Financial Planning Task Force
May 4, 2000
3:30 p.m.

Members Present: Reneau, Rea, Drewett, Thomas, King, Kilpatrick, McConathy, Reagan, Elmore, Stokley,
Members Absent: Hall, Edmiston

Introduction

President Reneau reminded Task Force members that they served as an advisory group to the
President and to the APC on budget matters and budget priorities funding. He also reminded them
that the priorities that this group recommends for funding will be considered as budget priorities
after certain fixed costs are met, i.e. utilities, payroll, promotions, pay raises. Dr. Reneau welcomed
Ryan Kilpatrick, newly elected President of the Student Government Association and Dr. Gary
Stokley, representing the University Senate.

Minutes, February 9, 1999

The February 9, 1999, minutes of the Financial Planning Task Force were approved as submitted
on a Drewett/McConathy motion/second and unanimous approval.

Progress Reports Regarding Strategic Plan, 1997-2001

Key Strategic Direction #1 - Recruiting, Retention, Graduation Rates, Cultural Programs

President Reneau presented a report from Dean Pamela Ford on activities of the Enrollment
Management Council, the Office of Enrollment Management, the Registrar’s Office, the Financial
Aid Office, and the Admissions Office.

Statistics were presented on FTE enrollment and first-time freshmen enrollment. Both numbers
have increased since 1995. President Reneau indicated that first-time freshman enrollment trends
have been quite remarkable and continue to be positive.

The retention rate rose from the Fall ‘91 to the Fall ‘97. In the Fall ‘98 the rate fell from 77.9% to
75%. Research has confirmed that TOPS scholarships were related to the decrease. Fall ‘98 was
the first full implementation year for TOPS scholarships, and several students lost those scholarships
for the Fall ‘99 and did not return to Tech.

The graduation rate has also steadily increased. Fall of 2004 will be the assessment point for
evaluation of meeting this objective.

The Enrollment Management Council dedicated this year to the successful implementation of the
SCT Student Information System. This effort was extremely successful. SCT is the backbone for
many other enhanced student services such as Web registration, automated degree audit, improved access to student records for academic advising, and many other technology improvements. Much work has been done and much work is yet to be done to improve academic services to students using SCT.

An Enrollment Management employee was named Web Master and subsequently the University’s home page was redesigned and updated to include audio, video, multiple downloadable admissions/enrollment forms and application, and on-line tour of each individual dorm, and more.

The Financial Aid Office portion of the web site was expanded to provide students access to missing documents and financial aid awards. Also, students can now complete their loan entrance interviews on-line at their convenience.

Attached are copies of two items being distributed by the Financial Aid Office:

1. A bookmark providing the address for Tech’s web site for guidance, forms, links and financial aid application status can be obtained from this site, application deadlines, and website topics. This web site has links to allow students to conduct nationwide scholarship searches.

2. An access authorization form designed to allow students to authorize persons other than him/herself to personally or telephonically make inquiries or receive information about federal financial aid pertaining to the student.

During the 1998-99 academic year, four courses were available as Internet offerings. Three additional courses were added in the summer of 1999, one was added in the fall, and another is scheduled to be added in the spring.

The Center for Instructional Technology and Distance Learning, which is new this year, provides technical support for faculty in the development of Internet, compressed video, and instructional media course components. A Director for the Center, a Coordinator of Instructional Technology, instructional technology workstations, other multimedia equipment, and a staff of student assistants were funded as of August 1999. Also, an Internet courseware system is being purchased which will assist faculty in the development and delivery of Internet courses. The University’s distance learning offerings can be viewed at Tech’s Southern Regional Electronic Campus (SREC) site. This site has been recognized as a model site for use by other SREB universities.

An electronic view book on CD was produced for recruiting and university promotion. The CD is multimedia with audio and video, and highlights all aspects of university life for prospective Tech students. CD’s were sent to all area high school guidance offices as well as direct mailed to our top undergraduate target market.
A new production process for the quarterly class schedule has been implemented. This process improves content accuracy due to a decreased production lead time from 14 days to 3 days.

An aggressive letter writing campaign for financial aid notification letters has been implemented and will continue.

Tech is the first school in the State to offer students a Master Student Loan Promissory Note which greatly simplifies reapplication for loans by previous student borrowers.

Estimated financial aid has been placed on expense slips for the first time allowing students to prepay their remaining balance due for upcoming quarters. This has improved University cash flow and significantly reduced the lines at fee payment time.

Two publications were written during 1999 for publication in 2000:

1. *Faculty and Staff Financial Aid Guide* - an excellent advising and reference tool for all University employees.
2. *Scholarship Reference Publication* - comprehensive listing of all scholarships available to Tech students and includes selection and retention criteria. It will be published in both paper and Web format.

Two new positions were added during this year. A counselor position was replaced with a Counselor for Transfer and Nontraditional Student Enrollment position and an Assistant Director of Admissions/Director of Transfer and Nontraditional Student Enrollment position was added. The new Director will begin employment January 10, 2000. The counselor position will be filled with the input of the new Director.

Aramark Food Services was offered beginning in summer 1999. This service offers a new array of dining options for students. Expansion of services will continue through Phase II which involves renovation of Tolliver for student oriented services.

The PALS Program was implemented as a retention effort. PALS are faculty or staff members who agree to be a PAL to a new student; calling and/or visiting their assigned student to see how they are adjusting to Tech and to see if they need assistance or have questions.

Sections of University Seminar, which represent the University’s most aggressive retention effort, were added for Spring 1999 and Winter 1999-00. Plans are to continue this practice as student feedback was very positive.

The Cultural Programming Group focused on three areas as recommended by the Task Force.
The first area was increasing opportunities for interaction between American and international students to facilitate understanding and friendship. The International Student Office continues to encourage weekly coffee hours, quarterly picnics, movies, parties, and other social events to facilitate friendships between international and American students. More than 3500 people attended events sponsored by the International Student Office including more than 900 community attendees.

The second area addressed was finding better ways of collection and disseminating information regarding cultural events on campus and items of interest regarding international students. This was accomplished via a publication entitled “Intercultural Voice.” (copy attached).

The third focus area involved expanding the current international cultural festival in the spring sponsored by the International Student Office and the International Student Association to include other groups and more diverse cultural programs and activities. This past year the International Days Celebration was expanded to include an extra week of lectures and films focusing on world religions. Religions discussed included Islam, Buddhism, Christianity, and Hinduism. This symposium was well attended. Speakers included Dr. Mahmoud Khalil, a medical doctor from Shreveport, Dr. Upali Siriwardane and Dr. Bill Elmore, professors at Tech, and Dr. A. N. Murty, a professor at Grambling. Attendance was good and feedback was positive.

A complete copy of this report with attachments regarding Key Strategic Direction #1 is attached.

This KSD was identified by this group and by the Financial Planning Task Force as a priority for funding in 1998-99, and 1999-2000. New funding from all sources for 1998-99 amounted to $392,644 and total new funding from all sources thus far in 1999-2000 is $440,252.

**Key Strategic Direction #2 - Professional Development**

President Reneau presented a report from Vice President Ken Rea on the improvement and enhancement of professional development opportunities at the University.

The number of professional development opportunities, faculty and staff participation in planned activities, and funds expended on programs have increased substantially in recent years. In fact, this key strategic direction was a continuing budget priority for 1999-2000 and over $100,000 has been committed this year to establish an instructional technology center for faculty training and preparation of instructional materials, personnel, equipment and conversion of the current media center space on the 10th floor of the library to the Center for Educational Excellence (CEE) and Center for Instructional Technology and Distance Learning (CITAL) for professional development. A summary of activities and outcomes since the last reporting was provided:

- Ms. Linda Ramsey was chosen to fill the position of Director of the CEE. Ms. Ramsey will be responsible for the design and coordination of an aggressive faculty
and staff development program to include orientation of new faculty, staff, and graduate teaching assistants, workshops and training sessions to promote teaching excellence, integration of technology into the classroom, instructional consultation, identification and dissemination of information and resources concerning faculty development, and other activities appropriate to the Center’s mission.

- Mr. David Cargill was promoted to Director, Center for Instructional Technology and Distance Learning (CITAL).

- Dr. Mike Page was employed as Coordinator of Instructional Technology.

- $40,000 in equipment was purchased to establish an instructional technology center for faculty training and preparation of instructional materials

- Eighteen (18) faculty/staff development activities were presented in 1998-99 at an expenditure of $84,919. A complete listing is attached. Also, during the fall quarter 1999-2000, 12 activities with an expenditure of $58,080 have been presented.

- The Director of the CEE has been charged with the review of program evaluations for the 1998-99 and 1999-2000 years, as well as other forms of faculty/staff input, in order to determine and coordinate the professional development activities for the 2000-2001 year. The cycle of assessing and planning and conducting and evaluating professional development activities will be the on-going responsibility of the Director of CEE.

A complete copy of this report with attachments regarding KSD # 2 is attached. This KSD was identified by this group and by the Financial Planning Task Force as a priority for funding in 1998-99 and 1999-2000. Funding from all sources in 1998-99 was $244,562 and total funding from all sources thus far in 1999-2000 is $263,519.

Key Strategic Direction #3 - Financial Resources

President Reneau reported that two additions need to be made to the Louisiana Tech Budget Planning Schedule attached:

- During the month of January under Operating Budget Planning, the addition of a statement “APC reviews Strategic Plan reports” needs to be added.

- The plan presently indicates that during the month of July under Operating Budget Planning “Reporting to the Administrative and Planning Council (APC) of actual expenditures in relation to key strategic directions in the Strategic Plan.” This
activity should be moved to September as the APC generally does not meet in the summer months.

President Reneau indicated the need to formalize the budget and management cycle to close the loop for assessment purposes. Dr. Terry McConathy will continue to chair the University Assessment Committee for at least one more year. He presented a flow chart indicating the management cycle for the overall budget process which includes strategic planning, assessment evaluation, budget planning and program/budget implementation (see attached).

KSD # 4 - Integrating Advanced Technology

President Reneau presented a report from Dr. Mel Corley presenting the Campus Computing Coordinating Assessment Committee’s assessment reports of the progress toward the goals outlined by each of the three KSD 4 subcommittees.

The first subcommittee identified four issues to address regarding how remedial services for computing are provided:

Issue #1 - The first issue dealt with defining service responsibilities. The two departments providing a large majority of campus computing support worked together to define and delineate problem resolution responsibilities. Thereafter, the Vice President for Academic Affairs and the Vice President for Administrative Services jointly issued a Computing Assistance Directory and memorandum outlining who to call for help decisions. This guide was successful. Additionally the two groups initiated weekly meetings in order to exchange information and coordinate work on projects.

Issue #2 - The second issue examined formal procedure for reviewing proposals for new campus computing activities. They found that there is no review procedure to evaluate technical support requirements and implementation schedules for proposed new computing activity projects prior to purchase. President Reneau agreed that this problem needs to be examined.

Issue #3 - The third issue involved establishing a single point-of-call procedure. Various self-developed systems to track help requests exists, but the data are not being analyzed for trends or being shared between support groups. Strong interactive communication between groups remains key to better serving the campus community.

The Computing Center has researched help-desk solutions, evaluated several software programs for managing requests, and identified potential sites to visit for learning of first-hand experiences. Further work on a Call Center proposal was postponed due to Year 2000 issues and personnel turnover. Implementing a successful help desk solution will require a substantial commitment of resources for software and personnel to operate it.
Issue #4 - The fourth issue dealt with the need to add staff as needed to keep service response times at an acceptable level. Several technical support positions have been added, alleviating some pressure of demands for help with computer-related problems and systems. For example, a Network and Computer System Specialist was added in the College of Administration and Business at an annual salary of $40,500. Technical support personnel are now better trained and have improved efficiency but the overall “frustration level” of the end user remains. President Reneau indicated we would continue to examine means to address this frustration.

The second subcommittee identified several points of comparison between computing services at Tech and several other peer institutions and remained positive regarding our progress. Comparison points were:

- Administrative Resources - the subcommittee commended the work of the Technology Fee Committee in implementing this new directive and identifying the most prevalent needs found at Tech.

- Campus Network - Major strides have been made in the installation of fiber optic networking across the entire campus. Six hundred of the 2000 residence halls have been wired with the commitment of 400 more this summer. Conduit is in place and the fiber has been delivered to install at the classroom, administrative, and residential facilities. We have two new multi-media classrooms, have begun utilizing smart carts and have state-of-the-art projection systems for our learning environment.

- Student Computing - We have three university-wide computer labs with one open on a 24-hour basis. One staff member is in charge of all three labs.

- Faculty Computing - Major strides have been accomplished in providing up-to-date software and hardware to faculty and staff. Also, training is available through the Centers discussed in the report on KSD #2.

- Distance Learning - There are two new compressed video locations with plans for continued expansion. Tech is using the Internet for video conferencing and will continue to expand in this arena in the future.

The immediate need identified was that of increasing technical support staff and organizing that staff into a centralized support resource.

The third subcommittee assessed four items:

- Progress of centralizing the services for instructional technology and then be able to begin using these centralized services. Even though new positions have been created, no centralized leadership has been chosen or created either because it was not
feasible or simply has not been done. The committee wonders if centralized leadership is necessary, but encourages the continued exploration of centralized services. Other progress has been made toward the centralization of services in that student computer labs have been to a large degree centralized.

- Training faculty how to use multimedia equipment, begin living in a paperless work environment, have campus-wide compatible computer programs, and have all student records accessible to students using the Internet.

Much progress has been made in developing distance learning facilities and in training faculty to use this technology.

The paperless university environment is a combination of success and failure. In some instances using electronic forms has eliminated the need to create paper products and is thus seen as successful. Student grades are now posted on the Internet. Much of the University catalog is on the Web Site. The Library has electronic reserve services for courses. Some “paperless” efforts have, however, created the need to create both an electronic and paper form of a product, thus complicating the typical infrastructure. If this is simply a transition issue then the subcommittee sees this as a step that is in line with the goals established in the 1998 plan. If the paperless environment does not continue to evolve, then the hybrid environment may be more complicated than the “pre-paperless environment.”

Having campus-wide compatibility of software is not yet accomplished but is currently possible. The subcommittee believes that this lack of accomplishment may be due to lack of centralized services. Also, different disciplines prefer different systems. Some success has been made in compatibility within the student lab domain.

Student access to university services is growing and the committee foresees the students having the type of access described in the Strategic Plan by the end of this academic year.

- Access to electronic classroom management will continue to be achieved with the newly purchased SCT software. This new software, combined with the continuing efforts of university faculty to develop individual web sites, should make electronic curriculum management a reality in the near future.

- A projection for the year 2001-2002 academic year is to have an electronic marketing and recruiting plan, and an ability to administrate admission and
enrollment issues electronically. The committee feels that his goal can be accomplished.

A complete copy of this report is attached. This KSD was identified as a priority for funding by this group and by the Financial Planning Task Force in 1997-98 (expenditures from all sources totaled $1,353,499), 1998-99 (expenditures from all sources totaled $1,647,938), 1999-2000 (thus far, expenditures from all sources have totaled $2,244,694).

Key Strategic Direction # 5 - Infrastructure to Encourage and Support Research Efforts

President Reneau presented a report from Dean McConathy as follows:

- Provide infrastructure necessary to facilitate scholarly activity - Several accomplishments have been made in this area. A new position, Pre-Award Coordinator, has been filled with an experienced technical writer. She provides pre-award assistance in the preparation and presentation of grants and proposals and is responsible for identifying and disseminating funding information, designing the research home page, and maintaining electronic data bases.

Several workshops were conducted to provide professional development and training in the preparation of grants and proposals as well as individual and group training throughout the year.

Two Continuing Education classes about grant writing were delivered through compressed video.

Personnel from the University Research attended the annual meeting of NCURA (National Council of University Research Administrators) in Washington, D.C. and various professional development seminars.

- Establish criteria for evaluating and rewarding success in research consistent with the University’s mission - Current procedures and criteria for tenure and promotion within each College has been collected and will be reviewed by appropriate campus personnel to identify procedures and criteria for evaluation of scholarly activity of an interdisciplinary interinstitutional nature. The University Research Council will interact with College Research Directors and Tenure Promotion Committees to synthesize recommendations and develop appropriate procedures and criteria.

- Identify and market research areas that integrate the University’s external
resources, faculty expertise, and technical capabilities - The Board of Supervisors approved Tech’s Intellectual Property Policy.

A new position, Director of Economic Development and Technology Assessment, has been filled to spearhead the development and commercialization of intellectual property at Tech.

The new Tech Research Foundation was approved, and the Foundation’s by-laws were approved by the Louisiana Tech Foundation Board.

- The Board of Supervisors approved the cooperative agreement between the University and the Research Foundation.

- *The Tech Report 1998-99*, the first edition of a report highlighting accomplishments, including research and development, was published and mailed.

A complete copy of this report regarding KSD #5 is attached. This KSD was identified by this group and by the Financial Planning Task Force as a priority for funding in 1997-98 ($154,249 expended from all sources), 1998-99 ($548,235 expended from all sources); and 1999-2000 ($571,935 expended from all sources thus far).

**KSD # 5 - Experiential Education**

The Experiential Education Committee has completed their first goal of insuring clear definitions of a contact person in each college for information on Experiential Education programs. A contact person and their phone number appears in the 1999-2000 Tech Faculty/Staff Telephone Directory.

Vice President Rea is gathering information from the Chair of the Experiential Education Committee regarding revision and submission of University *Bulletin* information on cooperative education, clarification of credit hours required for enrollment as a full-time student when in cooperative/internship, confirmation of contact person, data on increase/decrease in offerings, methods of employer assessment and student assessment of these opportunities, and possible marketing of these opportunities.

**KSD # 7 - Stakeholder Input on University Processes**

President Reneau presented a report from Dr. Tom Means, Chair of the Task Force on Process, for the 1998-99 year. This group operates on an academic year basis; therefore, the report for 1999-2000 will be prepared in June. In 1998-99, the Task Force evaluated the input and feedback processes for the Division of Student and Alumni Affairs. They conducted an extensive review of all areas with the Division, including:
The Task Force gathered and grouped data from each area, analyzed them, drew conclusions, and made recommendations. The recommendations included the formulation of a specific plan for obtaining feedback from both internal and external stakeholders - a plan that will insure that the internal stakeholders will realize significance of their contribution to the department, and a plan for measurable goals and objectives pertaining to the rating of the departments’ services by external stakeholders.

A complete copy of the report is attached.

Vice President Jim King said the overall process was positive and that the Task Force made several valid suggestions in terms of dealing with their constituents. In response to this review, the Division of Student Affairs has initiated an audit of all departments based on standards set forth by the Council for the Advancement of Standards in Higher Education. These standards should be complete in the near future.

**KSD # 8 - Curricula Effectiveness**

President Reneau presented a report from Dean JoAnn Dauzat, Chair of the Curricula Effectiveness Committee. The Committee completed its comprehensive survey of general education courses and compiled data showing that the GER series was appropriate for addressing all of the identified competencies. Interviews with 75 faculty were also conducted to validate methods and program content and appropriate response. The major conclusion from the data is that we have an effective curriculum based on an analysis of skills and levels of competency in core courses. In fact, every outcome identified was at least introduced and most were reinforced and mastered before the student entered into the major field. The committee was pleased with its findings and does not recommend specific courses for enhancement; and therefore, does not recommend that an outside consultant be employed to assist faculty in ways to enhance the courses.
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Dean Dauzat recently discussed the report and future direction of the Curricula Effectiveness Committee at a meeting of the Council of Academic Deans. The deans noted that the data collected would be very useful as documentation in accreditation reports and for the identification of areas for improvement.

It was also suggested that course enhancements and assessment for 2000-2001 be encouraged by focusing the Instructional Innovation Grants for Summer 2000 toward proposals that incorporate the development of course components designed to enhance one or more of the skill outcomes identified, along with an assessment measurement.

A complete copy of the report regarding the KSD is attached.

A Reagan/McConathy motion/second to accept the Strategic Plans reports received unanimous approval.

Budgeting Priorities, 2000-2001

Discussion ensued regarding budgeting priorities for next year as they relate to the Strategic Plan. The Task Force was pleased with the accomplishments thus far toward KSD #1, 2, 4, and 5 and felt that needs continue to exist in all four areas. Certainly there will remain an ongoing need for advancements in technology. Increase research efforts create positive results, particularly with patent ideas and the workforce development initiative in the State.

President Reneau suggested an increased emphasis on doctoral graduates as this greatly affects our funding and our research mission efforts. We have enjoyed an increase in undergraduate enrollment in the last two years and statistics show we will continue that trend.

Our faculty development efforts have been well received and must continue to fruition. This effort will have a great impact on our students and their quality of education.

A Thomas/Rea motion/second to recommend the continuation of the same four priorities for budgeting in 2000-2001 with emphasis on doctoral enrollment and graduation rates received unanimous approval. Those four priorities are:

- KSD #1 - recruiting, retention, graduation rate
- KSD #2 - faculty/staff development
- KSD #4 - integrating advanced technology
- KSD #5 - infrastructure to encourage research efforts
Other Business

President Reneau led a discussion on several other items effecting the budget, as follows:

Selective Admissions

President Reneau is requesting approval of the Board of Supervisors to proceed to Phase II of the Selective Admissions Standards Plan effective with the Fall Quarter of 2001. The new Phase II standards are:

- ACT composite of 22, or
- GPA of 2.2 on Tech's college preparatory core curriculum, or
- Rank in the top 35% of the high school graduation class.

No student with an ACT composite less than 15 will be admitted. However exceptions to this policy will coincide with those stated in the Desegregation Agreement. A copy of the proposal is attached.

New Staff Members

President Reneau announced the hiring of two new staff members who would be instrumental strategic planning and progress toward our KSD's:

Mr. Tom Noble - Director of Economic Development/Technology Assessment
Mr. Bill Fellows - Coordinator of Institutional Effectiveness and Strategic Planning

Deferred Maintenance

Approximately $10 million dollars in deferred maintenance money has been made available through special appropriations from the State for such items as chiller replacement, elevator renovation, roofing, etc.

Building Projects

Hale Hall renovation bids are due to be opened on May 31, 2000. The contract could be awarded on June 30, 2000, and work could begin as early as mid August. The scheduled completion date is October 2001.

Plans for renovation of Tolliver and the Ropp Center are in the design stage.

Plans for renovation of the Power Plant are in the design state. Vice President Drewett said the goal of adding a more efficient, gas-fired turbine is to eventually decrease our utility costs.
Mandated Costs

President Reneau listed some of the mandated/inflationary costs that must be addressed prior to considering other items:

- civil service merit raises $300,000
- health insurance rate increase $200,000
- Office of Risk Management, insurance increase $400,000
- Utility increase $100,000
- Library books, inflation $100,000

Other Announcements

Overhead Rate, Federal Grants

Vice President Joe Thomas announced that the current overhead rate on federal grants is 48%. However, we have petitioned the Office of Naval Research for an increase to approximately 52%. We should be notified within the next few weeks of their decision.

Capital Outlay

Vice President Jerry Drewett announced a plan to list current capital outlay projects on Tech's Web page. This would increase availability of information to external and internal stakeholders. This plan was well accepted by the Task Force. A Reagan/McConathy motion/second to proceed with the plan received unanimous approval.

Meeting adjourned, 4:37 p.m.