

SECOND DRAFT
Florida A&M University



**Action Plans Required for
Delivery of Enhanced
Business Processes**

Board of Trustees

**Fred Gainous
President**

EXECUTIVE OVERVIEW

This document describes, in detail, eight action plans that were developed as part of ongoing efforts to enhance business processes and accelerate the resolution of issues associated with these processes at Florida A&M University (FAMU). The business processes addressed in these action plans are critical to the attainment of the University's mission. It also provides the accountability to the FAMU Board of Trustees (BOT) and the Department of Education (DOE).

The elements in these plans will be used to support the continuous growth and development of the University in a manner that is consistent with its core values. Specifically, the eight action plans contained within this document are designed to provide an engaging, actionable and accountable implementation chronology for current macro-level financial and non-financial issues at FAMU. The action plans were developed by the President and his senior leadership team with input from subject-matter experts from impacted areas of the University, to include collaboration with KPMG LLP, and the staff of DOE.

The eight action plans are:

1. Reconcile the Asset Balance on the Financial Statements: \$1,842,180 Issue;
2. KPMG LLP Consulting Services: Accelerate and Expedite Analysis Efforts; Develop Plans for Implementing Accepting the Recommendations;
3. Hire a Vice President for Administrative and Fiscal Affairs;
4. Prepare a Financial Plan for the Long-term Viability of FAMU;
5. Analyze and Develop Enhancements to the Financial Aid Delivery System;
6. Strengthen and Enhance FAMU's Brand, Image and Messaging;
7. Develop and Implement the Transition Plan [Florida Accounting Information Resource System (FLAIR), Devolution Plan]; and

8. Analyze, Develop and Implement a Short-term Bridging Plan for the Ineffective Financial Records, Student, Financial and Human Resources Administrative Software.

Each action plan is subdivided into the five sections shown below:

- I. Quantifiable Objective (s)
- II. Summary of Present Condition
- III. Summary Statement of Improvement Opportunity
- IV. Key Tactics to be Pursued to Achieve Improvement
- V. Milestones

The eight action plans contain 34 quantifiable objectives and 143 milestones. The implementation timeline of each action plan is guided by its milestones. In many instances, the implementation of these plans will involve the hiring, assessing and training of key personnel. It will also be necessary to reallocate resources (human and other), enhance internal and external communication and totally re-engineer various processes. Internal and external changes beyond the control of Florida A&M University may require adjustments to the quantifiable objectives, tactics and milestones of the action plan impacted.

The President retains primary responsibility for managing and monitoring the accomplishment of all stated and quantifiable objectives. The Vice Presidents have primary responsibility for managing the accomplishment of each *milestone* pursuant to directives from the President. The President will use Section V (Milestones) of each action plan as an accountability and tracking tool to advance the implementation and progress made on each quantifiable objective.

INTRODUCTION

As stated in the recently approved mission statement, "*Florida A&M University (FAMU) is committed to inspirational teaching, exemplary research and meaningful public and community service*". In support of the achievement of its mission, the University is guided by several core values including integrity, ethics, accountability and fiscal responsibility. The Florida A&M University Board of Trustees (BOT) along with the University President and his administration are the stewards of a complex enterprise consisting of students, faculty, staff facilities and an operating budget totaling \$332,651,198 for the fiscal year (FY) 2003-2004.

Many of the services provided by university personnel to students, alumni, the Florida Department of Education (DOE), and other stakeholder groups depend upon efficient and effective use of these funds and the timely exchange of information with the appropriate State of Florida agencies. The action plans were developed as part of ongoing efforts to enhance specific business processes and accelerate the resolution of issues associated with these processes. Collectively, these plans support the continuous growth and development of the University in a manner consistent with its mission, vision, core values and its new organizational status.

The eight action plans, contained within this document and referenced in the Executive Overview, provide an engaging, actionable and accountable implementation chronology for current macro-level financial and non-financial issues at Florida A&M University. The action plans were developed by the President and his senior leadership team with input from subject-matter experts from affected areas of the University, KPMG LLP, and the Florida Board of Education. In some instances, these plans involve hiring, assessing and training key personnel and result in organizational realignment and re-engineering of various processes. When necessary, this approach and structure will be used when developing resolutions for on-going management related issues. An emerging strategic planning process will be utilized concurrently to address broader concerns necessary for the achievement of the University's mission.

The following discussion provides a framework for understanding how to interpret the eight component action plans and describes how each will be employed as a vehicle for optimizing the University's ability to achieve the quantifiable objectives delineated herein.

The Action Plans

Each action plan is subdivided into five sections as described below:

- | | |
|--|--|
| I. Quantifiable objective * | An actionable and measurable accomplishment |
| II. Summary of present condition | Current environment |
| III. Summary statement of improvement opportunity | Impact of expected outcomes |
| IV. Key tactics to be pursued to achieve improvement * | A broad (macro) action step |
| V. Milestones * | Detailed operational action steps. These detailed (micro) action steps may require adjustment over time but will be completed within the timeframe prescribed by the related quantifiable objective. |

****Internal and external changes beyond the control of Florida A&M University may require adjustments to the quantifiable objectives, tactics and milestones of the action plan impacted.***

FLORIDA A&M UNIVERSITY

**Action Plans Required for
Delivery of Enhanced Business Processes**

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**ACTION PLANS REQUIRED FOR DELIVERY OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003

Responsible Executive: Hanna

Action Plan: 001

Title: Reconcile \$1,842,180 Discrepancy on FY 2002-2003
Financial Staments

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Analyze and resolve the difference of \$1,842,180 that exists between the net assets as reported on the Statement of Net Assets and the Statement of Changes in net assets reported for the Fiscal Year (FY) ended June 30, 2003, by December 31, 2003.* T= 1,2,3,4,5,6

**(The final decision as to disposition and date of resolution will be made by the State of Florida's Auditor General)*

- 2. Complete the assessment, evaluation and training of staff in all of the business processes related to the timely submission of fiscal year end financial statements by March 1, 2004. T= 7,9,10,11
-

II. SUMMARY OF PRESENT CONDITION

- The upgrade in skills and technology has not kept pace with the processes needed to submit timely financial statements further complicated by rapid staff turnover.
- The difference between the net assets has not been reconciled.
- The Auditor General's office, KPMG LLP, Department of Education (DOE) and University's staff continue to devote significant time to the reconciliation.

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- The University will have an accurate and balanced financial statements for the period ended June 30, 2003.
 - The Controller's office will have enhanced knowledge as to the process requirements base for the preparation and timely submission of financial statements.
 - Accurate beginning balances for the FY 2003-04 financial statements will result.
-

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. The Auditor General's staff, KPMG LLP, DOE and University's staff will continue to devote significant time and resources to the reconciliation and analysis. MS= 1,2,3
- 2. Conduct a balance sheet account validation through a comparison to detail and determine if write-off of asset balance is required. MS= 1,2
- 3. If write-off is required, work with the Auditor General to determine what other actions related to this write-off are required. MS= 4,5,8
- 4. The Interim Vice President for Administrative and Fiscal Affairs will receive a recommended closeout procedure from the Auditor General's office for Florida A&M University's approval and sign off. MS= 8,9
- 5. Recommended entries will be verified and postings signed off by KPMG LLP. MS= 7
- 6. Complete interim financial statements for the period ending March 31, 2004. MS= 16
- 7. Review, assess, evaluate key leadership personnel and upgrade staff as a whole. MS= 10

- 8. Proactively facilitate the timely submission of fiscal year end financial statements. MS= 10,11,12,13
- 9. Conduct an assessment of resource needs (human and other) for this functional area. MS= 14
- 10. Employee staffing requirements will be evaluated to maximize productivity and implementation of this plan. MS= 15
- 11. Determine information technology competencies and upgrade skill levels. MS= 15

ACTION PLAN (Continued)*
Action Plan #: 001

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
1	Reconcile \$1,842,180 discrepancy on FY 2002-03 financial statements	Watson KPMG LLP DOE	12/4/2003	12/31/2003		
2	Validate balance sheet accounts to determine if write-off is required	Watson KPMG LLP DOE	12/4/2003	12/31/2004		
3	Discuss results of University's, DOE's and KPMG LLP's analysis with staff from the Auditor General's Office	Watson KPMG LLP DOE	12/4/2003	12/31/2003		
4	Request final determination for resolution of discrepancy from the Auditor General's (AG) Office staff if write-off is required	Watson	12/4/2003	12/19/2003		
5	Request instruction from AG staff for any other actions required by discrepancy resolution	Watson	12/4/2003	12/19/2003		
6	Request review of AG's recommended action by KPMG LLP	Watson	12/4/2003	12/19/2003		
7	Receive review from KPMG LLP of AG's recommended action to resolve discrepancy	Hanna Watson	12/4/2003	12/19/2003		
8	Request review and acceptance of recommended action by Florida A&M University if write-off is required	Hanna	12/4/2003	12/19/2003		

*Interim milestones may be adjusted. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

ACTION PLAN (Continued)*
Action Plan #: 001

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
9	Prepare and execute approved entries as required by AG to correct the financial statements	Watson	12/4/2003	on-going		
10	Review, evaluate and upgrade current staff involved in the processes	Hanna Watson	12/4/2003	2/28/2004		
11	Assess human and other resource needs	Hanna Watson	12/4/2003	1/15/2004		
12	Request formalized technical training for financial statement preparation from the DFS, Inter-Institutional Committee on Finance Administration (ICOFA), DOE and AG for staff involved in the process					
		Watson	12/4/2003	3/1/2004		
13	Staff involved in the processes will continue to attend conferences that provide training in university accounting, financial statement preparation and fiscal management					
		Watson	12/4/2003	6/1/2004		
14	Develop and implement cross training strategies to improve effectiveness of operations					
		Watson	12/4/2003	3/31/2004		
15	Determine information technology and upgrade skills for staff involved in the processes	Hanna Watson	12/4/2003	3/31/2004		

*Interim milestones may be adjusted. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

ACTION PLAN (Continued)*
Action Plan #: 001

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
16	Begin preparation of interim financial statements for the period 7/1/2003 through 3/31/2004 to validate accuracy of data and proactively facilitate the timely submission of fiscal year end financial statement production to be submitted by May 15, 2004	Watson	12/4/2003	5/15/2004		

*Interim milestones may be adjusted. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

**ACTION PLANS REQUIRED FOR DELIVERY OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003

Responsible Executive: Hanna

Action Plan: 002

Title: KPMG LLP Consulting Services:

- **Accelerate and expedite analysis efforts**
 - **Develop plans for implementing the accepted recommendations**
-

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Request an accelerated timeline and analysis of various processes by December 9, 2003. T= 1
- 2. Receive assistance in reconciling the net assets to changes in net assets on the University's June 30, 2003 financial statements by December 31, 2003. T=1,2
- 3. Conduct an operational study of the University's fixed capital outlay process and provide preliminary recommendations by January 15, 2004. Complete process testing by January 31, 2004 and submit a final report by February 28, 2004. T= 1
- 4. Conduct an operational study of the University's student refund and financial aid process and provide preliminary recommendations by January 15, 2004. Complete process testing by January 31, 2004 and submit a final report by February 28, 2004. T= 1
- 5. Conduct the operational study of the University's contracts and grants accounting function and provide preliminary recommendations by January 15, 2004. Process testing will be completed by January 31, 2004 and a final report presented by February 28, 2004. T= 1
- 6. Complete process testing by January 31, 2004 and submit a final report by February 28, 2004. T= 1

- 7. Receive operational studies of effectiveness and efficiency of various business processes by January 31, 2004. T= 3
 - 8. Develop and begin implementing plans in FCO, student refunds and financial aid, and contract and grants by March 31, 2004. T= 3,4,5,6,7,8
-

II. SUMMARY OF PRESENT CONDITION

- The current contract allows for the deliverables on March 5, 2004 and does not include an accelerated timeline.
 - Assistance is being provided to the University by KMPG LLP.
 - The University submitted its FY 2002-03 year-end financial statements late.
-

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- The reconciliation and balancing of the changes in the net assets for FY ending June 30, 2003, would ensure the University has accurate beginning balances for FY 2003-04 financial statements.
- Implementation of the accepted recommendations resulting from the operational reviews of the Fixed Capital Outlay (FCO) process, contracts and grants, student refunds and financial aid would enable the University to provide accurate accounting and proper disbursement of funds.
- Implementation of the accepted recommendations would assist in the timely and proper disbursement of student financial aid in the future.
- Implementation of accepted recommendations would enable the University to properly account for the FCO, student refunds, financial aid, and contract and grants

for future disbursements and to make sure they are within approved budgets.

- The evaluation related to the effectiveness and efficiency of various business processes would provide the University with the basic business processes necessary for effective operation of the University and the timely preparation of financial reports in the future.
- The University would be able to make more timely management decisions as a result of improved business processes.
- The University will have the ability to make quantifiable improvements which yield more timely and accurate reports and processing activities.

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. Make a formal request of KPMG LLP for an accelerated timeline and analysis of deliverables for FCO, student refund/financial aid and contracts and grants (C&G) accounting processes. MS= 1,4,5,6
- 2. Involve KPMG LLP in the reconciliation of the financial statement discrepancy. MS= 2
- 3. Evaluate the studies and implement the approved recommendations provided. MS= 3,11,12
- 4. Review, assess and evaluate key leadership personnel and upgrade staff as a whole. MS= 7
- 5. Conduct an assessment of resource needs (human and other) for this functional area. MS= 8
- 6. Evaluate employee staffing requirements to maximize productivity and the implementation of this plan. MS= 7
- 7. Determine information technology competencies and upgrade skill levels. MS= 7, 10

- 8. Staff will attend conferences that provide necessary training to facilitate improved productivity. MS= 8
- 9. Develop action plans for implementing solutions to KPMG's recommendations. MS=13

ACTION PLAN (Continued)*
Action Plan #: 002

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
1	Request acceleration of deliverables for fixed capital outlay (FCO), student refund/financial aid and contracts and grants (C&G) accounting processes	Hanna	12/4/2003	12/9/2003		
2	Request assistance to reconcile financial statement discrepancy of \$1,842,180	Watson	12/4/2003	12/31/2003		
3	Request evaluation of adjusting entries and make recommendations for future statement production	Watson	12/4/2003	12/31/2003		
4	Receive operational study from KPMG LLP for FCO, student refund/financial aid and C&G accounting processes	Hanna Gray-Ray Robinson	12/4/2003	1/15/2004		
5	KPMG LLP to perform testing of current FCO, student refund/financial aid and C&G processes and provide final evaluation of effectiveness and efficiency of each area	KPMG LLP Hanna	12/4/2003	1/31/2004		
6	Review, evaluate and upgrade current staff involved in the processes	Watson	12/4/2003	2/28/2004		
7	Develop and implement cross training strategies to improve effectiveness of operations	Watson	12/4/2003	3/31/2004		
8	Staff involved in the processes will attend conferences that provide necessary training to facilitate improved productivity	Watson	12/4/2003	on-going		
9	Assess human and other resource needs	Hanna				
	Determine and upgrade information technology and skills for staff involved in the processes	Watson	12/4/2003	1/15/2004		
10		Hanna Watson	12/4/2003	3/31/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

ACTION PLAN (Continued)*

Action Plan #: 002

V. MILESTONES (MS):

<u>MS #</u>	<u>MILESTONE DESCRIPTION</u>	<u>PERSON RESPONSIBLE</u>	<u>BEGINNING DATE</u>	<u>ORIGINAL COMPLETION DATE</u>	<u>REVISED COMPLETION DATE</u>	<u>ACTUAL COMPLETION DATE</u>
11	Evaluate recommendations for business process improvement as submitted by KPMG LLP	Hanna Watson	1/31/2004	2/28/2004		
12	Develop and implement business process improvements in FCO, student refund/financial aid and contracts and grants accounting processes	Hanna Watson	3/31/2004	5/31/2004		
13	Develop actions plans for implementing solutions to KPMG's recommendations	Watson	3/31/2004	on-going		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

**ACTION PLANS REQUIRED FOR DELIVERY OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003

Responsible Executive: Gainous

Action Plan: 003

Title: Hire a Vice President for Administrative and Fiscal Affairs

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Hire a Vice President for Administrative and Fiscal Affairs by February 28, 2004, with a start date no later than March 31, 2004. T= 1,2,3,4,5,6
-

II. SUMMARY OF PRESENT CONDITION

- The position is currently without a permanent Vice President.
 - An Interim Vice President for Administrative and Fiscal Affairs is currently serving in the position.
-

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- The hiring of the Vice President for Administrative and Fiscal Affairs would provide a continuum for all aspects of management, leadership and business processes for this functional area of the University.
- The University will have the senior Administrative and Fiscal Affairs leadership in place to ensure timely reporting.
- The review and accuracy of management information will be significantly enhanced.

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. Place a concerted focus on exposing the position to local candidates using the print media and various trade publications. MS= 1,2,3
- 2. Conduct applicant screening, interview candidates, make recommendations and report to the BOT reasons for declines. MS= 5,6,7
- 3. Ensure that there is an employment overlap between the newly hired Vice President and the Interim Vice President for Administrative and Fiscal Affairs. MS= 1,2,3,11
- 4. Expand the use of alternative approaches such as online search engines (monster.com, etc.) for the candidate search process and utilize search firms in the process. MS= 7, 10
- 5. Explore the concept of using a multiple-year contract to enhance the hiring of a candidate for the position. MS= 4,9,12
- 6. Hire a Vice President for Administrative and Fiscal Affairs. MS= 9,10

ACTION PLAN (Continued)*
Action Plan #: 003

V. MILESTONES (MS):

<u>MS #</u>	<u>MILESTONE DESCRIPTION</u>	<u>PERSON RESPONSIBLE</u>	<u>BEGINNING DATE</u>	<u>ORIGINAL COMPLETION DATE</u>	<u>REVISED COMPLETION DATE</u>	<u>ACTUAL COMPLETION DATE</u>
1	President reports reasons for decline to BOT	Gainous	4/1/2004	4/30/2004		
2	Advertise in various media including the internet	Robinson	12/4/2003	1/31/2004		
3	Recruit from local area	Gainous				
4	Utilize search firms	Robinson	12/4/2003	2/28/2004		
5	Screen applications	Robinson	12/4/2003	2/28/2004		
6	Conduct interviews	Hanna	12/4/2003	2/28/2004		
7	Make a recommendation to President	Hanna	12/4/2003	2/15/2004		
8	President negotiates logistics for hire	Gainous	2/20/2004	2/28/2004		
9	Select BOT members to interview the finalist	Gainous	12/4/2003	12/15/2003		
10	Hire a candidate	Gainous	12/4/2003	2/28/2004		
11	Employment begins	Gainous	3/31/2004	3/31/2004		
12	Ensure overlap between Interim Vice President and newly hired candidate to facilitate effective transition	Gainous Hanna	3/31/2004	6/30/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

**ACTION PLANS REQUIRED FOR DELIVER OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003

Responsible Executive: Hanna and the
New Vice President

Action Plan: 004

Title: Prepare a Financial Plan for the Long-term Viability of Florida
A&M University

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Implement a monthly cash flow reporting process by March 31, 2004. T= 7
- 2. Implement a twelve-month rolling revenue and expense cash flow forecasting process by January 31, 2004. T= 7,8
- 3. Implement a twelve-month financial budget beginning January 31, 2004. T= 6
- 4. Implement a process to eliminate the over expenditures of contracts and grants by March 31, 2004. T= 2,3,4,5,9
- 5. Implement and operate the University financial system of the ERP/PeopleSoft administrative software by June 30, 2004. T= 1,2,4,10
- 6. Complete and submit accurate and timely year-end University financial statements by September 15, 2004. T= 7,8
- 7. Prepare and begin to implement short and long-term financial plans for approval by the Board of Trustees as listed below:
 - Short term (12-24 month assessment by April 30, 2004).
 - Long term (5 and 10 year plus assessment by July 31, 2004). T= 8

II. SUMMARY OF PRESENT CONDITION

- A revenue and expense cash flow analysis is done but is not sufficiently comprehensive.
- Revenues and expenses are forecasted annually.
- Existing processes used for monitoring contracts and grants expenditures are not sufficient to result in necessary controls.
- Existing processes for managing the increasing volume of contracts and grants is inadequate.
- The financial component of the ERP/PeopleSoft software is being implemented.
- The University's financial statements for FY 2002/03 was not submitted accurately nor on a timely basis.
- The University is currently in the final year of its 1999-2004 Strategic Plan. The fiscal year 2003-04 represents the last year of the financial component of that Plan.
- There is a lack of coordinated communication between offices responsible for contracts and grants administration.

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- The monthly revenue and expense cash flow forecasting process would ensure that expenditures do not exceed cash resources and that the University could maximize investment on revenue and reduce the possibility of any surprises.
- The proper expenditure control of contracts and grants would prevent an adverse impact on the non-contract and grant elements of the University.
- The operation of the financial system modules of the ERP/PeopleSoft administrative software would ensure

that the University has finance system software that can produce accurate and timely financial data and reports. Implementation of the system will make work processes more efficient, accurate and timely.

- The University's new financial system and process results in the ability to produce timely and accurate financial reporting and enhanced communication. This enables the University to meet its financial reporting requirements.
- A fully developed and approved financial plan will allow the University to manage internal and external resources based on focused strategies and valid assumptions.

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. Complete the *dry run* interim financial statements for March 31, 2004. MS= 12,17
- 2. Review, assess, evaluate key leadership personnel and upgrade staff as a whole. MS= 9,10
- 3. Conduct an assessment of resource needs (human and other) for functional areas related to this process. MS= 8
- 4. Evaluate employee staffing requirements to maximize productivity and the implementation of this plan. MS= 6,7
- 5. Determine information technology competencies and upgrade skill levels. MS= 11
- 6. Formalize accountability for contracts and grants business processes and any other item brought to fore by this action plan process. MS 4,5
- 7. Complete forecasting and financial budgeting models to manage the University's resources more efficiently. MS= 1,2,3

- 8. Develop short-term (12-24 month) and long-term (5 and 10 year plus) financial plans to improve fiscal management. MS= 13,14
- 9. Implement the PeopleSoft financial system. MS= 15,16
- 10. Develop a monthly cash flow reporting system. MS=17,18,19,20,21,22,23,24,25
- 11. Submit fiscal year ending June 30, 2004 financial statements accurately and timely by September 15, 2004. MS= 12,25

ACTION PLAN (Continued)*
Action Plan #: 004

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
1	Develop a monthly cash flow reporting system	Watson	12/4/2003	3/31/2004		
2	Develop forecasting and budgeting model to facilitate improved fiscal management	Watson	12/4/2003	3/31/2004		
3	Create monthly budget analysis	Watson	12/4/2003	3/31/2004		
4	Formalize accountability for C&G business practices and any other items identified through this action planning process.	Robinson Hanna Gray-Ray	12/4/2003	3/1/2004		
5	Presidential review and implementation of changes based upon agreed upon accountability plan	Gainous	3/1/2004	3/31/2004		
6	Review, evaluate and upgrade current staff involved in the processes	Hanna Watson	12/4/2003	2/28/2004		
7	Develop and implement cross-training strategies to improve effectiveness of operations	Watson	12/4/2003	3/31/2004		
8	Assess human and other resource needs	Hanna Watson	12/4/2003	1/15/2004		
9	Request formalized technical training for financial statement preparation from the DFS, Inter-Institutional Committee on Finance Administration (ICOFA), DOE and AG for staff involved in the process	Watson	12/4/2003	3/1/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

ACTION PLAN (Continued)*
Action Plan #: 004

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
10	Staff involved in the process will attend conferences that provide training in university accounting, financial statement preparation and fiscal management	Watson	12/4/2003	on-going		
11	Upgrade information technology and skills for staff involved in the processes	Hanna Watson	12/4/2003	3/31/2004		
12	Begin preparation of interim financial statements for the period 7/1/2003 through 3/31/2004 to validate accuracy of data and ensure staff readiness for fiscal year end financial statement production to be submitted by May 15, 2004.	Watson	12/4/2003	5/15/2004		
13	Develop short-term (12-24 month) financial plan to facilitate improved fiscal management	Hanna	12/4/2003	4/30/2004		
14	Develop long-term (5-10+ year) financial plan to facilitate sound strategic long range fiscal management	Hanna Watson	12/4/2003	7/31/2004		
15	Implement PeopleSoft financial systems module	Barrington	7/1/2004	on-going		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

ACTION PLAN (Continued)*
Action Plan #: 004

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
16	Develop routine reports using PeopleSoft to provide accurate, reliable and timely information	Watson Barrington	7/1/2004	2/28/2005		
17	Close FY 2003-2004 and begin financial statement preparation	Watson	6/30/2004	7/23/2004		
18	Close out 13th month and roll balances forward to the automated financial statement system (AFS)	Watson	7/23/2004	7/24/2004		
19	Verify that roll-forward balances are accurately reflected in AFS	Watson	7/24/2004	7/24/2004		
20	Once AFS pre-closing trial balance is verified post accruals and adjustments	Watson	7/24/2004	8/1/2004		
21	Verify accuracy of all entries	Watson	8/1/2004	9/1/2004		
22	Review reports and make any necessary adjustments	Watson	8/14/2004	9/1/2004		
23	Run final reports and prepare footnotes and schedules	Watson	9/2/2004	9/14/2004		
24	Prepare management discussion and analysis	Watson	9/2/2004	9/14/2004		
25	Submit statements, schedules and MD&A to AG's staff	Watson	9/14/2004	9/15/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

**ACTION PLANS REQUIRED FOR DELIVERY OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003 **Responsible Executive:** Green-Powell

Action Plan: 005

Title: Analyze and Develop Enhancements to the Financial Aid
Delivery System

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Hire a Director of Student Financial Aid by March 1, 2004 with a start date no later than May 1, 2004. T= 1,2,3
 - 2. Start the federal packaging of financial aid in PeopleSoft by February 28, 2004 and complete this requirement by April 1, 2004. T= 6,7,8
 - 3. Start the state funded aid packaging of financial aid in PeopleSoft by April 15, 2004 and complete this requirement by August 1, 2004. T= 6,7,8
 - 4. Start institutional funded financial aid packaging in PeopleSoft by August 15, 2004 and complete this requirement by December 31, 2004. T= 6,7,8
 - 5. Implement an enhanced customer-sensitive and quality-based process for student financial aid services by August 1, 2004. T= 5,6,7,8,9
 - 6. Implement and operate the financial aid module of the ERP/PeopleSoft student administrative system software by December 31, 2004. T= 4,6,7,8,9,10,11
-

II. SUMMARY OF PRESENT CONDITION

- The interview process for the Director of Financial Aid is in its final phase.

- The financial aid business processes are not customer service oriented.
-

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- The hiring of the Director for Financial Aid would provide a continuum for all aspects of management, leadership and business processes for this functional area of the University.
 - The successful operation of new administrative software of the ERP/PeopleSoft financial aid module is essential for providing excellence and customer service to students.
 - Financial aid business processes and services will be customer friendly and sensitive.
-

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. Conduct applicant screening, interview candidates and make recommendation by February 28, 2004. MS= 1,2,3,4,5,6
- 2. Hire a Director of Student Financial Aid by March 1, 2004 with a start date no later than May 1, 2004. MS= 1,2,3,4,5,6
- 3. Ensure there is employment overlap between the newly hired Director of Financial Aid and the Interim Director. MS= 1,2,3,4,5,6
- 4. Meet all implementation requirements for fully installing and actively operating the financial aid module of the ERP/PeopleSoft administrative software. MS= 8,14,15,16,17,18,19
- 5. Review, assess, evaluate key leadership personnel and upgrade staff as a whole. MS= 7,8,9,10,12,13,14,15,16,17,18,19

- 6. Implement strategic and operational processes to meet student needs. MS= 9,10,12,13,14,15,16,17,18,19
- 7. Conduct an assessment of resource needs (human and other) for this functional area. MS= 8,9,10,12,13,14,15,16,17,18,19
- 8. Evaluate employee staffing requirements to maximize productivity and the implementation of this plan. MS= 8,9,10,12,13,14,15,16,17,18,19
- 9. Determine information technology competencies and upgrade skill levels. MS= 8,9,10,12,13,14,15,16,17,18,19
- 10. Develop strategies for staff development and training to improve customer service to constituents in areas that require special attention. MS= 8,9,10,12,13,14,15,16,17,18,19
- 11. Conduct simulated activities (role playing) for staff to analyze competency levels. MS= 8,9,10,12,13,14,15,16,17,18,19

ACTION PLAN (Continued)*
Action Plan #: 005

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
1	Advertise in select print media and publications such as the Chronicle of Higher Education for Director of Financial Aid	Green-Powell	12/4/2003	12/15/2003		
2	Screen applications	Green-Powell	12/16/2003	12/18/2003		
3	Conduct Interviews	Green-Powell	12/19/2003	12/23/2003		
4	Make selection/hire candidate	Green-Powell	12/30/2003	3/1/2004		
5	Employment begins	Green-Powell	5/1/2004	5/1/2004		
6	Ensure overlap between Interim Director and the newly hired candidate to facilitate effective transition	Green-Powell	5/1/2004	6/1/2004		
7	Review, assess, evaluate key leadership personnel and upgrade staff as a whole	Green-Powell	12/4/2003	on-going		
8	Develop training workshops for staff on customer sensitive tactics	Green-Powell	1/5/2004	8/1/2004		
9	Conduct workshops on customer sensitive processes	Green-Powell	2/15/2004	8/1/2004		
10	Re-assess skill level of staff on customer sensitive processes	Green-Powell	3/1/2004	8/1/2004		
11	Test (ERP) software for functionality	Green-Powell	1/15/2004	on-going (in phases)		
12	Conduct skills assessment of current financial aid staff	Barrington	12/4/2003	8/1/2004		
13	Conduct training for new ERP financial aid module	Green-Powell	12/4/2003	6/30/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

ACTION PLAN (Continued)*

Action Plan #: 005

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
14	Re-assess skill level of staff for new ERP financial aid module	Green-Powell	12/15/2003	8/31/2004		
15	Develop new business process for new ERP financial aid module Establish an on-line training environment for new ERP financial aid module	Green-Powell Barrington	12/4/2003	12/31/2004		
16	Define roles and responsibilities of financial aid staff for new ERP financial aid module	Barrington	12/4/2003	8/1/2004		
17	Develop cross training strategies for improved efficiency	Green-Powell Barrington	12/4/2003	8/1/2004		
18	Define security limitations based on assigned roles	Green-Powell Barrington	3/15/2004	12/31/2004		
19			12/4/2003	08/01/04		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

**ACTION PLANS REQUIRED FOR DELIVERY OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003

Responsible Executive: Collins

Action Plan: 006

**Title: Strengthen and Enhance Florida A&M University's Brand,
Image and Messaging**

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Complete a communications assessment and compile its findings by March 15, 2004. T= 1,2,4,8,13,14,15
 - 2. Develop and implement media relations policies and procedures by March 31, 2004. T= 9,10
 - 3. Design, develop, promote and implement a comprehensive communications plan that reinforces and compliments the success of Florida A&M University's image enhancement and its proposed \$251 million comprehensive capital campaign by May 3, 2004. T= 3,5,7,16,17
 - 4. Implement a fully integrated publication and electronic messaging strategy for all internal/external audiences by April 1, 2004. T= 6
 - 5. Hire an Associate Vice President of Communications by May 31, 2004 with a start date no later than July 1, 2004. T= 11,12
-

II. SUMMARY OF PRESENT CONDITION

- Information disseminated about Florida A&M University has inconsistent messaging and is not strategically coordinated in any medium.

- A comprehensive image enhancement strategy and timetable utilizing critical University events does not exist.
 - A publications and electronic messaging strategy does not exist.
 - Florida A&M University has not optimized its brand.
 - A communications/information forum for alumni, friends, and financial supporters does not exist.
 - Florida A&M University has not transitioned to the common use of broadcast venues and national periodicals as a means of reinforcing the capital campaign and other endowment building efforts.
 - The University's current web presence is inadequate.
 - Media relations policies and procedures are inadequate.
-

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- A comprehensive communications strategy provides a framework for maximizing public relations opportunities, promoting the University and strengthening the image of Florida A&M University.
- Updated inventory of all Florida A&M University institutional competencies that is well integrated into a seamless marketing strategy provides greater message clarity.
- A proactive media relations component using the print and broadcast media would enhance the image of Florida A&M University.
- All University publications would be used to publicize intentional branding and message information over the long-term.
- Stakeholder meetings will yield valuable perceptual and response feedback from stakeholders such as alumni, Florida legislators, students, Trustees, faculty,

staff, and many other university constituents and friends.

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. Integrate the School of Journalism and Graphic Communication, the Office of Planning and Analysis and the Media Center into the comprehensive communications plan. MS= 21
- 2. Restructure the current public relations and publications organizations. MS= 1
- 3. Utilize Florida A&M University's brand fully as the premier resource for recruiting, research, philanthropy and for African-American global leaders. MS= 19
- 4. Conduct an assessment of all communication business and operational processes. MS= 5,6,7,17,22
- 5. Develop an outline and timelines for the communication plan and have both reviewed by public relation professionals. MS= 3,4,8,18,27,28,29
- 6. Develop a stronger web presence to facilitate fundraising, recruitment and overall image of the University. MS= 23
- 7. Conduct community, student and alumni focus group sessions locally and nationally with emphasis on messaging, audience perception, branding and strategic locations to target student recruitment and development capacity building. MS= 11,14,15,16,27
- 8. Review, assess, evaluate key leadership personnel and upgrade staff as a whole. MS= 1
- 9. Develop and implement media relations policies and procedures. MS= 2,13,19,22
- 10. Conduct bi-annual conferences with state print and broadcast media. MS= 19

- 11. Conduct applicant screening interview candidates and make recommendation by May 25, 2004. MS= 25
- 12. Hire an Associate Vice President of Communications by May 31, 2004 with a start date no later than July 1, 2004. MS= 24,26
- 13. Conduct an annual assessment of resource needs (human and other) for this functional area. MS= 10
- 14. Evaluate employee staffing requirements to maximize productivity and the implementation of this plan. MS=1
- 15. Determine information technology competencies and upgrade skill levels. MS= 1
- 16. Evaluate Florida A&M University relative to peer institutions with respect to communications business processes. MS= 9
- 17. Develop and design printed materials that promote the look, brand and a consistent message for Florida A&M University and the Comprehensive Capital Campaign. MS= 12,20,22

ACTION PLAN (Continued)*
Action Plan #: 006

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	**PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
1	Restructure current public relations and publications organizations	Collins	11/15/2003	11/15/2003		
2	Conduct media training for staff	Collins	1/26/2004	2/26/2004		
3	Develop a communications planning timeline	Collins	12/12/2003	12/12/2003		
4	Professional review of the planning timeline by a communications and publications firm	Collins	1/6/2004	1/7/2004		
5	Develop University survey instrument	Collins	1/14/2004	1/14/2004		
6	Develop internal and external audience survey	Collins	1/14/2004	1/14/2004		
7	Evaluate and test all surveys	Collins	1/23/2004	1/14/2004		
8	Develop preliminary outline for plan	Collins	1/8/2004	1/12/2004		
9	Conduct peer institution assessment	Collins	1/12/2004	1/19/2004		
10	Conduct an equipment and technology assessment and web presence	Collins	1/23/2004	1/30/2004		
11	Develop requirements document for staffing and sourcing the communication business process	Collins	1/16/2004	2/2/2004		
12	Develop and design printed materials that promote the look, brand and a consistent message fro Florida A&M University and the Comprehensive Capital Campaign	Collins	3/1/2004	5/31/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.
 **Completed w/ University-wide staff, faculty and student participation.

ACTION PLAN (Continued)*
Action Plan #: 006

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	**PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
13	Establish policy and procedure committee	Collins	1/19/2004	1/19/2004		
14	Develop focus group plan	Collins	2/9/2004	2/9/2004		
15	Design focus group sessions	Collins	2/11/2004	2/11/2004		
16	Conduct focus group sessions	Collins	2/11/2004	3/1/2004		
17	Complete communications assessment and compilation of findings and peer review	Collins	3/1/2004	3/15/2004		
18	Begin a writing communications implementation plan and budget	Collins	3/15/2004	4/15/2004		
19	Develop media relations policies and procedures; schedule and conduct bi-annual conferences	Collins	3/1/2004	3/31/2004		
20	Integrate plan with capital campaign	Collins	4/1/2004	4/8/2004		
21	Integrate plan with School of Journalism and Graphic Communication, the Office of Planning and Analysis and the Media Center	Collins Robinson Hanna	4/6/2004	4/12/2004		
22	Complete first draft of communications plan	Collins	4/15/2004	4/15/2004		
23	Develop and implement a fully publication and electronic strategy for all internal and external use	Collins	2/15/2004	4/1/2004		
24	Develop Associate Vice President job description for communications	Collins	3/15/2004	4/1/2004		

*interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.
 **Completed w/ University-wide staff, faculty and student participation.

ACTION PLAN (Continued)*
Action Plan #: 006

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	**PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
25	Advertise for Associate Vice President for Communications	Collins	4/15/2004	4/15/2004		
26	Hire Associate Vice President for Communications and start employment	Collins	5/31/2004	7/1/2004		
27	Circulate first draft for review	Collins	4/15/2004	4/23/2004		
28	Obtain approval of the communications plan	Collins	4/30/2004	4/30/2004		
29	Begin to implement communications plan	Collins	5/3/2004	5/3/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.
 **Completed w/ University-wide staff, faculty and student participation.

**ACTION PLANS REQUIRED FOR DELIVERY OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003

Responsible Executive: Hanna

Action Plan: 007

**Title: Develop and Implement the Transition Plan [Florida
Accounting Information Resource System (FLAIR) Devolution Plan]**

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Include recommendations from the DFS (State of Florida's Chief Financial Officer) into Transition Plans prior to submission to SBE and Florida Board of Governors. T= 1,2,3,4
 - 2. Obtain approval of the Transition Plan by the Florida A&M University Board of Trustees by January 5, 2004. T= 4,5,6,13,14
 - 3. Submit the approved Transition Plan to the Florida State Board of Education (SBE) and the Florida Board of Governors by January 5, 2004. T= 8,9,10,11,12,13
 - 4. Implement the ERP financial system on June 30, 2004. T= 8,9,10,11,12,13
 - 5. Implement the Payroll module of the ERP/PeopleSoft Human Resources System by December 31, 2004 with production of the first payroll by January 7, 2005. T= 1, 14
-

II. SUMMARY OF PRESENT CONDITION

- The State of Florida performs certain financial operations for the University.
- Trustees need sufficient time to read and comprehend the Transition Plan.

- A draft Transition Plan currently exists.
- The state mandated deadline for submitting the Transition Plan to the SBE is January 5, 2004.

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- Approval of the Transition Plan will allow the University to meet the State of Florida FLAIR Devolutions final requirements.
- Implementation of the Transition Plan allows the University to function as a public entity as required in the Florida statutes.

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. The Transition Plan and the PeopleSoft ERP implementation processes documentation will be provided on CD Rom to the Board of Trustees by December 19, 2003. MS= 3
- 2. Design and conduct a workshop on the Transition Plan and PeopleSoft implementation process for Trustees during the week of December 29, 2003. MS= 5,6,7
- 3. Obtain final approval of the Transition Plan from the Board of Trustees by January 5, 2004. The actual Transition Plan, when approved by the Board of Trustees will be incorporated in this document by reference. MS= 8
- 4. Secure Board of Trustees' approved Transition Plan to the SBE for review and final approval on January 5, 2004. MS= 9
- 5. Submit the approved Transition Plan to the SBE and the Florida Board of Governors. MS=10
- 6. Make corrections, implement recommendations and/or requirements as instructed by the SBE. MS=2

- 7. Execute and implement approved final Transition Plan in accordance with an approved timeline. MS= 11,18
- 8. The Transition Coordinator (Controller) and ERP Director must provide periodic status updates to the Vice President for Administrative and Fiscal Affairs that include progress relative to the prescribed timeline. MS= 19
- 9. Review, assess, evaluate key leadership personnel and upgrade staff as a whole. MS= 12, 19
- 10. Conduct an assessment of resource needs (human and other) for this functional area. MS= 13,19
- 11. Employee staffing requirements will be evaluated to maximize productivity and implementation of this plan. MS= 20
- 12. Determine information technology competencies and upgrade skill levels to maximize the use of the new ERP system. MS= 1,14,15,16,17
- 13. The Transition Plan was submitted to the Department of Financial Services CFO on November 3, 2003. Therefore the University is awaiting their final recommendation and input. MS= 4
- 14. Meet all implementation requirements for fully installing and actively operating the financial systems human resources/payroll module of the ERP/PeopleSoft administrative software. MS=4

ACTION PLAN (Continued)
Action Plan #: 007

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
1	Plan, design and implement all system modules such as: account receivable, general ledger, accounts payable, asset management, travel & expense, grants management, purchasing and payroll	Barrington Hanna Robinson Green-Powell Gray-Ray	12/4/2003	1/31/2005		
2	Establish prompt payment rule	Gainous	12/4/2003	3/31/2004		
3	Submit Transition Plan and PeopleSoft configurations documents to the BOT by CD Rom	Watson Earrington	12/11/2003	12/19/2003		
4	Submit additional detail related to the transition as requested by DFS	Watson Barrington	12/11/2003	12/17/2003		
5	Schedule the FLAIR Devolution workshop for BOT	Gainous	12/11/2003	12/23/2003		
6	Design the workshop	Gainous	12/23/2003	1/4/2004		
7	Conduct the workshop	Barrington Hanna Watson	12/23/2003	1/4/2004		
8	Approval of Transition Plan	Gainous	12/23/2003	1/5/2004		
**9	Provide Transition Plan to SBE	Watson	1/5/2004	1/5/2004		
10	Begin incorporating recommendations from SBE and Department of Financial Services (DFS)	Watson	12/4/2003	5/31/2004		
11	Review, evaluate, assess current staff involved in the processes	Hanna Watson	12/4/2003	2/28/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

ACTION PLAN (Continued)

Action Plan #: 007

V. MILESTONES (MS):

<u>MS #</u>	<u>MILESTONE DESCRIPTION</u>	<u>PERSON RESPONSIBLE</u>	<u>BEGINNING DATE</u>	<u>ORIGINAL COMPLETION DATE</u>	<u>REVISED COMPLETION DATE</u>	<u>ACTUAL COMPLETION DATE</u>
12	Develop and implement cross-training strategies to improve effectiveness of operations	Watson	12/4/2003	3/31/2004		
13	Staff involved in the processes will attend training courses to ensure continual development in fiscal areas	Watson	12/4/2003	on-going		
14	Begin production using financial modules	Watson				
15	Begin vendor payment processing	Barrington	7/1/2004	1/7/2005		
16	Begin production of payroll	Watson	7/1/2004	7/1/2004		
19	Assess human and other resource needs	Watson	12/17/2004	12/31/2004		
20	Determine information technology competencies and upgrade skill levels	Watson	12/4/2003	1/15/2004		
		Watson	12/4/2003	3/31/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

**ACTION PLANS REQUIRED FOR DELIVERY OF ENHANCED
BUSINESS PROCESSES**

Date: December 4, 2003

Responsible Executive: Hanna

Action Plan: 008

Title: Analyze, Develop and Implement a Short-term Bridging Plan
for Ineffective Student, Financial and Human Resources
Administrative Software

I. QUANTIFIABLE OBJECTIVE (S)

- 1. Analyze, study, develop and implement a response (A Plan) to all potential critical issues of the legacy administrative software system by March 15, 2004. T= 1,2,3,4,5,6,7
 - 2. Hire a Chief Information Officer (CIO) by March 31, 2004, with a start date no later than May 15, 2004. T= 8
-

II. SUMMARY OF PRESENT CONDITION

- The legacy software system is dysfunctional.
 - A search for a CIO is underway.
 - Implementation of this short-term (bridge) Plan is necessary because of the ineffective legacy system which must be maintained until the new system (ERP) is implemented.
-

III. SUMMARY STATEMENT OF IMPROVEMENT OPPORTUNITY

- Training of operational staff will establish a new and improved performance baseline for maintaining the operation of the administrative module of PeopleSoft software.

- The University will have information/technology senior leadership to ensure the effective use and implementation of the PeopleSoft software.
 - This bridging plan will facilitate effective operation of the University's administrative software until the new ERP system is implemented.
-

IV. KEY TACTICS TO BE PURSUED TO ACHIEVE IMPROVEMENT

- 1. Assess the current legacy administrative software. MS= 5,6,7
- 2. Analyze and implement required technology improvements. MS= 8
- 3. Complete the transition to PeopleSoft administrative systems. MS= 8
- 4. Review, assess, evaluate key leadership personnel and upgrade staff as a whole. MS= 9
- 5. Conduct an assessment of resource needs (human and other) for this functional area. MS= 9
- 6. Evaluate employee staffing requirements to maximize productivity and the implementation of this plan. MS= 9
- 7. Determine information technology competencies and upgrade skill levels. MS= 10
- 8. Hire a CIO. MS= 1,2,3,4

ACTION PLAN (Continued)
Action Plan #: 008

V. MILESTONES (MS):

MS #	MILESTONE DESCRIPTION	PERSON RESPONSIBLE	BEGINNING DATE	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	ACTUAL COMPLETION DATE
1	Screen applications	Hanna	12/4/2003	2/28/2004		
2	Conduct interviews	Hanna	3/1/2004	3/10/2004		
3	Make selection/hire candidate	Hanna	3/11/2004	3/31/2004		
4	Employment begins	Hanna	5/15/2004	5/15/2004		
5	Hire consultant to perform assessment	Hanna	1/12/2004	3/31/2004		
6	Assess current system	Hanna	1/15/2004	3/31/2004		
7	Determine current hard/software needs	Hanna	3/31/2004	4/30/2004		
8	Based on assessment of the bridging plan, provide resources to ensure successful continuance until transition to PeopleSoft	Hanna	4/30/2004	1/31/2005		
9	Review, assess, evaluate and upgrade key leadership personnel and other staff	Hanna	1/15/2004	3/31/2004		
10	Upgrade information technology and skill levels	Hanna	3/31/2004	4/30/2004		

*Interim milestones may be adjusted as necessary. One hundred percent (100%) of the milestones will be completed by or before the related "Quantifiable Objective" completion date.

**ACTION PLANS REQUIRED FOR DELIVERY OF
ENHANCED BUSINESS PROCESSES SELECTED**

RECURRING PROGRESS REPORT

(The President will use this document on a recurring basis to update the Board of Trustees on the progress of all Quantifiable Objectives.)

REPORT DATE: _____

ACTION PLAN #: _____ **RESPONSIBLE EXECUTIVE:** _____

TITLE: _____

I. STATUS:

II. MAJOR ACCOMPLISHMENTS SINCE LAST REPORT:

III. DIRECTION CHANGES (IF NECESSARY):