TSPR Texas Southern University Two-Year Progress Report

The Honorable Rick Perry
The Honorable Bill Ratliff
The Honorable James E. "Pete" Laney
Members of the 77th Legislature
Commissioner Don Brown, Ph.D.

Fellow Texans:

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, I released the results of a yearlong review of the university's operations. The report contained 124 recommendations that could save TSU more than $14.8 million over five years and suggested reinvesting $10.6 million to improve educational services and other operations.

After one year, the university had implemented or was in the process of implementing 107 of these proposals. Today, after two years, I am happy to report that 123 recommendations have been addressed, leaving only one proposal for future consideration.

TSU's costs continue to exceed savings, primarily because the university instituted a number of new programs to help freshman students and contracted with outside experts to help revamp its student financial aid process.

While there is always work to be done, TSU should be congratulated on clearly making substantial progress and taking steps to ensure its progress can be sustained.

This report is available on the Internet at http://www.window.state.tx.us/tspr/tsupr2. If you have questions regarding the report, please contact Betty Ressel, manager of my Texas School Performance Review, by e-mail at betty.ressel@cpa.state.tx.us, or by phone at 1-800-531-5441, extension 3-3973.

Please let me know if I can ever be of assistance. Thanks for all that you do for Texas.

Sincerely,

Carole Keeton Rylander
Texas Comptroller

TSPR Texas Southern University
Two-Year Progress Report

Texas Southern University: A Two-Year Progress Report

In February 1998, when the Comptroller's Texas School Performance Review (TSPR) began a review of Texas Southern University (TSU), the university was experiencing serious financial and management difficulties. Warnings by the State Auditor's Office and the Texas Legislature had gone substantially unresolved. Subsequently, the Legislature stipulated TSU must rectify its long-standing financial problems or face takeover by one of the state's university systems. The key to independence was "substantial demonstrable progress."

In February 1999, the State Comptroller released the results of its year-long review. 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 ensure TSU's future viability and independence.

In February 2000, TSPR returned to assess TSU's progress in implementing those recommendations. In one year, TSU officials had implemented or were in the process of implementing 107 of those proposals. The Comptroller commended TSU for taking these initial steps, but cautioned the university to be vigilant. The challenge now will be to sustain its progress and take the next critical steps toward excellence.

Nearly two years after the original report's release, TSPR returned again to assess progress and found TSU has been vigilant. Of the 124 original recommendations, only one has not been addressed. TSU has faced some difficult problems head on, and, more importantly, it is putting processes and procedures in place to ensure its continued progress.

Areas of Significant Progress

Policies and Procedures. The most notable change in the university's operations is the comprehensive documentation of policies and procedures. By the end of the first year after TSPR's original report, TSU had developed financial and accounting procedures with assistance from KPMG Peat Marwick. There was little evidence that staff had yet taken ownership of those procedures. Today, however, almost every aspect of TSU's operations are being documented, and some of those original

financial procedures are now second and third generation updates – proof that documentation is a priority of the administration.

Technology. An area of considerable concern during both the initial review and after one year was technology. TSPR staff noted many of the obstacles to progress within TSU revolved around numerous delays in implementing the university-wide computer system. Today, with considerable effort, the system is nearing full implementation.

Financial Management. While there is still room for improvement, TSU has made substantial gains in preparing its Annual Financial Report and submitting it to the State Comptroller on time. The Comptroller's staff will continue working with TSU to address those areas still needing attention for fiscal year 2001's Annual Financial Report. But, TSU has clearly done considerable work in the last year to remedy the problems of the past.

Developmental Programs. TSU has critically assessed its developmental classes, which are designed to provide students the necessary academic tutoring to enable them to succeed in their chosen field of academic study. The university has put into place several innovative programs designed to increase enrollment, improve retention and graduation rates, and enhance the quality of educational opportunities for students at all levels.

Alumni and Community Involvement. External confidence in and support for TSU had fallen to an all-time low at the time of TSPR's initial review. Today, confidence in the university is high and rising due in no small part to improved management practices and positive alumni and community relationships built by the president and the Board of Regents. Today, President Slade has initiated a $50 million capital campaign and expects to meet or exceed that goal.

TSU Report Card

Chapter	Total	Complete	In Progress	Not Implemented	Rejected	Percent Complete/ In Progress	Grades
University Organization and Management	16	13	3	0	0	81%/19%	Excellent
Educational Service Delivery and Performance	15	13	2	0	0	87%/13%	Excellent

Measures							
Personnel Management	13	10	3	0	0	77%/23%	Satisfactory
Alumni and Community Involvement	11	11	0	0	0	100%/0%	Excellent
Facilities Use and Management	10	7	3	0	0	70%/30%	Satisfactory
Asset and Risk Management	16	14	2	0	0	88%/12%	Excellent
Financial Management and Internal Controls	12	11	0	1	0	92%/8%	Excellent
Purchasing, Warehousing, and Delivery	4	4	0	0	0	100%/0%	Excellent
General Support Services	8	8	0	0	0	100%/0%	Excellent
Student Services	10	8	2	0	0	80%/20%	Satisfactory
Management Information Systems	9	8	1	0	0	89%/11%	Excellent
Overall Grade	**124**	**107**	**16**	**1**	**0**	**86%/13%**	**Excellent**

Excellent = More than 80% complete
Satisfactory = 80% to 100% complete or in progress
Needs Work = Less than 80% complete or in progress

Remaining Challenges

Facilities. Condition of the TSU campus remains a concern. Attractive and educationally conducive facilities are often an outward sign of stability and progress at an educational institution. An enhanced

environment will help attract new students to the university. TSU faces two facility-related challenges. TSU needs new or renovated facilities to support its programs, and an adequate maintenance program for its existing facilities. President Slade's $50 million capital campaign will provide much needed funds. Comprehensive planning and sound management of the construction and renovation projects, however, are necessary to preserve donors' confidence and continue to attract new funds. Once built, these new facilities, as well as existing facilities, must also be properly maintained. TSU should continue its commitment to renovation of existing facilities and elimination of deferred maintenance through the maximum use of existing resources.

TSPR Texas Southern University
Two-Year Progress Report
February 1, 2001
Status of Recommendations and Savings

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five-Year Savings (Costs) Estimates	Comments
Chapter 1: Profile of TSU — No Recommendations						
Chapter 2: University Organization						
1	Create a formal orientation program for all new board members. p. 47	Complete	$0	$0	$0	TSU developed a package of materials containing basic information about the university and the roles and responsibilities of board members and presented them at the annual board retreat in August 1999. Karen Griffin, the executive director for TSU Board Relations, worked with the board on the university's policies and procedures and responsibilities of the board.
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	Complete	($77,500)	($27,500)	($100,000)	TSU held a retreat for its board members in summer 1999. Consultants from the Association of Governing Boards and KPMG Peat Marwick facilitated the workshops on the

	board retreat. p. 48					role of the board and the president and helped establish a set of management principles and protocols. The chairman of the board told TSPR this retreat helped the board come together and work cohesively. It also clarified their role as policymakers and the role of the president as an administrator. TSU is planning another board retreat in 2001.
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 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 the time saved by administrators in preparing for the meetings. An

						annual schedule of board meetings is set at the beginning of the year.
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 board approved them. A hard copy of these by-laws and policies is available and, starting January 2001, they will be available on the university's Web site.
6	Provide a written summary to all board members of major issues and items on the board meeting agenda at least one week in advance of each board meeting. p. 54	Complete	$0	$0	$0	Board members are given summaries of agenda items four to five days before the board meetings. The chairman of the board told TSPR 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	Complete	$0	$0	$0	This recommendation was modified. The chief operations officer resigned in

	functions under this position to the chief operations officer. Create a new position of vice president for Finance. p. 57					March 1999. Since the current president has business expertise, the need for the chief operations officer (COO) has diminished. Thus, TSU eliminated the positions of COO as well as vice president for Administration and transferred the functions to two positions— the vice president for Finance and Accounting and executive vice president who report 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	Complete	$0	$0	$0	This recommendation was modified based on the implementation of recommendation #7. The roles of the executive vice president and vice president for Finance and Administration are clearly delineated from the role of the president.
9	Revise TSU's organizational charts and distribute to faculty and staff. p. 58	Complete	$0	$0	$0	Organizational charts are revised periodically as changes are made and distributed at the faculty meetings.
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. National searches are in progress for deans of the College of

	p. 62					Pharmacy and Health Sciences, the College of Education and the School of Business. TSU selected Dr. Daniel Davis for the dean for the School of Technology. In addition, the departments of Biology, Chemistry, Mathematics, Computer Science, and Physics from the College of Arts and Sciences were brought under the School of Technology. The remaining departments of the College of Arts and Sciences are placed under the College of Humanities, Fine Arts and Social Sciences and a search for its dean will be initiated in May 2001. TSU is actively interviewing candidates and finalizing a list for the three other dean positions. The general counsel's position is now filled.
11	Centralize TSU's current set of written administrative policies and procedures in one location for all TSU administrators, faculty, and staff.	Complete	$0	$0	$0	TSU's Web site for the Office of General Counsel is operational. This site contains several university policies on various topics, such as Ethics, sexual

	p. 63					harassment, intellectual property and Open Records. Also, the operating manual for staff is being scanned and will be available online by January 2001. It has been the general counsel's priority to gather these policies, distribute to employees and make them available online.
12	Develop an electronic database to track litigation and administrative requests of the general counsel. p. 67	In Progress	($12,000)	($9,500)	($11,000)	After reviewing several software packages, the Office of General Counsel has purchased a case management software. Training on the software for staff and attorneys is tentatively scheduled for January 2001. The software will be fully operational by April 2001.
13	Locate secure storage space for all confidential legal materials. p. 68	Complete	$0	$0	$0	All of the closed files are now either stored in a secure place in the university's warehouse or are in the process of being sent to the warehouse. Since the new case management software has scanning capability, the general counsel plans to scan old files and store them electronically and eliminate the

						paper files.
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	Complete	$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 prepared the new strategic plan for 2001-05 with input from faculty, staff, students, alumni and the community. This document incorporates planning, budgeting, and evaluation elements for all TSU's goals. TSU developed this strategic plan simultaneously with the institution's self-study, as required by the Southern Association of Colleges (SAC) for accreditation purposes.
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	Complete	$0	$0	$0	The Enrollment Management area was reorganized with a revised mission. Developmental classes were moved into the College of Arts and Sciences into appropriate

	vice president for Enrollment Management. p. 71					departments. The director of the General Undergraduate Academic Center (GUAC) has the responsibility for enrollment management. TSU formed a council made up of the coordinator for Enrollment Services, the directors of Testing, GUAC and Institutional Research to advise on enrollment management. This council provides guidance and seeks to improve student retention and graduation. Officials believe that because of this Council's efforts, 64 percent of all first-time freshmen from fall 1999 returned to the university in fall 2000 compared to 51.7 percent that returned in 1997 from the year before.
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, were moved into the Bell Building in November 1999. These offices now report to the same associate provost.

					All undergraduate admissions are the responsibility of the director of Admissions.
	Totals-Chapter 2		**($71,000)**	**($37,000)**	**($118,500)**	

TSPR Texas Southern University
Two-Year Progress Report
Status of Recommendations and Savings

| Chapter 3 |

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five-Year Savings (Costs) Estimates	Comments
Chapter 3: Educational Service Delivery and Performance Measures						
17	Develop strategies to increase the graduation rates from all TSU programs. p. 82	Complete	$0	$0	$0	The Enrollment Management Council—made up of the coordinator for Enrollment Services and the directors of Testing, GUAC and Institutional Research—have developed several initiatives to improve student retention and 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 offering scholarships to attract high-performing students. The College of Pharmacy also initiated several programs including obtaining 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, and supporting students in professional organizations by paying their membership fees. The Law School is using alumni to mentor law students, and the School of Technology started using alumni and their Board of Advisors for mentoring. TSU is also allocating more academic support to students. A new student loan fund was also established to help students with overdue bills. The university also has received a planning grant to help second year students stay in school. The university is developing a general studies program to support "at-risk" students.
18	Merge the School of Technology with the School of Business or another existing school or college to enhance program development and reduce administrative costs. p. 83	Complete	$134,000	$0	$0	The president appointed a committee to review all programs and reduction-in-force policies. While a merger of the School of Technology and the School of Business was not feasible due to accreditation problems, the departments of Biology, Chemistry, Computer Science, Mathematics and Physics were pulled from the College of Arts and Sciences

						and placed under the School of Technology. The college was renamed as the College of Science and Technology. Officials anticipate increased enrollment in the College of Science and Technology, and are therefore maintaining current staff levels.
19	Develop a comprehensive research policy and create incentives for participation in research activities. p. 86	Complete	$0	$0	$0	A research committee made up of deans, faculty and department heads developed a comprehensive research plan with policies consistent with the university's mission, goals, and objectives. The plan includes incentives for full-time faculty members who wish to conduct contractual research projects. The research committee also prepared a research agenda for the university with a focus on urban issues. TSU plans to offer research professorships in the future.
20	Annually evaluate course schedules and faculty assignments for each major course of study and reduce the number of course sections in all areas that are significantly under capacity. p. 89	In Progress	$8,841,000	$530,332	$5,621,528	TSU's academic departments have begun gathering relevant attendance data. Based on the analysis of this data, the provost adjusted the faculty workloads and eliminated some small course sections throughout the university. This measure has resulted

						in a net reduction of 16 FTE faculty positions. TSU plans to continue this process annually.
21	Expand recruitment efforts for high-performing students by increasing scholarship and assistantship programs. p. 91	Complete	($400,000)	$0	$0	The College of Pharmacy is using part of a $400,000 grant from the National Institute of Health for scholarships and the appointment of a recruiter for the college. The Law School also has appointed a recruiter and is raising funds for student support. The College of Science and Technology shares a five-year renewal grant with the University of Houston that provides scholarships for students majoring in Chemistry, Computer Science, Mathematics and Physics. 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 and increased the number of scholarships for the Honors Program. Officials believe that these efforts have attracted more qualified students to TSU.

22	Develop a five-year plan for implementation of distance learning for all colleges and schools and aggressively seek external additional funding. p. 92	Complete	$3,000,000	$500,000	$1,500,000	TSU formed a committee to develop a comprehensive plan for distance learning and submitted it to the Texas Higher Education Coordinating Board (THECB) for approval in November 2000. TSU's graduate school received $400,000 from the state's Telecommunications Infrastructure Fund, and the College of Pharmacy received $100,000 in Title III grants for distance education. In October 2000, the College of Science and Technology submitted a grant application to the National Science Foundation, which includes some funding 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 participate in internship programs by including fieldwork requirements as part of each degree program. p. 95	Complete	$0	$0	$0	The School of Business made internship a requirement for marketing majors and an option for management, finance and accounting majors.
25	Expand educational	In Progress	$0	$0	$0	The dean of the College of

	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					Education assigned a task force to examine the cost and benefits of expanding educational offerings. This task force found some limitations in its bilingual class offerings of the College of Education and also duplicative classes in other colleges on campus. The provost wants to wait until the new dean is hired for the College of Education before making decisions on the recommendations of the task force.
26	Fund the implementation of clinical training modules after the initial project with the Baylor College of Medicine. p. 99	Complete	($200,000)	$0	$0	The College of Pharmacy received $100,000 in Title III grants for distance education, which it plans to use for clinical training of Pharmacy students. In addition, the dean set aside a portion of those funds to hire an educational technology expert to continuously monitor and update all the college's educational technology and assist the faculty in developing materials to enhance teaching in distance education classes.
27	Develop a community mentorship program to enhance tutorial support for law students. p. 102	Complete	$0	$0	$0	TSU's Law School established a mentorship program for first-year law students and faculty. Collaborations are in place with the Houston Lawyers

						Association and the Phi Alpha Delta legal fraternity.
28	Develop a strategic plan to renovate and enhance TSU's research facilities. p. 103	Complete	$0	$0	$0	The board of Regents has approved a plan to renovate the College of Pharmacy building. TSU also added a request for funding for a new science building in its Legislative Appropriations Request. This science building is also part of Office of Civil Rights' recommendations for TSU.
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, the Heartman collection and the Reference Department.
30	Provide summer developmental classes for incoming students so that students can be integrated sooner into their field of study. p. 107	Complete	($275,000)	($469,000)	($2,000,000)	TSU developed a program to address the needs of "at-risk" students. The Summer Academy 2000 was the university's first organized attempt to help first-time freshman students to progress into their academic areas smoothly by offering an eight-week intensive program of remedial education classes, academic counseling, continuous assessment and freshman transition help. TSU received state appropriations to develop this

						program, and the university requested funding in its Legislative Appropriations Request to make this a continuous program.
31	Create an orientation committee and develop a plan to expand TSU's orientation program. p. 108	Complete	$0	$0	$0	TSU formed an orientation committee with faculty, staff and students. Upon the recommendations of this committee to the Deans' Council, the provost redirected additional funds to upgrade the orientation literature. The orientation program has been expanded to include more sessions on academic preparation and personal development issues.
	Totals-Chapter 3		**$10,225,000**	**($675,868)**	**$2,935,528**	

TSPR Texas Southern University
Two-Year Progress Report
Status of Recommendations and Savings

| Chapter 4 | |

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five-Year Savings (Costs) Estimates	Comments
Chapter 4: Personnel Management						
32	Fill the personnel representative vacancy to assist the classification and pay function in the implementation of Banner and employee records processing. p. 114	Complete	($28,220)	($21,670)	($108,350)	TSU upgraded and filled the compensation/classification specialist position in February 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 is scheduled for February 9, 2001. The Human Resources director developed a floor layout for the division, and the furniture has been ordered.
34	Document and clearly monitor information on employee salary increases. p. 118	Complete	$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 now allows Human Resources to create management reports on employee salary increases.
35	Establish compensation standards and goals for exempt positions and use these standards for establishing	In Progress	($2,485)	$0	$0	The compensation/classification specialist, with the help of the State Auditor's Office (SAO) reviewed TSU's compensation plan for exempt and administrative

	starting salaries. p. 120					positions and drafted a new system based on a university-wide review of positions. The general counsel will review this plan and will submit it for board approval in February 2001.
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	TSU selected five Texas colleges as its peers for salary compensation purposes. The compensation plan is drafted with a competitive salary structure while maintaining internal equity. The general counsel will review and submit this plan to the board for its approval in February 2001.
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 has been conducting annual training seminars during July and August of each year on the use of the Performance Evaluation and Planning system. By August 15, 2000, the deadline for submitting performance evaluations, 80 percent of the evaluations were complete, compared to 20 percent in previous years. After the annual deadline, Human Resources sends final notice to the departments and a letter to the president.
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 and the associate vice president for Finance assessed the specific Banner training needs of staff from both Human Resources and Finance. Based on this assessment, the director of Systems Computer Technology Corp (SCT), TSU's

						contractor for installing and implementing the Banner 2000 computer system, developed the training classes. Training classes were held between May and August of 1999. TSU upgraded the human resources module to Banner 4.01 and trained staff. The department has not experienced any problems since the upgrade in November 2000.
40	Develop a Human Resources replacement plan based upon future goals and objectives of the university. p. 128	Complete	$0	$0	$0	TSU developed a priority list for filling vacant positions. TSU also developed action plans for recruitment and selection of administrative positions and revised its search processes. Of the 107 positions that were vacant in January 1999, 33 positions were vacant as of November 3, 2000. For seven of those positions, TSU is conducting national searches. Positions will be filled before the end of fiscal 2001.
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.	Complete	($60,000)	$0	($225,000)	Human Resources conducted an employees' training needs survey. Based on the survey results, the director hired external consultants to conduct several in-house training classes. These classes' topics include management skills and

	p. 130					protocols, team building, and sexual harassment**.** A training schedule was developed, and classes began in December 1999. The president made this training mandatory 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	Complete	$0	$0	$0	The director of Human Resources with assistance from SAO drafted a new policy clarifying the mediation segment of the grievance process. The general counsel reviewed the new policy and the board approved it in December 2000.
44	Eliminate the practice of requiring employees to pay a $500 fee to pursue grievances to mediation. p. 133	Complete	$0	$0	$0	TSU stopped charging employees fees for grievances and updated the policy. The general counsel reviewed the updated policy and the board approved it in December 2000.
	Totals-Chapter 4		**($150,705)**	**($21,670)**	**($333,350)**	

TSPR Texas Southern University
Two-Year Progress Report
Status of Recommendations and Savings

| Chapter 5 | |

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five-Year Savings (Costs) Estimates	Comments
Chapter 5: Alumni and Community Involvement						
45	Explore the possibility of centralizing university relations into a single unit within TSU. p. 139	Complete	$0	$0	$0	TSU consolidated the offices of Development, Media & Public Relations, Governmental Relations, KTSU and Special Events. All these offices now report to the executive vice president. Ketchum Inc., TSU's fundraiser, is helping the university to reconfigure the staff duties in this office.
46	Update job descriptions for the administrative assistant and research technician positions to reflect the full range of duties performed. p. 140	Complete	$0	$0	$0	After centralizing university relations into one single unit, TSU developed job descriptions for each position.
47	Formalize the relationship among the National Alumni Association, the local chapters, and the Alumni Relations Office	Complete	$0	$0	$0	The Office of the General Counsel drafted a new memorandum of understanding, and it was sent to the presidents of various local

	through a written memorandum of understanding or letter of agreement. p. 141					alumni chapters. TSU is working to re-establish relationships with these chapters.
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	Complete	$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 also received 10 percent of directory sales. With 30,000 alumni names and addresses, the Houston alumni chapter has taken the lead for increasing communications with alumni by publishing a monthly newsletter, conducting membership drives at several locations throughout the state and initiating fundraising efforts for targeted groups such as athletes.
49	Explore using a contracted professional fundraiser to increase private giving to TSU.	Complete	$0	($94,000)	$4,750,000	TSU entered into a two-year contract with Ketchum, Inc., a professional fundraiser

	p. 143					specializing in higher education institutions, to raise $50 million in two years. Officials believe that at least five percent of the commitments will be collected before 2004.
50	Establish a TSU development council to develop strategies for increasing alumni support and contributions. p. 144	Complete	$0	$0	$0	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. A representative from Ketchum, Inc. is part of this Development Council. The Finance Division started handling all the endowment funds.
51	Expand and automate the existing alumn i database. p. 145	Complete	$0	$0	$0	The new alumni database has been installed with 30,000 names and addresses. The Banner system module on alumni is also operational, and the staff had a refresher training on the use of the database and the

						Banner system. TSU has not hired an alumni director yet, but when hired, the system will be fully used.
52	Increase communication with TSU alumni and the range of services offered. p. 145	Complete	$200,000 ($200,000)	$0		$0	TSU has increased communication with alumni since the installation of new alumni database. TSU coordinates recruitment efforts with alumni chapters.
53	Develop a program that has broad-based appeal and promotes the university to its students, alumni, faculty, and external constituencies. p. 147	Complete	$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. Installing the new alumni database also will help TSU's efforts.
54	Devise a legislative strategy for dealing with future legislative sessions. p. 148	Complete	$0	$0		$0	While preparing its 2002-03 Legislative Appropriations Request, TSU gathered input for the first time from every unit

						of the university to determine their needs. TSU's Finance Department evaluated the departmental requests and submitted them in its Legislative Appropriations Request with justifications. All exceptional items in the request were cross-referenced with Office of Civil Rights recommendations to eliminate double funding. The president intends to use this in her meetings with legislators and their staff.
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
	Totals-Chapter 5		**($43,700)**	**($94,000)**	**$4,750,000**	

TSPR Texas Southern University Two-Year Progress Report

Status of Recommendations and Savings

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five-Year Savings (Costs) Estimates	Comments
Chapter 6: Facilities Use and Management						
56	Hire a director of Architecture, Engineering, and Construction as soon as possible. p. 158	Complete	($410,475)	($39,165)	($431,847)	The person hired for this position resigned in December 1999. TSU reevaluated this position and upgraded it to assistant vice president of Architecture, Engineering and Construction and filled it in November 2000.
57	Prepare and publish a new *Policies and Procedures Manual for Facilities Planning and Operations.* p. 160	In Progress	$0	$0	$0	The Facilities Planning and Operations Division has prepared a new draft of the manual and delivered it to the president for review and approval. After the president's review, it will be submitted for board approval in April 2001.

58	Modify the work order system to make it more user friendly and provide more timely management reports. p. 161	Complete		$0	($27,000)	($37,000)	TSU purchased new software for facilities management that went online in October 2000 and it is fully operational.
59	Establish a charge-back system and procedures for conducting routine maintenance of the auxiliary service units. p. 162	Complete		$0	$0	$0	In April 1999, the associate vice president for Facilities Planning and Operations drafted procedures for charging the auxiliary units for routine maintenance. TSU is implementing those procedures.
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 from staff and students on this practice. In addition, the acting associate vice president for Facilities Planning and Operations briefs the president and

						members of the executive council on facilities issues every week.
61	Regularly prepare and maintain capital budget requests and implementation plans to submit to the Legislature. p. 166	Complete	$0	$0	$0	TSU prepares a schedule of capital improvement projects with completion dates on a monthly basis.
62	Develop design standards for future construction programs. p. 169	In Progress	$0	$0	($60,000)	The Facilities Planning and Operations Division prepared a draft of design standards. TSU contracted with Kennedy Associates to review and upgrade these standards, which will be presented to the board for review and approval on or about April 2001.
63	Hire additional custodial staff and include equity adjustments for supervisors. p. 171	Complete	($1,500,025)	($272,160)	($1,053,600)	TSU hired 9 additional custodians and gave a 20 percent pay raise to the maintenance supervisor.
64	Hire additional experienced staff, including supervisors and working lead persons. p. 172	In Progress	($1,138,120)	($8,819)	($406,103)	Based on an external needs assessment, TSU hired a carpenter, an electrician and two HVAC mechanics.
65	Authorize the energy	Complete	($5,200,000)	$0	$1,600,000	In September 1999, TSU

	performance contractor to proceed with the energy saving capital improvements. p. 175					authorized an energy performance contractor to proceed with energy-saving capital improvements. Work has been completed and the improvements have been made.
	Totals-Chapter 6		**($8,248,620)**	**($347,144)**	**($388,550)**	

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five - Year Savings (Costs) Estimates	Comments
Chapter 7: Asset and Risk Management						
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 each month. The president uses these projections for planning purposes. These monthly cash flow projections are part of 19 measures the SAO is monitoring at TSU.
67	Establish a policy of competitively bidding the depository contract every two to four years. p. 185	In Progress	$0	$0	$0	The university decided not to re-bid the contract because officials believe Chase Bank is a good banking partner. However, TSU officials have reviewed the Chase contract to identify areas that could be improved and renegotiated it with Chase. This process is expected to continue but has not yet been formally adopted as policy.
68	Close the dormant bank accounts and transfer the remaining	Complete	$0	$3,600	$18,000	TSU closed all but two dormant bank accounts. The university put all of

	balances to the Operating Fund account at Chase Bank. p. 186					the money from those two accounts into a new account that pays higher interest.
69	Institute controls over cash in satellite operations and oversight by the comptroller and bursar. p. 187	**Complete**	$0	$0	$0	The university has a new fiscal policy and procedures manual that includes new policies on cash control. Staff was 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 all petty cash accounts. Now that TSU is able to process and pay invoices more quickly, the need for petty cash accounts has diminished.
71	Institute internal controls of incoming mail, with all mail opened under dual control and all checks removed and logged. p. 190	Complete	$0	$0	$0	The university did not institute dual control of mail openings, but it did 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 performed 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	Complete	$0	$0	$0	KPMG assisted TSU in revisiting its policy and bringing financial aid procedures in line with U.S. Department of Education

						requirements and helped TSU to document 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	Complete	$0	$0	$0	As of May 1999, the assistant vice president for Business and Financial Services conducts a quarterly review of the contractor's investment performance. TSU did not extend Albriond Capital Management's contract. Now TSU contracts with NCM for the equity portion of its investments and MDL Capital for the fixed income portion of its portfolio.
74	Invest daily cash balances at the highest possible interest rates to maximize income. p. 196	Complete	$231,990	$0	$0	In December 2000, TSU entered into a contract to invest its daily cash balances through TexPool, to maximize interest earnings.
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	Complete	$0	$0	$0	New policy and procedures are in place for managing endowment funds. TSU moved the endowment's available balance to an account for scholarships.
76	Modify the contracts governing overnight investment to ensure that TSU is	Complete	$0	$0	$0	In response to the recommendation, TSU now invests its excess cash in U.S. Treasury securities, which are self-

	fully collateralized each day and implement procedures for contract oversight. p. 198					insured and 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	Complete	$0	$0	$0	TSU changed 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	Complete	$0	$0	$0	A policy in conjunction with recommendation #73 has been written and approved by the board.
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 College of Pharmacy, issued a Request for Bid in November 1999 and awarded a three-year contract to Chicago Insurance Co. in December 1999. The Purchasing Department is administering the contract.
81	Put security	In Progress	$0	$0	$0	TSU formed a

	procedures in place for buildings and equipment to prevent theft of fixed assets inventory. p. 207					Campus Security Advisory Committee to develop security procedures and make recommendations on campus security matters. TSU is implementing the security procedures this committee has developed.
	Totals-Chapter 7		**$231,990**	**$3,600**	**$18,000**	

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| Chapter |

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five-Year Savings (Costs) Estimates	Comments
Chapter 8: Financial Management and Internal Controls						
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	Complete	($82,500)	($87,300)	($87,300)	KPMG worked with TSU's financial staff and developed the policy and procedures manual for fiscal operations. Once the manual was complete, KPMG trained the staff in financial services and purchasing areas.
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. p. 219	Complete	$0	$0	$0	The university held four budget preparation workshops for staff from Facilities, academic departments, Student Services, and Administration in April 1999. In addition, finance personnel are meeting with budget managers one-on-one to solve any fiscal issues. The university conducted ongoing budget workshops in

						fiscal 2000. For the first time, the departmental heads knew how to justify and ask for funds during the university's preparation of its Legislative Appropriations Request for 2002-03.
84	Prepare and submit TSU's annual budget document to the GFOA for professional certification. p. 220	Not Implemented	$0	$0	$0	TSU prepared its annual budget document and submitted it to the Government Financial Officers Association (GFOA) for certification in November 1999. It was rejected because the format was wrong. TSU officials want to focus on complying with state reporting requirements such as making its systems more compatible with Uniform State Accounting System and working with Governmental Accounting Standards Board (GASB) requirements. When all that is done, officials expect to be ready to submit to GFOA again.
85	Implement the necessary system updates and modify related processes to comply with new	Complete	$0	$0	$0	TSU submitted annual information returns, Form 1098-T for Tax Credits and Form

	guidelines and regulations for Hope Scholarship Credit, Lifetime Learning Credit, and qualifying educational loans contained in the Taxpayer Relief Act of 1997. p. 223					1098-E for Interest Paid for reporting year 1998, to the Internal Revenue Service and university students on March 1, 1999, as required. 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 been paying 80 to 90 percent of its bills on time. The bills pending are generally held back due to conflicts with the vendors.
87	Establish a process and procedures to 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	Complete	$2,052,995	$112,000	$1,200,000	In response to the recommendation, the university no longer allows 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, the response was not as good as university officials had hoped. TSU turned over all accounts that are one year or older to an outside collection

						agency. So far, this agency has collected $112,000.
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	Complete	$0	$0	$0	TSU is reconciling its accounts receivable accounts to the general ledger on a daily basis to make sure that accounts are posted accurately. Officials report that this is working out well and that they encounter no problems with the Banner system.
89	Formalize TSU's charge-off and collection policies related to charged off accounts. p. 230	Complete	$0	$0	$0	The university now has a policy governing charge-off accounts. The Finance Department regularly produces reports showing aging accounts receivables and adjusts journal entries to delete the charged-off accounts.
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. The university was able to do away with many of its smaller databases and transfer the information to Banner grants module.
91	Fill the vacant accounting	**Complete**	$0	$79,380	$264,600	With the Banner grants module

	position and update grant billings. p. 234					installed, TSU is current on grant billing schedules and can keep each grant billings updated with the current staff. Consequently, TSU did not fill the vacant accounting position.
92	Ensure that all cash activity is posted daily to the general ledger and that reconciling items are researched and cleared in a timely manner. p. 236	Complete	$0	$0	$0	TSU now conducts a monthly reconciliation with its bank statements and a 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	Complete	($22,500)	$0	$0	TSU's Financial Reporting staff developed several reports with financial information such as the balance sheet data, revenues and expenditures and budgeted revenues compared to actual expenditures with deviations. These reports are produced monthly. Officials believe that producing these reports is helping management to monitor the university's financial performance effectively.
	Totals-Chapter 8		**$1,947,995**	**$104,080**	**$1,377,300**	

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| Chapter 9 |

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five - Year Savings (Costs) Estimates	Comments
Chapter 9: Purchasing, Warehousing, and Delivery						
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	Complete	$0	$0	$0	TSU's policy has been altered to include Facilities Planning and Operations in the purchasing process. Plant Operations and Facilities Planning have been separated. The assistant vice president for Architecture.

						Engineering and Construction is in charge of Plant Operations.
97	Develop internal controls to ensure that GSC's procedures for HUBs are consistently followed in TSU purchasing. p. 256	Complete	$0	$0	$0	The university documented HUB procedures in the *TSU Policy and Procedures Manual*.
	Totals-Chapter 9		**$0**	**$0**	**$0**	

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Rec. #	Recommendation	Implementation Status	TSPR's Projected Five-Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five-Year Savings (Costs) Estimates	Comments
**Chapter 10: General Support Services**						
98	Outsource printing and copying and place responsibility for printing and copying under the Purchasing Office. p. 262	Complete	$160,260	$0	($418,200)	TSU placed all printing and copying services under the Office of Information Technology and contracted out all of its copying services. Since the university print shop serves as a training ground for students with academic minors in printing, officials chose not to contract out the print shop. TSU then spent funds to repair and replace some print shop equipment.
99	Appoint a textbook oversight committee. p. 266	Complete	$115,000	$0	$0	A textbook committee has been appointed by the provost. This committee has established guidelines on textbook selection and works closely with the bookstore.
100	Reduce the bookstore obligation and arrive at an agreement with	Complete	$0	$0	$210,000	TSU has paid its debt to the bookstore. The account is reconciled monthly

	the bookstore on the terms of the payment. p. 267					to ensure the accuracy of the account balance. The contract has been renegotiated, which generated additional revenues for the university.
101	Calculate potential savings to the university of combining the mail delivery with other delivery needs of the university. p. 268	Complete	$0	$0	$0	TSU started a pilot project. As of September 2000, the university is performing mail delivery services for Hannah Hall, the central library and the College of Pharmacy. If this is successful, TSU plans to hire a part-time staff and extend this service to other buildings in the university.
102	Continue to replace safety and security equipment. p. 273	Complete	$0	$0	$0	TSU hired a safety director and has performed a survey of security needs around campus and identified specific items that needed attention. The items that needed replacement were funded through the Campus Planning Committee.
103	Install the Harris County Law Enforcement computer system (JIM/DIMS) to allow TSU's Department of Public Safety to connect to the county departmental file server. p. 274	Complete	$0	($4,500)	($4,500)	TSU's Department of Public Safety was connected to the Harris County departmental file server on September 15, 1999.
104	Create a Campus Security Advisory Committee with membership from student body	Complete	$0	$0	$0	The university created the Campus Security Advisory committee in December 1999.

	leaders, student affairs staff, faculty, and campus security personnel. p. 275						This committee reviews the university's security issues and needs and makes recommendations to the administration and the police department. Two members of this committee along with campus police officers were sent to a seminar in San Antonio on violence prevention.
105	Update the university police standard operating procedures annually. p. 275	Complete	$0	$0	$0	TSU updated the *University Police Department Standard Operating Procedures* in March 2000. The procedures will be updated continuously.
	Totals-Chapter 10		**$275,260**	**($4,500)**	**($212,700)**	

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| Chapter 11 |

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five - Year Savings (Costs) Estimates	Comments
Chapter 11: Student Services						
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.
107	Comply with the Student Right to Know and Campus Security Act. p. 282	Complete	$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	Complete	$0	$0	$0	Students who do not pass the Texas Academic Skills Program are advised through the General University Academic Center. A degree module was implemented through the Banner System to track students in

						their declared majors.
109	Obtain career exploration software. p. 284	Complete	($18,000)	$0	$0	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. Students also are linked with the School of Business software, Firstplace.com.
110	Establish a Health-Wellness-Counseling Program as a component of the Health Center within the division of Student Services. p. 287	In Progress	$0	$0	$0	TSU formed a Wellness Committee composed of staff from the Counseling Center, Recreation and Health and Kinesiology departments, which is in the process of developing a wellness program and activities.
111	Create a line item in the Counseling Services budget to	Complete	$0	($100,000)	($516,000)	TSU established a budget for Disabled Student

	support services in accordance with the Americans with Disabilities Act (Public Law 93-112, ADA 1990) and actively seek grants to support the program. p. 288					Services to provide services, support and equipment to those who need it. Student fees and other funds support this budget. The department is also researching possible grants to support the program.
112	Provide Counseling Service counselors with the authority to access the Banner screens from their desktops. p. 289	Complete	$0	$0	$0	Counselors have new computers and have access to student data from the Banner system. Counselors are also trained on accessing this data.
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)	The university outsourced the entire reimbursement process and professional development responsibilities of the Financial Office. TSU overhauled the financial aid process far beyond the flow chart method suggested in the original recommendation. TSU has submitted an application for re-certification to the federal Department of Education (DOE), and DOE agreed to re-certify TSU for two years. 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	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. The Banner system does not have a voice response unit. TSU is planning to upgrade the system to include voice response module.
115	Explore opportunities to use the Student Center's meal-serving area as a revenue generator beyond serving and selling meals. p. 300	Complete	$0	$11,600	$42,500	TSU officials renegotiated the food service contract. The contractor now has the responsibility for generating additional revenues. The Student Center also is generating additional revenues through renting the facilities to community groups. The university is planning to improve the Student Center so that it could be rented for more

						occasions.
	Totals-Chapter 11		($18,000)	($2,088,400)	($2,973,500)	

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| Chapter 12 |

Rec. #	Recommendation	Implementation Status	TSPR's Projected Five - Year Savings (Costs)	Actual Savings (Costs) to Date	TSU's Five - Year Savings (Costs) Estimates	Comments
Chapter 12: Management Information Systems						
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 payroll portions of the Human Resources systems have been installed and both systems are operational. The portion of the Human Resources module that allows TSU to report data to the state Human Resources Information System (HRIS) is still experiencing some problems. The Comptroller's office sent staff to help TSU to resolve those issues in December 2000. After this training, officials believe staff will be able to handle the HRIS reporting requirements.
117	Provide departments training on the reporting capability of the Banner systems and determine their information needs. p. 308	Complete	$0	$0	$0	User divisions now have access to each Banner system. They determine what kind of reports they need if the standard system reports don't meet their needs. Users had basic training

						on the type of information that is available through Banner and the capabilities of the system so that they would know what to ask for. The users work through the Office of Information Technology to get adhoc reports. University officials are looking at the ORACLE Discover program, which would allow them to generate ad hoc reports.
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 addition 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. The university also has a new Web site (www.tsu.edu) that has been completely revamped.
119	Monitor the completion of the 67 activities outlined in the annual work plan. p. 311	**Complete**	$0	$0	$0	The Short Term Improvement–Initial 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.
120	Disseminate standards for the computer support of students and faculty, recognizing that standards may vary by discipline. p. 312	Complete	$0	$0	$0	The Technology Governance Committee established standards for computer support of all academic activities. These standards are outlined in the Annual Work Plan, which is available on TSU's Web site.
121	Require each school or college to produce an annual technology plan for academic and instructional support of the programs that are under their direct control for the Office of Information Technology in its planning process. p. 312	Complete	$0	$0	$0	Representatives from each school and college are included in the Technology Governance Committee, which is working closely with the provost. After a needs assessment survey, the committee developed a plan for the entire university and submitted it to the Deans' Council.
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	Complete	$0	$0	$0	All buildings are now wired for network.
124	Acquire equipment on an exclusive	Complete	$0	$0	$0	See recommendation #120. TSU officials

university-wide contract. p. 316						believe 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 has the expertise to negotiate cost-effective purchases from appropriate vendors. The university also is negotiating contracts with Gateway Computers and Compaq Computers.
	Totals-Chapter 12			**$0**	**$0**	**$0**	

TOTAL SAVINGS	**$14,753,745**	**$1,236,912**	**$15,206,628**
TOTAL COSTS	*($10,605,525)*	*($4,397,814)*	*($10,152,400)*
Total savings (cost)	**$4,148,220**	**($3,160,902)**	**$5,054,228**