FLORIDA A&M UNIVRSITY
BOARD OF TRUSTEES

TRUSTEE – STUDENT AFFAIRS COMMITTEE
Grand Ballroom
February 6, 2013
Time: 11:30 a.m. – 12:30 p.m.

Committee Members:

Trustee Torey Alston, Chairman
Trustee Narayan Persaud
Trustee Belinda Reed Shannon
Trustee Marjorie Turnbull
Trustee Marissa West

AGENDA

I. Approval of the October 31, 2012 meeting…………………………………Trustee Torey Alston

Informational Items

I. Student Government Association Updates   Trustee Marissa West

II. Division of Student Affairs   Vice President William Hudson, Jr.
   A. Enrollment Update
   B. Update on LBGTQ FACT Finding Committee?
   C. Update on Financial Aid
   D. Update on Anti-Hazing
   E. Campus Safety Update
   F. Introduction of Women's Flag Football Team

III. Adjournment

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TRUSTEE-STUDENT AFFAIRS COMMITTEE NOTES
October 31, 2012

The members of the Trustee-Student Affairs Committee had two (2) action items and several informational items to report.

The first action was a request for approval of the minutes from the August 15, 2012 meeting. The minutes were accepted as presented.

The second action was a request for approval of Profile Admits – 2012/2014 Academic Year. It was recommended that the Florida A&M University Board of Trustees approve enrolling a maximum of 500 profile (admits) assessors within the category of first-time-in-college (FTIC students, for Fall 2013. This action item was approved.

Trustee Marissa West gave a brief update on the Student Government Affairs.

Vice President William Hudson, Jr., gave an update on the Intake Process. One Hundred Five clubs and organizations were certified during the 2012/13 academic year. Twenty-two of those clubs/organizations signed up to participate in Fall membership recruitment. Two organizations were placed on inactive status due to violations of the Intake requirement rules.

All student clubs and organizations at Florida A&M University must be registered with the Office of Student Activities. Clubs and organizations are classified as academic groups, membership recruitment groups, non-membership recruitment groups, and intake groups.

Students who knowingly, with the intent to deceive, falsify records or give misleading information, oral or written, is subject to charges of deliberate deception. Penalty range: Probation to expulsion. FAMU Regulation 2.012(10)(f). Student will be given opportunity for a hearing in accordance with Student Code of Conduct. Due process rights, as with any disciplinary case, will be afforded.

Vice President Hudson further gave an update on the LBGTQ Fact Finding Committee. The membership of the LBGT Fact Finding Committee is representative of the campus community including students, faculty, staff and community members. Individuals that identify as gay, straight and allies are represented. The committee has not yet met this Fall, but has been engaged in several activities.

Additionally, Vice President Hudson briefly discussed the Dress Standard. FAMU students, faculty, and staff begin informing students about the Dress Standards approved by the Board of Trustees in April 2012. The Dress Standards can be found in "The FANG" 2012-2014, pages 80-81. Copies were provided to new students at Orientation Sessions and at the Fall 2012 Faculty Planning Conference. The Orientation Leaders provided information to students in the form of a skit; the mandatory Freshman Year Experience courses provide dress standards in the curriculum. The Office of University Retention, Office of Student Activities and the Quality Enhancement Plan Office (QEP) sponsor the Rattler First Seminar Series in which the Dress Standards are discussed and illustrated by student volunteers. These efforts will be continued to inform students of the Dress Standards and partner with students and faculty through a survey to determine the impact.

It is our commitment to continue to improve the business processes of the financial aid office. The Department of Education visited the University at the request of Interim President Larry Robinson to

provide an institutional assessment. The Department of Education's assessment should be received by President Robinson within the next two (2) weeks.

The Director of Campus Safety Committee chaired by Dr. Ebenezer Oriaku has narrowed the list of applicants to three (3) candidates. These candidates are scheduled to interview on campus the weeks of November 19-27, 2012. Our goal is to have a chief in place by the beginning of the New Year.

The meeting adjourned 3:50 p.m.

Torey Alston, Chairman
Trustee/Student Affairs Committee

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Florida A & M University
Institutional Title IV Assessment Visit Report
December 11, 2012

Introduction

This report is the based on an institutional assessment site visit that was conducted by staff from the Minority Serving and Under Resourced Schools Division (MSURSD) at Florida A & M University from October 23-25, 2012. The assessment was conducted by Dr. Joel V. Harrell, Director, Minority Serving and Under Resourced Schools Division, Mrs. Dolores S. Davis, Training, Technical Assistance and Compliance Team Lead, MSURSD and Mr. James McMillan, HBCU Cluster Lead for MSURSD. It should be noted that this assessment was conducted at the request of the institution and was not precipitated by any known institutional instances of non-compliance with current Title IV rules and regulations.

General Institutional Observations/Recommendations

As part of this assessment visit, the team engaged in several conversations with the President and other senior administrators at the institution that provide direct supervision of the Title IV programs. Based on those conversations, it is the team's opinion that institutional officials are completely focused on creating a Title IV student aid delivery system and environment that is not only fully compliant with rules and regulations but one that is fully supportive of overall institutional student success and program completion goals. The institution is to be commended for setting goals that not only exceed minimum compliance requirements but that also provide a model for an exemplary student aid program for institutions of comparable size in terms of student enrollment and total Title IV dollars administered.

Observations/Recommendations

Student Financial Aid Office Staffing Issues/Concerns

1.   <u>Observation:</u> Using the model that has been adopted by the National Association of Student Financial Aid Administrators, Florida A & M University appears to have an adequate number of FTEs to appropriately administer the Title IV programs at the institution. However, there are four positions that are currently vacant including the Associate Director's position.

Recommendation: The institution should immediately begin the process of advertising and searching to fill each of these positions. The Associate Director position is currently the lead for all of the student information system operations that impact the Title IV programs. The absence of this position has created a significant hardship on staff (increase in manual processing of information) and has negatively impacted the office's ability to provide quality services to students. This lack of key and timely information has led to an increase in telephone calls, walks up inquiries and has negatively impacted the entire student aid delivery system at the university.

2. **Observation:** The current organizational chart and staffing patterns at the institution appear to have been in place for the last three decades and do not reflect emerging industry trends as it relates to providing quality services to students and ensuring a high level of compliance with all Title IV programs. These patterns appear to be what has become comfortable and desirable for the current staff rather than what meets the needs of an emerging and constantly changing student population.

    Recommendation: The institution should seek external assistance/advice in the reorganizing and restructuring of the organizational staffing pattern and model as it pertains to the student financial aid organizational structure. Associate Director level positions should be created that focus specifically on data systems and operations and on customer service and operations. A clear focus/strategy should be developed that recognizes and utilizes social media and other relevant tools for communicating with and providing services to students.

3. **Observation:** The team has noted that the institution has experienced six different individuals in the Financial Aid Director's position in the last ten years. This averages out to be turnover in senior leadership every two years. This frequent turnover in leadership has created an environment in which it is extremely difficult to make a significant change in organizational environment, culture, etc which will result in long term sustainable delivery system improvements.

    Recommendation: We recommend that the institutional reexamine the status/level of this position within the overall institutional human resource environment. This manager is responsible for the appropriate accounting of over $150 million on an annual basis and provides leadership to an organizational entity that impacts significant other institutional outcome measures'. (i.e. retention rates, graduation rates, institutional student loan default rates). It is the team's opinion that this inappropriate status/level has negatively impacted the institutions ability to be more competitive as it seeks to provide long term sustained leadership to this critical area.

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Florida A & M University
Institutional Title IV Assessment Visit Report

<u>**Student Financial Aid Office/Ad-Hoc Reporting Structure**</u>

1.   <u>Observation:</u> There appears to be a lack of routine adhoc student financial aid management reports and other documents which speak to the overall effectiveness and productivity of the student financial aid team. During the visit, the team was provided with several screen shots and other images from the current student information system (PeopleSoft). However, we saw no evidence of detailed management reports which provided historical benchmarks and current indicators of work levels. Institutions similar to Florida A & M in size and scope tend to have a detailed management report that is shared with senior administrators on a frequent base (weekly/monthly) which provides a clear indication of the status of current year operations as compared to previous years. This is a critical monitoring and management tool that appears to be missing.

   <u>Recommendation:</u> Senior institutional officials that are responsible for Title IV oversight at the institution should immediately work with student financial aid office leadership in the development of a comprehensive adhoc reporting process that enables senior management to monitor application, disbursement, student inquiries, visits and other measureable trends that impact the student aid deliv very systems. The visiting team fully understands that most software packages, PeopleSoft included, do not provide out of the box sufficient ad-hoc reporting structures and that these have to be developed. The absence of such tools is a clear indication that decisions are being made in a manner that is not being driven by data. We will speak to this issue more in the technology infrastructure section.

<u>**Student Financial Aid Office: Technology Infrastructure**</u>

1.   <u>Observation:</u> One of the cornerstones for an effective student financial aid delivery system for an institution of FAMU's size and scope is a reliable, adequately functioning and appropriately managed student information system for the delivery of Title IV funds. The team is in full agreement that the current tool that is being used, PeopleSoft, has the capability of providing this support. The team is also in full agreement that the institution has yet to fully take advantage of this tool in spite of almost eight years of utilization. The team is also concerned that the overall Institutional Technology leadership/structure is one that appears to not be sensitive or does not fully understand the role and scope of the Title IV programs operations and the institutional consequences of a non-collaborative relationship as it pertains to internal IT decisions. Listed below are clear outcomes of what we see as evidence of this scenario. (This is only a partial listing)

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- Ineffective student portal for the sharing of information regarding the student aid delivery process.
- Inadequate and non-time sensitive plan for the uploading of software bundles and packages that impact the student aid delivery system.
- No opportunity for the appropriate testing of new software bundles and packages prior to full production use. While test environments appear to be available, there were not being utilized by the student financial aid staff.
- Software bundles are not fully loaded and therefore full functionality is lost with many bundles.
- Many routine functions that should be automated at this point (Non-Federal Awards packaging procedures) are being manually handled by staff.

Recommendation: The institution should immediately begin the process of advertising, recruiting and selecting a seasoned and experienced Associate Director of Student Financial Aid that brings the prerequisite student financial aid (PeopleSoft) skill sets to the current organizational environment. If the institution continues with its current IT model in which the student financial aid office will assume the primary responsibility for all major aspects of this responsibility with minimal central IT support, this becomes one of the key positions within this area.

Overall Institutional Title IV Monthly Reconciliation Requirements

1. **Observation:** The team observed that the institution is not performing a monthly reconciliation of all Title IV programs as required by current federal regulations. It also appears that many third-party non-federal financial aid resources are not being adequately tracked and monitored which could lead to over awarding and in some cases significant delays in the receipt of Title IV funds. It also appears that the reconciliation is being unilaterally performed by staff in the University Comptroller's office without input from the student financial aid area as well as the use of the appropriate internal FSA systems (i.e. G5, COD)

   Recommendation: The team is recommending that the university implement a Title IV reconciliation process that involves staff from all impacted areas (student financial services, student financial aid, accounting and the Comptroller's office) and that the FSA internal record systems G5 and COD are an integral part of this process.

Institutional Student Aid/Student Financial Services Customer Environment

1. **Observation:** Given the size and scope of the Title IV student financial aid operations at the institution, the team is concerned about the overall physical environment that exist for students and staffs in the student financial aid and student financial services areas. We would also extend this concern to the student related functions of Registration and Records. These offices are located in an older campus building that was clearly never constructed or designed for such services. This building is also located in a corner of the campus geographically that removed from the mainstream or flow of student traffic. In light of current technology and student-centered models for delivering of such services, the team views the current office environments for each of these units to not be conducive for the effective delivery of services to students, parents and other constituent groups.

   Recommendation: The institution should immediately begin the process of exploring a more centralized and up to date facility for the provision of these key services to students. A technology savvy environment with an opportunity for students to self-serve and address routine administrative processes and procedures would add great value to the overall student/customer experience at the university.

Student Financial Aid /Written Documentation of Internal Operating Procedures

Observations: Based on discussions with student financial aid leadership and staff the team is of the opinion that little or no written documentation was maintained as it pertained to the daily operational procedures and processes associated with the management of Title IV aid in the PeopleSoft software environment. This was highlighted by the departure of the previous Associate Director of Student Financial Aid who appeared to be the individual that had maintained all of these unwritten processes and procedures in such a format that there were not useable by the institutional student aid staff upon her departure. The team is further of the opinion that there has been some regression of automated processes and services over the last eight-twelve months and the staff has become more entrapped into a never ending string of constant manual work arounds.

Recommendations: The institution should begin the process of documenting in writing all procedures and processes that are used in the administration of student aid in the PeopleSoft environment. This documentation becomes essential as it relates to the onboarding of new employees and the continuous training and retraining of current employees.