should be complete by April 2000.
118	Communicate with both the academic and administrative offices of the university on a regular basis. p. 310	Complete	\$0	\$0	\$0	The Dean's Council, which meets regularly, now includes the senior director of the Office of Information Technology (OIT). This helps all the departments stay abreast of OIT activities. OIT is also working with the Office of University Relations to make sure information on planned OIT activities is disseminated through the campus newsletter.
119	Monitor the completion of the 67	Complete	\$0	\$0	\$0	Short Term Improvement-Initial

	activities outlined in the annual work plan. p. 311					Work Plan (STIP) has been completed, monitored, and approved by the Technology Governance Committee. The senior director of the Office of Information Technology and the university president now monitor the work plan, and the president is the contract administrator for SCT. SCT provides reports to the Governance Committee of the board.
120	Disseminate standards for the computer support of students and faculty, recognizing that standards may vary by discipline. p. 312	In Progress	\$0	\$0	\$0	TSU has a draft of purchasing standards and hardware and software standards, but the standards have not been approved and disseminated to departments. Any purchases of more than \$2,000 must have approval from OIT prior to purchasing.
121	Require each school or college to produce an annual technology plan for academic and instructional support	In Progress	\$0	\$0	\$0	The provost required each school to develop a technology plan. The university sent out an assessment

	of the programs that are under their direct control for the Office of Information Technology in its planning process. p. 312					survey, and results will be used to determine the actual needs of the university. Once the needs are determined, the university will be able to formulate an overall plan.
122	Begin using a Banner user group, an academic computing committee and a network committee originally planned. p. 314	Complete	\$0	\$0	\$0	All groups and committees are in place, and they report back to the Governance Committee regularly.
123	Complete the campus network. p. 315	In Progress	\$0	\$0	\$0	A majority of the buildings have been wired. Buildings with renovations scheduled are the only ones that have not been wired.
124	Acquire equipment on an exclusive university-wide contract. p. 316	In Progress	\$0	\$0	\$0	This recommendation has been modified. See recommendation #120. TSU believes the new purchasing standards--requiring hardware and software purchases of more than \$2,000 be approved by the OIT--will result in lower costs. The OIT staff will have the expertise to negotiate cost-effective purchases from appropriate

					vendors.
<b>Totals-Chapter 12</b>		(\$0)	(\$0)	(\$0)	
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<b>TOTAL SAVINGS</b>		\$14,753,745	\$465,370	\$11,782,250	
<b>TOTAL COSTS</b>		(\$10,605,525)	(\$4,247,508)	(\$8,792,992)	
<b>Total savings (cost)</b>		\$4,148,220	(\$3,782,138)	\$2,989,258	