

For Distribution

MINUTES

PRESIDENT'S CABINET

March 30, 2004

8:30 a.m.

Members present: Dr. Stephen T. Hulbert, Dr. Eugene Dial, Dr. David Boudreaux, Mr. Larry Howell, Mr. Lionel Naquin, Jr., Mrs. Sharon Daigle, Mr. Mike Davis, Mr. Mike Delaune and Miss Stephanie Caballero.

Members absent:

Guests Present: Dr. Laynie Pizzolatto

1. Privatized Housing for Scholarship Candidates – Dr. Dial

Need to develop a program. Larry Howell and Eugene Dial will work on a proposal for a scholar's community. Dr. Dial will talk to John Doucet (Honor's Program) and Residential Services in developing the proposal. It is premature to discuss at the moment, but feels we need to do it.

2. Confidential Letters – Dr. Hulbert

Discussion followed. It does not matter who wrote it, but we needed to listen and ask for input. We needed to change behavior across the campus and be more customer oriented. Dr. Hulbert stated that we needed to have a Customer Service Program.

3. Visitor Parking Lot – Dr. Dial

Just wanted to introduce concept and wanted feed back as to what Cabinet thought of the concept of having a visitor parking lot. Student's biggest complaint is so many blocked off areas for event parking. Dr. Hulbert stated that after Dr. Dial had it formed, it first had to go to Parking Committee. Dr. Hulbert stated that we were not going to rush to make a change; he wants it to go to the Parking Committee where there is student membership. Dr. Hulbert stated this could be a significant change - it may become part of a bond package.

Dr. Pizzolatto entered the meeting – 9:00 a.m.

4. SACS – Dr. Pizzolatto

Dr. Pizzolatto handed out the Readiness Audit Report. She also handed out the 42 recommendations from 1995 SACS review.

Dr. Hulbert wants each vice president to review these documents, in detail, to make sure we have stepped up to these issues.

Dr. Pizzolatto handed out the addendum with recommended improvements in the audit report, also, a report on what the committee has done at this point (the fixes in progress). This is what Dr. Pizzolatto wants to go over with the Vice Presidents today.

Dr. Hulbert asked if anyone had done an analysis of all the handed out documents, indicating compliance or lack of compliance, of what has occurred. Dr. Pizzolatto stated that they have done an analysis of the 73 principles but not on this document. Dr. Hulbert stated that we did need to do the analysis of all the handed out documents, indicating compliance or lack of compliance, and take a look at what we needed to clean up.

Dr. Hulbert asked if we had an official Policy and Procedure Manual for the University. Mr. Howell and Mr. Naquin stated no. Mr. Howell stated that we have a faculty handbook, an administrator's handbook and a staff handbook. Dr. Al Davis is working on combining all three. Dr. Hulbert asked if there was a policy on policies (how does policy become policy). Dr. Pizzolatto asked how this would be done, would Dr. Hulbert appoint a committee. Dr. Hulbert suggested to Dr. Pizzolatto, to ask Al Davis to look on the web to see if he can find some policy documents that guide the development of such documents within a university environment. Mrs. Daigle stated that we have some good ones within the system. Dr. Hulbert stated that an electronic manual is the way to go. Dr. Hulbert stated that there should only be one official written copy of everything, with a sign off on it, and, that is determined by the policy procedure. It is usually kept in the President's Office or some location that is responsible for the manual.

Dr. Pizzolatto would like to incorporate the use of rules in the document. For example, when the Board hands down a mandate, that is pretty much a rule, she stated. If we use the term "rule" instead of policy, we can differentiate between what is just something we are doing at Nicholls versus what is coming down from the Board. Dr. Hulbert stated that when Dr. Al Davis is ready to do this, to let's come back and let's talk about this.

Dr. Hulbert asked, when the president of the university does his annual evaluation, does that evolve from planning within the Cabinet? He stated, for the future years, we would sit down in the spring months/early summer and analyze what his goals and objectives were and what was accomplished, and we would talk about the next series of goals and objectives. We will put together the performance goals. It needs to link to the planning process and the campus. When Dr. Hulbert has goals, they will be goals we share, so that it's not just Dr. Hulbert accomplishing something but we're all accomplishing it. It is all connected.

Dr. Hulbert stated that he referred to our strategic plan in planning his goals and he felt that was not a strategic plan. Mr. Howell stated that we are at the end of that strategic plan process. Mr. Howell stated that we needed to start the process for the 2005-2009. Dr. Hulbert would like to start the new strategic plan right now. He would like to have a new mission statement, which is revised and reflects where we are right now and where we are moving to, especially with 2005. He would like to have a new set of goals and objectives that are tied more closely to Regents and more closely to our mission, our evolving mission. We're to the point where we should be initiating a

planning process, with 2005 coming in January, that we have a new plan that goes 2005 and forward for 5 years. Dr. Pizzolatto stated that she thinks SACS looks for the continuity there, if in the narrative we pull illustrations from the past of the institution plan, show how the process has been in place, and then the narrative will show that we are now in the process of going through another phase. SACS wants to see that the process is in place.

Dr. Pizzolatto feels this upcoming strategic plan will be linked together in the annual planning and we will use it. She feels, because of this, people will be more enthusiastic regarding the strategic plan.

Mr. Howell stated that we also had an edict from Regents, through Supervisors, to us, stating the elements for our strategic plan. For a while, we had an internal and external plan. The external plan had to be linked to Supervisors, linked to Regents, which was linked to Vision 2020.

Dr. Hulbert stated, for the next Strategic Plan, he is looking for goals that you can actually design objectives around to progressively move the institution to some point. It will need to be more focused. Dr. Pizzolatto stated that we needed to link all elements of the University to the Strategic Plan.

Mr. Howell stated that part of the problem was the edict from the Board stating what our goals were. Dr. Dial stated that they were judging our performance based on how we met their goals, not on how we met our goals. Mr. Howell feels that we still needed to have internal and external goals, depending on what we receive from the Board. Mr. Howell would like to have someone come down who knows how to organize and set up a strategic plan, so that it is workable. Dr. Hulbert added, saying something that is focused on the end, rather than multiple file drawers of material. It needs to be focused on getting something accomplished reasonably fast. Dr. Hulbert stated that he would rather have a business model strategic planning process and consultant rather than an academic one.

NOTE: Dr. Hulbert wants to have a small group session around planning and the next stage of planning to include Dr. Pizzolatto. Dr. Hulbert wants to schedule and start looking for consultants (Peat Marick or someone).

Dr. Boudreaux stated that the Foundation, on Monday, was conducting a retreat and the whole setting is strategic planning as part of that retreat. Dr. Hulbert is planning on looking at those consultants.

Dr. Pizzolatto stated that anyone in the College of Business could facilitate a strategic plan, but she feels that is not the right way to go because of possible bias. Dr. Hulbert agreed but stated that he wants to have the assistance from those people moving the process.

Mr. Delaune inquired if we had people in the College of Business that could do an impact study. Dr. Pizzolatto stated Morris Coats.

Dr. Pizzolatto asked how far down the flow chart do people set policy? Where are policies made? She stated that we needed to have job descriptions for all of those positions at the level where policies are made. Dr. Pizzolatto stated that she did get job descriptions for President and Vice Presidents, but feels they needed to be

updated. She asked who is supposed to keep this updated, who writes the job description and who ultimately approves to make it official.

NOTE: Link this conversation about planning to add unclassified evaluation and position descriptions.

Dr. Pizzolatto stated that they have a problem with Distance Education and Continuing Education and how their goals were linked to the mission. They are not clear as to the policy regarding them. Dr. Pizzolatto thinks she read somewhere that SACS may be getting ready to change the criteria for Distance Education. Mr. Howell will have to look at this because Distance Ed and Continuing Ed had to offer the same services and same rigor as a regular Education course. Dr. Pizzolatto stated that the criteria states that it has to be consistent with our mission and it's not documented anywhere.

Dr. Pizzolatto stated that 3.2.5. is for Dr. Hulbert, as it states the criteria that members of the governing board can be dismissed only for cause and by due process. Dr. Pizzolatto stated that, what they have discovered is that there is no removal except for non-reappointment. Dr. Hulbert stated that he would bring it up with Dr. Clausen.

Dr. Pizzolatto stated one of the criteria required is that recruitment material presentation, accurately represent the institution's practices and policies. Where is our policy for external and internal communications? For example, are there procedures which indicate what should be included in those materials, such as, do we want to include the logo and do we have disclaimers? Are departments putting out information about their program, and just sending it out without approval? Do all the flyers that each department distributes about their program, do so without having to get approval? Do departments have to go through a common chain to make sure they are not saying anything they are not supposed to say?

Dr. Dial stated that one of the things that had to be put on a fast track was that, when the Noel Levitz consultant was here last week, one of the criticisms he had was that we did not have a theme focus for recruitment for next year or further out. He stated that publications needed to be structured around the theme so that there is continuity. Dr. Pizzolatto stated that we need to have a policy on how we handle that, so that when we do make a change, others will be able to know about it.

Regarding the policy makers in the flow chart, Mr. Howell stated that any Director could be making policy with the approval up the chain. Dr. Pizzolatto stated that she would need good job descriptions on those positions. Dr. Pizzolatto stated that she would come up with an overall recommendation.

Dr. Pizzolatto recommended that we have a planning or assessment web page which has links to assessment processing techniques. She stated, we need to have tools to help the faculty and staff.

Dr. Pizzolatto stated that Gen Ed is moving right in the area they need to be. This may cost a little money because whoever is head of this committee will need release time.

Another recommendation, Dr. Pizzolatto stated, they need some type of central location for policy and procedure coordinator/coordination office; someone who can take ownership of this process. Once this is in place, no policy or procedure can take place unless it goes through this particular body.

Dr. Pizzolatto stated regarding the University Bulletin, this is the most important document on the University campus. She has determined that no one has total ownership of the Bulletin. Betty Elfert does a great job with the curriculum part of it, but, what about the 100 pages before the curriculum? Also, Dr. Pizzolatto stated that if you look from one college to the next, there is not much consistency on how they present their information.

Mechanism for standardizing University communications, Dr. Pizzolatto stated that we needed to have a clear policy coming out of University Relations and it has to be communicated.

Dr. Hulbert asked Mike Delaune to do some research to see if there are other documents and other institutions, sister institutions, that could give us some guidance with this. Mr. Delaune stated that he is aware of LSU but does not know if they address all the issues. Dr. Hulbert said to look to see if he can find a framework that we could use.

Dr. Pizzolatto stated, in preparation for SACS, she wants all policies and procedures pertaining to each office, all copies of forms, submitted to her, electronically. She will organize. Dr. Hulbert is requesting that the Vice Presidents review, in their own areas, this issue, and to make sure all material is sent to Dr. Pizzolatto, electronically. It is requested that the Vice Presidents insure they have some assurance that the submitted documents have been appropriately developed and approved. If not, they better take a look at the document. Dr. Pizzolatto stated that only the Nicholls community will be able to get to this information, it is not on the web. Mr. Howell stated that with the proper server, which would cost money, they can do it to look just like the web; it's not tied in to the outside world only for the Nicholls campus.

Dr. Hulbert stated that we would look at Policy on Policies.

Dr. Pizzolatto left the meeting.

5. Mascot – Mike Delaune shared with Jaret Hubbell the internal audience letter and the external press release and Mr. Hubbell was fine with both of them.

Discussion followed on Press Release for Mascot. Dr. Hulbert wants both cleaned up and brought to him to look at one last time. He will share it with Dr. Betty Kleen so she will have in advance.

Dr. Hulbert will call Paul Hypolite and talk to him about the press release.

6. Dr. Hulbert asked Dr. Boudreaux for the cost of doing the branding market study. Dr. Boudreaux stated it was \$47,000-\$49,000 with the consultant Dick Planck.

7. Scholarships – Dr. Hulbert

Dr. Hulbert handed out information he received at the President's Council (BOS meeting). He stated that Dr. Falcon handed it out and stated that Nicholls asked that

this be reviewed, because, Nicholls is in a position to award more scholarships than current policy would allow. The Board of Supervisors approved it without any question. When they went into President's Council, Dr. Falcon passed it around again. Dr. Clausen asked the question as to why they had a ceiling on scholarships to begin with. (Dr. Hulbert stated to us, that the policy was developed as a response to a problem and trying to control competition among institutions). Dr. Hulbert asked the Cabinet what problem we had, right now, in terms of the scholarships we are giving.

Dr. Hulbert feels this policy should disappear. He intends to push it and wants his Vice Presidents to push it in their BOS committee meetings. Mr. Howell stated that they are only allowing so many of the scholarships for the Board of Supervisors' Scholarships. Other scholarships are called many other different types of names.

Dr. Hulbert asked Dr. Dial if he had a series of definitions. Dr. Dial stated yes. Dr. Hulbert as if he had any type of charting of what we spent by numbers and dollars last year and what we spent this year? Dr. Dial will submit.

Dr. Hulbert asked Dr. Dial to look at the Morning Advocate article talking about Southeastern's University funded scholarships and do comparisons. Dr. Hulbert stated that we may want to get a message out on what we're doing. That would be another positive about what Nicholls is doing.

8. Dr. Hulbert noticed a flyer on economic impact in Dr. Clausen's office. It was attractive and done by an independent contractor. Dr. Hulbert will be passing out the flyers and wants us to check on this company and how much they charge for doing these types of studies. He wants us to find out the cost and mechanics for doing this study. Dr. Boudreaux asked if Dr. Hulbert wanted to submit this as a Foundation goal. Dr. Hulbert stated that might be an interesting one they could talk about. Mr. Naquin stated that when we did the strategic plan last time, the Foundation provided funding for the firm (Peat Marick). Mr. Naquin stated that if the Foundation is unable to fund the impact study, it would be better for us to do before June 30, 2004 (this fiscal year).

9. Dr. Hulbert stated that he is working on the concept of initiating a review of Athletics. SLEC is presently doing a study of Athletics.

10. Dr. Hulbert stated that he talked about the budget issues at the Supervisors' meeting. He stated to them he was surprised not to receive any instruction from the Supervisors. Some of the presidents from the other universities stated how they were budgeting. He stated the annual deficit, of unfunded mandated costs increases for the System universities, goes from 1.3 to 4 million for bigger institutions. He inquired as to what they were doing and determined no one was doing the same thing.

Mr. Naquin gave handout of Analysis of Preliminary Budget for Fiscal Year 2004-2005 to discussed budget issues. The strategy is to hold back half of what we think the total mandated costs will be.

Mr. Howell stated he is looking at doing a percent decrease from each dean and also freezing unfilled funded positions.

Mr. Naquin stated that we needed to decide what our position would be so everyone is doing the same thing. Dr. Hulbert stated that whatever we agree to, a couple of the Cabinet members would write up a statement that would be issued as to what we are doing together.

Mr. Naquin stated that this is just to be prepared in case we do not receive the appropriate funding from the Legislature. This is a contingency plan in case we do have to implement the cuts.

Mr. Howell stated that when he talked to the deans, that was how he explained it to them. If we do receive some of the funding, then we can go back to the deans and say we are able to give you another percent and let them decide on how to use those reinstated funds.

Dr. Hulbert stated Mr. Naquin and Mr. Howell needed to do a budget review.

Dr. Dial stated that he suggests going with 4%. He said, if you add scholarships that may come to \$250,000 or \$300,000 depending on tuition costs, leaving only \$200,000 for utilities, not leaving any flexibility. If you want to fill a key position or some type of emergency arises you have some flexibility. He would rather go with the 4% and give back later, rather than go with the 3% then possibly have to go back to 4%. Dr. Dial stated this would be 4% of the total operation budget. This would not apply to System's Budget.

Dr. Dial asked if it would help if we went to civil service people regarding earning overtime compared to getting compensatory time (equal time off). Dr. Hulbert stated that he has noticed that we have an extraordinary generous compensatory leave program. He feels we do have a right to manage compensatory leave. We can tell the employee that they have to stop working at this point in time and go home.

Mr. Howell agrees with the 4% excluding related benefits and operating services.

Mr. Naquin stated that the 4% figure is based on the total operating budget. They can get it from any place they want, but it is the total budget. Mr. Naquin feels like he can go with the 4%, but is concerned as to how we inform our people. He does not want it to sound like we're hitting the panic button.

Dr. Hulbert stated that we were going with the 4% and wants Mr. Naquin and Mr. Howell to write something to the university community as to why we're doing this and include instructions. Dr. Hulbert will edit and then we'll put out as a message to the university community.

Mr. Howell will give the message this afternoon in the Academic Council meeting.

Dr. Hulbert stated that one of the messages he wants us to focus on is the maintenance of the FTE, and Mr. Howell added, that's without decreasing services. Dr. Hulbert agreed.

Mr. Howell stated for the academic community, especially, that they will have to be creative. They may have to increase class sizes; may have to have more adjuncts; may have to cut some of the smaller graduate classes.

Dr. Dial asked Mr. Naquin how much of attrition did he want to include in the planning. Mr. Naquin stated not to include attrition.

11. Dr. Hulbert stated that he wanted to hear from each vice president their opinion of the candidates for provost.

Meeting Adjourned at 11:45 a.m.

President's Cabinet Meeting

Things we agreed to do:

1. Vice Presidents

Dr. Pizzolatto handed out the Readiness Audit Report. She also handed out the 42 recommendations from 1995 SACS review.

Dr. Hulbert wants each vice president to review these documents, in detail, to make sure we have stepped up to these issues.

2. Vice Presidents

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3. Mr. Howell

Dr. Hulbert asked if there was a policy on policies (how does policy become policy). Dr. Pizzolatto asked how this would be done, would Dr. Hulbert appoint a committee. Dr. Hulbert suggested to Dr. Pizzolatto, to ask Al Davis to look on the web to see if he can find some policy documents that guide the development of such documents within a university environment.

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8. All Vice President – Mike Davis – Sharon Daigle

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13. Mr. Naquin – Mr. Howell

Dr. Hulbert stated Mr. Naquin and Mr. Howell needed to do a budget review.

14. Mr. Naquin – Mr. Howell

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