

1. Each new student shall be provided educational information on the dangers of and prohibition on hazing during the new student orientation process in the form of a handbook.
  2. In addition to the requirement of providing educational information in the form of a handbook as provided in the previous paragraph, beginning in the fall semester of 2019, each new student shall be provided educational information on the dangers of and prohibition on hazing during the new student orientation process either in person or electronically.
  3. Each organization as defined above in this Policy and in R.S. 17:1801.1 shall provide annually at least one hour of hazing prevention education to all members and prospective members. The education may be provided in person, electronically, or both. Each organization shall submit a report annually to the institution with which it is affiliated relative to the students receiving such education evidenced by an attestation of the student receiving the education.
  4. The hazing prevention education required under the provisions above shall include the information about criminal penalties for the crime of criminal hazing. Information shall also be provided to organizations on their obligations under the law, including the duty to investigate and report; and on the possible loss of funding and other penalties applicable to organizations under the Hazing Laws.
- ii. Duty to Seek Assistance
1. In accordance with Act 637 of 2018, codified at R.S. 14:502, each institution's policy shall require any person at the scene of an emergency who knows that another person has suffered bodily injury caused by an act of hazing shall, to the extent that the person can do so without danger or peril to self or others, give reasonable assistance to the injured person. Each institution's policy and educational information shall include the criminal penalties for failure to seek assistance in violation of R.S. 14:502.
- iii. Enforcement of Laws, SUBOS Policy and Institutional Policy
1. Each institution shall implement and enforce with full fidelity and consistency the Hazing Laws as listed above, this Policy and the institution's own policy. Failure to enforce or inconsistencies in enforcement shall constitute violation of the Hazing Laws and this Policy.

## **VI. POLICY RELATED INFORMATION**

In addition to the mandatory components of institutional policies and practices, each institution is encouraged to follow best practices, some of which are outlined below:

- a. **Ongoing Prevention and Awareness Campaigns**  
Ongoing prevention and awareness campaigns may consist of programming, initiatives, and strategies that are sustained over time and focus on increasing understanding of topics relevant to hazing prevention. An example of such an initiative or program is joining institutions across the country in the observance of National Hazing Prevention Week.
- b. **Data Collection and Analysis**  
Institutions are encouraged to create task forces to gather, analyze and understand institutional data on hazing. Effective hazing prevention presupposes an understanding of the cause, identifying any trends that the data show and assessment of the risk factors as well as protective measures.
- c. **Effective Intervention**  
In collaboration with relevant organizations and student bodies, each institution is encouraged to develop intervention strategies and measures appropriate to the context specific to that institution and to the various organizations affiliated with it. The role of bystander intervention and social norming is key to hazing prevention and is recommended as part of campus intervention strategies. In support of state laws to combat hazing, bystander intervention training and social norming should be part of any education and training aimed at preparing faculty, staff and community members to understanding hazing issues and statistics on campus.
- d. **Response Plan**  
Institutions are encouraged to convene teams with the necessary expertise, including coaches, resident advisors, Greek-lettered organization officials, alumni and coaches. Each year before the beginning of the academic year, the teams should develop a response plan delineating the procedures for handling any hazing incident.

## **VII. POLICY IMPLEMENTATION PROCEDURES**

The Office of the President-Chancellor in conjunction with the governed institutions administration will be charged with implementing this policy.

## **VIII. POLICY HISTORY AND REVIEW CYCLE**

This is a newly created policy. This policy is subject to a five-year policy review cycle.

**IX. POLICY APPROVAL**

The effective date of this policy is determined by the approval date of the President-Chancellor of the Southern University and A&M College System and the Board of Supervisors of the Southern University and A&M College System.

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*President-Chancellor Ray L. Belton, Ph.D.*  
*Southern University and A&M College System*

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*Effective Date of Policy*

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*The Honorable Mrs. Ann A. Smith*  
*Chair – Southern University System Board of Supervisors*

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*Effective Date of Policy*



**POLICY TITLE**  
***Social Media Policy***

**POLICY NUMBER**  
**06-008**

<b>Responsible Unit:</b> <i>Office of Communications</i>	<b>Effective Date:</b> <i>08/24/2018</i>
<b>Responsible Official:</b> <i>Vice President for External Affairs</i>	<b>Last Reviewed Date:</b> <i>N/A</i>
<b>Policy Classification:</b> <i>Governance</i>	<b>Origination Date:</b> <i>06/22/2018</i>

**I. POLICY STATEMENT AND RATIONALE**

The Southern University Board of Supervisors (SUBOS) and Southern University and A&M College System (SU) uses and encourages the use of social media to alert our constituencies and stakeholders about SU news, events, and programs; to connect with others, including students, employees, alumni, and fans; and to engage in conversations all members of the Jaguar Nation.

Social media sites are excellent venues to communicate and encourage engaging discussions about current events, issues, accolades, organizations and people. SU supports the need for a strong presence in the social media realm and encourages colleges, departments, programs, groups, and entities to be active in the social space and create social media accounts to build enriching relationships.

This policy defines the rules and procedures for the use of the Southern University System Social Media Policy and Procedures to ensure that university-sponsored social media is both legal and in compliance with SU policies.

**II. POLICY SCOPE AND AUDIENCE**

This policy will apply to social media accounts created by SU employees for the official business purposes of the university, including SU faculty, staff, groups, departments, programs, entities, etc. It will therefore impact students, faculty, and staff who utilize various social media for communication in conjunction with representing SU. Some examples of the various communication media included under

this policy are Facebook, Vine, Pinterest, Instagram, Twitter, LinkedIn, Flickr, YouTube and others.

Student organizations that wish to create social media accounts that will be officially recognized by SU must be registered through the Office of Vice Chancellor for Student Affairs and the Office of Communications. All officially recognized social media accounts will be publicly listed by SU in a directory on the SU website.

SU will be provided account access information for all officially recognized accounts (SUNO).

### **III. POLICY COMPLIANCE**

Failure to adhere to the policy may result in actions under the appropriate Handbook for faculty, staff and students.

### **IV. POLICY DEFINITIONS**

- a. **Social Media:** Social media is media designed to be disseminated through social interaction using highly accessible and scalable publishing techniques. A software system or service provided via the Internet used to communicate and share information between people through interactions with video, audio, text or multimedia. Social media uses Internet and web-based technologies to transform how people communicate with one another and receive news, information and entertainment. Social media has transformed people from content consumers to content producers. Examples include, but are not limited to: Facebook, Twitter, Google Plus, Flickr, Pinterest, Tumblr, Instagram, LinkedIn, YouTube, Vlogs, Blogs, Podcasts and Wordpress and other similar services.
- b. **Copyright:** A form of intellectual property law protecting original works of authorship including literary, dramatic, musical and artistic works. A copyright does not protect facts, ideas, systems or methods of operation – only the way these objects may be expressed.
- c. **Employee:** Full-time, part-time and adjunct faculty, all staff employed by SU and any contractor or contract faculty or staff representing SU.
- d. **Employee Use –** When using social media as a part of their official duties, and/or when presenting oneself in social media settings as a university representative, employees must comply with applicable SU policies governing employee behavior and acceptable use of electronic and information resources.
- e. **Poster or User:** A person submitting content to any social media site that is officially recognized by SU.

- f. Social Media Accounts: These are accounts or profiles created in social media outlets such as Facebook, Twitter, YouTube, Flickr, and LinkedIn.
- g. Social Media Best Practices: These are listed in the SU Social Media Guide (INSERT POLICY LINK)
- h. Social Media Terms and Conditions: The terms and conditions imposed by the social media website in which the User is participating.

**V. POLICY IMPLEMENTATION PROCEDURES**

The Office of External Affairs in conjunction with the Offices of Academic and Student Affairs will be charged with implementing this policy.

**VI. POLICY RELATED INFORMATION**

- a. All Official SU Social Media Sites must adhere to state and federal laws and regulations, and SU policies. Only public information may be posted on Official SU Social Media Sites. Official SU Social Media Sites must not contain sensitive personal information or other confidential information as defined by the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA), and National Collegiate Athletic Association (NCAA) Regulations, as applicable. Any sensitive personal information or other confidential information posted on an Official University Social Media Site must be removed by the site administrator as soon as practically possible upon discovery.
- b. SU is committed to fostering an educational environment that allows for freedoms of speech and expression in accordance with the First Amendment to the U.S. Constitution. However, the University will not tolerate any activity or posting on an Official SU Social Media Site that loses First Amendment protection such as any unlawful, defamatory, or obscene (as defined by Louisiana and federal law) activity or posting. SU reserves the right to remove any such posting without notice. SU also reserves the right to refer social media activity to the applicable social media platform and/or appropriate authorities for appropriate action.
- c. All Official SU Social Media Sites must respect intellectual property rights, federal Copyright law and University policies.

**VII. POLICY HISTORY AND REVIEW CYCLE**

This is a newly created policy. This policy is subject to a five-year policy review cycle.

**VIII. POLICY URL**

(INSERT POLICY LINK)

**IX. POLICY APPROVAL**

The effective date of this policy is determined by the approval date of the President-Chancellor of the Southern University and A&M College System and the Board of Supervisors of the Southern University and A&M College System.

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*President-Chancellor Ray L. Belton, Ph.D.*  
*Southern University and A&M College System*

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*Effective Date of Policy*

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*The Honorable Mrs. Ann A. Smith*  
*Chair – Southern University System Board of Supervisors*

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*Effective Date of Policy*

# Southern University System

## Social Media Guide

### Our Mission

Southern University and A&M College System uses social media to alert our constituencies and stakeholders about SUS news, events, programs, etc, and to engage in conversations with all members of the Southern Family. Whether it is faculty, staff, students, administrators, fans or alumni, SUS uses social media to find out what's important to the entire System and to share that information with each other and the world. Our main channels are Facebook, Twitter, Instagram, and YouTube. Like, follow, and watch us and respond as our brand grows!

The Southern University System invites communication interaction from its constituencies on University pages on social networking sites. Information guests choose to post on social media sites is public, so discretion should be used when deciding whether to post personal information on these sites. Use of these sites is voluntary, and any guest using them assumes the risk associated with the use of social networking sites. Comments and content posted by guests do not reflect the positions or opinions of the Southern University System.

### What is Social Media?

Social media is defined as the use of online tools and services that allow Internet users to create and publish content. Users with similar interests can interact in communities by sharing information and knowledge. Many social media sites, such as Twitter, Facebook, and LinkedIn can serve as personal profiles where users can post information about themselves. Social media also allows users to gain support, share information with friends and increase existing networking circles. Popular social media websites include Facebook, Twitter, LinkedIn, Foursquare, YouTube, Flickr, and blogs.

### Does my department/college/unit need a social media account?

Before starting a social media account, ask yourself these three questions:

1. What does my department, program or organization hope to accomplish through social media?
  - Draft your goals in order to properly track the return of your investment in a social media channel. Ensure you are properly seizing the available opportunity to elevate the perception and image of the University's programs, and success of the University as a whole.
2. Where or who is my target audience?
  - Concentrate your efforts on one platform before expanding your presence. Take the time to engage and grow your following. Social media is about transparency and customer service.
3. Does the office/department, program/organization have the content to sustain a dedicated social presence, or is a hashtag and collaborative promotion on central accounts more beneficial?



- Successful social media managers update Facebook one to two times each day and Twitter, five to seven times a day. Departments and organizations that are unable to meet the content requirements to sustain a dedicated and robust social media account should partner with your campuses' official accounts to serve their social media needs.
- A hashtag is a word or phrase preceded by a hash or pound sign (#) and used to identify messages on a specific topic. For example, #WeAreSouthern is the official hashtag of the System's recent branding campaign and is used frequently on social media. Hashtags can be used to group messages of similar topics together or be an identifier for certain persons or organizations.

If you deem it necessary to create a social media channel, you must alert your campus Office of Communications by completing the Social Media Directory form. (See appendix)

For a list of official System/campus social media channels, please contact your campus Office of Communications.

### Let's Get Started

- **Outline your social media goals:** By outlining your goals, you are able to successfully choose what social media channel is best suited for your primary objective. Pay close attention to the level of available resources for your social media channel. Although they are free to create, successful social media use requires time and attention. An inactive account that does not have a steady stream of new and relevant content will decline and fail. If you find that you don't have enough time to devote to the ongoing growth of a social media platform, consider delivering your messages through your campus' official social media channels.
- **Assign a manager to your platform:** Designating an administrator role to one person in your department or organization will ensure that you maintain a focus on your social media goals. This does not need to take up a significant amount of time, but successful maintenance of social media sites requires frequently updating the content, engaging with your audience, and responding to problems that may occur. You should update your platform at least twice a day. Electing a backup person for this will ensure your accounts are managed when the primary manager is away or unavailable.
- **Uphold professional decorum:** Account administrators should only post as the voice of the department or organization. This protects the privacy of the account administrator and maintains the consistency of professionalism for the unit. Account administrators and the University reserve the right to review all comments and posted materials and remove such materials for just reason and/or policy violation.
- **Choosing the right platform:** Be familiar with current and emerging tools, but try to consider ones that will further your marketing or communication goals. Having too many accounts can cause burn out and lead to inactivity.

- **Appropriate Labeling:** Creating an account name that demonstrates association with a Southern University System campus as well as a literal name is the best approach. For example, the SU Admissions Office should choose the Twitter name @SUAdmissions. Most social media platforms allow the user to create a custom profile photo or avatar. Make sure the image is appropriate and iconic.
- **Launch & Adjust:** Once you've gone through these steps, the social media site is ready to launch! Be sure to publicize the platforms around the campus and on printed materials to build up your following.

### Social Media Policy

The use of social media is increasingly common for University departments, students, and employees. These communication tools have the potential to create a significant impact on organizational and professional reputations. SUS has developed policies to properly portray, promote, and protect the institution. To access the policy that further explains best practices and ramifications, please visit the SU System Social Media Policy. [\(link will be attached\)](#)

### Social Media Best Practices and Content Guidelines

Southern University System employees and students are expected to adhere to the same standards of conduct online as they would in the workplace and on campus. All laws and policies outlined in the employee and student handbooks, including, but not limited to interacting with students, parents, alumni, donors, media, and all other university constituents apply online and in the social media context just as they do in personal interactions.

- Post only content that is not threatening, obscene, a violation of privacy laws, or otherwise damaging or illegal.
- The discussion or posting of information regarding pending university litigations in which you are party is prohibited on any social media accounts, especially accounts that are affiliated with the university.
- Ensure that links to other sites or attachments work.
- **Less is best:** When writing copy, try to limit emojis or social media symbols. Readers who may not have the latest technology will not be able to decipher your message if they cannot read it with blocked symbols.
- By posting content to any social media site, the administrator is held responsible for the content that appears on their social media site. They also must agree that they will not knowingly provide misleading or false information. In doing so, they will remit and hold the University harmless for any claims resulting from the content.
- The System/campus Office of Communications should be notified immediately when there is a personnel change in a social media's channel administrator. The Social Media

Directory form should be updated to reflect the change.

- When using or posting online material that include direct or paraphrased quotes, thoughts, ideas, photos, or videos, please include the appropriate citations and attributions. Provide a link to the original material, if applicable.
- Refrain from posting information and conducting activities that may violate local, state, or federal laws and regulations. If you are unsure whether certain content is protected by privacy or intellectual property laws, contact your campus Office of Communications.
- Representation of your personal opinions interpreted as being associated with your campus, the System or any of its organizations is strictly prohibited. The names, logos, watermarks, or images associated with any of the Southern University System campuses may not be used to endorse any opinion, product, private business, cause, or political candidate.
- If you also maintain personal social media accounts, you should avoid confusion over whether or not the account is associated with your campus or the Southern University System. If you identify yourself as a Southern University System faculty or staff member online, it should be clear that the views expressed on your site are not those of your campus or the Southern University System and you are not acting in your capacity as a Southern University employee. While it is not mandated, Southern University System employees may consider adding a disclaimer to personal social media accounts. For example: *"While I am an employee at Southern University, comments made on this account are my own and not that of the University."*
- Respect fair use and copyright laws. Please do not share or repost information or content that may be offensive or inappropriate.

#### Determine who owns the material you want to post.

Typical examples of copyright 'owners' include:

- Author of a written work
- Photographer who took the picture
- Composer of a song or melody
- Videographer of a video
- Journal/publisher of a published work
- Creator of artwork
- Programmer of software
- Employer of any of these people if the work was done in connection with their employment

#### How do you get permission to post copyrighted material?

- Contact the owner
- Contact the [Copyright Clearance Center](#)
- Contact the Office of the General counsel at 225-771-4080 for assistance.

### Could posting of the material be considered a 'fair use' under the Copyright Act?

Use is likely fair if:

- Character of the use is nonprofit, educational, or personal
- Nature of the material used is factual published material
- Only a small amount of the material will be posted or
- Impact on the market for the material is very small

Use is likely not fair if:

- Character of the use is commercial (promoting a product or service, charging to access the copyrighted material, advertisements)
- Nature of the material used is imaginative and/or unpublished
- The majority of the material will be posted (i.e. an entire book vs. a quoted sentence)
- Use detrimentally impacts the market for the original
- Use was 'fair' at one time, but has been repeatedly reused or more widely distributed, or the copyright owner has requested that the use be limited or discontinued. For example, use of a portion of a journal article or a photo may have been Fair Use one time, but used annually for the same event or purpose, loses its Fair Use character.

### What are the penalties for infringing someone's copyright?

Typically, a copyright holder's first response to an act of infringement is to send you a "cease and desist" letter demanding that you stop infringement. The copyright holder can go to court to get an injunction or a court order requiring you to remove the infringing material from your account, Web page, or profile. Additionally, a copyright holder can file a claim for actual damages suffered by the copyright holder as a result of your infringement.

If the copyright has been registered with the U.S. Copyright Office, the copyright holder can file a claim for 'statutory damages' without proving that the copyright holder was actually harmed by the infringement. An award of statutory damages can be as little as \$750 or as much as \$30,000. If the copyright holder can prove that you knew the work was protected under the law, an award of damages can be as much as \$150,000.

### What are the implications of posting copyrighted material on Facebook, Flickr, Twitter, LinkedIn, and YouTube?

When you post copyrighted materials on these social media websites, such as Facebook, they automatically obtain a license to use those materials, commonly known as an Intellectual Property, or "IP" license. They can use this IP license to share the materials all over the world without your further permission and without paying you any royalties. Some websites also reserve the right to change, commercialize and publicly perform or display the materials. This IP license ends when you delete the materials or terminate your account unless the materials have been shared with others and they have not deleted it. This could mean that the social media website effectively owns a license to use the materials you posted, for whatever purpose it desires, forever.

### Additional questions:

- For copyright, fair use and faculty/staff ownership of works at SUS, contact the Office of the General Counsel at 225-771-4080 for assistance.
- [Infographic: Can I Use That Picture?](#)
- For tips on maximizing the benefit of your Facebook, Twitter, or other SU-recognized social media account; problems with content or use of social media; change of account administrator; reporting misuse of an account; establishing a new account; use of SU logos, graphics or trademarks, contact director of communications or communications specialist at 225-771-5571.

Information in the “Social Media Best Practices and Content Guidelines” section was originally created by Colorado State University and modified by the Office of Communications. Contact the director of communications or the communications specialist in the Office of Communications with questions regarding media and publicity relative to the University’s social presence.

### Privacy

The SUS Office of Communications monitors University-related content on the web including social media platforms. University policies to be followed and applied to social media platforms include, but not limited to, standards of privacy, conduct, ethics, discrimination, harassment, and bullying. Violation of University policy will subject the violator to disciplinary action. General privacy guidelines include:

1. Account administrators and employees must follow FERPA (Family Educational Rights and Privacy Act), HIPAA (Health Insurance Portability and Accountability Act) and NCAA (National Collegiate Athletic Association) guidelines.
2. Personal information, including contact and credit information, social security numbers, and email addresses are not to be posted or shared.
3. Do not post images of individuals without consent.

### Posts Related to University Athletics

Southern University’s Athletics program is committed to operating within the NCAA and university rules and regulations, which included all interactions between the university, its employees and student-athletes or prospective student-athletes.

As a coach or university-appointed athletic recruiter, it is suggested to avoid commentary online on athletic related topics other than game outcomes and general comments concerning game and athletic activities. In compliance with NCAA guidelines, it has been set that employee and University accounts are restricted from commenting or sharing any information on social media platforms regarding recruiting or the recruitment of specific student-athletes. Other university entities, such as admissions, individual departments/colleges, and etc. can send

public exchanges including, post/repost, tweet/retweet, like/favorite, in the instance that the university athletics department is not involved. These postings bear serious consequences for the employee(s) and university. Be mindful of NCAA sanctions and good sportsmanship conduct. For details or questions, contact the assistant athletic director for media relations at 225-771-3495.

Information provided in the "Posts Related to University Athletics" section were originally created by the University of Alabama and modified by the Office of Communications.

### **Emergency Communications**

In the event that a campus emergency is developing, do not post unproven information regarding the situation. It is best to refrain from posting any information related to the emergency and allow the official campus social media site to post updates and information relative to the crisis. For proper crisis communications response, please refer all inquiries to the University's official communication sources and notify your campus director of communications. If you discover inaccurate information about an unfolding crisis, please contact the director immediately.

### **Posting Medical Conditions**

It is prohibited to post personal details about an individual's medical condition on social media outlets affiliated with the University. If the person is in leadership, contact the communications specialist at 225-771-5571 to draft a public statement about that individual.

### **Use of Social Media Sites for the Placement of Advertising**

University departments and individual employees are not authorized to enter into advertising agreements with social media sites. Any Southern University unit wishing to purchase advertising services from social media sites, or from any type of publication, must follow all applicable rules and policies mentioned in the *SU Visual Identity Guide* (provide link) and the terms and conditions outlined in the procurement of services provided by the vendor. Because most, if not all, social media sites will require a "clickwrap" agreement (online contract that can be accepted by clicking "Yes" or "I accept"), University employees generally do not have the authority to place advertising without administrative approvals. Requests for approvals should be directed to the marketing specialist at 225-771-5571.

### **External Partnerships**

We advise university departments and organizations to inform the System Office of External Affairs, the Southern University System Foundation, the Southern University at New Orleans Foundation, or the Southern University at Shreveport Foundation before entering into a partnership or contract with an external organization or company. Due to existing agreements and partnerships, we do not want to violate any competition clauses.

### **Commercials and Video Promotions**

Digital promotional videos are a popular source of advertising. To protect the University's brand, all video promotions and commercials need to be approved by your campus Office of Communications. The office will evaluate the content and offer creative feedback.

When planning the production and seeking approval from the office, make sure to have a clear vision, story boards, wardrobe options, props, and music selections available for evaluation.

### **Promotional Materials**

All promotional materials that are printed or displayed that are affiliated with a Southern University System campus and use the Universities' logo must be approved for print by the campus Office of Communications. The goal is to have consistency throughout the SU brand. Before you develop any creative or content for the materials, please review the campus *Visual and Style Identity Guide*. Once the material has been drafted, please provide a copy to campus Office of Communications for approval.




## SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM

Office of the Vice President, Strategic Planning, Policy and Institutional Effectiveness

J. S. Clark Administration Building, Fourth Floor  
Baton Rouge, LA 70813

# MEMORANDUM

**TO:** Ray L. Belton, Ph.D.  
President – Chancellor

**FROM:** Vladimir A. Appeaning, Ph.D.   
Vice President for Strategic Planning, Policy and Institutional Effectiveness

**DATE:** August 13, 2018

**RE:** Re-Alignment of SUS-SUBR Office of Strategic Planning, Policy and Institutional Effectiveness

Currently, the SUBR Institutional Research and Assessment (IRA) unit performs basic assessment functions and collects, analyzes, and reports institutional data to external and internal constituencies.

- The IRA unit is staffed by a director, assistant director, senior data analyst, research/data analyst, and a testing/outcomes coordinator. The IRA unit's operations are primarily supported with federal Title III funds (\$272,376) coupled with a small (13%) investment of state general funds (SGF) in the amount \$35,984 for a total of \$308,360. Currently, the SGF funds are primarily invested in the director's salary.
- Since federal Title III funding support is designed to primarily enhance campus-level operations, outside of the IRA unit's director, the existing IRA positions are prohibited from performing system-level institutional research and assessment work.
- The SUBR IRA unit reports directly to the executive director for strategic planning, policy and institutional effectiveness, a dual role position (SUS and SUBR) that reports directly to the system's office of the vice president for strategic planning, policy and institutional effectiveness, an office that dually supports SUS and SUBR.



Currently, the system's (SUS) institutional effectiveness, strategic planning and policy work is conducted by the vice president supported primarily by the executive director.

- Recent resignations and retirements in the SUBR IRA office have opened the opportunity for a re-alignment of the SUBR and SUS institutional effectiveness functions and offer opportunities to existing SUBR staff.
- As part of the proposed organizational re-alignment, the current SGF investment of \$35,984 or 13% is increased to 15% or \$48,124. The net increase of 2% or \$12,140 in SGF will allow the SGF funding to be dispersed among all five current positions, and not just the director's position, thereby releasing the prohibition of the existing staff in performing system-level institutional effectiveness, strategic planning and policy work.
- By utilizing existing positions in a dual role, the system:
  - Saves on personnel cost (**no need to hire system-level support staff – no need for new FTEs**).
  - Leverages efficiencies, expertise, and ensures compliance with external reporting requirements such as the Louisiana Performance Accountability System (LaPAS) reporting mandates at both campus and system levels.
  - Increases productivity – all identified existing positions will be instrumental in assisting the system's office of the vice president for strategic planning, policy and institutional effectiveness in establishing a coordinated policy-platform that seamlessly integrates institutional effectiveness, policy and strategic planning designed to measure the health index of the Southern University and A&M College System with respect to established outcomes of student success that include access and articulation; retention and progression; online and distance learning; retention, completion and graduation; scholarship and research; academic programs and service learning; workforce and economic development; advancement and development; physical plant and capital improvements; and accountability.
- **Of the three proposed highly qualified candidates for the existing and currently funded positions, two of the three proposed candidates are internal SUBR employees, while the third is an external candidate. With pending SACS re-affirmation requirements for the SUBR campus, as well as SUNO and SULC, all three qualified candidates are respectfully proposed with a request to waive the search, in order to ensure a seamless transition in the execution and completion of ongoing data reporting requirements to various external and internal constituencies, as well as ongoing planning and assessment activities and obligations.**

**Proposed Re-Aligned and Integrated Office of Strategic Planning, Policy and Institutional Effectiveness – SUS and SUBR**

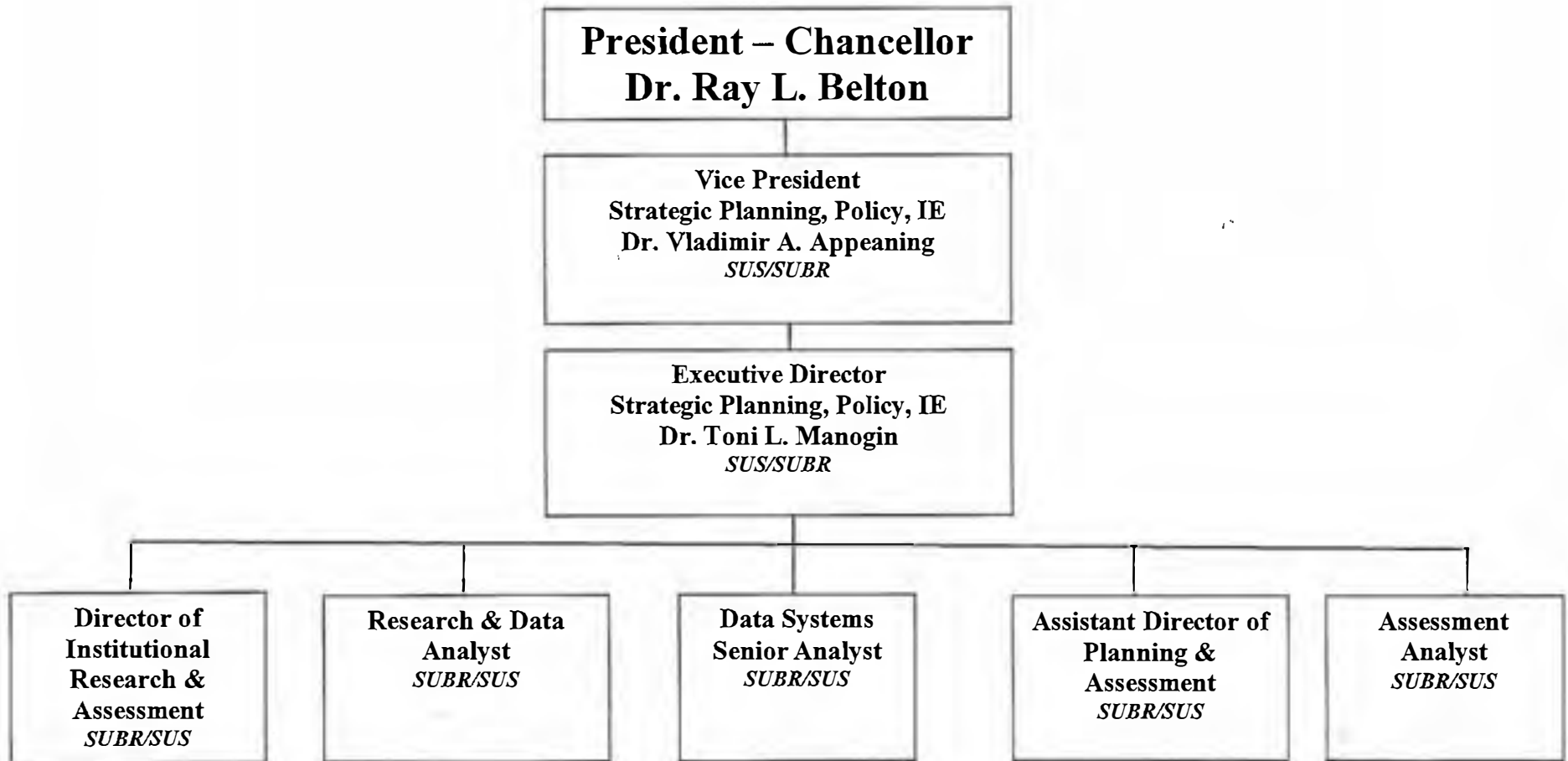
The integration and re-alignment of the institutional effectiveness (IE) functions, will allow the system's office and SUBR campus to strategically engage in data-informed decision making, strategic planning and assessment, and resource allocation to support student success and mission achievement. IE represents an excellent opportunity to strategically leverage data and policies to aid the system's office and campuses in advancing their collective continuous quality improvement and assessment efforts. It is the expectation of the President-Chancellor of the Southern University A&M College System that the Southern University campuses will continue to engage the faculty and staff in a **systematic, integrated, research-based, ongoing and comprehensive (SIROC) planning and assessment process**. The re-aligned and integrated office will spearhead the implementation of all (5) phases of the newly developed **IE Annual Planning and Assessment Model** – designed to demonstrate a **continuous cycle of improvement** that leads to **academic and administrative excellence**, thereby **advancing an evidence-based planning and assessment culture that is focused on continuous improvement wrapped around the mission**.

# IE ANNUAL PLANNING AND ASSESSMENT MODEL

(SYSTEMATIC, INTEGRATED, RESEARCH-BASED, ONGOING, AND COMPREHENSIVE)



**Proposed Organizational Chart**  
**OFFICE OF STRATEGIC PLANNING, POLICY & INSTITUTIONAL EFFECTIVENESS**  
**(SUS & SUBR)**



Updated expectations for the existing positions in the proposed dual role are reflected below:

### **Director of Institutional Research and Assessment**

The Director of Institutional Research and Assessment will be responsible for ensuring that all external and internal institutional data reports and submissions are completed accurately. Data serves to inform executive decision-making pertaining to policy development; academic and administrative planning; implementation; assessment; and compliance.

#### **Duties:**

- Ensures that all external institutional data reports and submissions (example IPEDS, CUPA, etc.) are timely and accurate.
- Maintains an accurate Reporting Master Calendar.
- Develops and maintains an Annual Institutional Research Report.
- Ensures the timely development, completion and posting of the institution's annual Fact Book, Quick Facts, etc.
- Performs data analytics functions by collecting, analyzing and reporting institutional data to various external and internal constituencies.
- Reports data in a variety of complex formats including preparing responses to internal and external stakeholder requests, ad-hoc inquiries, internal/external surveys, and governmental agencies reporting requirements.
- Designs and administers surveys as part of the institutional research program, such as graduation exit surveys.
- Provides technical expertise to administrative and academic departments in the design and implementation of survey instruments, and in the interpretation of the results.
- Aggregates the analytical results of course evaluations and provides detailed data reports to the chief academic officer, deans and department chairs.
- Supports the institutional self-study and accreditation process by providing timely and accurate statistical data as required.
- Ensures regular updates to campus datasets, thereby establishing data quality.
- Ensures compliance with the unit's Title III objectives and activities.
- Serves on campus-wide committees and task groups.
- Assists the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness (IE) with implementing the five (5) phases of the IE Planning and Assessment Model that collectively demonstrate a continuous cycle of improvement that leads to academic and administrative excellence.
- Reports directly to the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System.

#### **Qualifications:**

- Master's degree required. Minimum of 20 years of institutional research experience in a higher education setting.
- Knowledge of practices and processes of higher education and/or institutional research.
- Proficiency with analytical databases, query methods and statistical software.
- Knowledgeable in the use of Qualtrics and other survey tools.
- Demonstrated knowledge of data collection, analysis, reporting and presentation, and research methods.
- Demonstrated leadership style that conveys a high level of integrity, courtesy, service, teamwork and support to colleagues.

### **Assistant Director of Planning and Assessment**

The Assistant Director of Planning and Assessment will coordinate university-wide planning and assessment activities. Will work with the leadership in the academic and non-academic areas to ensure that academic, student services and administrative program goals and objectives are aligned with the current SUBR strategic plan. Will play a key role in assisting with future updates to the campus strategic plan as well as unit plans. Will be instrumental in establishing and advancing an evidence-based culture that is focused on continuous improvement around the institutional mission.

#### **Duties:**

- Performs a variety of complex program planning and assessment activities in support of institutional effectiveness.
- Facilitates strategic planning and assessment efforts at the macro (institutional) and micro (program/unit) levels.
- Facilitates campus-wide implementation of institutional assessments. For example: 1) program learning outcomes assessments – to be completed by all educational programs, 2) annual planning, budget assessments – to be completed by all academic and administrative programs, 3) program accountability and demand assessments – to be completed by academic programs.
- Provides guidance to academic and non-academic units in assessing student learning, developing or improving assessment plans and reports, developing or improving assessment measures, interpreting assessment findings.
- Develops a Planning and Assessment Handbook and Assessment Calendar for use campus-wide.
- Develops an Annual Institutional Planning and Assessment Report.
- Communicates assessment/evaluation findings in written reports, briefs, data visualizations, and presentations for a variety of internal and external audiences.
- Serves as key principal in the review and development of institutional policies using the Board approved *Policy-on-Policies* and reporting template.
- Provides leadership and assessment information to the University Assessment Committee.
- Coordinates planning and assessment workshops for faculty, staff, and administrators.
- Ensures compliance with the unit's Title III objectives and activities.
- Assists with the implementation of the five (5) phases of the IE Planning and Assessment Model that collectively demonstrate a continuous cycle of improvement that leads to academic and administrative excellence.
- Reports directly to the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System.

#### **Qualifications:**

- Master's degree in a related field.
- Minimum of 15 years of planning, audit, analytics and assessment experiences.
- Proficiency with Microsoft Office Suite (Word, Power Point, Publisher, and Excel) and statistical software.
- Effective interpersonal, organizational and communication skills including excellent listening, written and verbal abilities.
- Exceptional self-management and prioritization skills.

### **Data Systems Senior Analyst**

The Data Systems Senior Analyst will be responsible for working with complex datasets and databases to perform data extraction, data compilation and storage, data analytics, and data reporting (data displays via dashboards) in support of executive decision-making pertaining to policy development; academic and administrative planning; implementation; assessment; and compliance. Responds to data requests in a timely and accurate manner.


#### **Duties:**

- Performs a variety of specialized technical activities involved in data extraction, collection, storage, documentation, analysis, and reporting related to institutional effectiveness, planning, implementation, assessment, accreditation and compliance.
- Ensures consistency, reliability, validity, and integrity of data used for internal decision-making and in support of external reporting compliance.
- Ensures that timely and accurate campus data is made available in proper formats to academic units for programmatic accreditation, academic program reviews, academic planning and assessment efforts.
- Collects, analyzes, interprets and reports institutional data to a variety of internal constituencies in support of a variety of campus initiatives.
- Creates, extracts and correlates data from multiple databases and Enterprise Data System (Banner).
- Ensures compliance with the institution's data governance policy.
- Maintains a data library, data glossary, and Fact Book.
- Leads a collaborative effort with Information Technology (IT), Student Enrollment Management, Student Success, Finance and Business, and Human Resources to design and build institution-level dashboards that clearly display metrics for campus leadership.
- Facilitates the creation of scorecards, dashboards and reports for college stakeholders.
- Supports continuous improvement efforts revolving around the mission through data collection, storage, and retrieval systems that lead to institutional effectiveness.
- Ensures compliance with the unit's Title III objectives and activities.
- Reports directly to the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System.

#### **Qualifications:**

- Bachelor's degree required.
- Minimum of 15 years of experience as an application programmer/analyst capable of designing, coding, testing, and supporting a Unix and IBM Mainframe operating environment and next generation database solutions.
- Technical skilled in Oracle and Unix, SQL, Oracle Forms and Report Development, NextGen Forms, Workflow, ARGOS, Degree-Works, Banner Modules, Data Security, etc.
- Proficiency in creating, extracting and correlating data from multiple databases and the Enterprise Data System (Banner).
- Extensive skills at data extraction and manipulation. Experience in creating technical reports.
- Experience in business data analytics and processes.
- Excellent communication skills with internal and external constituents.

APPROVED:

  
\_\_\_\_\_  
Ray L. Belton, Ph.D.  
President-Chancellor

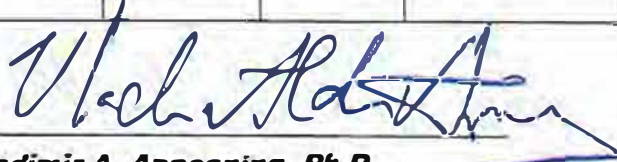
  
\_\_\_\_\_  
Date

- C: Mr. Benjamin Pugh, Vice Chancellor for Finance and Administration  
Mr. Flandus McClinton, Vice President for Finance and Administration

**OFFICE OF INSTITUTIONAL RESEARCH AND ASSESSMENT**  
**proposed re-design to leverage efficiencies, ensure compliance, and increase productivity**

Current Status				Proposed Option			
Existing Positions	Title III	SGF	Title III + SGF	Proposed Positions	Title III	SGF	Title III + SGF
Director, Institutional Research & Assessment (IRA) SUBR ONLY	\$52,416 (59%)	\$35,984 (41%)	\$88,400 (100%)	Director - IRA SUS/SUBR	\$52,416 (80%)	\$13,084 (20%)	\$65,500 (100%)
Assistant Director, Assessment SUBR ONLY	\$61,880 (100%)	\$0	\$61,880 (100%)	Assistant Director - Assessment SUS/SUBR	\$61,880 (88%)	\$8,120 (12%)	\$70,000 (100%)
Senior Data Analyst SUBR ONLY	\$57,200 (100%)	\$0	\$57,200 (100%)	Data Systems Senior Analyst SUS/SUBR	\$57,200 (71%)	\$22,800 (29%)	\$80,000 (100%)
Data Analyst SUBR ONLY	\$50,960 (100%)	\$0	\$50,960 (100%)	Research & Data Analyst SUS/SUBR	\$50,960 (97%)	\$1,540 (3%)	\$52,500 (100%)
Testing Coordinator SUBR ONLY	\$49,920 (100%)	\$0	\$49,920 (100%)	Assessment Analyst SUS/SUBR	\$49,920 (95%)	\$2,580 (5%)	\$52,500 (100%)
<b>TOTAL</b>	<b>\$272,376</b>	<b>\$35,984</b>	<b>\$308,360</b>		<b>\$272,376</b>	<b>\$48,124</b>	<b>\$320,500</b>
<b>ASK</b>						<b>\$12,140</b>	

Requested by:

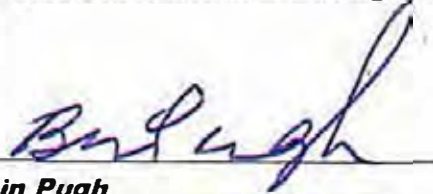
  
**Vladimir A. Appeaning, Ph.D.**

**System Vice President for Strategic Planning, Policy & Institutional Effectiveness**

↳ plus-fringe Benefits  
 8/13/2018  
 Date



Approved by:

  
**Benjamin Pugh**  
**SUBR Vice Chancellor for Finance and Administration**

8/13/18  
 Date





**"Linking Citizens of Louisiana with Opportunities for Success"**

Ashford O. Williams Hall • P. O. Box 10010 • Baton Rouge, LA 70813 • (225) 771-2152 • (225) 771-4369 Fax

**Southern University Agricultural Land-Grant Campus**  
**Office of the Chancellor-Dean**  
www.suagcenter.com

**MEMORANDUM**

**TO:** Dr. Ray L. Belton  
President- Chancellor  
Southern University System

**FROM:** Dr. Bobby R. Phills *BRP*  
Chancellor-Dean  
Southern University Agricultural Land-Grant Campus

**DATE:** August 14, 2018

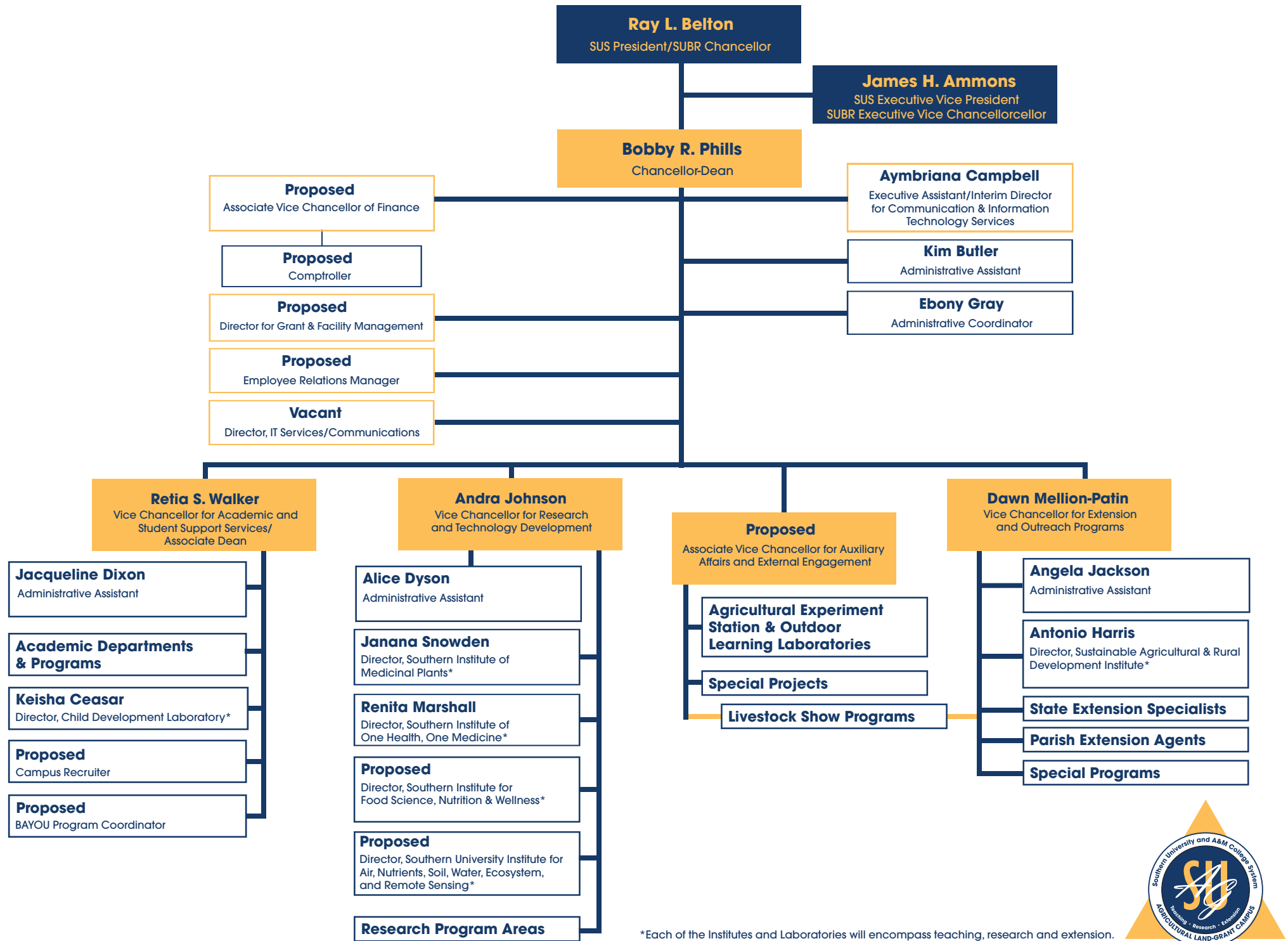
**RE: Informational and Action Items for Review and Board Approval**

The enclosed organizational chart serves to accompany documentation submitted on August 8, 2018. This chart reflects the new role and scope of the Land-Grant Campus and brings it in line with other campuses having a similar structure. We are requesting approval of this chart.

Thank you and please let me know if you have any questions.

**APPROVED:** \_\_\_\_\_

Ray L. Belton, President-Chancellor – SUS/SUBR



\*Each of the Institutes and Laboratories will encompass teaching, research and extension.



# Legal Affairs Committee

# **LEGAL AFFAIRS COMMITTEE**

*(Following the Governance Committee)*

**Friday, August 24, 2018**

Southern University Board of Supervisors' Meeting

Jesse N. Stone Lecture Hall

3050 Martin Luther King Jr. Drive

Shreveport, LA

## **AGENDA**

1. Call to Order
2. Roll Call
3. Adoption of the Agenda
4. Public Comments
5. Action Items:
  - A. Request Approval of Contract for Professional Services for Donesia Turner to Represent the Board in the Dorothy Jackson Litigation
  - B. Consideration of Contract for Special Bond Counsel (SUS)
6. Informational Item
7. Other Business
8. Adjournment

## **MEMBERS**

Atty. Tony M. Clayton—Chair, Mr. Atty. Patrick D. Magee—Vice Chair  
Dr. Leroy Davis, Rev. Donald R. Henry, Atty Domoine Rutledge, Rev. Samuel C. Tolbert, Jr.,  
Mrs. Ann A. Smith- Ex Officio

STATE OF LOUISIANA

CONTRACT FOR PROFESSIONAL LEGAL SERVICES

BE IT KNOWN THAT this agreement is entered into by and between *(Southern University System and Board of Supervisors)*, (hereinafter sometimes referred to as "State") and *(Koepfel Clark Turner)* hereinafter sometimes referred to as ("Counsel").

1.

Counsel hereby agrees to furnish the following services:

**(Representation of Southern University System and Board of Supervisors breach of contract claims in the matter of Dorothy Jackson, Plaintiff v. John Pierre, et al)**

The scope of this contract does not include litigation or proceedings arising out of or involving tort or worker's compensation.

These legal services are to be provided under the immediate supervision of the staff of the **(Southern University System and Board of Supervisors)** and subject to secondary review by the Department of Justice, Office of the Attorney General.

The **(Southern University System and Board of Supervisors)** hereby certifies and Counsel hereby acknowledges that:

1. Goals and objectives: The (State Agency) has entered into this contract in order to obtain professional and reliable legal services as referred to hereinabove.
2. Performance measures: The services provided by counsel shall be evaluated to determine that the services are provided timely and professionally.
3. Monitoring Plan: The staff of the (State Agency) shall monitor the performance of counsel by review of all interim written or verbal reports submitted by contractor and by supervision of the services provided by counsel.

2.

In consideration of the services described hereinabove, **(Southern University System and Board of Supervisors)** hereby agrees to pay Counsel as follows:

**Donesia D. Turner, Partner \$225 per hour;**

**Artis G. Ulmer, III Associate \$150 per hour**

The total of all sums payable under this contract including fees and reimbursement of expenses shall not exceed (**maximum amount of Contract \$20,000**) and shall be billed in accordance with Policy and Procedure Memo 50 (Attorney Case Handling Guidelines and Billing Procedures).

Final billing shall be submitted to the State within 90 days of contract expiration date. At the end of each calendar month, Counsel shall submit to the State for review and approval an itemization of all work performed, listing time by date for work performed by hours, down to the tenth of an hour, with specific reference to the nature of the work performed (*e.g., drafting of pleadings, research, review of files, etc.*). It is understood that should Counsel fail to submit statements within thirty (30) days following the end of each month, the State shall not be responsible for payment thereof under this contract or in quantum meruit. All billings by Counsel for services rendered shall be submitted in compliance with LSA-R.S. 39:1618.

All legal fees and costs shall be paid in accordance with the State Agency or Division of Administration Attorney Case Handling Guidelines and Billing Procedures as set forth in PPM 50. Counsel shall be reimbursed for out-of-pocket expenses in accordance with the Division of Administration Travel Rules and Regulations as set forth in PPM 49. Travel time, at the direction and for the convenience of the State, is billable as services if done during normal working hours at one-half the agreed upon Attorney pay rate and shall not exceed eight hours per day without written justification. Counsel agrees to comply with the instructions on Attachment #1 when submitting invoices.

3.

Counsel hereby agrees that the responsibility for payment of taxes from the funds thus received under this agreement and/or legislative appropriation shall be said counsel's obligation and identified under Federal tax identification number (**45-3358706**) and the Louisiana Department of Revenue Account Number (**8072175001**).

In accordance with R. S. 39:1624(A)(10), the Louisiana Department of Revenue must determine that the prospective contractor is current in the filing of all applicable tax returns and reports and in payment of all taxes, interest, penalties, and fees owed to the state and collected by the Department of Revenue prior to the approval of this

contract by the Office of State Procurement. The prospective contractor hereby attests to its current and/or prospective compliance, and agrees to provide its seven-digit LDR Account Number to the contracting agency so that the prospective contractor's tax payment compliance status may be verified. The prospective contractors further acknowledges understanding that issuance of tax clearance certificate by the Louisiana Department of Revenue is a necessary precondition to the approval and effectiveness of this contract by the Office of State Procurement. The contracting agency reserves the right to withdraw its consent to this contract without penalty and proceed with alternate arrangements should the vendor fail to resolve any identified apparent outstanding tax compliance discrepancies with the Louisiana Department of Revenue within seven (7) days of such notification.

4.

The Legislative Auditor of the State of Louisiana, the State Inspector General and/or Division of Administration auditors may audit all records of Counsel which relate to this contract. Counsel shall maintain said records for a period of five years after the date of final payment under this contract.

5.

This contract is in effect for the period commencing (8/1/2018) and ending on (12/3/2020).

The effective date of this contract may be extended only if an amendment to that effect is duly executed by the contracting parties and approved by the necessary authorities prior to said termination date. Requests for extensions may be initiated by either party by the mailing of such request to the party, via Certified Mail, return receipt requested, not less than thirty (30) days before the termination date provided for herein or thirty (30) days before the termination of the first extension of this contract. This contract may only be extended by an executed and approved amendment for not more than two (2) times.

If either party informs the other that an extension of this contract is deemed necessary, an amendment may be prepared by the State and forwarded to the other party for appropriate action by the other party, and said amendment is to be returned to the State with appropriate information and signatures not less than fifteen (15) days

prior to termination date. Upon receipt of the amendment it will be forwarded to the necessary authorities for their approval.

Notwithstanding the foregoing, in no event shall the total term of this contract, including extensions hereto, be for a period of more than three (3) years.

6.

The continuation of this contract is contingent upon the appropriation of funds to fulfill the requirements of the contract by the legislature. If the legislature fails to appropriate sufficient monies to provide for the continuation of the contract, or if such appropriation is reduced by the veto of the Governor or by any means provided in the appropriations act to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the contract, the contract shall terminate on the date of the beginning of the first fiscal year for which funds are not appropriated.

7.

Counsel shall not assign any interest in this contract and shall not transfer any interest in same (whether by assignment or novation), without prior written consent of the State, provided however, that claims for money due or to become due to the Counsel from the State under this contract may be assigned to a bank, trust company, or other financial institution without such prior written consent. Notice of any such assignment or transfer shall be furnished promptly to the State and the Office of State Procurement.

8.

The State shall have the right to cancel this contract for any reason by giving the other party written notice sent to Counsel's address by certified mail. Counsel shall have the right to cancel this contract for any reason by giving the State 30 days written notice by certified mail.



Notice shall be sent Certified Mail, return receipt requested, to the following addresses:

If to State: **Deidre Deculus Robert**  
**General Counsel**  
**Office of the President-Chancellor**  
**Southern University System**  
**J.S. Clark Administration Building, 4th Floor**  
**Southern Branch Post Office**  
**Baton Rouge, LA 70813**

If to Counsel: **Donesia D. Turner**  
**Koeppel Clark Turner**  
**2030 St. Charles Avenue**  
**New Orleans, LA 70130**

9.

All records, reports, documents and other material delivered or transmitted to Counsel by State shall remain the property of State, and shall be returned by Counsel to the State, at Counsel's expense, at termination or expiration of this contract. All records, reports, documents, pleadings, exhibits or other material related to this contract and/or obtained or prepared by Counsel in connection with the performance of the services contracted for herein shall become the property of the State, and shall, upon request, be returned by Counsel to the State, at Counsel's expense, at termination or expiration of this contract.

10.

The State and Counsel acknowledge and agree that the Department of Justice has the right to review all records, reports, worksheets or any other material of Counsel related to this contract. The State and Counsel further agree that Counsel will furnish to the Department of Justice, upon request, copies of any and all records, reports, worksheets, bills, statements or any other material of Counsel related to this contract.

11.

Counsel agrees to abide by the requirements of the following as applicable: Title VI of the Civil Rights Act of 1964 and Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, Federal Executive Order 11246 as amended, the Rehabilitation Act of 1973, as amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1975, the Fair Housing Act of 1968 as amended,

and contractor agrees to abide by the requirements of the Americans with Disabilities Act of 1990.

Counsel agrees not to discriminate in its employment practices, and will render services under this contract without regard to race, color, religion, sex, national origin, veteran status, political affiliation, or disabilities.

Any act of discrimination committed by counsel, or failure to comply with these statutory obligations when applicable shall be grounds for termination of this contract.

12.

This contract is not effective until approved in writing by the **(Southern University System and Board of Supervisors)**, the Attorney General and the Office of State Procurement in accordance with La. R.S. 39:1565 and 39:1595.1. It is the responsibility of the contractor to advise the State in advance if contract funds or contract terms may be insufficient to complete contract objectives.

13.

Any claim or controversy arising out of the contract shall be resolved by the provisions of LSA-R.S. 39:1672.2 – 1672.4.

**IN WITNESS WHEREOF**, the parties have executed this Agreement as of this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

WITNESSES SIGNATURES:

**Southern University System and Board of Supervisors**

\_\_\_\_\_  
\_\_\_\_\_

By:

\_\_\_\_\_  
**ANN A. SMITH**  
Chair, Southern University System  
Board of Supervisors  
Tax I.D. #: 72-6000817  
Telephone: 225-771-4600  
Fax No: 225-771-5791

KOEPPPEL CLARK TURNER

*Pana Soby*  
*LA far*

By:



**DONESIA D. TURNER**  
Tax I.D. #: 45-3358706  
Telephone: (504) 598-1000  
Fax No: (504) 524-1024

## ATTACHMENT #1

### INSTRUCTIONS FOR SUBMITTING INVOICES

At the end of each calendar month, an itemization of all work performed, listing time by date for work performed by hours, down to the tenth of an hour with specific reference to the nature of the work performed (*e.g. drafting of expert reports, research, review of files, etc.*) should be invoiced to (*agency*) via Acuity Management System (if agency is using electronic billing system) OR in accordance with the agency's request.

Reimbursement for all expenses must have receipts or documentation attached to the invoices or reimbursement will not be made. Some examples of the receipts or documentation that will be accepted are given below:

1. Express Mail - a copy of the invoice from the vendor.
2. Travel expenses - purpose of the trip, miles traveled or airline ticket receipt, parking receipts, taxi receipts, hotel receipts (credit card receipt will not be accepted).
3. Invoices are to be submitted at the end of each calendar month and must indicate the amount of the contract, the amount billed to date and the remaining balance.

If your invoices are billed by each individual case that you have worked on please include a summary sheet for that month for that invoice. Do not include any previous balances owed on the summary sheet.

LSA - R.S. 39:1618 calls for invoices to be submitted in the form of an affidavit.

STATE OF LOUISIANA

CONTRACT FOR PROFESSIONAL LEGAL SERVICES

BE IT KNOWN THAT on this \_\_\_\_\_ day of \_\_\_\_\_, 2018, this agreement is entered into by and between **Board of Supervisors of Southern University and Agricultural and Mechanical College**, hereinafter sometimes referred to as ("State") and **Breazeale, Sachse & Wilson, L.L.P.**, hereinafter sometimes referred to as ("Counsel").

1

Counsel hereby agrees to furnish the following services:

As special counsel to the State, provide advice and assistance relative to compliance with the State's (i) continuing disclosure undertakings pursuant to Section (b)(5)(i) of Securities and Exchange Commission Rule 15c2-12 under the Securities Exchange Act of 1934, as amended (17 CFR Part 240, §240.15c2-12) (the "*Rule*"), and (ii) information reporting requirements pursuant to (a) Section 5.1 of that certain Capital Project Loan Agreement dated as of December 7, 2017 (the "*Series A 2017-5 Loan Agreement*"), by and between the State and Rice Capital Access Program, LLC (the "*Lender*") relating to the Series A 2017-5 Bond (as defined in the Series A 2017-5 Loan Agreement) and (b) Section 5.1 of that certain Capital Project Loan Agreement dated as of December 7, 2017 (the "*Series A 2017-6 Loan Agreement*"), by and between the State and the Lender relating to the Series A 2017-6 Bond (as defined in the Series A 2017-6 Loan Agreement) (collectively, the "*Undertakings*"), including the submittals to the Municipal Securities Rulemaking Board and/or the Lender, as appropriate, of the information required pursuant to the Undertakings, but only to the extent such information is received by Counsel from the State. Counsel will provide to the State a template for the information required by the Undertakings. The State acknowledges and agrees that the representation by Counsel does NOT include researching and compiling the information required pursuant to the Undertakings and that Counsel must receive the required information from the State in order to perform the services described herein. However, Counsel will advise the State as to whether the information received by Counsel from the State complies with the requirements of the Undertakings.

The scope of this contract does not include litigation or proceedings arising out of or involving tort or worker's compensation.

These legal services are to be provided under the immediate supervision of the staff of the State and subject to secondary review by the Department of Justice, Office of the Attorney General.

The State hereby certifies and Counsel hereby acknowledges that:

1. Goals and objectives: The State has entered into this contract in order to obtain professional and reliable legal services as referred to hereinabove.
2. Performance measures: The services provided by Counsel shall be evaluated to determine that the services are provided timely and professionally.
3. Monitoring Plan: The staff of the State shall monitor the performance of Counsel by review of all interim written or verbal reports submitted by Counsel and by supervision of the services provided by Counsel.

2.

In consideration of services described hereinabove, State hereby agrees to pay Counsel an amount based on the Attorney General's Maximum Hourly Fee Schedule, together with reimbursement of out of pocket expenses.

The total of all sums payable under this contract including fees and reimbursement of expenses shall not exceed \$25,000 per year for a maximum of \$75,000, and shall be billed in accordance with Policy and Procedure Memo 50 (Attorney Case Handling Guidelines and Billing Procedures).

Final billing shall be submitted to the State within 90 days of contract expiration date. At the end of each calendar month, Counsel shall submit to the State for review and approval, via Acuity Management System, (reference to Acuity should be included only if agency is enrolled in state's electronic legal billing system), an itemization of all

work performed, listing time by date for work performed by hours, down to the tenth of an hour, with specific reference to the nature of the work performed (*e.g., drafting of pleadings, research, review of files, etc.*). It is understood that should Counsel fail to submit statements within thirty (30) days following the end of each month, State shall not be responsible for payment thereof under this contact or in quantum meruit. All billings by Counsel for services rendered shall be submitted in compliance with LSA-**R.S. 39:1618.**

All legal fees and costs shall be paid in accordance the State Agency or Division of Administration Attorney Case Handling Guidelines and Billing Procedures as set forth in PPM 50. Counsel shall be reimbursed for out-of-pocket expenses in accordance with the Division of Administration Travel Rules and Regulations as set forth in PPM 49. Travel time, at the direction and for the convenience of the State, is billable as services if done during normal working hours at one-half the agreed upon Attorney pay rate and shall not exceed eight hours per day without written justification. Counsel agrees to comply with the instructions on Attachment #1 when submitting invoices.

3.

Counsel hereby agrees that the responsibility for payment of taxes from the funds thus received under this agreement and/or legislative appropriation shall be said Counsel's obligation and identified under federal tax identification number 72-0442889.

4.

The Legislative Auditor of the State of Louisiana, the State Inspector General and/or Division of Administration auditors may audit all records of Counsel which relate to this contract. Counsel shall maintain said records for a period of five years after the date of final payment under this contract.

5.

This contract is in effect for the period commencing July 1, 2018, and ending on June 30, 2021.

The effective date of this contract may be extended only if an amendment to that effect is duly executed by the contracting parties and approved by the necessary authorities prior to said termination date. Requests for extensions may be initiated by either party by the mailing of such request to the party, via Certified Mail, return receipt requested, not less than thirty (30) days before the termination date provided for herein or thirty (30) days before the termination of the first extension of this contract. This contract may only be extended by an executed and approved amendment for not more than two (2) times.

If either party informs the other that an extension of this contract is deemed necessary, an amendment may be prepared by State and forwarded to the other party for appropriate action by the other party, and said amendment is to be returned to State with appropriate information and signatures not less than fifteen (15) days prior to termination date. Upon receipt of the amendment it will be forwarded to the necessary authorities for their approval.

Notwithstanding the foregoing, in no event shall the total term of this contract, including extensions hereto, be for a period of more than three (3) years.

6.

The continuation of this contract is contingent upon the appropriation of funds to fulfill the requirements of the contract by the legislature. If the legislature fails to appropriate sufficient monies to provide for the continuation of the contract, or if such appropriation is reduced by the veto of the Governor or by any means provided in the



appropriations act to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the contract, the contract shall terminate on the date of the beginning of the first fiscal year for which funds are not appropriated.

7.

Counsel shall not assign any interest in this contract and shall not transfer any interest in same (whether by assignment or novation), without prior written consent of the State, provided however, that claims for money due or to become due to the Counsel from the State under this contract may be assigned to a bank, trust company, or other financial institution without such prior written consent. Notice of any such assignment or transfer shall be furnished promptly to the State and the Office of State Procurement.

8.

The State shall have the right to cancel this contract for any reason by giving the other party written notice sent to Counsel's address by certified mail. Counsel shall have the right to cancel this contract for any reason by giving the State 30 days written notice by certified mail.

Notice shall be sent Certified Mail, return receipt requested, to the following addresses:

If to State:                    Mr. Benjamin Pugh  
Vice Chancellor for Finance and Administration  
Southern University and Agricultural and Mechanical College  
3rd Floor, J.S. Clark Administration Building  
Baton Rouge, Louisiana 70813

If to Counsel:           Managing Partner  
Breazeale, Sachse & Wilson, L.L.P.  
One American Place  
301 Main Street, Suite 2300  
Baton Rouge, LA 70802

9.

All records, reports, documents and other material delivered or transmitted to Counsel by State shall remain the property of State, and shall be returned by Counsel to State, at Counsel's expense, at termination or expiration of this contract. All records, reports, documents, pleadings, exhibits or other material related to this contract and/or obtained or prepared by Counsel in connection with the performance of the services contracted for herein shall become the property of State, and shall, upon request, be returned by Counsel to State, at Counsel's expense, at termination or expiration of this contract.

10.

The State and Counsel acknowledge and agree that the Department of Justice has the right to review all records, reports, worksheets or any other material of Counsel related to this contract. The State and Counsel further agree that Counsel will furnish to the Department of Justice, upon request, copies of any and all records, reports, worksheets, bills, statements or any other material of Counsel related to this contract.

11.

Counsel agrees to abide by the requirements of the following as applicable: Title VI of the Civil Rights Act of 1964 and Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, the Rehabilitation Act of 1973, as amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1975, the

Fair Housing Act of 1968 as amended, and contractor agrees to abide by the requirements of the Americans with Disabilities Act of 1990.

Counsel agrees not to discriminate in its employment practices, and will render services under this contract without regard to race, color, religion, sex, national origin, veteran status, political affiliation, or disabilities.

Any act of discrimination committed by counsel, or failure to comply with these statutory obligations when applicable shall be grounds for termination of this contract.

12.

This contract is not effective until approved in writing by the (State Agency), the Attorney General and the Office of State Procurement in accordance with La. R.S. 39:1565 and R.S. 39:1595.1. It is the responsibility of the contractor to advise the State in advance if contract funds or contract terms may be insufficient to complete contract objectives.

13.

Any claim or controversy arising out of the contract shall be resolved by the provisions of LSA-R.S. 39:1672.2 – 1672.4.



## ATTACHMENT #1

### INSTRUCTIONS FOR SUBMITTING INVOICES

At the end of each calendar month, an itemization of all work performed, listing time by date for work performed by hours, down to the tenth of an hour with specific reference to the nature of the work performed (*e.g. drafting of expert reports, research, review of files, etc.*) should be invoiced to (*agency*) via Acuity Management System (if agency is using electronic billing system) OR in accordance with the agency's request.

Reimbursement for all expenses must have receipts or documentation attached to the invoices or reimbursement will not be made. Some examples of the receipts or documentation that will be accepted are given below:

1. Express Mail - a copy of the invoice from the vendor.
2. Travel expenses - purpose of the trip, miles traveled or airline ticket receipt, parking receipts, taxi receipts, hotel receipts (credit card receipt will not be accepted).
3. Invoices are to be submitted at the end of each calendar month and must indicate the amount of the contract, the amount billed to date and the remaining balance.

If your invoices are billed by each individual case that you have worked on please include a summary sheet for that month for that invoice. Do not include any previous balances owed on the summary sheet.

LSA - R.S. 39:1618 calls for invoices to be submitted in the form of an affidavit.

## CONTINUING DISCLOSURE CERTIFICATE

\$ \_\_\_\_\_  
**LOUISIANA PUBLIC FACILITIES AUTHORITY**  
**Revenue Refunding Bonds**  
**(Millennium Housing, L.L.C. Student Housing and Auxiliary Facilities Project)**  
**Series 2018**

This Continuing Disclosure Certificate (the "*Disclosure Certificate*") dated \_\_\_\_\_, 2018, is executed and delivered by the Board of Supervisors of Southern University and Agricultural and Mechanical College, a public constitutional corporation (the "*Southern Board*") for the benefit of the owners of the Louisiana Public Facilities Authority's \$ \_\_\_\_\_ Revenue Refunding Bonds (Millennium Housing, L.L.C. Student Housing and Auxiliary Facilities Project) Series 2018 (the "*Bonds*"), in order to assist the Participating Underwriter in complying with Section (b)(5)(i) of Securities and Exchange Commission Rule 15c2-12 under the Securities Exchange Act of 1934, as amended (17 CFR Part 240, §240.15c2-12) (the "*Rule*"), for the benefit of the owners of the Bonds. The Southern Board is an "obligated person" within the meaning of the Rule.

SECTION 1. Definitions. In addition to the definitions set forth in the Trust Indenture dated as of September 1, 2018 (the "*Indenture*"), by and between the Louisiana Public Facilities Authority and Hancock Whitney Bank, as trustee, and the Loan Agreement dated as of September 1, 2018 (the "*Loan Agreement*" and, together with the Indenture, the "*Bond Documents*"), by and between the Authority and Millennium Housing, L.L.C., each relating to the Bonds, which apply to any capitalized term used in this Disclosure Certificate unless otherwise defined in this Section, the following capitalized terms shall have the following meanings:

"*Annual Report*" means (a) the Audited Financial Statements and (b) the financial information (which shall be based on financial statements prepared in accordance with generally accepted accounting principles ("GAAP")) or operating data with respect to the Southern Board, provided at least annually, of the type provided in Appendix B to the Official Statement under the captions entitled as follows:

Faculty and Staff  
Student Applications, Acceptances and Enrollments  
Tuition and Fees  
Financial Aid  
General Financial Information – Five-Year History of State Appropriations  
General Financial Information – Gifts, Grants and Bequests  
General Financial Information – Endowment and Similar Funds  
General Financial Information – Outstanding Indebtedness  
General Financial Information – Bonds and Reimbursement Contracts Payable  
General Financial Information – Pension Plan  
General Financial Information – Management's Discussion and Analysis  
General Financial Information – Historical Legally Available Funds of the System

"*Audited Financial Statements*" means the Southern Board's annual financial statements, prepared in accordance with GAAP, which financial statements shall have been audited by an Accountant.

"*Fiscal Year*" means the period commencing on the first day of July of any year and ending on the last day of June of the following year or such other period of twelve consecutive calendar months as shall be specified by the Southern Board.

"*Material Event*" means any of the following events with respect to the Bonds:

- (1) principal and interest payment delinquencies;
- (2) non-payment related defaults, if material;
- (3) unscheduled draws on debt service reserves, if any, reflecting financial difficulties;
- (4) unscheduled draws on credit enhancements reflecting financial difficulties;
- (5) substitution of credit or liquidity providers, or their failure to perform;
- (6) adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Bonds, or other material events affecting the tax status of the Bonds;
- (7) modifications to rights of Bondholders, if material;
- (8) Bond calls, if material, and tender offers;
- (9) defeasances;
- (10) release, substitution or sale of property, if any, securing repayment of the Bonds, if material;
- (11) rating changes;
- (12) bankruptcy, insolvency, receivership or similar event of the Southern Board;<sup>1</sup>

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<sup>1</sup> For the purposes of this event, the event is considered to occur when any of the following occur: the appointment of a receiver, fiscal agent or similar officer for the Southern Board in a proceeding under the U.S. Bankruptcy Code or in any other proceeding under state or federal law in which a court or governmental authority has assumed jurisdiction over substantially all of the assets or business of the Southern Board, or if such jurisdiction has been

(13) the consummation of a merger, consolidation or acquisition involving the Southern Board or the sale of all or substantially all of the assets of the Southern Board, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material;

(14) appointment of a successor or additional trustee or the change of name of a trustee, if material;

(15) failure to provide the Annual Report, as required by the Rule; and

(16) other material event notice;

"MSRB" shall mean the Municipal Securities Rulemaking Board, which has been designated by the Securities and Exchange Commission as the single centralized repository for the collection and availability of continuing disclosure documents for purposes of the Rule. The continuing disclosure documents must be provided to the MSRB in searchable portable document format (PDF) to the following:

Municipal Securities Rulemaking Board  
Electronic Municipal Market Access Center  
[www.emma.msrb.org](http://www.emma.msrb.org)

"*Notice of Material Events*" shall mean the Notice required to be given in accordance with Section 4 hereof.

"*Official Statement*" shall mean the Official Statement dated \_\_\_\_\_, 2018, relating to the Bonds.

"*Participating Underwriter*" shall mean any of the original underwriters of the Bonds required to comply with the Rule in connection with offering of the Bonds.

"*Rule*" shall mean Rule 15c2-12(b)(5) adopted by the Securities and Exchange Commission under the Securities Exchange Act of 1934, as the same may be amended from time to time.

## SECTION 2. Provision of Annual Report.

(a) The Southern Board shall, while any Bonds are Outstanding, provide the Annual Report to the MSRB no later than April 30 of each year (the "*Report Date*"), commencing April 30, 2019. The Southern Board may adjust the Report Date if the Southern Board changes its

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assumed by leaving the existing government body and officials or officers in possession but subject to the supervision and orders of a court or governmental authority, or the entry of an order confirming a plan of reorganization, arrangement or liquidation by a court or governmental authority having supervision or jurisdiction of substantially all of the assets or business of the Southern Board.



Fiscal Year by providing written notice of the change of Fiscal Year and the new Report Date to the MSRB; provided that the new Report Date shall be nine months after the end of the new Fiscal Year, and provided further that the period between the final Report Date relating to the former Fiscal Year and the initial Report Date relating to the new Fiscal Year shall not exceed one year in duration.

(b) If the Southern Board is unable to provide to the MSRB the Annual Report by the Report Date, the Southern Board shall send a notice to the MSRB in substantially the form attached hereto as **Appendix A**.

(c) If the Southern Board is unable to provide to the MSRB the Audited Financial Statements by the Report Date, the Southern Board shall provide to the MSRB unaudited financial statements, *if any*, of the Southern Board, and, as required by the Rule, Audited Financial Statements, when and if available, must thereafter be provided to the MSRB.

SECTION 3. Content of Annual Report. The Southern Board's Annual Report shall contain or incorporate by reference the information of the type described in the definition "Annual Report" and, if different than the accounting principles stated herein, the accounting principles pursuant to which the Audited Financial Statements were prepared.

The Southern Board reserves the right to cross-reference any or all of such Annual Report to other documents to be provided to the MSRB.

The Southern Board reserves the right to modify from time to time the specific types of information provided or the format of the presentation of such information, to the extent necessary or appropriate in the judgment of the Southern Board; provided that the Southern Board agrees that any such modification will be done in a manner consistent with the Rule as provided in Section 6 hereof.

It shall be sufficient if the Southern Board provides to the MSRB the Annual Report by specific reference to documents previously provided to the MSRB or filed with the Securities and Exchange Commission and, if such document is a final official statement, available from the MSRB. The Southern Board shall clearly identify each such other document so incorporated by reference.

SECTION 4. Reporting of Material Events.

(a) If a Material Event occurs while any Bonds are Outstanding, the Southern Board shall provide a Notice of Material Event to the Trustee and the MSRB regarding such Material Event in a timely manner not exceeding ten (10) business days after the occurrence of the event. Each Notice of Material Event shall be so captioned and shall prominently state the date, title and CUSIP numbers of the Bonds.

(b) The Southern Board may, from time to time, choose to provide notice of the occurrence of certain other events, in addition to Material Events, if, in the judgment of the Southern Board, such other event is material with respect to the Bonds, but the Southern Board

does not undertake to commit to provide any such notice of the occurrence of any material event except those listed above.

(c) As of the date of this Disclosure Certificate, the Material Event described in item (5) of the definition thereof is not applicable to the Bonds.

SECTION 5. Termination of Reporting Obligation. The Southern Board's obligations under this Disclosure Certificate shall terminate upon the legal defeasance, prior redemption in whole or payment in full of all of the Bonds. In addition, any provision hereof and any provision relating to the Rule as set forth in the Indenture shall be null and void in the event that the Southern Board delivers to the Trustee an opinion of nationally recognized bond counsel to the effect that those portions of the Rule which require this Disclosure Certificate, or any such provision, are invalid, have been repealed retroactively or otherwise do not apply to the Bonds; provided that the Southern Board shall have provided notice of such delivery and the cancellation of this Disclosure Certificate and those portions of the Bond Documents relating to the Rule to the MSRB.

SECTION 6. Amendment; Waiver. Notwithstanding any other provision of this Disclosure Certificate, the Southern Board may amend this Disclosure Certificate, and any provision of this Disclosure Certificate may be waived, if such amendment or waiver is supported by an opinion of counsel expert in federal securities laws to the effect that such amendment or waiver would not in and of itself cause the undertakings herein to violate, or adversely affect compliance with the Rule if such amendment or waiver had been effective on the date hereof, but taking into account any subsequent change in or official interpretation of the Rule; provided, however, that the following conditions must be satisfied prior to such amendment:

(a) The undertaking hereunder, as amended, would have complied with the requirements of the Rule at the time of the primary offering, after taking into account any amendments or interpretations of the Rule, as well as any change in circumstances; and

(b) The amendment does not materially impair the interests of the holders of the Bonds, as determined either by parties unaffiliated with the Southern Board (such as bond counsel), or by approving vote of such holders in accordance with the terms of the Bond Resolution at the time of the amendment.

Further, the Annual Report containing the amended operating data or financial information shall explain, in narrative form, the reasons for the amendment and the impact of the change in the type of operating data or financial information being provided.

Further provided, if an amendment is made to an undertaking hereunder specifying the accounting principles to be followed in preparing the Audited Financial Statements, the Annual Report for the year in which the change is made should present a comparison between the Audited Financial Statements or information prepared on the basis of the new accounting principles and those prepared on the basis of the former accounting principles. The comparison should include a qualitative discussion of the differences in the accounting principles and the

impact of the change in the accounting principles on the presentation of the Audited Financial Statements, in order to provide information to investors to enable them to reevaluate the ability of the Southern Board to meet its obligations. To the extent reasonably feasible, the comparison also should be quantitative. A notice of the change in the accounting principles should be sent to the MSRB.

SECTION 7. Additional Information. Nothing in this Disclosure Certificate shall be deemed to prevent the Southern Board from disseminating any other information, using the means of dissemination set forth in this Disclosure Certificate or any other means of communication, or including any other information in any Annual Report or Notice of Material Event, in addition to that which is required by this Disclosure Certificate. If the Southern Board chooses to include any information in any Annual Report or Notice of Material Event in addition to that which is specifically required by this Disclosure Certificate, the Southern Board shall have no obligation under this Disclosure Certificate to update such information or include it in any future Annual Report or Notice of Material Event.

SECTION 8. Beneficiaries. This Disclosure Certificate shall inure solely to the benefit of the Southern Board, the Participating Underwriters and the owners of the Bonds, and shall create no rights in any other person or entity.

SECTION 9. Other Stipulations. Any document submitted to the MSRB pursuant to this Continuing Disclosure Certificate shall be accompanied by identifying information as prescribed by the MSRB, and shall be submitted in word-searchable PDF format (without regard to diagrams, images and other non-textual elements).

IN FAITH WHEREOF, the undersigned has executed this Continuing Disclosure Certificate on this, the \_\_\_ day of \_\_\_\_\_, 2018.

**BOARD OF SUPERVISORS OF SOUTHERN UNIVERSITY  
AND AGRICULTURAL AND MECHANICAL COLLEGE**

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

**APPENDIX A  
TO CONTINUING DISCLOSURE AGREEMENT**

NOTICE TO MSRB OF FAILURE TO FILE ANNUAL REPORT

Name of Issuer: Louisiana Public Facilities Authority

Name of Obligated Person: Board of Supervisors of Southern University and Agricultural and Mechanical College

Name of Bond Issue: \$ \_\_\_\_\_ Louisiana Public Facilities Authority Revenue Refunding Bonds (Millennium Housing, L.L.C. Student Housing and Auxiliary Facilities Project) Series 2018

Date of Issuance: \_\_\_\_\_, 2018

NOTICE IS HEREBY GIVEN that the Board of Supervisors of Southern University and Agricultural and Mechanical College (the "*Southern Board*") has not provided an Annual Report for the fiscal year ended June 30, \_\_\_\_\_, with respect to the above-named Bonds as required by the Continuing Disclosure Certificate of the Southern Board dated \_\_\_\_\_, 2018. The Southern Board anticipates that the Annual Report will be filed by \_\_\_\_\_.

Dated: \_\_\_\_\_

**BOARD OF SUPERVISORS OF SOUTHERN UNIVERSITY  
AND AGRICULTURAL AND MECHANICAL COLLEGE**

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

# Personnel Affairs Committee

# PERSONNEL AFFAIRS COMMITTEE

*(Following the Legal Affairs Committee)*

**Friday, August 24, 2018**

Southern University Board of Supervisors' Meeting

Jesse N. Stone Lecture Hall

3050 Martin Luther King Jr. Drive

Shreveport, LA

## AGENDA

1. Call to Order
2. Roll Call
3. Adoption of the Agenda
4. Public Comments
5. Action Items
  - A. Request Approval of Personnel Action on Positions greater than \$60,000

Name	Position/Campus	Salary
1. Angela Bruns	Assistant Director, Planning and Assessment (SUBR) <i>(replacement)</i>	\$70,000.00
2. Larry Ferdinand	Chief Administrative/Operations Officer (SUSLA) <i>(replacement)</i>	\$69,750.00
3. Angela S. Gaines	Director of Facilities (SULC) <i>(new position)</i>	\$71,350.00
4. Michael Garrard	Visiting Professor (SULC) <i>(revised salary)</i>	\$100,000.00
5. Srinivas Reddy Gavini	Director, Institutional Research and Assessment (SUBR) <i>(reassignment)</i>	\$65,000.00
6. Christopher W. Guillory	Associate Professor (SUBR) <i>(reassignment)</i>	\$77,000.00
7. Jacqueline J. Hill	Interim Dean, College of Nursing and Allied Health (SUBR) <i>(reassignment)</i>	\$125,000.00
8. Nastassia N. Jones	Associate Professor (SUBR) <i>(replacement)</i>	\$77,000.00
9. Devaiah M. Kambiranda	Research Associate Professor (SUAREC) <i>(9 to 12 month appointment)</i>	\$86,667.00
10. Mandan Kundu	Professor (SUBR) <i>(9 to 12 month appointment)</i>	\$110,404.00
11. Kimberly LaMotte	Academic Support Counselor and Instructor (SULC) <i>(adjustment/revised position)</i>	\$77,600.00
12. Jason Ordogne	Data Systems Senior Analyst (SUBR) <i>(reassignment)</i>	\$80,000.00

Name	Position/Campus	Salary
13. Janet S. Rami	Full- time Tenured Professor (SUBR) <i>(reassignment)</i>	\$105,664.00
14. Trayveon Scott	Executive Athletic Director (SUBR) <i>(salary adjustment)</i>	\$115,000.00
15. Hannah K. Webb-Lee	Associate Comptroller for Student Operations/Bursar (SUBR) <i>(reassignment)</i>	\$60,000.00

B. Southern University Agricultural Land-Grant Campus Request a Four (4) percent pay adjustment for all full-time, unclassified employees.

7. Leave Application(s):

- Michelle Ghetti, Professor (SULC) 2-Year Unpaid Sabbatical Leave
- Allison Anadi, Professor/Chair, Paid Medical Leave (FMLA)
- Avis O’Bryant-Chaney, Academic Advisor, Unpaid Medical Leave (FMLA)
- Joseph Orban, Distinguished Professor (SUSLA), Sabbatical Leave

6. Other Business

7. Adjournment

**MEMBERS**

Atty. Patrick Magee—Chair, Rev. Joe R. Gant, Jr.—Vice Chair,  
 Atty. Tony Clayton, Dr. Curman L. Gaines, Rev. Donald R. Henry, Dr. Leon R. Tarver II  
 Mrs. Ann A. Smith- Ex Officio



# SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM

Office of the Vice President, Strategic Planning, Policy and Institutional Effectiveness

J. S. Clark Administration Building, Fourth Floor  
Baton Rouge, LA 70813

August 2, 2018

Ray L. Belton, Ph.D.  
President - Chancellor  
Southern University and A&M College System  
Baton Rouge, Louisiana 70813

Re: Position Vacancy Authorization and Announcement Waiver Request

Dear Dr. Belton:

I respectfully submit this letter to request authorization to waive the search for the position of assistant director of institutional planning and assessment for the Southern University Baton Rouge (SUBR) campus. The assistant director of planning and assessment is responsible for coordinating university-wide planning and assessment activities. The assistant director works closely with the leadership at both the micro and macro levels of the institution to ensure that, the faculty, administrators, staff, and students are fully engaged in a systematic, integrated, research-based, ongoing and comprehensive planning and assessment process on an annual and cyclical basis for educational and non-instructional programs. The assistant director is instrumental in establishing an evidence-based culture focused on continuous improvement.

This is an existing position. I respectfully request authorization to waive the search for this position and appoint Ms. Angela Bruns as the assistant director of planning and assessment. Ms. Bruns is an accountant by training with a master's degree in business administration. Currently, Ms. Bruns serves as the department head and chairperson for the business program, where she is responsible for all planning and assessment activities, including the completion and submission of program learning outcomes, curriculum development, faculty evaluations, student course evaluations, and meeting the programmatic accreditation requirements for business programs by the Accreditation Council for Business Schools and Programs (ACBSP). Ms. Bruns brings over 15 years of planning and audit/assessment experience from both the private sector and a decade of academic experience at the Baton Rouge Community College (BRCC), where she routinely leads her faculty in completing a program health index that has consistently established her business program as a 5-Star Program, empirically illustrated the positive fiscal health of her program and proven the demand of business graduates to advancing Louisiana's economy. Finally, through strategic planning, Ms. Bruns has consistently established clear goals and S.M.A.R.T. objectives for her program. Given the critical nature of this position in support of SACS accreditation requirements, I respectfully request authorization to waive the search for this position and appoint Ms. Angela Bruns as the assistant director of planning and assessment. Ms. Bruns' resume is enclosed for your review and consideration.

Thank you for your favorable consideration of this request.

Respectfully submitted,

Vladimir Alexander Appeaning, Ph.D.  
Vice President for Strategic Planning, Policy and Institutional Effectiveness

Approved:

Ray L. Belton, Ph.D.  
President-Chancellor

Enclosed: Resume





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

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

Hispanic or Latino  Non-Hispanic or Non-Latino

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

- White, not of Hispanic origin. A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.
- Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origins, regardless of race.
- Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.
- American Indian or Alaskan Native. A person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.

**COMMENTS:**

EMPLOYEE REGULAR WORK SCHEDULE: 8:00 AM - 3:00 PM  
 EMPLOYEE DIRECT SUPERVISOR: Dr. Tom Mawglin  
 SUPERVISOR/DEPARTMENT CONTACT NUMBER: 225.771.5764  
 NUMBER OF EMPLOYEES SUPERVISED, (if any): 0

HR USE ONLY: STATUS (circle one): EXEMPT NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (see receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H-1-B and J-1 visas, passport, and I-9. The latter six (6) documents do not apply to U.S. Citizens.

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

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

TYPE	CODE	EXPIRES
United States Citizen/Certificate of Naturalization	US	
Resident Alien	RA	
H-1 Visa (Distinguished Merit & Ability)	H1	AUG 14 2018
J-1 Visa (Exchange Visitor Program)	J1	
F-1 Visa (Student Emp. FT Student at S.U.)	F1	
OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")	O1	

**Do Not Write Below This Area**

**For Human Resource and Budgetary Control Use Only!**

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

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

SOUTHERN UNIVERSITY SYSTEM  
 BUDGET OFFICE  
 21001  
 AUG 14 2018  
 [Signature]  
 # 8,120

SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

\*\*\*\*\*  
**POSITION VACANCY AUTHORIZATION**  
 \*\*\*\*\*

REQUEST THAT THE POSITION TITLE  
 BE AUTHORIZED AS A VACANCY FOR

Assistant Director of Planning and Assessment  
Office of Institutional Research and Assessment  
 (Department or Unit)

AS DESCRIBED BELOW

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

**VACANCY DESCRIPTION AND JUSTIFICATION**

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

The Assistant Director of Planning and Assessment will coordinate university-wide planning and assessment activities. Will work with the leadership in the academic and non-academic areas to ensure that academic, student services and administrative program goals and objectives are aligned with the current SUIR strategic plan. Will play a key role in assisting with future updates to the campus strategic plan as well as unit plans. Will be instrumental in establishing and advancing an evidence-based culture that is focused on continuous improvement around the institutional mission.

**Duties:**

- Performs a variety of complex program planning and assessment activities in support of institutional effectiveness.
- Facilitates strategic planning and assessment efforts at the macro (institutional) and micro (program/unit) levels.
- Facilitates campus-wide implementation of institutional assessments. For example: 1) program learning outcomes assessments – to be completed by all educational programs, 2) annual planning, budget assessments – to be completed by all academic and administrative programs, 3) program accountability and demand assessments – to be completed by academic programs.
- Provides guidance to academic and non-academic units in assessing student learning, developing or improving assessment plans and reports, developing or improving assessment measures, interpreting assessment findings.
- Develops a Planning and Assessment Handbook and Assessment Calendar for use campus-wide.
- Develops an Annual Institutional Planning and Assessment Report.
- Communicates assessment/evaluation findings in written reports, briefs, data visualizations, and presentations for a variety of internal and external audiences.
- Serves as key principal in the review and development of institutional policies using the Board approved Policy-in-Policies and reporting template.
- Provides leadership and assessment information to the University Assessment Committee.
- Coordinates planning and assessment workshops for faculty, staff, and administrators.
- Ensures compliance with the unit's Title III objectives and activities.
- Assists with the implementation of the five (5) phases of the IR Planning and Assessment Model that collectively demonstrate a continuous cycle of improvement that leads to academic and administrative excellence.
- Reports directly to the SUIR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System.

Salary/Range: 65,000 – 70,000 Previous Incumbent (if replacement): Brian Phillips

Approved  Disapproved [Signature] 8/7/18  
 Department Head Date

Approved  Disapproved [Signature] 08/07/2018  
 Dean/Director/Supervisor of Budget Unit Date

**FINANCE/BUDGET OFFICE ONLY**  
 Funds Available  
 Yes  No

**HUMAN RESOURCES OFFICE ONLY**  
 Existing/Approved Position  
 Yes  No

[Signature]  
 Signature Date  
 Budget Number 220350-2111-2410

Employee Class: \_\_\_\_\_ Job Class: \_\_\_\_\_  
 Verified By: \_\_\_\_\_ Date: \_\_\_\_\_

Approved  Disapproved [Signature] 08/07/2018  
 Vice Chancellor Date

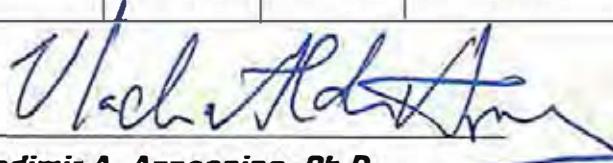
Approved  Disapproved [Signature] 8/8/18  
 Chancellor/Vice President Date

Approved  Disapproved [Signature] 8/8/18  
 President Date  
 Equal Opportunity Employer

**OFFICE OF INSTITUTIONAL RESEARCH AND ASSESSMENT**  
 proposed re-design to leverage efficiencies, ensure compliance, and increase productivity

Current Status				Proposed Option			
Existing Positions	Title III	SGF	Title III + SGF	Proposed Positions	Title III	SGF	Title III + SGF
Director, Institutional Research & Assessment (IRA) SUBR ONLY	\$52,416 (59%)	\$35,984 (41%)	\$88,400 (100%)	Director - IRA SUS/SUBR	\$52,416 (80%)	\$13,084 (20%)	\$65,500 (100%)
Assistant Director, Assessment SUBR ONLY	\$61,880 (100%)	\$0	\$61,880 (100%)	Assistant Director - Assessment SUS/SUBR	\$61,880 (88%)	\$8,120 (12%)	\$70,000 (100%)
Senior Data Analyst SUBR ONLY	\$57,200 (100%)	\$0	\$57,200 (100%)	Data Systems Senior Analyst SUS/SUBR	\$57,200 (71%)	\$22,800 (29%)	\$80,000 (100%)
Data Analyst SUBR ONLY	\$50,960 (100%)	\$0	\$50,960 (100%)	Research & Data Analyst SUS/SUBR	\$50,960 (97%)	\$1,540 (3%)	\$52,500 (100%)
Testing Coordinator SUBR ONLY	\$49,920 (100%)	\$0	\$49,920 (100%)	Assessment Analyst SUS/SUBR	\$49,920 (95%)	\$2,580 (5%)	\$52,500 (100%)
<b>TOTAL</b>	<b>\$272,376</b>	<b>\$35,984</b>	<b>\$308,360</b>		<b>\$272,376</b>	<b>\$48,124</b>	<b>\$320,500</b>
<b>ASK</b>						<b>\$12,140</b>	

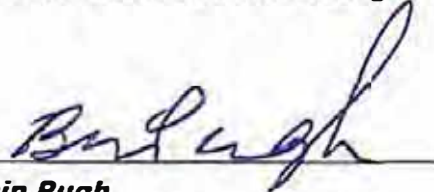
Requested by:



**Vladimir A. Appeaning, Ph.D.**

**System Vice President for Strategic Planning, Policy & Institutional Effectiveness**

Approved by:



**Benjamin Pugh**

**SUBR Vice Chancellor for Finance and Administration**

↳ Plus-fringe Benefits  
 8/13/2018  
 Date

COMPTROLLERS OFFICE  
 2018 AUG 14 AM 9:42  
 POLICY DEVELOPMENT AND COMPLIANCE OPERATIONS

8/13/18  
 Date

# Vacancy Announcement System (VAS)

## Position Vacancy Announcement Request

Date: 08/02/2018 Department: Office of Institutional Research and Assessment

SUS  SUBR  SULC  SUAREC  SUNO  SUSLA

Application Deadline: 08/12/2018 Date position to be filled: 08/24/2018

Position Title: Assistant Director of Planning and Assessment Civil Service Pay Level: \_\_\_\_\_

Salary (annual): \_\_\_\_\_ or Salary Range: 65,000 to 70,100

Please check all categories that apply to this position:

Status:	Faculty Position	Unclassified Position	Classified Position
<input type="checkbox"/> Part-time % of time	<input type="checkbox"/> Temporary	<input checked="" type="checkbox"/> Administrative	<input type="checkbox"/> Probationary
<input checked="" type="checkbox"/> Full-Time	<input type="checkbox"/> Tenure	<input type="checkbox"/> Temporary	<input type="checkbox"/> Job Appointment
	<input type="checkbox"/> Tenure Track (Probationary)	<input type="checkbox"/> Permanent	<input type="checkbox"/> Provisional Appointment
	<input type="checkbox"/> Grant	<input type="checkbox"/> Grant	FOR HR USE ONLY: CS Job Code:
	<input type="checkbox"/> Contract	<input type="checkbox"/> Contract	

Contact Person: Dr. Toni Manogin Telephone No: 225-771-5764

Contact Email Address: toni.manogin@sus.edu

Contact e-mail address is for:

Human Resources utilization only  posting to VAS website

Brief job description [Maximum 12 lines @ 250 characters (including spaces) per line]:

The Assistant Director of Planning and Assessment will coordinate university-wide planning and assessment activities. Will work with the leadership in the academic and non-academic areas to ensure that students, student services and administrative program goals and objectives are aligned with the current SUBR strategic plan. Will play a key role in assisting with future updates to the campus strategic plan as well as unit plans. Will be instrumental in establishing and advancing an evidence-based culture that is focused on continuous improvement around the institutional mission.

**Duties:**

- Performs a variety of complex program planning and assessment activities in support of institutional effectiveness
- Facilitates strategic planning and assessment efforts at the macro (institutional) and micro (program/unit) levels
- Facilitates campus-wide implementation of institutional assessments. For example, 1) program learning outcomes assessments – to be completed by all educational programs; 2) annual identity, budget assessments – to be completed by all academic and administrative programs; 3) program accreditation and demand assessments – to be completed by academic programs
- Provides guidance to academic and non-academic units in assessing student learning, developing or improving assessment plans and reports, developing or instituting assessment structures, interpreting assessment findings
- Develops a Planning and Assessment Handbook and Assessment Calendar for the campus-wide
- Develops an Annual Institutional Planning and Assessment Report
- Communicates assessment/evaluation findings in written reports, briefs, data visualizations, and presentations for a variety of internal and external audiences
- Serves as key principal in the review and development of institutional policies using the Board approved Policy-on-Policies and reporting template
- Provides leadership and assessment information to the University Assessment Committee
- Coordinates planning and assessment workshops for faculty, staff, and administrators
- Ensures compliance with the unit's Title III objectives and activities
- Assists with the implementation of the five (5) phases of the III Planning and Assessment Model that effectively demonstrates a continuous cycle of improvement that leads to academic and administrative excellence
- Reports directly to the S115/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System

Minimal qualifications [Maximum 12 lines @ 250 characters (including spaces) per line]:

**Qualifications:**

- Master's degree in a related field
- Minimum of 15 years of planning, write, analysis and assessment experiences
- Proficiency with Microsoft Office Suite (Word, Power Point, Publisher, and Excel) and statistical software
- Effective interpersonal, organizational and communication skills including excellent listening, written and verbal abilities
- Exceptional self-management and prioritization skills

Remarks/How to Apply (letter of application, curriculum vita, resume', references, etc)/Mailing Address

[Maximum 12 lines @ 250 characters (including spaces) per line]:

**A Letter of Application, Resume, List of (3) Professional References, Completion of SUBR Application Form**

**Email Completed Application Package to:**

Attention:  
 Dr. Toni Manogin [toni.manogin@sus.edu](mailto:toni.manogin@sus.edu)  
 Office of the Vice President for Strategic Planning, Policy and Institutional Effectiveness  
 Southern University A & M College System  
 J.S. Clark Administration Building, 4th Floor  
 Baton Rouge, LA 70813

**Note:** Approved Position Vacancy Authorization form(s) must be received in the Office of Human Resources before vacant positions will be announced.

## Assistant Director of Planning and Assessment

The Assistant Director of Planning and Assessment will coordinate university-wide planning and assessment activities. Will work with the leadership in the academic and non-academic areas to ensure that academic, student services and administrative program goals and objectives are aligned with the current SUBR strategic plan. Will play a key role in assisting with future updates to the campus strategic plan as well as unit plans. Will be instrumental in establishing and advancing an evidence-based culture that is focused on continuous improvement around the institutional mission.

### Duties:

- Performs a variety of complex program planning and assessment activities in support of institutional effectiveness.
- Facilitates strategic planning and assessment efforts at the macro (institutional) and micro (program/unit) levels.
- Facilitates campus-wide implementation of institutional assessments. For example: 1) program learning outcomes assessments – to be completed by all educational programs, 2) annual planning, budget assessments – to be completed by all academic and administrative programs, 3) program accountability and demand assessments – to be completed by academic programs.
- Provides guidance to academic and non-academic units in assessing student learning, developing or improving assessment plans and reports, developing or improving assessment measures, interpreting assessment findings.
- Develops a Planning and Assessment Handbook and Assessment Calendar for use campus-wide.
- Develops an Annual Institutional Planning and Assessment Report.
- Communicates assessment/evaluation findings in written reports, briefs, data visualizations, and presentations for a variety of internal and external audiences.
- Serves as key principal in the review and development of institutional policies using the Board approved *Policy-on-Policies* and reporting template.
- Provides leadership and assessment information to the University Assessment Committee.
- Coordinates planning and assessment workshops for faculty, staff, and administrators.
- Ensures compliance with the unit's Title III objectives and activities.
- Assists with the implementation of the five (5) phases of the IE Planning and Assessment Model that collectively demonstrate a continuous cycle of improvement that leads to academic and administrative excellence.
- Reports directly to the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System.

### Qualifications:

- Master's degree in a related field.
- Minimum of 15 years of planning, audit, analytics and assessment experiences.
- Proficiency with Microsoft Office Suite (Word, Power Point, Publisher, and Excel) and statistical software.
- Effective interpersonal, organizational and communication skills including excellent listening, written and verbal abilities.
- Exceptional self-management and prioritization skills.

*Curriculum Vitae*  
**Angela Bruns, MBA**

  
angibruns@yahoo.com

## **EDUCATION**

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- 1998 Master of Business Administration (MBA)  
Southern Methodist University, Dallas, TX.
- 1990 Bachelor of Arts in Accounting (BA)  
Dillard University, New Orleans, LA

## **ACADEMIC PLANNING AND ASSESSMENT EXPERIENCE**

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Currently, I serve as the department head and chairperson for the business program, where I am responsible for all planning and assessment activities, including the completion and submission of program learning outcomes, curriculum development, faculty evaluations, student course evaluations, and meeting the programmatic accreditation requirements for business programs by the Accreditation Council for Business Schools and Programs (ACBSP).

I bring a wealth of planning and audit/assessment experience from both the private sector and a decade of academic experience at Baton Rouge Community College (BRCC), where I routinely lead my faculty in completing a Program Health Index (PHI) assessment that has consistently established my business program as a 5-Star Program. Additionally, the results from the PHI have demonstrated that each of my academic programs is fiscally strong with a proven demand for business graduates necessary to meet the state's workforce needs, thereby advancing Louisiana's economy.

In my current position I work within the Division of Business and Social Sciences to maintain the academic excellence of all programs and certificates within the department of Business. I oversee the development and assessment of curriculum for business, economics, accounting, and construction management. Business degree programs are accredited by ACBSP (Association of Collegiate Business Schools and Programs). Construction management degree programs received accreditation in 2016 by the ACCE (American Council for Construction Education). Curriculum within the department of Business includes five degree programs, four certificates of technical studies and one certificate of applied science as follows:

- Associate of Science in Business *Incl. articulation agreements with LSU; SELU; SU*
- Associate of Arts Louisiana Transfer Degree – Business
- Associate of Applied Science in Business Administration – *Entrepreneurship Concentration*
- Associate of Applied Science in Business Administration – *Management Concentration*
- Associate of Applied Science in Construction Management
- Certificate of Technical Studies – Accounting
- Certificate of Technical Studies – Enrolled Agent
- Certificate of Technical Studies – Retail Management
- Certificate of Technical Studies – Customer Service
- Certificate of Applied Science – Business Technology

**Business Department Chairperson and Faculty**  
**Business and Social Sciences Division**  
**Baton Rouge Community College, Baton Rouge, LA**  
2014 – Present

- Manage program accreditation and curriculum development for Business and Construction Management programs. Determine and assess program outcomes, student learning outcomes, and facilitate continuous improvement plans. Develop course schedules, create classes, perform faculty observations and evaluations, facilitate program reviews and course assessments. Assist with articulation plan developments. Manage General Education learning outcome assessment reporting for Economic courses.
- Manage administrative functions and provide leadership for the Business department including hiring, supervising, and evaluating personnel (23 faculty, including 11 part time faculty). Develop and teach online accounting and management courses. Created department Newsletter. Hosted Myers Briggs Type Indicator team building session for the Business department. Manage department budget.
- Evaluate department programs, policies, and procedures. Develop and implement goals and objectives that directly support Division and Institutional goals. Develop departmental advising practices. Partner with the BRCC career center and the community to host annual networking events for students and the local employers.
- Review graduation rates, retention rates, and enrollment at the departmental level.
- Serve as chair of the Business Advisory Board. Duties include facilitating quarterly Board meetings, maintaining stakeholder satisfaction, and facilitating surveys for stakeholder involvement in curriculum development.

**Business Department Program Manager and Faculty**  
**Baton Rouge Community College, Baton Rouge, LA**  
2009 – 2014

- Taught Business, Finance, Management and Accounting courses.
- Served as program manager for the Associate of Applied Science Business Technology degree program. Developed courses approved by BRCC Curriculum Committee, Louisiana Community and Technical College System. Developed departmental advising process.
- Prepared the annual program health index for the AAS Business degree program.
- Work with Carl Perkins grant coordinator to complete Perkins Quarterly reports for the AAS Business degree program.
- Developed online courses for Accounting, Business, and Management.
- Serve as co-chair for Business Advisory Board. Business Advisory Board is composed of local business executives and educators. Companies include Capital One, Research Park Corporation, Lowes, Junior Achievement, Sunbelt Business Brokers, and Franciscan Missionaries of Our Lady University.

**COMMITTEES**

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- QEP (Quality Enhancement Plan) Steering Committee – 2018
  - *Participated on the QEP committee to support the SACSCOC reaccreditation process for 2019. The committee participated in discussions and exercises to discuss areas of concern regarding first year student success and to identify the 2018 QEP topic. The committee assessed institutional processes that are measurable and accomplish the college's mission while improving student learning.*
- QEP(Quality Enhancement Plan) Budget committee - 2018
  - *Assist with developing the timeline for implementation of QEP and promotional costs associated with the QEP launch. Developed budget template for presentation.*
- SACSCOC faculty credentialing committee member - 2018
  - *Committee consisted of department chairs and faculty credentials were reviewed and revised as necessary. The committee also reviewed each discipline, course being taught, and whether or not the course was transferrable.*



- ACBSP –Champion Quality Assurance Report – 2017
  - *Chaired committee responsible for submitting Quality Assurance Report for Business program accrediting body. Report was accepted with no Notes, Conditions, or Opportunities for Improvement.*
- Carl D. Perkins Regional Team Committee member 2014 – Present
  - *Work with Carl D. Perkins grant coordinator annually to find opportunities to promote Business and Construction management workforce related degree programs.*
- Honoring the Past, Inspiring the Future Discussion Panelist – 2018
- BRCC Commencement Marshall – 2015, 2016
- Personnel Policies Committee – 2014
  - *Committee conducts continuous reviews and makes recommendations regarding policies pertaining to conditions of employment, promotion, faculty evaluation procedures, tenure, compensation, leave, insurance, retirement, and all other matters concerning fringe benefits affecting the welfare of faculty personnel and their dependents.*
- ACBSP Co-Champion Quality Assurance Report- 2013
- Panelist – LCTCS Conference – *Faculty Learning Community Experience* 2014
- LCTCS Conference Volunteer – 2014
- Vice Chancellor search committee – 2013
- Elearning Faculty Learning Community -2013
- Entrepreneurship Committee/ Biz Idea Case Competition – 2012
- DECA judge - 2012
- Business Instructor Search Committee – 2011

## **PROFESSIONAL DEVELOPMENT**

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### **ACBSP Conference – 2018**

- *Attended workshops covering standards and criteria for institutions preparing for reaffirmation of accreditation. Workshops were designed to increase participant understanding of ACBSP standards and criteria. Additional workshops included displaying assessment data in tables, charts, and graphs using excel presentation.*

### **ACE Leadership Conference – 2017**

- *Attended conference covering the Chair's leadership role in enhancing academic quality and supporting college/institutional mission. Conference provided sessions on the following:*
  - *A Quality mission (Leadership action plan for the business department )*
  - *Conflict management session*
  - *Budget and Financial Management*
  - *Inclusive Excellence*

### **LCTCS Conference – 2017**

- *Attended LCTCS conference, participating in workshops on retention strategies and linking program outcomes to learning outcomes.*

### **Using Smartphones for Testing in Class - 2017**

- *Utilizing cellphones to take tests and importing test scores in Canvas.*

### **Teaching Men of Color Workshop – 2016**

- *A professional development offering retention strategies for the underserved "Men of Color" population.*

### **A learning Centered Approach to Teaching – Faculty Learning Community – 2013**

- *Faculty development workshop discussing a learning-centered approach to teaching that fosters retention.*

### **Quality Online Teacher Training – 2013**

- *Training designed to assist faculty with utilizing Blackboard in developing online modules to teach business and accounting courses online. .Certification resulted in developing online courses for Principles of Management and Accounting.*

### **An Evening with the Fed – 2012**

- *Participated in a program designed to offer middle and high school educators a chance to explore current economic and financial topics with a senior Fed economist.*

### **Professional Development on Hybrid Classes – 2011**

- *Attended workshop on creating Hybrid courses. Workshop resulted in the development of an Accounting hybrid course.*

## **TEACHING EXPERIENCE**

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### **Introduction to Managerial Accounting Fall 2013**

- *Reviews the principles and methods of accounting primarily concerned with data gathering and presentation for the purpose of internal management and decision making.*

### **Financial Accounting I, II, III (Online and F2F)**

- *Introduces basic accounting concepts and principles, accounting cycle, preparation and analysis of financial statements, including cash flow, balance sheet valuations, income measurement, partnerships, and stockholder's equity.*

### **Professional Selling Fall 2016**

- *Introduces basic concepts of professional selling, including personal selling, the sales process and developing long-term customer relationships*

### **Customer Service (Online)**

- *Provides students with training and practice in providing the highest level of customer service for both external and internal customers. This course will provide students with a foundation of knowledge regarding customer service that will prepare them to sit for the National Retail Federation Customer Service Exam.*

### **Business Communication**

- *Introduces theory and application of communication in the business world. Includes oral, written, and various electronic means of communication.*

### **Small Business Management**

- *Designed for students who wish to start and operate a small business. Students will expand upon the business idea developed in Introduction to Entrepreneurship. The primary objective is to have students create a professional-level business plan.*

### **Principles of Management (Online and F2F)**

- *Introduces the fundamentals of management theory, including behavioral and scientific approaches.*

### **Computer Based Accounting (QuickBooks) (Online)**

- *Introduces computerized financial accounting with appropriate software applications, such as, QuickBooks or Peachtree.*

### **Finance 1503 Intro to Financial Management (Online)**

- *Surveys personal and family finances and studies the financial organization of business firms. Includes personal budgeting saving, borrowing and taxes. Examines financial management of businesses, including capital budgeting, capital structure, and financial planning.*

### **Payroll Accounting (Online)**

- *Introduces the entire payroll function from all related areas such as, human resources, payroll clerk, and payroll reporting officer, and the accountant's responsibility for general journal entries regarding payroll, the purpose of payroll, and the carrying out of related duties.*

### **Introduction to Business**

- *Studies American Business firms, organizational structures, practices, and principles. Includes organizational systems and terminology.*

## **INDUSTRY EXPERIENCE**

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I have over 20 years of leadership and Industry related experience. I have worked as a General Accounting supervisor, and I have experience in accounting, auditing, forecasting, analysis, and budgeting.

### **Financial Consultant**

#### **Ascension Financial Group, LLC, Baton Rouge LA**

2006 –2015

- Entrepreneur providing financial consultations to individuals and small businesses.
- Managed multi-million dollar retirement accounts for small businesses.
- Maintained 100+ client participant accounts.
- Conducted Open Enrollments of Retirement Plans for small businesses.
- Conducted Annual Reviews for Retirement Plans and Client Investment Accounts.
- Provided on-going financial support and education for clients including Portfolio Reviews.

### **Financial Consultant**

#### **A.G. Edwards & Sons, Baton Rouge, LA**

2004 - 2006

- Taught Retirement Planning and Financial Planning seminars
- Opened and maintained over 60 new client accounts
- Opened and maintained 5 multiple-employee Small Business retirement accounts
- Provided retirement planning education services to Small Business Owners
- Performed Portfolio Reviews and Financial Goal Analyses

### **Accountant/ Supervisor**

#### **Texas Instruments, Inc., Dallas, TX**

1998 –2004

### **Senior Auditor -TI Internal Audit Services**

2002 –2004

- Managed client expectations and relationships; communicate key findings and recommendations to team and key client personnel.
- Performed Internal Controls testing for compliance with Sarbanes-Oxley 404 Act.

- Provided assistance to internal customers on essential business matters and ensure services are rendered in a timely manner and within the constraints of budgets and profitability goals.
- Conducted training classes for senior level management staff.

### **General Accounting Supervisor - TI Financial Planning**

2000 –2002

- Managed accounting for \$1 billion worldwide semi-conductor R&D costs.
- Performed quarterly and annual cost center analysis and forecasting.
- Lead and mentored staff to ensure accuracy of semi-conductor trade and inter-company accounts payable.
- Developed policy and procedure for R&D Internal Order requests and developing guidelines for semi-conductor R&D Accounting.
- Conducted quarterly R&D training sessions for 10 or more Cost Accountants. • Completed annual audit schedules for tax creditable R&D and GAAP R&D reporting.
- Performed Canadian entity close process and financial activities. Developed policy and procedure for R&D Internal Order requests and developing guidelines for semi-conductor R&D Accounting.

### **Planning Analyst – TI Wireless**

1999 –2000

- Managed and forecasted the backlog specifically for Qualcomm and acted as liaison between customer, Assembly /Test sites and Production Centers.
- Managed production inventories, shipping requirements, and critical customer delivery issues.
- Managed Customer Expectations by facilitating weekly meetings

### **Texas Instruments Finance Development Program *Rotational Assignments***

January 1999 - July 1999

#### **Mixed Signal Logic Finance Analyst – Freising Germany (Rotational assignment)**

- Performed SHP03 Invoice Audits and TCM Audits
- Created Credit and Debit Notes
- Provided SAP Support -Creating Internal orders and Internal Order Groups
- Performed the Close Process for TID WFAB and SCE

June 1998 – January 1999

#### **Cost and Financial Planning Analyst – Texas Instruments - Analog Logic**

- Prepared quarterly analyses of actual vs. forecasted costs of Support organization
- Prepare monthly Backlog report for Close process
- Performed quarterly tax forecast

### **Finance Internship**

#### **NIKE CO., Beaverton, OR**

Summer 1997

- Assisted in researching and analyzing pre-costing data reports to determine if a revised costing system was needed.
- Constructed spreadsheets for variance reporting of global apparel business unit budgets.
- Participated in a group-consulting project, which identified strategic alternatives for long-term competitive advantages in using technology to increase consumer purchases of athletic gear.
- Won first place in graduate case study competition out of ten groups of fifty participants.

**Accountant / Production Manager**  
**Mars Promotional Services, Inc. Dallas, TX -**  
**1993- 1996**

**Production Manager**  
1995-1996

- Directly supervised the duties of production coordinator.
- Conducted weekly sales meetings with Account Executives.
- Processed invoice requests, generating \$300K in revenue monthly.
- Implemented strategic systems of increased time management, thus creating a clear flow of communication between the production department and the account team;

**Staff Accountant – Accounts Payable**  
1993-1995

- Developed a training module for the Accounts Payable Desk, which reduced training time by 20%.
- Increased company's revenues by \$5K annually by developing and initiating procedures to take advantage of rebates for wearable goods.
- Implemented procedures for Disbursement Requests, which reduced processing, time by 15%.
- Maintained and analyzed budgets for Account Executives, processed credit applications, and prepared weekly analysis of cash out-flow requirements.

**Mobil Oil Corporation, Dallas, TX**  
**Joint Interest/Fixed Asset Accountant**  
1990-1993

- Initiated meeting to investigate accuracy of invoices resulting in revenue enhancement of \$39K.
- Developed a module essential in guiding over twenty accountants in performing job duties.
- Denied an audit exception rebutting \$200K and discovered additional revenues of \$43K due from auditor.
- Trained clerks of three field offices on newly implemented accounting system.
- Performed monthly balance sheet reconciliation on 500 accounts.
- Performed annual physical inventories of \$500K stockyards, reconciling documents in excess of \$3.5M.
- Completed year-end decimal redeterminations, which decreased Mobil's expenses by \$346K

**PROFESSIONAL AFFILIATIONS**

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- Kappa Beta Delta Business Honor Society Lifetime member (2014- present)
- Association for Collegiate Business Schools and Programs –Member - (2014 – present)
- National Black MBA- Lifetime Member (1998 – present)
- National Association of Creative Entrepreneurs - Member – 2010 -present

**COMMUNITY SERVICE**

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- CSA – Christian Student Association Club Advisor- (2017- present)
- Women Working with Women – Baton Rouge Chapter – (2012 –2017) – President
- Young Life (Inner City) – Baton Rouge – Champion (2004-2013)
- Mentor- Lumina Mentoring Program –BRCC 2009
- Alpha Kappa Alpha Sorority, Inc. – Member (1987-present)

**REFERENCES:**

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- Available upon request



Dr. Rodney A. Ellis  
Chancellor



August 3, 2018

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

**RE: Approval for Position Appointment and Salary Change, Chief  
Administrative/Operations Officer – Mr. Larry Ferdinand**

Dear Dr. Belton:

Please accept this request for *approval for a position appointment and salary change*. I am appointing Mr. Larry Ferdinand to the position of Chief Administrative/Operations Officer. This position reports to the Chancellor. I believe Mr. Ferdinand will carry out the responsibilities of this position in a sufficient manner to provide support to the Chancellor's office and oversight of the operations departments of the institution.

It is my pleasure to recommend **Mr. Larry Ferdinand** for this position, with a recommended salary of **\$69,500**. I am therefore requesting your endorsement and that of the SU Board of Supervisors to move forward with placing him in this position.

Respectfully submitted,

Dr. Rodney A. Ellis  
Chancellor

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

RAE/lw

Attachments

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

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

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

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

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

Southern University at Shreveport does not discriminate on the basis of race, color, national origin, gender, age or disability. Title IX Coordinator: Ms. Trisha T. Bryant, Administration Building, Room A-43, (318) 670-9210. Section 504 Coordinator: Ms. Janushka Ellis, Fine Arts Building, Room 004 D, (318) 670-9473

# LARRY FERDINAND

Permanent Address:

Phone: ( )  
( )

**Objective:** To pursue a career opportunity that makes use of my vast knowledge and experience in the areas of planning and organizing job functions and processes to achieve a set of goals and objectives. In addition, to be able to use my extensive experience in leading groups of individuals.

## **Professional Experience:**

### **2017- Present Executive Director, Continuing Education – Southern University Shreveport**

Initiate non-credit courses to meet the training needs of the local citizens and Business community. Initiate workshops to increase the public level of awareness and enhance the image of Southern University positively.

### **2012 – 2017 Executive Director, Corporate and Business Relations – Southern University Shreveport**

Works cohesively with the Divisional Staff in establishing and maintaining relationships with business and Corporate partners. Provide technical assistance to small businesses, write grants and other fund raising initiatives.

### **2007 - 2012 President and Chief Executive Officer**

Own and operate a real estate and consulting business since 1976. Direct the efforts of five sales persons involved in residential and commercial sales. Provide professional consultations to Clients to achieve desired quality, efficiency and quality processes to meet and exceed customer expectations within budget constraints.

### **2005 – 2007 Coordinator, Solutions to Poverty – State of Louisiana**

Review and analyze laws, rules, policies, regulations and similar documents, of state and/or office in the executive branch to ensure their support of poverty reduction in Louisiana. Develop the Louisiana Roadmap to Fighting Poverty. Propose and implement initiatives, programs, policies and incentives that encourage family and individual well-being. Engage and support local communities, elected officials, non-profits and other persons and organizations in their efforts to reduce poverty.

City of Shreveport, Shreveport LA.

### **1998 - 2003 Director of Community Development**

Direct the efforts of 125 people whose mission is to improve the quality of life in the community through assisting in the creation and expansion of business and employment opportunities, expansion of local tax base and to ensure that community service needs are met. Oversee expenditures of over \$10,000,000.00

Southern University, Shreveport, LA.

### **1996 -1998 Director of Continuing Education and Community Service**

Initiate non-credit courses to meet the training needs of the local citizens and the business community. Initiate workshops to increase the public level of awareness and enhance the image of Southern University positively.

**American Telephone & Telegraph, Shreveport, LA.**

**1993-1996 Chief Operating Officer, AT&T Plastics**

Selected, trained, organized and supervised personnel involved in the manufacture of plastic parts, and repair and manufacture of tools and dies. Manage yearly cost of goods sold valued at approximately \$22,000,000. Oversee capital investment of approximately \$9,000,000. Supervised 193 employees.

**1990-1993 Warehouse and Storeroom Manager**

Selected, trained, organized and supervised personnel involved in performing functions to ship, receive, transport and store locations' finished goods, supplies and materials. Manage storerooms with inventory of approximately \$32,000,000 and expense budget of over \$2,000,000. Maintained storeroom accuracy consistently at 99%. Initiated cost savings that will result in \$407,000 annually. Supervised 115 employees.

**1977-1990 Material Planning and Provisioning Center Manager**

Selected, and maintained inventory of approximately \$45,000,000.00, and achieved inventory turnover ratio of five or better; supervised 15 employees with annual expense budget of approximately \$650,000.00, trained, organized and directed personnel involved in developing and implementing systems and procedures necessary to forecast, program, schedule and distribute products to satisfy customer requirements; maintained customer service objective of 98% on time deliveries.

**1976 -1977 Assistant Buyer**

Purchased items used in manufacturing telephone sets and associated apparatus; purchased fasteners, computers, copiers and other office equipment and supplies, instituted cost savings that amounted to over \$100,000.00. Annual purchases were approximately \$10,000,000.00.

**1973-1976 Section Chief**

Selected, trained, organized and directed personnel associated with the assembly operations of telephone sets and telephone apparatus; achieved Quality Assurance goals of less than 2% defective and exceeded efficiency goals that resulted in employees' bonuses consistently over 20%. Supervised 45 employees with expense budget of \$500,000.00.

**1969-1973 Wage Practice Specialist**

Evaluated and assigned grade levels on office and manufacturing type jobs; wrote position descriptions and arranged tours of duty in most logical and efficient manner; recommended corrective actions to resolve problems.

**Major Achievements:**

Member, Board of Trustees, Galilee Baptist Church, 2004-Present  
3<sup>rd</sup> Vice Chair, Louisiana Democratic Party, 2004-2008  
Member, Louisiana Housing Finance Agency, 2000-2004  
Member, Louisiana Housing Corporation, 2013-Present  
Member, Red River Waterway Commission, 1998-2000  
Member, Southern University Board of Supervisors, 1980-1986  
City Councilman, District G, Shreveport, La. 1984-1990  
Member, Alpha Phi Alpha Fraternity  
Member, Caddo Industrial Development Board  
President, Shreveport Branch NAACP, 1997-1998  
Member, Shreveport Metropolitan Planning Commission  
Chairman, Democratic Parish Executive Committee  
Member, Democratic State Central Committee  
President, United Community Committee, 1990-Present  
Army Veteran-Viet Nam Era  
Member, Louisiana Housing Corporation, April 2013 - Present



**Education:** Bachelor of Science, Mathematics  
Southern University and A & M College, Baton Rouge, Louisiana

**Training:** AT&T: Introduction to Computers; Business Writing, Making Presentations Convincing;  
Managing Conflict; Time Management; Managing for Professional Growth; Manager as Career  
Developer. Management Leadership School in New Jersey.  
Other: Increasing Human Effectiveness I & II, Edge Learning Center.

**References:** Available upon request.

JOB CLASS				
JOB CODE				
CAL ID				

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

POSITION NUMBER									
-----------------	--	--	--	--	--	--	--	--	--

CAMPUS: SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

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

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Academic              | <input type="checkbox"/> Non-Academic                      | <input type="checkbox"/> Civil Service               |
| <input type="checkbox"/> Temporary             | <input type="checkbox"/> Part-time ( _____ % of Full Time) | <input type="checkbox"/> Restricted                  |
| <input type="checkbox"/> Tenured               | <input type="checkbox"/> Undergraduate Student             | <input type="checkbox"/> Job Appointment             |
| <input type="checkbox"/> Tenured Track         | <input type="checkbox"/> Graduate Assistant                | <input type="checkbox"/> Probationary                |
| <input type="checkbox"/> Other (Specify) _____ | <input type="checkbox"/> Retiree Return To Work            | <input checked="" type="checkbox"/> Permanent Status |

Previous Employee Les .dR. McClellon Reason Left Moved to new internal position  
 Date Left September 3, 2018 Salary Paid \$84,048

**Profile of Person Recommended**

Length of Employment 2012 To present  
 Effective Date September 3, 2018

Name Larry Ferdinand SS# xxx-xx- Sex M Race\* Bl.  
(Last 4 digits only)

Position Title: Chief Administrative/Operations Officer Department: Chancellor's Office

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

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

Years Experience 6 years Southern University Experience 8 years  
 Degree(s): Type/Discipline (BA-Education): BS - Mathematics Institution/Location (SU-Baton Rouge): SUBR Year: \_\_\_\_\_

Current Employer SUSLA

**Personnel Action**

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

Recommended Salary \$69,500 Salary Budgeted \$69,500

Source of Funds State Funds

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

Change of:  
 Position Executive Director, Continuing Ed. From To Chief Administrative/Operations Officer  
 Status \_\_\_\_\_  
 Salary Adjustment \_\_\_\_\_

Financial Aid signature (if, applicable):

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

Source of Funds	Amount
511001-57110-56000	\$69,500

Comments: (Use back of form)

\*See Reverse Side Graduate School signature (if, applicable):

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Vice Chancellor Wayne N. Bynal Date 8/8/18

Director/Personnel \_\_\_\_\_ Date \_\_\_\_\_

President \_\_\_\_\_ Date \_\_\_\_\_

Dean/Unit Head \_\_\_\_\_ Date \_\_\_\_\_

Chancellor \_\_\_\_\_ Date \_\_\_\_\_

Vice President/Finance \_\_\_\_\_ Date \_\_\_\_\_

Business Affairs/Comptroller

Chairman/S.U. Board of Supervisors \_\_\_\_\_ Date \_\_\_\_\_

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

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

Hispanic or Latino  Non-Hispanic or Non-Latino

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

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

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

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

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

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

**COMMENTS:**

**EMPLOYEE REGULAR WORK SCHEDULE:** 8a – 6p; Monday – Thursday & 8a – 12p Friday  
**EMPLOYEE DIRECT SUPERVISOR:** Vice Chancellor of Community & Workforce Dev.  
**SUPERVISOR/DEPARTMENT CONTACT NUMBER** 318-670-9697  
**NUMBER OF EMPLOYEES SUPERVISED, (if any)** 0

**HR USE ONLY:** STATUS (circle one):  EXEMPT  NON-EXEMPT

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

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

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

<u>TYPE</u>	<u>CODE</u>	<u>EXPIRES</u>
United States Citizen/Certificate of Naturalization	US	
Resident Alien	RA	
H-1 Visa (Distinguished Merit & Ability)	H1	
J-1 Visa (Exchange Visitor Program)	J1	
F-1 Visa (Student Emp. FT Student at S.U.)	F1	
OPT (F-1 Visa-INS Prior Approval-“Practical Work Experience”)	F0	

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

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

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



## SOUTHERN UNIVERSITY LAW CENTER

261 A A LENOIR HALL

POST OFFICE BOX 9294

BATON ROUGE, LOUISIANA 70813-9294

OFFICE OF THE CHANCELLOR

(225) 771-2552

FAX (225) 771-2474

July 12, 2018

### VIA HAND DELIVERY

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

***Re: Position Request for Director of Facilities, Request for Waiver of Search,  
And Salary Adjustment***

Dear Dr. Belton:

By way of this letter, I am requesting the creation of the position of Director of Facilities at Southern University Law Center (SULC). I believe that this position will greatly improve and enhance the efficiency of our overall operations and facilities. The salary for the position will be \$71,350.00.

The position will be under the supervision of the Vice Chancellor of Finance and Administration at SULC. The primary functions of the position will include operational management of the SULC facility, including building maintenance, mechanical maintenance, renovations and new construction, event planning, facility rentals and facility security.

The Director of Facilities at SULC will interact, interface, and coordinate with SUBR and SUS maintenance officials. The Director will supervise three (3) direct reporting staff members and two (2) indirect reporting staff members. The position requires knowledge of the latest technology and procedures for facilities management.

I have consulted with Mr. Terry Hall, the SULC Vice Chancellor for Finance and Administration and we both agree that Ms. Angela Gaines should be appointed as the Director of Facilities at SULC. She currently earns \$62,579.00 per year in her current position. Her pay adjustment would be \$8,771.00.

Dr. Ray L. Belton  
July 12, 2018  
Page -2-

Since 2012, Ms. Gaines has split her work time between the SULC Library and SULC facilities to ensure that SULC has an attractive and suitable physical working environment for students, faculty, and staff. On a case by case basis she has overseen procurement and contractual maintenance management activities to include catering, vending, health and safety, security, utilities infrastructure, and space management. SULC has invested a substantial amount of funds for her to secure professional leadership training in the area of educational facilities.

Therefore, this letter is to request a Position Authorization and Vacancy Announcement Waiver for a search to fill the position. Ms. Gaines has the experience and education to be the Director of Facilities. Utilizing her would enable us to transfer/hire her into the position and negate the long drawn out process of interviews and screening.

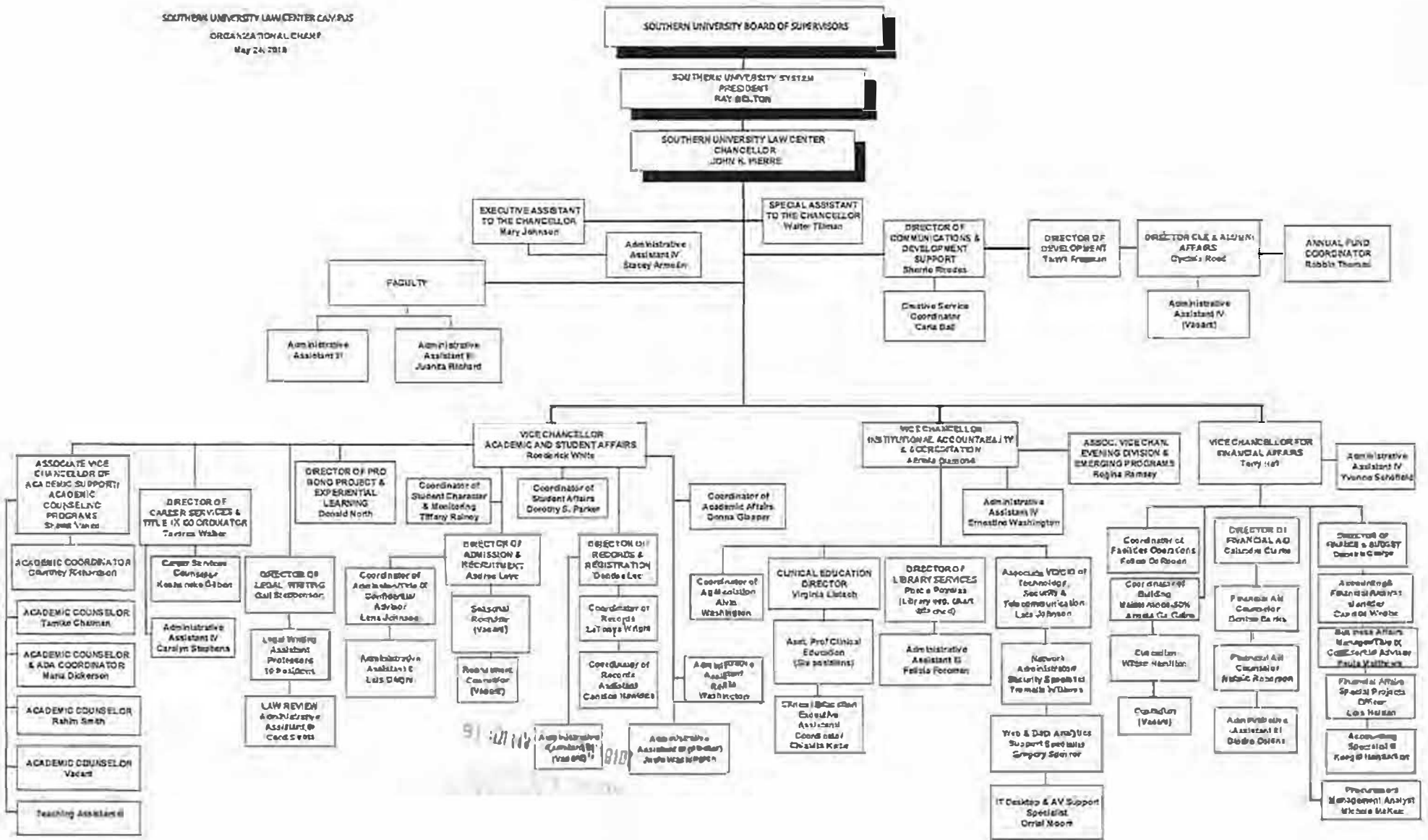
After your review, I request your approval of the position of Director of Facilities and I would like for this request to be presented to the Southern University Board of Supervisors for their approval at its August Board meeting. The appointment, if approved would become effective September 2018.

Thank you for your consideration and with kind regards, I am...

Sincerely,



John K. Pierre, Chancellor &  
Yanue B. Lacour Endowed Professor of Law



JOB CLASS 1	1	7	7	6
JOB CODE				
CALID	M			
	U			

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

POSITION NUMBER	3	M	9	9	9	2
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CAMPUS: SUS SUBR SOLAC X SUAREC SUNO SUSLA

EMPLOYMENT CATEGORY: 9-MONTH 12-MONTH X OTHER (Specify)

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

Previous Employee N/A Reason Left Promotion  
 Date Left N/A Salary Paid

**Profile of Person Recommended**

Length of Employment 07/01/2018 To 06/30/2019  
 Effective Date 07/01/2018

Name Angela S. Gaines SS# XXX-XX-9246 Sex F Race\* B  
(Last 4 digits only)

Position Title: Director of Facilities Department: Law Center

Check One  Existing Position \*Visa Type (See Reverse Side):

New Position Expiration Date:

(Position vacancy authorization form must be processed and approved in all existing and new positions. Position must be advertised before processing PAK, if applicable.)

Years Experience 28 Southern University Experience 28

Degree(s):	Type/Discipline (BA-Education):	Institution/Location (SU-Baton Rouge):	Year:
	<u>B.S. - Computer Science</u>	<u>Southern University</u>	<u>1993</u>
	<u>M.S. - Computer Science</u>	<u>University of Phoenix</u>	<u>2008</u>

Current Employer Southern University Law Center

**Personnel Action**

Check One  New Appointment  Continuation  Subfill  Leave of Absence  
 Transfer  Replacement  Other (Specify)

Recommended Salary \$ 71,350.00 Salary Budgeted \$ 71,350.00

Source of Funds General Appropriations

Identify Budget: State Location 311001-36110-61002-36000  
 Form Code: BOR10 Page 1 Item # 1

Change of: From To

Position System Librarian Director of Facilities

Salary Adjustment \$62,578.43 \$71,350.00

Financial Aid signature (if applicable):

List total funds currently paid this employee by Southern University:

\*See Reverse Side  
 Comments: (Use back of form)

Source of Funds	Amount
311001-32050-61002-34900	\$63,578.43

\*See Reverse Side Graduate School signature (if applicable):

Gerry L. Hall 6/29/18 Date  
 Supervisor  
Abdelrhahmane White 6-29-18 Date  
 Vice Chancellor  
[Signature] 6/29/18 Date  
 Director/Personnel  
 President Date

Gerry L. Hall 6/29/18 Date  
 Director/Head  
John K. Pierre 6/29/18 Date  
 Vice President/Finance  
[Signature] Date  
 Business Affairs/Comptroller  
 Chairman/S.U. Board of Supervisors Date



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

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

Hispanic or Latino  Non-Hispanic or Non-Latino

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

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

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

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

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

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

**COMMENTS:** The Position of Director of Facilities will report to the Vice Chancellor for Finance and Administration at the SU Law Center. The primary functions of the position will include operational management of the SU Law Center Facility, including building maintenance, mechanical maintenance, minor renovations, new construction, event planning and production, facility rentals, facility security. Also, interaction and coordination with SUHR Maintenance Dept. will be required. Position's supervisory duties will include three (3) direct reporting staff and two indirect reporting staff. Position will require knowledge of latest technology and procedures for facilities management, Effective July 01, 2018.

**EMPLOYEE REGULAR WORK SCHEDULE:**

Daily

**EMPLOYEE DIRECT SUPERVISOR:**

V/C Terry Hall

**NUMBER OF EMPLOYEES SUPERVISED, (if any)**

3

REC'D UP FIN&BUS AFFAIRS  
JUL 10 PM 5:50

**HIR USE ONLY:**

STATUS (circle one):

EXEMPT

NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a picture ID, social security card, birth certificate, certificate of naturalization, resident alien card, H1-B and J-1 visas, passport, and I-14-94. The latter six (6) documents do not apply to U.S. Citizens.

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

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

**TYPE**

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

SOUTHERN UNIVERSITY LAW CENTER  
 ENCUMBERED / FUNDS AVAILABLE  
 DATE 6-29-18  
 BY Terry R. Hall

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

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

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



SUS  SUBR  SULC  SUAREC  SUNO  SUSLA

\*\*\*\*\*  
**POSITION VACANCY AUTHORIZATION**  
 \*\*\*\*\*

REQUEST THAT THE POSITION Director of Facilities AS DESCRIBED BELOW  
 BE AUTHORIZED AS A VACANCY FOR Southern University Law Center - Finance and Administration  
 (Department or Unit)

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

\*requires the approval of System President

**VACANCY DESCRIPTION AND JUSTIFICATION**

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

The Position of Director of Facilities will report to the Vice Chancellor for Finance and Administration at the SU Law Center. The primary functions of the position will include operational management of the SU Law Center Facility, including building maintenance, mechanical maintenance, minor renovations, new construction, event planning and production, facility rentals, facility security. Also, interaction and coordination with SUBR Maintenance Dept. will be required. Position's supervisory duties will include three (3) direct reporting staff and two indirect reporting staff. Position will require knowledge of latest technology and procedures for facilities management.

Salary/Range: \$69,000 - \$78,000 Previous Incumbent (if replacement): N/A

Approved  Disapproved Garry K. Hall 6/27/18  
 Department Head Date

Approved  Disapproved John K. Pierre 6/27/18  
 Dean/Director/Supervisor of Budget Unit Date

COMPTROLLER'S OFFICE ONLY	
Funds Available	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<u>DMC Lange</u>	<u>6/20/18</u>
Signature	Date
Budget Number	311001-36110-61002-36000

HUMAN RESOURCES OFFICE ONLY	
Existing/Approved Position	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Job Code: <u>M</u> Cal Id: <u>V</u> Job Class: <u>32840</u>	
<u>Michael Williams</u>	<u>6/29/18</u>
Verified By:	Date:

Approved  Disapproved Roderick White 6/29/18  
 Vice Chancellor Date

Approved  Disapproved John K. Pierre 6/27/18  
 Chancellor/Vice President Date

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



## SOUTHERN UNIVERSITY LAW CENTER

261 A. A. LENOIR HALL

POST OFFICE BOX 9294

BATON ROUGE, LOUISIANA 70813-9294

OFFICE OF THE CHANCELLOR

(225) 771-2552

FAX (225) 771-2474

August 9, 2018

Dr. Ray Belton – President/Chancellor  
Southern University System & Baton Rouge Campus  
4<sup>th</sup> Floor – J.S. Clark Administration Building  
Baton Rouge, LA 70813

RE: Increase in Salary for Visiting Professor Michael Garrard

Dear Dr. Belton:

Professor Michael Garrard has served as a visiting professor at the Southern University Law Center (SULC) and has increased the pipeline of students matriculating at SULC through his extensive recruiting efforts, and outreach efforts over the last three years. Each year the enrollment for SULC has exceeded national and regional expectations when other law schools saw deep declines in enrollment.

Because of his efforts, the SULC entering class for Fall 2018 will exceed the Fall 2017 entering class by approximately 50 students. SULC has hired at \$100,000 a year four visiting professors for the 2018-2019 academic year and had to add an additional class section to accommodate the additional students. Because of the departure of two professors for the 2018-2019 academic year and to promote equity, SULC seeks to increase Professor Garrard's 2018-2019 academic year pay to \$100,000 to coincide with the salaries of the other four visiting faculty members. This increase is only for the 2018-2019 academic year and will be revisited for the 2019-2020 academic year.

I respectfully ask that his request be placed on the SU Board agenda for August 24, 2018 board meeting in Shreveport. If you have any questions, please feel free to contact me.

Yours Sincerely,

A handwritten signature in blue ink that reads "John K. Pierre".

John K. Pierre, Chancellor &  
Vanue B. Lacour Endowed Professor

Attachment

JOB CLASS 3	8	0	4	0
JOB CODE	P			
CAL ID	M			

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

POSITION NUMBER	3	F	9	9	4	6
-----------------	---	---	---	---	---	---

CAMPUS: SUS \_\_\_\_\_ SUBR \_\_\_\_\_ SULAC X SUAREC \_\_\_\_\_ SUNO \_\_\_\_\_ SUSLA \_\_\_\_\_

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

- |  |   |                        |
|--|---|------------------------|
| <input checked="" type="checkbox"/> Academic | _____ Non-Academic                      | _____ Civil Service    |
| _____ Temporary                              | _____ Part-time ( _____ % of Full Time) | _____ Restricted       |
| _____ Tenured                                | _____ Undergraduate Student             | _____ Job Appointment  |
| _____ Tenured Track                          | _____ Graduate Assistant                | _____ Probationary     |
| _____ Other (Specify) _____                  | _____ Refree Return To Work             | _____ Permanent Status |

Previous Employee N/A Reason Left N/A  
 Date Left N/A Salary Paid N/A

**Profile of Person Recommended**

Length of Employment 08/01/2018 To 05/31/2019  
 Effective Date 08/01/2018

Name Michael Garrard SSN XXX-XX-1752 Sex M Race\* W  
(Last 4 digits only)

Position/Title: Visiting Professor Department: Law Center - Instruction

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

(Position vacancy authorization form must be processed and approved in full existing and new position. Position must be advertised before processing PAF, if applicable.)

Years Experience 36 Southern University Experience 7  
 Degree(s): Type/Discipline (BA-Educati. m): Institution/Location (SU-Baton Rouge): Year:  
B.S. Nicholls State University 1978  
J.D. Louisiana State University Law Center 1984  
L.L.M., Labor & Employment Georgetown University Law Center 1992

Current Employer Southern University Law Center

**Personnel Action**

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

Recommended Salary \$ 100,000 Salary Budgeted \$ 100,000

Source of Funds General Appropriation

Identify Budget: State \_\_\_\_\_ Location 311001-32020-61003-31000  
 Form Code: BOR10 Page 1 Item # 1

Change of: \_\_\_\_\_  
 Position From Visiting Professor To Visiting Professor (Increase in Salary)  
 Status \_\_\_\_\_  
 Salary Adjustment \$74,500 \$100,000

Financial Aid signature (if applicable):

List total funds currently paid this employee by Southern University:

\*See Reverse Side

Comments: (Use back of form)

Source of Funds	Amount
311001-32020-61003-31000	\$74,500.00

\*See Reverse Side

Graduate School signature (if applicable):

Supervisor Richard White 8/8/18 Date  
 Vice Chancellor Richard White 8/8/18 Date  
 Director/Personnel [Signature] 8/13/18 Date  
 President \_\_\_\_\_ Date

Dean/Unit Head Gerry Hall 8/10/18 Date  
 VC for Finance and Admin [Signature] 8/13/18 Date  
 Chancellor [Signature] 8/13/18 Date  
 Vice President/Finance [Signature] 8/13/18 Date  
 Business Affairs/Comptroller \_\_\_\_\_ Date  
 Chairman/S.U. Board of Supervisors \_\_\_\_\_ Date

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

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

Hispanic or Latino  Non-Hispanic or Non-Latino

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

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

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

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

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

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

**COMMENTS:**

This Salary increase is only for the 2018-2019 academic year and will be revisited for the 2019-2020 academic year.

**EMPLOYEE REGULAR WORK SCHEDULE:**

Daily

**EMPLOYEE DIRECT SUPERVISOR:**

V/C Roderick White

**NUMBER OF EMPLOYEES SUPERVISED, (if any)**

0

**HR USE ONLY:**

STATUS (circle one):

EXEMPT

NON-EXEMPT

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

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

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

**TYPE**

United States Citizen/Certificate of Naturalization

Resident Alien

H-1 Visa (Distinguished Merit & Ability)

J-1 Visa (Exchange Visitor Program)

F-1 Visa (Student Emp. FT Student at S.U.)

OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")

SOUTHERN UNIVERSITY LAW CENTER

ENCUMBERED / FUNDS AVAILABLE

DOI: US

DATA: HR

BV: J-1

PI

PO

**Do Not Write Below This Area**

**For Human Resource and Budgetary Control Use Only!**

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

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

**CONTINGENT UPON AVAILABILITY OF FUNDS**

## **Michael C. Garrard**

### **Law School Educational Background**

**Louisiana State University Paul M. Hebert Law Center**, Baton Rouge, Louisiana

J.D., 1981

**Georgetown University Law Center**, Washington, D.C.

LL.M., Labor and Employment Law, 1992

### **Some Law Office Experience**

**Sanders, Downing, Kean & Cazedessus**, Baton Rouge, Louisiana

I worked as a law clerk for this firm and worked during periods of time in 1982 and 1983 as an associate attorney.

**Kean, Miller, Hawthorne, D'Armond, McCowan & Jarman, L.L.P. and Kean Miller LLP**, Baton Rouge, Louisiana

I began to work as an associate attorney with Kean, Miller, Hawthorne, D'Armond, McCowan & Jarman, LLP at some point during 1983 and eventually became a partner with the firm. I took a leave of absence to attend the Georgetown University Law Center during portions of 1991 and 1992. The firm eventually changed its name to Kean Miller LLP. I was a partner with Kean Miller LLP and my partnership with the firm ended effective December 31, 2011. I entered into an Of Counsel relationship with the firm effective January 1, 2012 and I still have an Of Counsel relationship with the firm.

### **Some Law School Related Background**

**Louisiana State University Paul M. Hebert Law Center**

I taught the Labor Law course on an adjunct basis at the LSU Paul M. Hebert Law Center during the following semesters: Spring 1998, Spring and Fall of 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, and Spring 2012.

**Southern University Law Center**

I have taught (in capacities including as a Visiting Professor and an Adjunct Professor) at the Southern University Law Center during the following semesters: Fall 2012, Spring 2013, Summer 2013, Fall 2013, Spring 2014, Summer 2014, Fall 2014, Spring 2015, Summer 2015, Fall 2015, Spring 2016, Summer 2016, Fall 2016, Spring 2017, Summer 2017, Fall 2017, Spring 2018 and Summer 2018.

**Other**

Order of the Coif  
LSU Law Center Hall of Fame



# SOUTHERN UNIVERSITY AND A&M COLLEGE SYSTEM

Office of the Vice President, Strategic Planning, Policy and Institutional Effectiveness

J. S. Clark Administration Building, Fourth Floor  
Baton Rouge, LA 70813

August 2, 2018

Ray L. Belton, Ph.D.  
President – Chancellor  
Southern University and A&M College System  
4th Floor, J. S. Clark Administration Building  
Baton Rouge, Louisiana 70813

Re: Position Vacancy Authorization and Announcement Waiver Request

Dear Dr. Belton:

I respectfully submit this letter to request authorization to waive the search for the position of director of institutional research and assessment for the Southern University Baton Rouge (SUBR) campus. The director of institutional research and assessment is responsible for conducting institutional research in support of academic and administrative decision-making, planning and policy development for the SUBR campus.

This is an existing position. The current director, Dr. Guillory, resigned effective August 12, 2018. Mr. Gavini is the longest tenured staff member in the Office of Institutional Research and Assessment (IRA), currently serving as the senior data analyst. Mr. Gavini brings over 20 years of IRA experience. He is knowledgeable of institutional research practices and processes in a higher education setting. He is proficient with analytical databases, query methods and statistical software. He is knowledgeable in the use of Qualtrics and other survey tools.

He has demonstrated knowledge of data collection, analysis, reporting and presentation, and research methods. He has demonstrated a leadership style that conveys a high level of integrity, courtesy, service, teamwork and support to colleagues. Mr. Gavini is intimately familiar with SUBR and has a proven record of accomplishment and success. Given the critical nature of this position in support of SACS accreditation requirements, I respectfully request authorization to waive the search for this position and appoint Mr. Reddy Gavini as the director of institutional research and assessment. Mr. Gavini's resume is enclosed for your review and consideration.

Thank you for your favorable consideration of this request.

Respectfully submitted,

A handwritten signature in blue ink that reads "Vlad Alexander Appeaning".

Vladimir Alexander Appeaning, Ph.D.  
Vice President for Strategic Planning, Policy and Institutional Effectiveness

Approved:

A handwritten signature in blue ink that reads "Ray L. Belton".  
Ray L. Belton, Ph.D.  
President-Chancellor

Enclosed: Resume

# Vacancy Announcement System (VAS) Position Vacancy Announcement Request

Date: 08/02/2018 Department: Office of Institutional Research and Assessment

SUS  SUBR  SULC  SUAREC  SUNO  SUSLA

Application Deadline: 08/12/2018 Date position to be filled: 08/24/2018

Position Title: Director of Institutional Research and Assessment Civil Service Pay Level: \_\_\_\_\_

Salary (annual): \_\_\_\_\_ or Salary Range: 62,500 to 65,500

Please check all categories that apply to this position:

Status:	Faculty Position	Unclassified Position	Classified Position
<input type="checkbox"/> Part-time % of time	<input type="checkbox"/> Temporary	<input checked="" type="checkbox"/> Administrative	<input type="checkbox"/> Probationary
<input checked="" type="checkbox"/> Full-Time	<input type="checkbox"/> Tenure	<input type="checkbox"/> Temporary	<input type="checkbox"/> Job Appointment
	<input type="checkbox"/> Tenure Track (Probationary)	<input type="checkbox"/> Permanent	<input type="checkbox"/> Provisional Appointment
	<input type="checkbox"/> Grant	<input type="checkbox"/> Grant	FOR HR USE ONLY: CS Job Code:
	<input type="checkbox"/> Contract	<input type="checkbox"/> Contract	

Contact Person: Dr. Toni Manogin Telephone No: 225-771-5764

Contact Email Address: toni.manogin@sus.edu

Contact e-mail address is for:

Human Resources utilization only  posting to VAS website

Brief job description (Maximum 12 lines @ 250 characters (including spaces) per line):

The Director of Institutional Research and Assessment will be responsible for ensuring that all external and internal institutional data reports and submissions are completed accurately. Data serves to inform executive decision making pertaining to policy development, academic and administrative planning, implementation, assessment, and compliance.

- Ensures that all external institutional data reports and submissions (example IPEDS, CAPEA, etc.) are timely and accurate.
- Maintains an accurate Reporting Master Calendar.
- Develops and maintains an Annual Institutional Research Report.
- Manages the timely development, completion and posting of the institution's annual Plan Book, Quick Facts, etc.
- Partners closely with key locations by collecting, analyzing and reporting institutional data to various external and internal constituencies.
- Reports data in a variety of complex formats including preparing responses to internal and external stakeholder requests, ad-hoc inquiries, internal/external surveys, and governmental sponsored reporting requirements.
- Designs and administers surveys as part of the institutional research program, such as graduation exit surveys.
- Provides technical expertise to administrative and academic departments in the design and implementation of survey instruments, and in the interpretation of the results.
- Aggregates the analytical results of course evaluations and provides detailed data reports to the chief academic officer, deans and department chairs.
- Supports the institution's self-study and accreditation process by providing timely and accurate statistical data as required.
- Monitors regular updates to campus databases, thereby establishing data quality.
- Ensures compliance with the institution's Title III objectives and activities.
- Serves on campus-wide committees and task groups.
- Assists the SUSA/IR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness (IE) with implementing the five (5) process of the Strategic Planning and Assessment Model that collectively demonstrate a continuous cycle of improvement that leads to academic and administrative excellence.
- Reports directly to the SUSA/IR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned by the Southern University Baton Rouge Campus and the Southern University System.

Minimal qualifications (Maximum 12 lines @ 250 characters (including spaces) per line):

**Qualifications:**

- Master's degree required
- Minimum of 30 years of institutional research experience in a higher education setting
- Knowledge of practices and processes of higher education and/or institutional research
- Proficiency with analytical databases, query methods and statistical software
- Knowledgeable in the use of Qualtrics and other survey tools
- Demonstrated knowledge of data collection, analysis, reporting and presentation, and research methods.
- Demonstrated leadership style that conveys a high level of integrity, courtesy, service, teamwork and support to colleagues.

Remarks/How to Apply (letter of application, curriculum vita, resume, references, etc)/Mailing Address

(Maximum 12 lines @ 250 characters (including spaces) per line):

A Letter of Application, Resume, List of (3) Professional References, Completion of SUBR Application Form  
**Email Completed Application Package to:**  
 Attention:  
 Dr. Toni Manogin [Toni.Manogin@sus.edu](mailto:Toni.Manogin@sus.edu)  
 Office of the Vice President for Strategic Planning, Policy and Institutional Effectiveness  
 Southern University A & M College System  
 J.S. Clark Administration Building, 4th Floor  
 Baton Rouge, LA 70813

Note: Approved Position Vacancy Authorization Form(s) must be received in the Office of Human Resources before vacant positions will be announced.



## **Director of Institutional Research and Assessment**

The Director of Institutional Research and Assessment will be responsible for ensuring that all external and internal institutional data reports and submissions are completed accurately. Data serves to inform executive decision-making pertaining to policy development; academic and administrative planning; implementation; assessment; and compliance.

### **Duties:**

- Ensures that all external institutional data reports and submissions (example IPEDS, CUPA, etc.) are timely and accurate.
- Maintains an accurate Reporting Master Calendar.
- Develops and maintains an Annual Institutional Research Report.
- Ensures the timely development, completion and posting of the institution's annual Fact Book, Quick Facts, etc.
- Performs data analytics functions by collecting, analyzing and reporting institutional data to various external and internal constituencies.
- Reports data in a variety of complex formats including preparing responses to internal and external stakeholder requests, ad-hoc inquiries, internal/external surveys, and governmental agencies reporting requirements.
- Designs and administers surveys as part of the institutional research program, such as graduation exit surveys.
- Provides technical expertise to administrative and academic departments in the design and implementation of survey instruments, and in the interpretation of the results.
- Aggregates the analytical results of course evaluations and provides detailed data reports to the chief academic officer, deans and department chairs.
- Supports the institutional self-study and accreditation process by providing timely and accurate statistical data as required.
- Ensures regular updates to campus datasets, thereby establishing data quality.
- Ensures compliance with the unit's Title III objectives and activities.
- Serves on campus-wide committees and task groups.
- Assists the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness (IE) with implementing the five (5) phases of the IE Planning and Assessment Model that collectively demonstrate a continuous cycle of improvement that leads to academic and administrative excellence.
- Reports directly to the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System.

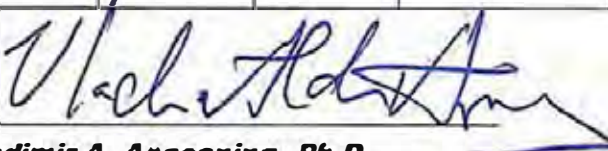
### **Qualifications:**

- Master's degree required.
- Minimum of 20 years of institutional research experience in a higher education setting.
- Knowledge of practices and processes of higher education and/or institutional research.
- Proficiency with analytical databases, query methods and statistical software.
- Knowledgeable in the use of Qualtrics and other survey tools.
- Demonstrated knowledge of data collection, analysis, reporting and presentation, and research methods.
- Demonstrated leadership style that conveys a high level of integrity, courtesy, service, teamwork and support to colleagues.

**OFFICE OF INSTITUTIONAL RESEARCH AND ASSESSMENT**  
 proposed re-design to leverage efficiencies, ensure compliance, and increase productivity

Current Status				Proposed Option			
Existing Positions	Title III	SGF	Title III + SGF	Proposed Positions	Title III	SGF	Title III + SGF
Director, Institutional Research & Assessment (IRA) SUBR ONLY	\$52,416 (59%)	\$35,984 (41%)	\$88,400 (100%)	Director - IRA SUS/SUBR	\$52,416 (80%)	\$13,084 (20%)	\$65,500 (100%)
Assistant Director, Assessment SUBR ONLY	\$61,880 (100%)	\$0	\$61,880 (100%)	Assistant Director - Assessment SUS/SUBR	\$61,880 (88%)	\$8,120 (12%)	\$70,000 (100%)
Senior Data Analyst SUBR ONLY	\$57,200 (100%)	\$0	\$57,200 (100%)	Data Systems Senior Analyst SUS/SUBR	\$57,200 (71%)	\$22,800 (29%)	\$80,000 (100%)
Data Analyst SUBR ONLY	\$50,960 (100%)	\$0	\$50,960 (100%)	Research & Data Analyst SUS/SUBR	\$50,960 (97%)	\$1,540 (3%)	\$52,500 (100%)
Testing Coordinator SUBR ONLY	\$49,920 (100%)	\$0	\$49,920 (100%)	Assessment Analyst SUS/SUBR	\$49,920 (95%)	\$2,580 (5%)	\$52,500 (100%)
<b>TOTAL</b>	<b>\$272,376</b>	<b>\$35,984</b>	<b>\$308,360</b>		<b>\$272,376</b>	<b>\$48,124</b>	<b>\$320,500</b>
<b>ASK</b>						<b>\$12,140</b>	

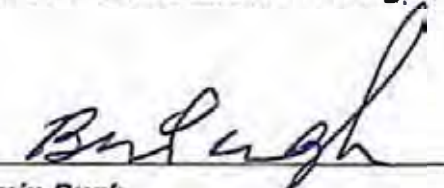
Requested by:

  
**Vladimir A. Appeaning, Ph.D.**

**System Vice President for Strategic Planning, Policy & Institutional Effectiveness**

↳ Plus-fringe Benefits (USA)   
 8/13/2018  
 Date

Approved by:

  
**Benjamin Pugh**  
**SUBR Vice Chancellor for Finance and Administration**

2018 AUG 14 AM 9:42  
 COMPLIANCE OPERATIONS  
 POLICY DEVELOPMENT AND  
 STRATEGIC PROGRAMS  
 CONTROLLERS OFFICE

8/13/18  
 Date



**Southern University and A&M College**

Office of Institutional Research and Assessment

211 Augustus C. Blanks Hall

Baton Rouge, LA 70813

Telephone: 225- 771-4150

July 12, 2018

Dr. Manogin

This letter comes to announce my resignation as Director of Institutional Research and Assessment at Southern University. I have accepted an offer to move into the position of Associate Professor in the Science and Mathematics Education Doctoral (SMED) Program on the Southern University and A&M Campus. I will transfer to this position effective August 13, 2018.

I extend my deepest gratitude to Southern University and A&M College for the opportunity to serve as the Director of Institutional Research and Assessment. I look forward to continuing my contributions to the welfare of Southern University and the community in my new position.

Sincerely,

A handwritten signature in black ink that reads "Christopher W. Guillory".

Christopher W. Guillory, PhD

CC: Dr. Patrick Carriere, Dean  
*College of Sciences and Engineering*  
Dr. Albertha H. Lawson, Chair  
*Science and Mathematics Education Doctoral Program*

JOB CLASS			
JOB CODE			
CAL ID			

**SOUTHERN UNIVERSITY SYSTEM**

Personnel Action Form

POSITION NUMBER

2M9319

CAMPUS: SUS  SUBR  SULAC \_\_\_\_\_ SUAREC \_\_\_\_\_ SUNO \_\_\_\_\_ SUSLA \_\_\_\_\_

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

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

Previous Employee Christopher Guillory Reason Left Resigned  
 Date Left August 12, 2018 Salary Paid \$88,400

**Profile of Person Recommended**

Length of Employment July 1, 2018 To June 30, 2019  
 Effective Date 08/24/2018

Name Srinivas Reddy Gavini SS# \_\_\_\_\_ Sex M Race\* A  
 (Last 4 digits only)

Position Title: Director, Institutional Research and Assessment Department: Institutional Research and Assessment

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

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

Years Experience 28 Southern University Experience 24  
 Degree(s): Type/Discipline (BA-Education): Institution/Location Year:  
 M.S. Computer Science Southern University 1993  
 B.S. Entry Technology Osmanli University 1986

Current Employer Southern University Baton Rouge - Office of Institutional Research and Assessment

**Personnel Action**

Check One  New Appointment  Continuation  Substantial  Leaves of Absence  
 Transfer  Replacement  Other (Specify) \_\_\_\_\_

SOUTHERN UNIVERSITY SYSTEM  
 OFFICE OF THE ASSOCIATE COMPTROLLER  
 I certify that the above mentioned is both allowable under the terms and conditions of the applicable budget-to-salary agreement.

Recommended Salary \$65,000 Salary Budgeted \$88,400

Source of Funds Title III and SGF AUG 12 2018

Identity Budget: \_\_\_\_\_ Location \_\_\_\_\_  
 Form Codes \_\_\_\_\_ Page \_\_\_\_\_

Change of: \_\_\_\_\_  
 (Employment Funds Available By: \_\_\_\_\_)

Position Senior Data Analyst From Director, Institutional Research and Assessment

Status \_\_\_\_\_

Salary Adjustment \$57,200 \$65,000

Financial Aid signature (if applicable): \_\_\_\_\_

List total funds currently paid this employee by Southern University:

\*See Reverse Side  
 Comments: (Use back of form)

Source of Funds	Amount
220352-2111-61002-24100	\$57,200
211001-2001-61002-26000	7,800

\*See Reverse Side Graduate School signature (if applicable): \_\_\_\_\_

Supervisor [Signature] Date 8/7/18

Vice Chancellor [Signature] Date 08/07/2018

Director/Personnel [Signature] Date 8/8/18

President [Signature] Date \_\_\_\_\_

Chair, S.U. Board of Supervisors [Signature] Date 08/07/2018

Vice President/Finance [Signature] Date 8/8/18

Business Affairs/Comptroller [Signature] Date 8/8/18

220352-2111-61002-24100 - \$57,200

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

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

Hispanic or Latino  Non-Hispanic or Non-Latino

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

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

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

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

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

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

**COMMENTS:**

EMPLOYEE REGULAR WORK SCHEDULE: 8:00 AM - 5:00 PM  
EMPLOYEE DIRECT SUPERVISOR: Dr. Tam Manolis  
SUPERVISOR/DEPARTMENT CONTACT NUMBER: 225.771.5764  
NUMBER OF EMPLOYEES SUPERVISED, (if any): 0

HR USE ONLY: STATUS (circle one): EXEMPT NON-EXEMPT

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

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

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

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

CODE SOUTHERN UNIVERSITY SYSTEM  
BUDGET OFFICE  
US 211001-20061-26000  
RA AUG 14 2018  
J1  
FI Approved \$7,800  
FO FUNDS AVAILABLE

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

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

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

SUS  SUBR  SULAC  SUAREC  SUNO  SUSLA

\*\*\*\*\*  
**POSITION VACANCY AUTHORIZATION**  
 \*\*\*\*\*

REQUEST THAT THE POSITION TITLE  
 BE AUTHORIZED AS A VACANCY FOR

Director of Institutional Research and Assessment  
Office of Institutional Research and Assessment  
 (Department or Unit)

AS DESCRIBED BELOW

Replacement  
 Civil Service  
 Tenured

New Position  
 Temporary  
 Probationary (For Faculty this is same as tenure track)

Unclassified  
 Faculty

Source of Funds  
 State  
 Grant -In-Aid  
 System Revenue  
 Agency Fund State

**VACANCY DESCRIPTION AND JUSTIFICATION**

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

The Director of Institutional Research and Assessment will be responsible for ensuring that all external and internal institutional data reports and submissions are completed accurately. Data serves to inform executive decision-making pertaining to policy development, academic and administrative planning, implementation, assessment, and compliance.

**Duties:**

- Ensures that all external institutional data reports and submissions (example IPEDS, CLIP, etc.) are timely and accurate.
- Maintains an accurate Reporting Master Calendar.
- Develops and maintains an Annual Institutional Research Report.
- Ensures the timely development, completion and posting of the institution's annual Fact Book, Quick Facts, etc.
- Performs data analytics functions by collecting, analyzing and reporting institutional data to various external and internal constituencies.
- Reports data in a variety of complex formats including preparing responses to internal and external stakeholder requests, ad-hoc inquiries, internal/external surveys, and governmental agencies reporting requirements.
- Designs and administers surveys as part of the institutional research program, such as graduation exit surveys.
- Provides technical expertise to administrative and academic departments in the design and implementation of survey instruments, and in the interpretation of the results.
- Aggregates the analytical results of course evaluations and provides detailed data reports to the chief academic officer, deans and department chairs.
- Supports the institutional self-study and accreditation process by providing timely and accurate statistical data as required.
- Ensures regular updates to campus datasets, thereby establishing data unity.
- Ensures compliance with the unit's Title III objectives and activities.
- Serves on campus-wide committees and task groups.
- Assists the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness (IE) with implementing the five (5) phases of the IE Planning and Assessment Model that collectively demonstrate a continuous cycle of improvement that leads to academic and administrative excellence.
- Reports directly to the SUS/SUBR Executive Director for Strategic Planning, Policy, and Institutional Effectiveness.
- Performs other related duties as assigned for the Southern University Baton Rouge Campus and the Southern University System.

Salary/Range: 62,500 - 65,500 Previous Incumbent (if replacement): Christopher Guillory

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ [Signature] 8/7/18  
 Department Head Date  
 Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ [Signature] 08/07/2018  
 Dean/Director/Supervisor of Budget Unit Date

**FINANCE/BUDGET OFFICE ONLY**  
 Funds Available  
 Yes \_\_\_\_\_ No \_\_\_\_\_  
[Signature] 8/14/18  
 Signature Date  
 Budget Number 220382-2111-24100

**HUMAN RESOURCES OFFICE ONLY**  
 Existing/Approved Position  
 Yes \_\_\_\_\_ No \_\_\_\_\_  
 Employee Class: \_\_\_\_\_ Job Class: \_\_\_\_\_  
 Verified By: \_\_\_\_\_ Date: \_\_\_\_\_

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ [Signature] 08/07/2018  
 Vice Chancellor Date  
 Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ [Signature] 8/8/18  
 Chancellor/Vice President Date  
 Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ [Signature] 8/8/18  
 President Date  
 An Equal Opportunity Employer

Srinivas R. Gavini

(225)

[reddy\\_cavini@subr.edu](mailto:reddy_cavini@subr.edu)

## EDUCATION

1993 **Masters In Science (Computer Science)**  
Southern University, Baton Rouge, Louisiana.

1986 **B.S., Dairy Technology**  
Osmania University, Hyderabad, India.

## COMPUTER SKILLS

### TECHNICAL SKILLS

<b>GUI Tools</b>	: VB, Oracle 7.X, MS-ACCESS, PARADOX, DEVELOPER /2000
<b>Web Technologies</b>	: XML, HTML,
<b>Operating systems</b>	: UNIX, WINDOWS
<b>Languages</b>	: C, C++, SQL, PL/SQL, PASCAL
<b>Other Tools</b>	: MS office, Adobe Photoshop, Qualtrics (online survey platform)

## Professional Experience

October 2015 to Present	<b>Senior Data Analyst</b> , Office of Planning, Assessment and Institutional Research, Southern University, Baton Rouge, LA.
February 1994 to 2015	<b>Computer Technical Assistant</b> , Office of Planning, Assessment and Institutional Research, Southern University, Baton Rouge, LA.
January 1992 to December 1993	<b>Graduate Assistant</b> , Office of Planning, Assessment and Institutional Research, Southern University, Baton Rouge, LA.
August 1991 to December 1991	<b>Graduate Assistant</b> , Animal Science Department, Southern University, Baton Rouge, LA.
June 1986 to December 1990	<b>Technical Officer</b> , Amul Dairy Industries, Gujarat, India.

## Project Details and Responsibilities

**1994 to present:**  
**Technical Assistant, Southern University, Baton Rouge, La.**

- Developed and analyzed Graduating Student Survey, student Evaluation of

- Faculty, Peer Evaluation, Chair by Faculty, Faculty by Chair, and undergraduate and graduate orientation surveys, and departmental surveys using **Qualtrics survey software**.
- *Involved in the University's reaffirmation of accreditation 1998-2000 and 2009-2010.*
- Developed a database on *Curriculum Review*, a detailed report on each discipline and the course work.
- Developed a database on *Student and Faculty Ratios* at Southern University, a report on number of credit hours taken by full-time students and full-time faculty members and their ratios.
- Developed a database on *Analysis of Class meetings* for graduate and undergraduate course that gives detailed information on classroom availability and the parking space for morning and evening classes in the university.
- Developed a database *Course offerings* for Fall, Spring and Summer semesters depending on pre-registration of the students.
- Developed a database on *Inventory of Course Offerings*, a detailed report on student enrollment and frequency of course offerings.
- Developed a database that provides detailed information on salaries and demographics for Faculty and Staff.
- Developed and analyzed Graduating Student Survey, student Evaluation of Faculty, Peer Evaluation, Chair by Faculty, Faculty by Chair, and undergraduate and graduate orientation surveys, and departmental surveys when requested.
- Collect, analyze and disseminate essential information for the publishing of the University Fact Book.
- Developed a Focus program for data retrieval on IBM Mainframe Computer.
- Designed and implemented various databases, tables, procedures and triggers for use in analyzing institutional effectiveness.

**Environment:**

- IBM Mainframe, MS-Access, Paradox 4.5, Focus, SPSS, Windows OS

**January 1994 to December 1994:**

**Programmer, Academic Affairs, Southern University, Baton Rouge, La.**

- Designed, developed and implemented a Space Utilization Study program for Southern University. The program was developed using Microsoft Access. Ease of use and integrity of data were the key requirements for the program. This program is iteratively applied each semester and calculates the available space in the University area each semester.
- Involved in developing a program for planning for course offerings each semester



for use by the Department of Academic Affairs. The program takes inputs like the number of expected students and helps in planning the course offerings for a semester in advance.

- Designed a database to analyze performance evaluation data on faculty.
- Developed a database as per specs received, for projecting budget requirements for summer semester.

**August 1991 to December 1993:**

**Graduate Assistant, Office of Planning, Assessment and Institutional Research**

- Involved in training the personnel in basic administration of LAN.
- Designed and developed General Address Labels System (GALS) to store and retrieve addresses in 35 different categorized lists using C language.
- Assisted in software development, data collection and compilation of various projects undertaken by the department.

**August 1988 to December 1990:**

**Technical Officer in Amul Dairy Industries, Gujarat, India.**

- Involved in development and design of a shortening processing unit, was also successful in improving the quality of Standardized milk and ice creams at quality control laboratories.
- Involved in design and development of a Database for the Dairy plant. Responsible for creating tables, data manipulation, developing user interfaces, report writing and other facilities.

**CONFERENCES/WORKSHOPS**

- Attended the Association for Institutional Research (AIR) Annual Conference, New Orleans, LA. October 2015.
- Attended training workshop on SurveyTracker, March 14-16, 2011, Shreveport, LA.
- Attended the Southern Association of Colleges and Schools-Commission on Colleges Annual Meeting, New Orleans, LA. December 2007.
- Attended the Southern Association for Institutional Research (SAIR) Annual Conference, Biloxi, MS. October 2004.
- Attended the Southern Association for Institutional Research (SAIR) Annual Conference, Panama City, Florida, October 2001.
- Attended the Southern Association for Institutional Research (SAIR) Annual Conference in Myrtle Beach, South Carolina, October 2000.
- Attended the Southern Association for Institutional Research (SAIR), Annual Conference in Chattanooga, Tennessee, October 1999.
- Attended the Southern Association of Institutional Research (SAIR) Annual Conference in Savanna, Georgia, October 1998.
- Attended the Southern Association of Institutional Research (SAIR), Annual Conference in Hotsprings, Arkansas, October 1997.
- Attended workshop on Integrated Postsecondary Education Data system (IPEDS), Denver, Colorado, May 1996.
- Presented a paper on "Implementation of Strategic Planning," at Tugaloo College in Tugaloo, Mississippi.

POS CLASS				
EMP CLASS				
HI		RT		LV

**SOUTHERN UNIVERSITY SYSTEM**

**Personnel Action Form**

UNIVERSITY OF THE SOUTH ALABAMA  
 POSITION NUMBER 259735  
 2018 07 31 PM 2:00  
**RECEIVED**  
 JUL 27 2018  
 Office of the Executive Vice President for Operations and Provost

CAMPUS: SUS \_\_\_\_\_ SURR  SULAC \_\_\_\_\_ SUAREC \_\_\_\_\_ SUNO \_\_\_\_\_ SUSEX \_\_\_\_\_

EMPLOYMENT CATEGORY: 9-MONTH  12-MONTH \_\_\_\_\_ OTHER \_\_\_\_\_

TYPE OF APPOINTMENT:  
 Academic (Fac) \_\_\_\_\_ Non-Academic (Uncl)  
 \_\_\_\_\_ Temporary \_\_\_\_\_ Part-time ( \_\_\_\_\_ % of Full Time)  
 \_\_\_\_\_ Tenured \_\_\_\_\_ Undergraduate Student  
 Tenured Track \_\_\_\_\_ Graduate Assistant  
 \_\_\_\_\_ Other (Specify) \_\_\_\_\_ Retiree Return To Work

Previous Employee Suzanna Craig Reason Left Offered new position  
 Date Left 5/31/2018 Salary Paid \_\_\_\_\_

**Profile of Person Recommended**

Length of Employment 8/1/2018 To 5/31/2019 (and continuing thereafter)  
 Effective Date of Employment 8/13/2018

Name Christopher W. Gullory SSW S02820179 Sex M Race\* W  
 (Last 4 digits only)

Position Title: Associate Professor Department: Doctoral Program in Science/Mathematics Education

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

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

Years Experience 15 Southern University Experience 2  
 Degree(s): Type/Discipline (BA-Education): BS Mathematics Institution/Location (SL-Baton Rouge): University of Southwestern La. Lafayette LA Year: 1997  
MS Math/ Applied Statistics Louisiana State University- Baton Rouge 2000/2003  
PhD Educational Research Louisiana State University- Baton Rouge 2008

Current Employer Southern University and A&M College

**Personnel Action**

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

Annual Salary 77,000 Salary Budgeted 77,000 Hourly Rate, if applicable: \_\_\_\_\_

Pay Cycle:  Biweekly  Monthly  Faculty

Source of Funds: \_\_\_\_\_ Identify Budget: \_\_\_\_\_ Location: \_\_\_\_\_

**Change of:**

Position: Director From \_\_\_\_\_ To Associate Professor  
 Status: \_\_\_\_\_  
 Salary Adjustment: \_\_\_\_\_ 77,000

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

Source of Funds (Current)	Amount
211001-22488-61000	77,000

Comments: (Use back of form) \_\_\_\_\_

\*See Reverse Side Graduate School signature (if, applicable): \_\_\_\_\_

Supervisor James A. Adams Date 8/10/18  
 Vice Chancellor \_\_\_\_\_ Date \_\_\_\_\_  
 Director/Personnel \_\_\_\_\_ Date \_\_\_\_\_  
 President \_\_\_\_\_ Date \_\_\_\_\_  
 Dean/Unit Head \_\_\_\_\_ Date 7/27/18  
 Chair/Cellar \_\_\_\_\_ Date \_\_\_\_\_  
 Vice President/Finance \_\_\_\_\_ Date \_\_\_\_\_  
 Business Affairs/Comptroller \_\_\_\_\_ Date \_\_\_\_\_  
 Chairman/S.U. Board of Supervisors \_\_\_\_\_ Date \_\_\_\_\_

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

SOUTHERN UNIVERSITY  
HUMAN RESOURCES

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

Hispanic or Latino  Non-Hispanic or Non-Latino 2018 JUL 31 PM 3:36

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

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

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

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

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

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

**COMMENTS:**

Dr. Christopher Guillory will have a full load with 9 hours of courses, Writing grants, research and advising students.

C'D UP FIN&BUS AFFAIR  
'18 AUG 8 PM 12:28

Must be completed by hiring supervisor:

EMPLOYEE REGULAR WORK SCHEDULE: M-F  
 EMPLOYEE DIRECT SUPERVISOR: Dr. Albertia Lawson  
 SUPERVISOR/DEPARTMENT CONTACT NUMBER: 771-5453  
 NUMBER OF EMPLOYEES SUPERVISED, (if any): 0

HR USE ONLY: STATUS (check one):  EXEMPT  NON-EXEMPT

**GUIDELINES:** All employees, students, graduate assistants being employed through the use of this form are to report to and be cleared by the Human Resources before any employment is offered and before starting to work. All students are to bring with them clearance from the Financial Aid office, Statement of Account (fee receipt), and a class schedule. All prospective employees/students must bring a pictured ID, social security card, birth certificate, certificate of naturalization, resident alien card, H-1-B and J-1 visas, passport, and F-1/I-94/I-20. The latter seven (7) documents do not apply to U.S. Citizens.

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

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

TYPE	SOUTHERN UNIVERSITY SYSTEM CODE BUDGET OFFICE
United States Citizen/Certificate of Naturalization	US
Resident Alien	RA
H-1 Visa (Distinguished Merit & Ability)	H1
J-1 Visa (Exchange Visitor Program)	J1
F-1 Visa (Student Emp. FT Student at S.U.)	F1
OPT (F-1 Visa-INS Prior Approval-"Practical Work Experience")	I-0

AUG 03 2018

FUNDS AVAILABLE

**Do Not Write Below This Area - For Human Resource Use Only**

PAF APPROVAL PROCESS CHECKLIST (Must have the information outlined below, the forms are located at Downloadable Forms on the HR website at [www.suhr.edu/humanresources](http://www.suhr.edu/humanresources)).

- Approved Position Vacancy Authorization Form (applicable for new and replacement positions)
- Position Vacancy Announcement (position advertised before processing PAF, if applicable)
- Application for Employment Form-Admin/Prof/Uncl Positions (Civil Service Application for classified employees)
- Reference Check Form (reference check performed by hiring supervisor)
- Authority to Release (signed by employee) (submitted to HR with Verification of Fingerprints form signed by State Police)
- Criminal/Background Check Process (forms completed by employee/ submitted to State Police )
- Exemptions Survey Form (signed by employee and budget head)
- Proposed Employee Appointment Form (completed by hiring supervisor)
- Proposed Employee Clearance Form (completed by hiring supervisor)
- Letter of Justification for Restricted/ Job Appointment/Detail/CS Rule 6.5g appointments
- Citizenship/Visa Status Verified, 1-20/1-94 provided, if applicable

SOUTHERN UNIVERSITY  
HUMAN RESOURCES

2018 MAY 31 PM 2: 08

College of Science and Engineering  
Office of the Dean  
Suite 212, P.B.S. Pinchback Engineering Building  
P.O. Box 9969, Baton Rouge, Louisiana 70813-0400  
Office: (225) 771-4316 Fax: (225) 771-5721  
patrick\_carriere@subr.edu



May 18, 2018

Dr. Christopher Guillory  
42506 Bart Street  
Gonzales LA 70737

Dear Dr. Christopher Guillory:

It is our pleasure to offer you, subject to the official approval of the Southern University Board of Supervisors, a tenure-track appointment as an Associate Professor of Science and Mathematics Education in the Department of Science and Mathematics Education (SMED) at Southern University and A & M College (SUBR). The initial appointment, if accepted, officially begins on Monday, August 13, 2018.

The following are the conditions of this appointment.

Your initial academic salary will be \$77,000 for nine months. The University will require proof of U.S. citizenship or the appropriate visa status for permanent employment. A candidate for tenure must complete a probationary period. Because your initial appointment as a tenure-track Associate Professor will be on a probationary basis, we are recommending that you be eligible to apply for tenure in three years. However, this probationary period shall not exceed a period of seven years. The general provisions of your employment will be governed by the policies outlined in the *Southern University – Baton Rouge Faculty Handbook*.

The duties of the position require you to teach graduate courses, assume student advising responsibilities, supervise graduate students, direct dissertation research and develop and sustain an independent, extramurally sponsored research program. The teaching load will be two graduate courses per semester. You are expected to participate in the SMED Ph.D. program, therefore, you must apply during your first week of employment to the Graduate School at SUBR for Graduate Faculty Status and be officially approved. All faculty members are encouraged to obtain research funds from external agencies for their summer support, which is paid at your academic year monthly rate.

The payroll system at Southern University pays the 9-month academic year salaries from August through May. You will receive 1/10<sup>th</sup> of your academic year salary on the last working day of each month beginning in August and continuing through May of the following year. Should you receive external funding, additional summer support funds are paid based on your monthly academic year rate (1/9<sup>th</sup> of your academic year salary). The summer payments are paid on the last working day of the requested summer month (June, July, and August).

Southern University has an attractive benefits program and an excellent environment for professional growth and development. Benefits at SUBR include both life and health insurance, and a retirement plan. You may