

GRAMBLING STATE UNIVERSITY
GRAMBLING, LOUISIANA

DECEMBER 2013

AN INSTITUTIONAL REVIEW OF UNMET NEEDS

Link to Executive Summary Document:

[GSU Unmet Needs](http://www.gram.edu/offices/administration/president/docs/IR_Executive_Summary_120213.pdf)

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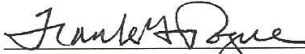
Frank G. Pogue, Ph.D.
President



Office of the President

MEMORANDUM

To: All Supporters of Grambling State University

From: 
Frank G. Pogue, Ph.D.
President

Subject: **UNMET NEEDS AT GRAMBLING STATE UNIVERSITY**

Date: December 2, 2013

We are delighted to report that we are witnessing a slight increase in the number of alumni, businesses/corporations, agencies, community organizations, current students, faculty and others who are responding to our call for financial support. Although we are nowhere near where we need to be in finding ways to replace the continued loss of state financial support, finding new revenue and preparing the university for a capital campaign, we do know how important it is for anyone who wants to donate to know exactly how to do so and how to assist with specific unmet needs. A detailed summary of the unmet needs is included in this document under "Summary of Itemized University-Wide Unmet Needs."

While the university accepts financial support from all who wish to give, the only way to give is directly to Grambling State University through the Grambling University Foundation, Inc. All donations are tax deductible to the extent allowed by law. Direct donations to individuals, university programs or to students are discouraged because the university is unable to account for the contributions.

For many years, alumni chapters have made direct scholarship and other support to individual students. While this practice is helpful, it would work best if the contributions were made to the Grambling University Foundation, Inc. in the name of the student they wish to support. Alumni chapters, individual contributors, or support groups are still able to identify the recipient, and the university can account for the contribution and include it in our financial report to the University of Louisiana System Board of Supervisors.

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Under no circumstances can a donor make a financial contribution to an employee, initiate action to hire personnel or to alter, in any way, the property of the university, without prior approval. All organizations that wish to benefit the university financially must make it clear that they are separate and independent from the university itself. To ensure the organization and the university have a clear understanding of their legal, moral and financial responsibilities, the university and each organization shall enter into a memorandum of understanding or affiliation agreement that must be approved by the University of Louisiana System Board of Supervisors.

Giving opportunities at the university are numerous, including the following:

One-Time Gift – A named one-time, non-endowed scholarship may be made for the minimum gift of \$750. As with the non-endowed scholarship, the entire amount will be awarded in the given year.

General Scholarship Fund - One-time donations below the \$750 level may be given to the general scholarship fund of the University or to a particular college/department chosen by the donor. The dean of each college will utilize these scholarship funds in coordination with the Scholarship Office.

Memorial Gifts - Gifts to the memorial fund may be made in any amount. The name of the person honored and the names of donors are recorded and included in the Annual Giving Report.

Naming Opportunities - Naming opportunities at Grambling State University exist across all academic disciplines, in virtually every building and among student programs. From contributing to a building's renovation or construction to refinishing the historic Founders home or buying a brick, donors at every level have the opportunity to support the University while honoring or memorializing themselves, mentors or loved ones.

Matching Gifts - Corporate Matching Gifts - If you work for (and in some cases if you are retired from, married to an employee of, widowed from someone who was employed with, or serve on the board of) a company which matches gifts to colleges and universities, your gift may be matched 1 to 1, 2 to 1, or even 3 to 1 by that company.

If you have one of the above relationships with a company, find out if the company will match your gift to Grambling State University by simply contacting the company's Personnel or Benefits Office. (Or you may contact the Grambling State University Office of Institutional Advancement and we can find out for you.) If your company has a matching gift program, they will provide you with a form, which you would send with your gift. We will process all necessary paperwork/forms and when your company's matching gift is received, we will credit and recognize both you and your company for the matching gift.

Contribute by Payroll Deduction - Grambling State University employees are eligible to make charitable contributions via payroll deduction. You may choose to have any amount of \$10.00 or more deducted from your payroll bi-weekly, or you may wish to have the Office of University Advancement calculate the appropriate amount to fulfill a pledge. At any time, a payroll deduction can be changed or stopped by contacting the Office of Institutional Advancement. Payroll deductions are an easy way to support Grambling and its numerous academic programs.

Please make your contributions directly to the Grambling University Foundation, Inc. You may contact Mrs. Brenda Williams in the Office of Institutional Advancement at (318) 274-6032 or williamsbr@gram.edu if you have questions or need additional information.

GRAMBLING STATE UNIVERSITY
AN INSTITUTIONAL REVIEW OF UNMET NEEDS
December 2013

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GRAMBLING STATE UNIVERSITY

AN INSTITUTIONAL REVIEW OF UNMET NEEDS

EXECUTIVE SUMMARY

During the past 112 years Grambling State University has continued to demonstrate a commitment to its underlying mission of ensuring an educational opportunity for students in America. Founded to provide excellent education for African-Americans, Grambling has always served all students regardless of social or economic circumstances. Aligned with the educational dreams and aspirations of its founders, the university's top funding priorities are designed to ensure the continual success, prosperity and excellence in preparing its graduates to compete and succeed as informed citizens in a global society.


Now, just imagine how the educational dreams of rural African-American farmers from north Louisiana in 1901 have transitioned into the Grambling State University that exists today. An institution with national and international prominence, Grambling is an icon among historically black higher education leaders of excellence and aspires to increase its relevance in the world among distinguished research institutions, producing accomplished graduates sought by global employers and top-tier graduate and professional schools.

Following is a summarized list of unmet needs at the university where additional funding will facilitate the achievement university's goals and aspirations.

- ✚ **Scholarships and Fellowships:** More than 74 percent of the undergraduate students at Grambling State University receive need-based aid in the form of Pell Grants. The amount of awards generally fall short of the total cost of attendance and many students' academic experience is hindered due to limited family support. Also, many of these undergraduates are first generation college students. Grambling, as well as many HBCUs, is well noted for its nurturing and strengthening environment; therefore, providing students with out-of-state fee waivers, book scholarships, academic and athletic scholarships, and other need-based aid is embedded in its culture.

In order to assist students' financial needs, several initiatives have been instituted at the university to increase funding. Among these projects are the President's \$1,000 Ask Appeal which generated more than \$96,000 in its first year; President's Endowed Scholarship program of \$10,000 which has generated \$262,000; the Grambling State Radiothon which just completed its second year; and the Conrad Hutchinson Theatre Seat Purchase Program where theatre seats are purchased at \$1,000 per seat, just to name a few.

Additional funding in the amount of \$4 million will assist the university in providing more scholarships as need-based aid to deserving students. More scholarship funding will enhance recruitment efforts for attracting better academically prepared students from across the nation and facilitate graduation for many students who are unable to complete their degree after federal and state funding is not an option. Also, added scholarship funding will assist with recruiting top athletes, band members and other spirit group students to the university.

 **Academic Excellence:** Enhancing the academic profile of the university continues to be a top funding priority of Grambling State University. The university is fully accredited by the Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC), 100 percent of academic programs mandated for accreditation by the state Board of Regents are accredited, and over 90 percent of all programs eligible for accreditation by national boards are recognized.

To preserve such high standards in academics, adequate funding is needed to ensure continued success in maintaining regional and national accrediting criteria. Also of primary importance is the ability to retain and attract highly qualified faculty to the university. Current faculty salaries lag the Southern Regional Education Board's (SREB) average by 27 percent.

Also of primary significance to the university is having a viable K-12 Laboratory School. The Laboratory schools serve as a gateway to the university, providing an opportunity for community children to literally get a "head start" in preparing for college life. The program also provides training for future elementary and secondary education teachers in the College of Education.

Additional funding in the amount of \$3 million is needed to bring current faculty and support staff salaries in line with SREB averages. Funding is also needed to enhance the University's three laboratory schools: elementary, middle and high schools.

- ✚ **Technology Infrastructure:** Grambling State University recently improved its technology infrastructure from one Gigabit to 10 Gigabits to support wireless capabilities across the campus and in all academic buildings. Also, 75 of 175 classrooms are now equipped with SmartBoards and wireless capabilities.

Additional funding in the amount of \$3 million is needed to adequately support the campus technology infrastructure. An increase in Gigabits will provide the ability to access wireless from all classrooms within the academic buildings, equip the remaining 100 classrooms with SmartBoards, and provide all faculty access to iPads or tablets in order to bring their teaching and research methods into the 21st century. Funding is also needed to upgrade computer hardware and software and to establish learning labs; additional technology equipment is needed to enhance distance learning offerings.

- ✚ **Efficiency and Accountability:** Grambling State University's faculty are noted for having a close, personal and engaging relationship with its students. It is Grambling's culture that dictates such a relationship in order to ensure the success of academically under-prepared students entering college. Since 2008 the student-to-faculty ratios has increased from 17:1 to 25:1 as a result of continuous drastic cut in state appropriations. Also, ensuring accountability of state and federal resources is yet another primary concern as the university has reduced legislative audit findings from eight (8) in FY2008 to zero (0) in FY2012.

Operating funds from the state have been reduced by 56.3 percent since FY2008. One methods used by the university to survive these severe cuts has included a reduction in faculty and staff positions, even though student headcount enrollment has not experienced a notable decline since fall 2008.

Additional funding in the amount of \$7 million is needed to address the shortage in faculty and staff resulting from recent layoffs. Providing efficiency in services rendered to our students and other university constituents is a major priority at the university.

- ✚ **Deferred Maintenance:** Grambling State University maintains property assets to the extent of 532 acres and 148 buildings located on the main campus and the West Campus Annex. The university has undergone a beautification facelift to include new walkways, parking lots, and student gathering places. Several landscaping projects have been completed to include planting trees, flowers and shrubs throughout the campus. Since FY2008 the university has invested \$2.8 million in major repair projects. Currently, the deferred maintenance cost of all buildings at public postsecondary education institutions in Louisiana is more than \$1.8 billion. Grambling's share stands at \$57.6 million.

Additional funds in the amount of \$57.6 million are needed to improve facilities across the campus. Renovations are needed to repair to roofs, air conditioners, heaters, electrical equipment, utility infrastructure, and other physical plant maintenance.

- ✚ **Research Endeavors:** Grambling State University faculty have been successful in securing funding from agencies that include the National Science Foundation, U.S. Department of Defense, U.S. Department of Housing and Urban Renewal, U.S. Department of Education, NASA, U.S. Air force, and Clarkson Aerospace Corporation. Faculty are engaged in cutting edge research in areas that include cancer therapies, cyber security, and alternative energy sources. Research funding has been secured in the amount of \$12.6 million and has afforded numerous students opportunities to develop their ingenuities. However, to achieve it aspirations of competitiveness as a research institution, the university must increase its research dollars and funding sources.

Additional research funds in the amount of \$50 million dollars will assist the institution in expanding research programs in the areas of science, technology, engineering, and mathematics (STEM). Research funding will also facilitate the addition of programs that will expand research efforts.

- ✚ **Funding required to facilitate all unmet needs at Grambling State University totals \$125,000,000.00**

- ✚ **Total assessment of current unmet needs:**

Category	Amount of Funds Needed
Scholarship/Fellowships	\$ 3,970,000
Computer Hardware, Software & Infrastructure	\$ 2,655,000
University Personnel	\$ 6,668,400
Research Funding	\$ 50,000,000
Deferred Maintenance	\$ 57,566,368
Other Needs (Laboratory and other equipment, supplies, professional development and training, etc.)	\$ 3,831,800
TOTAL NEEDS ASSESSMENT	\$124,691,568

INTRODUCTION

History

Grambling State University began in the late 1800s with the educational dreams and aspirations of rural African-American farmers in north Louisiana. These rural farmers, with determination in their hearts, desired to educate area African Americans of the northern and western part of the state. In 1896 the North Louisiana Colored Agriculture Relief Association was organized, and a small school was established west of what is today the town of Grambling. Eventually the Association sought the assistance of Booker T. Washington to help transition to an industrial school. A formal correspondence was sent to Washington, leader of Tuskegee Institute in Alabama, requesting the assistance of an educator who could lead in the development of an industrial school. Washington responded to their request and sent Charles P. Adams, a twenty-eight year old, six foot tall man passionate about education.

In 1901 Adams became the founder and first President. Under his leadership, the Colored Industrial and Agricultural School was established. Adams continued the philosophical approach of Booker T. Washington which focused on the importance of learning skilled trades and honing agricultural and domestic expertise. In 1918 the school changed its name to Lincoln Parish Training School under the direction of the Lincoln Parish School Board. By 1928 the school became a state junior college, and its name was changed to the Louisiana Negro Normal and Industrial Institute.

In 1936 the school experienced two major milestones in that Ralph Waldo Emerson Jones became the school's second president and the school was granted the authority to confer two-year professional certificates and diplomas. With an emphasis on rural education, the school modified its focus to train educators and promoted "The Louisiana Plan," also known as "A

Venture in Rural Teacher Education.” Professional degrees in education were awarded along with three-year teaching certificates. In 1944 the first baccalaureate degree was awarded in elementary education. Due to the growing number of course offerings, the school’s name was changed to Grambling College of Louisiana. In 1974 the state approved a change in status from Grambling College to Grambling State University.

University Mission:

Grambling State University is a comprehensive, historically-black, public institution that offers a broad spectrum of undergraduate and graduate programs of study. Through its undergraduate major courses of study, which are undergirded by a traditional liberal arts program, and through its graduate school, which has a decidedly professional focus, the university embraces its founding principle of educational opportunity. With a commitment to the education of minorities in American society, the university seeks to reflect in all of its programs the diversity present in the world. The university advances the study and preservation of African American history, art and culture.

Grambling State University is a community of learners who strive for excellence in their pursuit of knowledge and who seek to contribute to their respective major academic disciplines. The university prepares its graduates to compete and succeed in careers related to its programs of study, to contribute to the advancement of knowledge, and to lead productive lives as informed citizens in a democratic society. The university provides its students a living and learning environment which nurtures their development for leadership in academics, athletics, campus governance, and in their future pursuits. The university affords each student the opportunity to pursue any program of study provided that the student makes reasonable progress and

demonstrates that progress in standard ways. Grambling fosters in its students a commitment to service and to the improvement in the quality of life for all persons.

The university expects that all persons who matriculate and who are employed at Grambling will reflect through their study and work that the University is indeed a place where all persons are valued, “where everybody is somebody.”

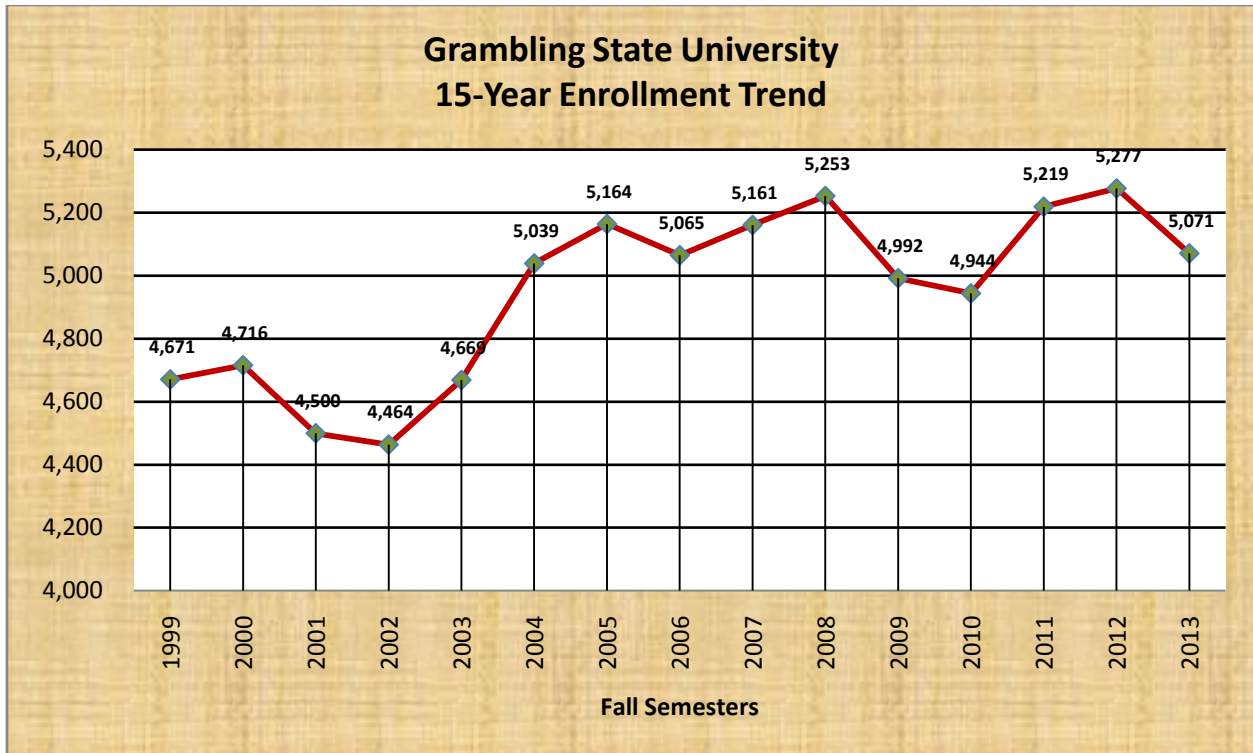
Vision:

Grambling State University’s vision is to be a distinguished institution that produces accomplished graduates sought by global employers and top-tier graduate and professional schools, particularly in the fields of science, engineering technology, mathematics, business, nursing, mass communication, and teacher education.

Profile

Grambling State University is an autonomous member of the University of Louisiana System, the management board for nine public four-year universities regionally located throughout the state. The university contributes in excess of \$265 million annually to the economy of the state, employing over 650 faculty and staff, creating nearly 2,800 non-university related jobs, and enrolling on average 5,000 students.

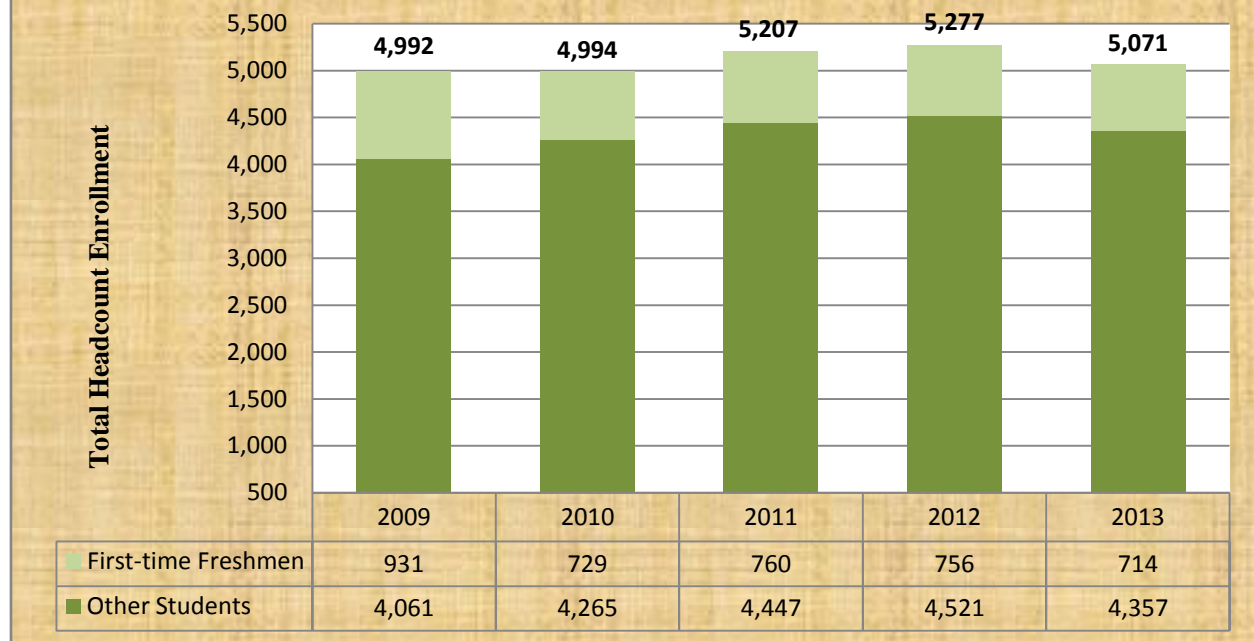
Grambling State University currently enrolls 5,071 students at both the undergraduate and graduate levels. Ninety percent of the total student body is of African American descent and 33 percent are classified as non-Louisiana residents. Grambling’s diverse student population represents 47 states and 33 countries. The following chart provides a 15-year enrollment trend at the University.



Enrollment has increased 9 percent over the 15 year period, and 14 percent since fall 2002, the university’s lowest enrollment during the fifteen year period.

Maintaining a stable enrollment, while providing access and success is a major priority at Grambling State University. Beginning fall 2010, the university was mandated by the state of Louisiana to abandon its open admissions policy, the grounds on which it was founded, and to implement selective admissions criteria. Currently, eligibility for admission to the university as a first-time freshman requires an ACT composite score of 20 and 19 hours of core courses, including a foreign language, advanced mathematics, science, and English. Although the number of first-time freshmen has declined 30.4 percent since 2009, total headcount enrollment has seen a slight increase of nearly two percent. The average five-year enrollment is at 5,100 students. The following chart illustrates the five year trend in total headcount and first-time freshmen enrollment.

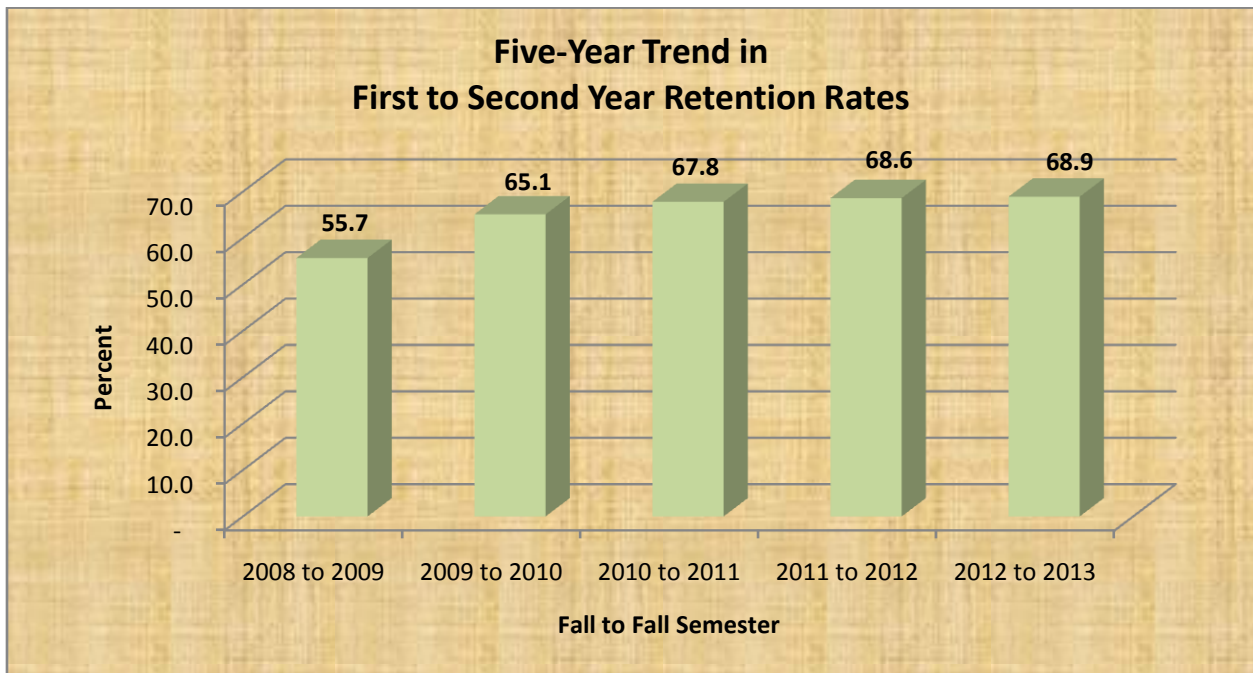
5-Year Trend in Enrollment First-time Freshmen and Other Classifications



Grambling State University’s undergraduate enrollment is 91 percent African American, 74 percent comes from low-income families based on Pell grant qualifications, and a large portion of the undergraduate class are first generation college students.

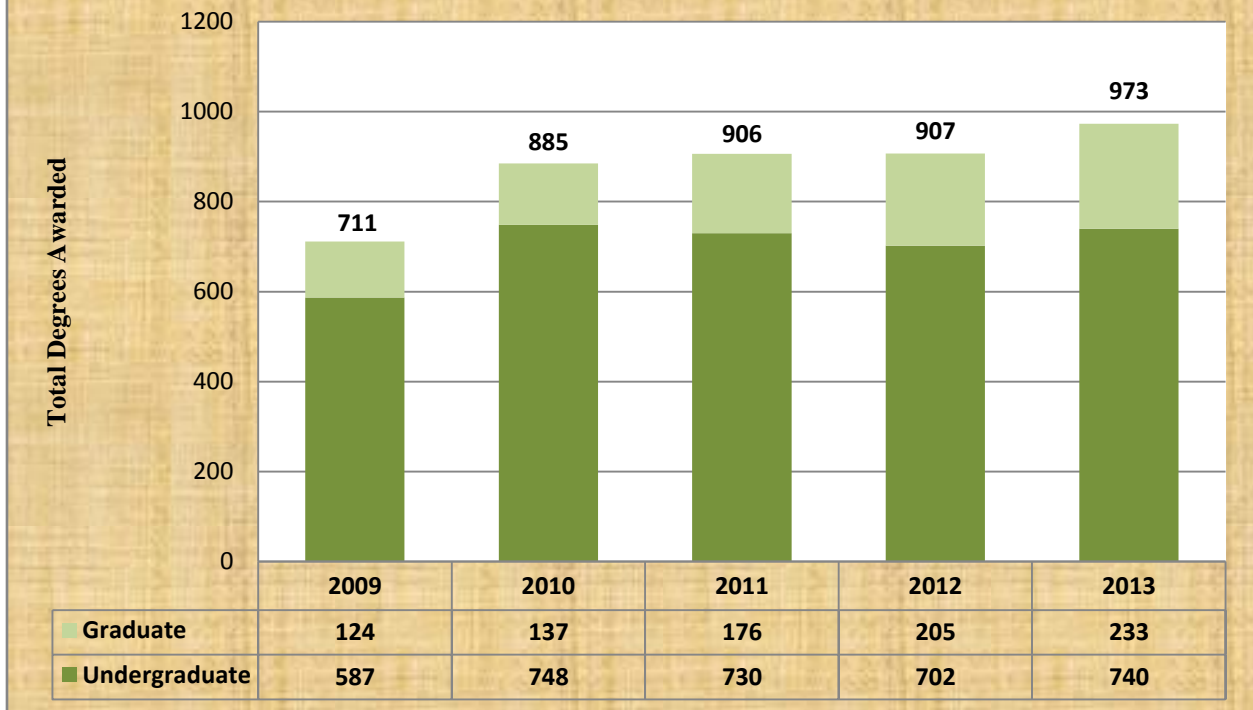
Student progression at the university continues to improve. Since fall semester 2009, the first to second year retention rate has increased 13.2 percentage points. This achievement is attributed to the strengthening and implementation of several programs designed to reverse the decline in the retention of first-time freshmen and promote student success. Some of the programs include the *Retention Orientation* program that uses retention staff to visit First Year Experience classes and distribute information about retention services, location, and academic policies. Staff also give tips to help incoming students transition to college life. The university enhanced its *Early Alert* program to detect and provide intervention to students who are not performing well in classes. Faculty play a major role in strengthening the early alert program.

The *Supplemental Instruction* (SI) program is an academic assistance program that targets freshman composition and pre-calculus classes and encourages group study sessions. The university also offers a *Peer Tutoring* program that targets freshmen entering with a high school GPA of 2.00 or less. The following chart provides the five-year trend in first to second year retention rates.



Grambling State University implements programs that support student success and ultimately completion of the degree. During the past five years many of the retention programs have been enhanced to increase the impact on student success. As a result, the total number of undergraduate and graduate degrees awarded at the university increased 36.8 percent over the past five years, going from 711 in academic year 2008-09 to 973 in 2012-13. The following chart shows changes in the number of degrees awarded by level between academic years 2008-09 and 2012-13.

Five-Year Trend in Number of Degrees Awarded by Level



Grambling State University is a comprehensive institution offering baccalaureate, masters, and doctoral programs. As a component of its mission, the university seeks to provide opportunities for students to develop intellectually and to acquire appropriate career skills through instruction, research, public service, and special programs. The academic program is designed to meet the needs of all students enrolled, including those who may have been adversely affected by educational, social and/or economic deprivation.

Grambling State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) since 1949. The university offers forty-seven (47) degree programs. More than 90% of programs with national accrediting bodies are accredited. The University has academic programs that are accredited by the following bodies: the Accreditation Board for Engineering & Technology, the National Association of Schools of

Theatre, the National Association of Schools of Music, the Association to Advance Collegiate Schools of Business, Commission on the Accreditation of the Council on Social Work Education, the National Council for Accreditation of Teacher Education, the National League For Nursing Accrediting Commission Inc., the Accrediting Council on Education in Journalism and Mass Communications, the National Association of Schools of Public Affairs and Administration, the American Chemical Society's Committee on Professional Training, and the National Recreation for Parks Association/American Association for Leisure and Recreation. Additionally, 100 percent of academic programs mandated for accreditation by the Louisiana Board of Regents are accredited.

Grambling State University has a strong faculty who go beyond the traditional classroom practices and address students' needs that far reach the academics. Faculty cultivate a welcoming environment that allow students to feel comfortable requesting further instruction. In an effort to better strengthen student performance, faculty are on-hand to provide supplemental instruction in student-friendly environments such as tutorial labs and through internet tools such as Twitter and Facebook. The faculty has been successful in securing funding from agencies that include the National Science Foundation, U.S. Department of Defense, U.S. Department of Housing and Urban Renewal, U.S. Department of Education, NASA, and the US Air force. The faculty engage in cutting edge research in areas that include cancer therapies, cyber security, and alternative energy sources. Undergraduate students participate in these research projects.

Grambling State University is the home of Division I's "winningest coach," Coach Eddie Robinson. During a career that spanned 57 years, Coach Robinson earned a total of 408 wins, 165 losses, and 15 ties, making Grambling State a powerhouse in college football. To showcase Robinson's achievements, Grambling State University houses the Eddie Robinson Museum.

Grambling State University is also home to the world famed Tiger Marching Band. The Marching Band has received special invitations to perform nationally and internationally. They marched during the Presidential Inaugural parades for two U. S. presidents, having performed at both of President Barack Obama's inaugurations, and the inauguration of George W. Bush. The Band has the distinct honor of representing the Pageantry of Bands section of the NCAA Hall of Fame, where stands a statue of a GSU drum major. As a result of a creative marketing strategy that embraced athletes and the Tiger Marching Band, Grambling State University continues to have international name recognition.

In addition to maintaining high academic standards and achieving various honors, Grambling State University continues its tradition of assisting the community. In helping strengthen area small business entrepreneurs, the University offers workshops for those interested in developing or expanding their businesses. On a statewide level, the University helped during the dramatic events of Hurricanes Katrina and Rita. In 2005, following the devastating impact of Hurricane Katrina, the University sent buses to rescue and set up shelters for over 400 evacuees from New Orleans. Grambling State University and the city of Grambling were awarded a \$1.2 million grant from the U.S. Department of Housing and Urban Development to further assist those affected by hurricanes Katrina and Rita.

Grambling State University is an institution that possesses the appeal of an internationally recognized institution while also providing direct and personal engagement with its student population. Grambling State University strives to achieve excellence in higher education through research, teaching and service. The institution prides itself on challenging students to think creatively, analytically, and practically while also fostering a nurturing learning

environment. This approach increases the opportunity for everyone to gain a higher education and helps prepare all students—the traditional, the non-traditional, and the underprepared.

CHALLENGES

Since its inception in 1901, Grambling State University has endured and survived many challenges. Notwithstanding past tribulations, the University now faces many unique challenges, some of which are new while others are on-going. The first of these new challenges is the transition from a policy of open admissions to selective admissions. Beginning with the entering class of fall 2010, Grambling State University was mandated by the state to implement admissions criteria established by the Louisiana Board of Regents for all public four-year institutions categorized as “state regional institutions.”

In preparing the university to meet this challenge and to reduce the anticipated impact of implementing admissions standards in fall 2010, the university began phasing in minimum criteria in fall 2007 and continued with a gradual annual increase in criteria through academic year 2009-10. As a result of the state mandate, access to a four-year college degree is restricted, particularly for students needing remedial education courses and for students who are borderline high school graduates.

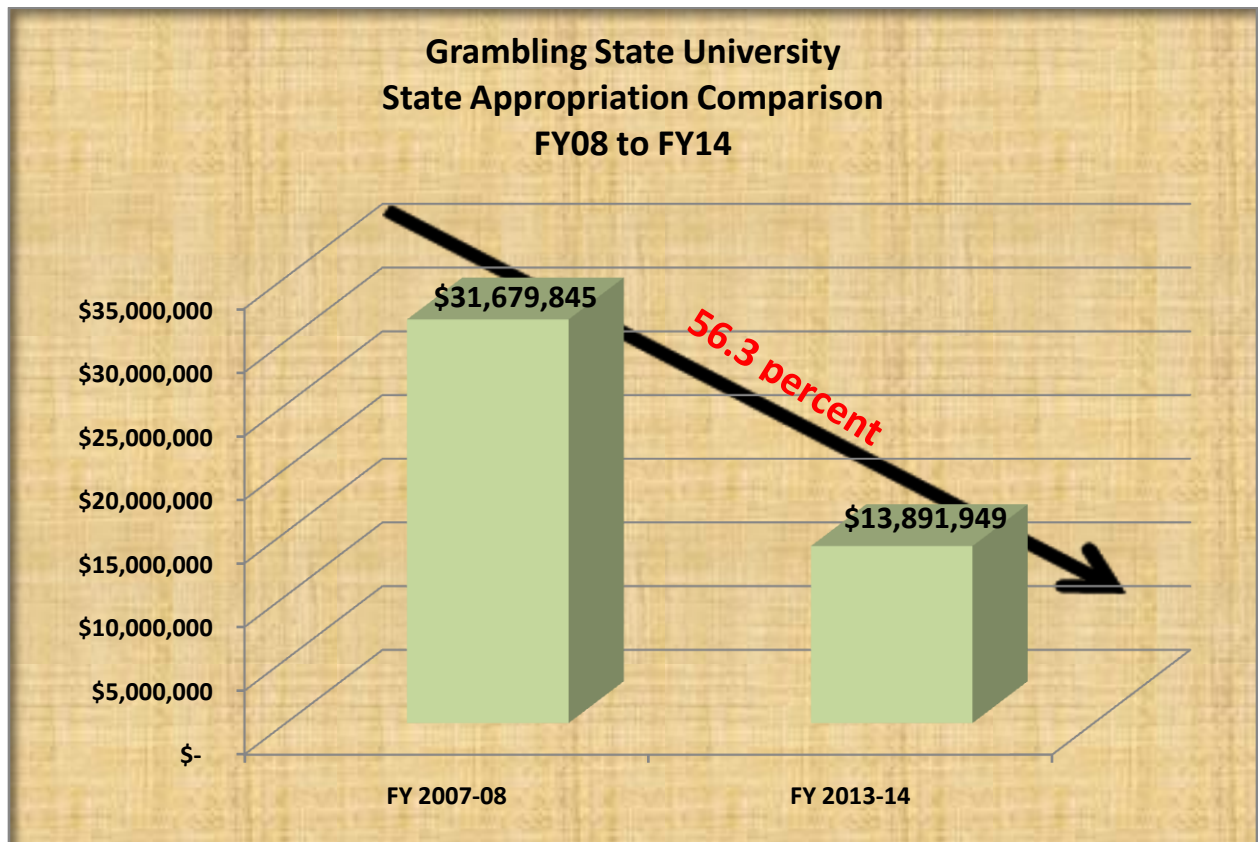
In addition to implementing the state’s mandated policy change in admissions, public institutions in the state began implementation of the La GRAD Act, a state law passed by the Legislature during the 2010 regular session. The law requires that public institutions increase tuition to the average of comparative institutions in the Southern Regional Education Board (SREB). Although state funding is tied to the achievement of performance indicators identified in the Act, formula operating funds are generously reduced as tuition is increased.

Grambling State University is a diversified university with a national and international reputation for attracting students, faculty, and staff. This diverse reputation is linked to the migration of Louisiana residents to the north, east and west U.S. states in search of civil rights. We currently have a non-resident student population of 33 percent, a decline from 45 percent in fall 2009. The most recent history of the university indicates that when there is a significant increase in out-of-state fees, it has a very negative effect on out-of-state enrollment. Following are a few primary challenges that impedes the university from achieving its founding goals and aspirations.

➤ **State appropriations reduced by 56% between FY08 and FY14 (\$31,679,845 to \$13,891,949, respectively)**

The downturn in the U.S. economy has presented institutions of higher education with unprecedented financial challenges. In Louisiana, the economic challenges are severe as universities across the state face major reductions in state revenue. When state budgets are tight or political winds shift, legislators' first response may be to cut funds to higher education. Even in times of economic prosperity, with many factions competing for state funding, higher education tends to be a tempting target for cuts. There is every reason to believe that state funding for higher education will continue to decline. There is little optimism that Grambling State University's share of state support, which is less today than it was ten years ago, will ever return to the support levels during 2007-08. We anticipate that we are entering a period where preparing budget reduction plans will become an annual exercise. Grambling State University has historically been "doing more with less." The University has essentially gone from being a state "funded" institution to a state "assisted" institution. As the decline in state funding continues, Grambling State University will soon

become a state “located” institution. The following chart provides a comparison in state appropriations between FY2008 and FY 2014.



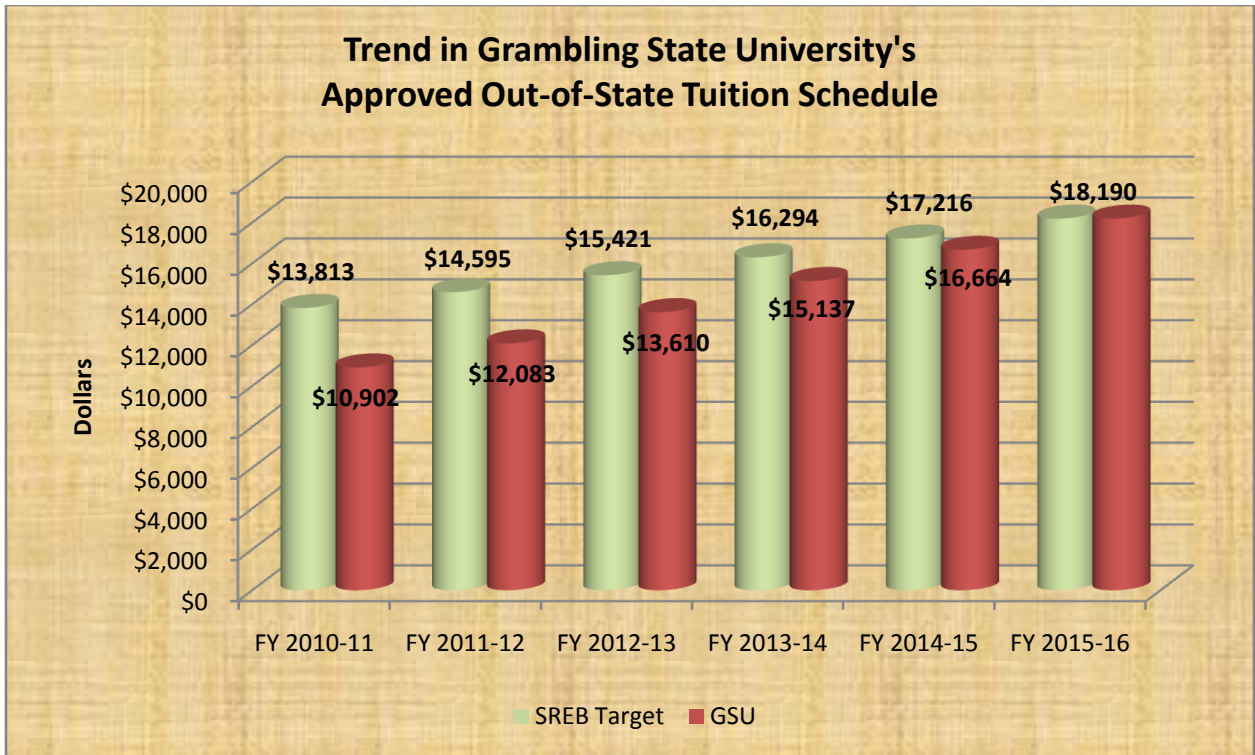
- **Enrollment of first-time freshmen declined by 41% between fall 2008 and fall 2013 (1,215 to 714, respectively)**

Since Grambling State University opened its doors in 1901, it has operated under an open admissions policy. This admission policy allowed the university to provide educational opportunities for all students regardless of an ACT score or developmental course needs. Beginning fall 2010, the university was required by the state of Louisiana to implement selective admissions criteria. The state continues to restrict access to higher education by increasing admission standards for public four-year institutions. By fall 2014 the state of

Louisiana will implement a policy denying further access to the four-year college degree by eliminating remedial courses from colleges' curricula. Requiring selective admission criteria and denying access to students in need of remediation is in direct contradiction to the mission of Grambling State University. Grambling has demonstrated success in taking the student who enters the university with deficiencies and preparing a graduate who is competitive in the national and international markets. The university anticipates an additional 30 percent decline in first-time freshmen beginning fall 2014 when the state implements the policy requiring no developmental education offerings for first-time freshmen with remedial needs.

➤ **Tuition and mandatory fee increases for both in-state and out-of-state students**

The La GRAD Act is a two edged sword when influencing tuition and mandatory fees. When meeting performance targets, the Act allows institutions to increase student tuition and mandatory fees by five percent for Louisiana residents and 10 percent for non-resident students. The La GRAD Act tuition increase is coupled with an additional five percent tuition increase allowed under a pre-existing state law. Therefore, the 10 percent increase for in-state students becomes a 20 percent increase in tuition and fees for non-resident students. However, these fee increases are needed to off-set cuts in state appropriations. The following chart provides the escalating out-of-state tuition and mandatory fee schedule that has been approved by Grambling's management boards for reaching the SREB target provided in the La GRAD Act legislation.



➤ **Academic programs reduced through elimination and consolidation from 71 to 47 (AY 2008-09 to AY 2013-14, respectively)**

Grambling State University has reduced the number of academic degree programs offered by 24 since academic year 2008-09. Program reduction is a result of elimination and consolidation of degree programs and is primarily due to severe budget cuts implemented across the years. Being able to operate on approximately 43 percent of the state funding allocated during 2007-08 academic year makes it extremely difficult to adequately fund the same number of degree programs. The inability to offer more of a variety of degree programs hinders the university's recruiting efforts, which negatively impacts enrollment. Reducing academic programs also limits research funding opportunities.

PRESERVING THE CORE MISSION

Since the beginning of the fiscal decline in national and state economies, Grambling State University has endured frequent financial shortcomings. Reductions in both federal and state appropriations have contributed to the current fiscal conditions of the university. Federal funding cuts totaling \$3 billion include programs generally relied upon by college students from low income families, i.e., Federal Work Study and Supplemental Education Opportunity Grants. Other federal programs created to strengthen core programs at colleges and universities, such as Title III, also received across the board cuts in funding.

The proportion of state appropriations to self-generated funds for the nine public postsecondary education institutions in the University of Louisiana System were reduced from 62% in 2007-08 to 33% in 2013-14. State appropriations to Grambling State declined by 56.3% between FY 2008 and FY2014. In anticipation of recurrent budget reductions, the University's Budget and Priorities Committee recommended and, with the approval of the President, implemented a *Budget Reduction Plan*. The following actions were taken by the university to offset the decline in state operating funds.

- Implement a mandatory furlough of all eligible employees
- Execute an energy conservation plan
- Realign student wages
- Revise custodial contracts
- Reduce athletic support from operating budget
- Restructure the three university laboratory schools by reducing the number of principals from three to two
- Reduce overtime pay for employees
- Reorganize department heads and directors positions by converting all academic heads from 12-months to 9-month employees
- Realign academic programs and departments by consolidating or eliminating programs
- Institute employee layoffs and maintain unfilled funded positions
- Increase the workloads of non-academic personnel
- Increase the teaching loads of faculty
- Ensure that performance indicators in the La GRAD Act were on target in order to capitalize on the tuition increases

Accomplishments

Although state operating funds to Grambling State University have been reduced by more than 56 percent since FY08, the core mission of the university continues to be achieved. Below are just a few accomplishments that document the university's survival through continuous drastic cuts in state appropriations.

- While the enrollment of first-time freshmen has declined 41 percent due to the implementation of state mandated selective admission criteria, the number of students transferring into the university increased 43 percent; and the number of students enrolling in graduate school nearly doubled, increasing 96 percent.
- First to second year student retention rates increased from 55.7 percent in fall 2008 to 68.9 percent in fall 2013, a 13.2 percentage point gain.
- The number of students completing a degree increased from 711 in academic year 2008-09 to 973 in 2012-13, a 36.8 percent increase.
- The number of articulation agreements entered into with community colleges and specific programs within the colleges continues to increase.
- The university has acquired the approval of its management boards and its regional accrediting agency, SACSCOC, to offer three degree programs fully online.
- The number of students enrolled in courses taught 100 percent online has increased from 718 in 2010 to 2,606 in fall 2012.
- The network backbone infrastructure was upgraded from 1 Gigabit to 10 Gigabit to support 12 academic, administrative and resident hall buildings.
- Grambling State University is fully accredited by the Southern Association for Colleges and Schools, Commission on Colleges. And 100 percent of academic programs required by the Louisiana Board of Regents to be accredited by national accrediting bodies are accredited.
- Grant funding increased from 6.9 million in academic year 2008-09 to 12.2 million in 2012-13, a 76 percent increase.
- Fiscal assets of Grambling State University were increased with the acquisition of vacant state property. The property was received by the university through state legislation at no cost to the university. The acquisition increased property assets to 532 acres and 148 buildings and Grambling State University West Campus Annex was established.
- The university's financial audit for fiscal year 2011-12, conducted by the State Legislative Auditors in 2012, was completed with 0 findings. This was the best audit issued in recent known history of the university.
- Grambling State University's data used for reporting La GRAD Act information has undergone audits by both the Board of Regents and the state Legislative Auditors for three consecutive years with no reportable findings.

- The university has undergone a beautification facelift to include new walkways, parking lots and student gathering places. Several landscaping projects have been completed with the use of funds provide by federal and private grants, which includes planting trees, flowers and shrubs throughout the campus.

SUMMARY OF ITEMIZED UNIVERSITY-WIDE UNMET NEEDS

While every attempt has been made to ensure that the mission of the university is maintained, the recurrent cuts in funding have had profound consequences in the upkeep of facilities and equipment including roof repairs, air conditioners, heaters and electrical equipment. Resources have not been available to maintain, on a consistent basis, a preventative or deferred maintenance program. The resulting effect is now a deferred maintenance cost of over \$57.5 million. The following table itemizes the list of buildings and deferred maintenance costs for each.

BUILDING NAMES	** (Adjusted) Deferred Maintenance Amount (2013)
<u>Administrative</u>	
Lee Hall	\$ 342,269.55
Long-Jones Hall	\$ 2,051,704.20
University Police Station	\$ 222,427.35
Grambling Hall	\$ 201,250.00
Institutional Advancement Building	\$ 187,506.90
Property & Receiving	\$ 516,267.00
<u>Academic</u>	
Charles P. Adams Hall	\$ 1,386,048.40
Army ROTC Building/Telephone Exchange	\$ 369,345.15
Brown Hall	\$ 898,532.05
Carver Hall	\$ 2,581,872.70
Carver Hall Annex	\$ 1,710,007.80
Criminal Justice Building	\$ 488,609.10
Dunbar Hall	\$ 1,069,957.00
James Hall	\$ 804,123.45
Nursing Building	\$ 961,391.65
Jacob T. Stewart Hall	\$ 1,419,601.80
AC Lewis Memorial Library	\$ 4,000,000.00

BUILDING NAMES	** (Adjusted) Deferred Maintenance Amount (2013)
Washington-Johnson Complex	\$ 203,746.05
Woodson Hall	\$ 800,000.00
<u>Academic Support</u>	
Facilities Annex	\$ 177,888.15
Facilities Automotive/Warehouse	\$ 270,754.65
Facilities Operations	\$ 305,792.55
Judicial Affairs Building	\$ 151,918.20
T.H. Harris Auditorium	\$ 840,532.35
<u>Athletic</u>	
Assembly Center	\$ 50,000
Men's Gymnasium	\$ 123,987.85
Robinson Stadium	\$ 440,471.25
Outdoor Track	\$ 1,000,000.00
Stadium Support Building	\$ 1,350,000.00
<u>Student Life</u>	
McCall Dining Hall	\$ 652,581.90
Favrot Student Union	\$ 1,018,156.50
Food Court	\$ 452,800.00
Foster-Johnson Health Center	\$ 432,703.35
Intramural Center	\$ 455,417.10
Bookstore Annex	\$ 1,259,385.30
Bookstore -Post Office	\$ 361,073.70
<u>Residential Student Housing</u>	
Laundry	\$ 89,058.15
Drew Hall Complex (Offline)	\$ 77,445.45
Garner Hall	\$ 250,000.00
Hunter Hall	\$ 250,000.00
Robinson Hall	\$ 250,000.00
Jeanes Hall	\$ 1,273,491.45
Jewett Hall	\$ 232,542.90
Richmond Hall	\$ 212,776.20
<u>Lab Schools</u>	
Alma J. Brown Elementary School	\$ 1,535,602.00
Grambling Lab Junior High	\$ 906,261.00
Grambling High School	\$ 1,223,500.00
Grambling Lab Cafeteria	\$ 558,295.00
Grambling Lab Gym-Band	\$ 572,738.00
Founders Home	\$ 76,534.00
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BUILDING NAMES	** (Adjusted) Deferred Maintenance Amount (2013)
Additional Needs	
GSU West Campus Annex	\$ 4,000,000 .00
Utility Infrastructure (Electrical, Water, Sewer, Gas)	\$ 10,000,000.00
Roofing	\$ 1,500,000.00
Soil Stabilization of campus grounds	\$ 1,000,000.00
ADA compliance (non-building)	\$ 1,000,000.00
Refurbish elevators and correct code violations	\$ 1,000,000.00
Upgrade of Fire Alarm Systems in Campus Facilities	\$ 2,000,000.00
TOTALS	\$ 57,566,367.55

Physical plant maintenance is not the only need at the university that has been deferred. Due to funding deficiencies the university has not had available resources to provide: 1) adequate technology and software upgrades, 2) essential office and educational supplies, 3) adequate faculty to maintain a reasonable student to faculty ratio, 4) professional development opportunities for students and faculty to present scholarly works, 5) sufficient funds to provide need-based aid scholarships, and 6) cost of living increases or merit increases to faculty and staff since 2008.

Following are lists of deferred needs at the university. A description of the need and an estimated cost for correcting each deficiency is also provided. The needs are grouped by division and combines categories within the division.

Unmet Needs, Excluding Facilities

Division	Unmet Need	Description of Need	Estimated Cost
Academic Affairs	Technology Infrastructure & upgrades	Most lab equipment in STEM, Kinesiology, Business, & Family & Consumer Sciences has not been upgraded in recent years. Student Learning Outcomes could be affected when students are not trained on the most current equipment.	\$1.1 million
		Wireless capabilities are available in all academic buildings. However, wireless	\$60,000 (100 x \$600)

Division	Unmet Need	Description of Need	Estimated Cost
		access in each classroom is not available. In order for students and faculty to have access to technology in the classroom, wireless coverage needs to be enhanced in most classrooms.	
		Currently, 75 classrooms are equipped with SmartBoards. An additional 100 classrooms should be equipped as Smart classroom. Smart classrooms facilitate teaching in the 21 st century and enhance online course delivery.	\$650,000 (100 * \$6,500)
		All faculty should be provided iPads or Tablets equipped with 4G LTE capabilities to facilitate delivery of academic content to students. The use of technology by faculty in the classroom provides efficiency in maintaining enrollment, assignments, exams and grades.	\$300,000 (200 * \$1,500)
	Laboratory/educational supplies to support academic programs	Adequate laboratory supplies, i.e., chemicals, lab coats, glassware, safety gear, etc., are required to be in compliance with accrediting boards and to ensure learning outcomes are obtained.	\$300,000
	Office supplies	Each department is required to participate in recruitment efforts. To do this, supplies are needed for maintaining recruitment brochures and other departmental newsletters annually.	\$25,000
	Faculty raises	Bringing faculty salaries in line with their SREB peers is essential to maintaining a quality faculty. Currently, average faculty salaries for “All Ranks” are 27% below peers and the SREB average is a moving target.	\$2.9 million
	Academic Scholarships	Need-based funds at the academic department level will assist units in maintaining and graduating students. Continuous increases in tuition coupled with federal adjustments in criteria for securing a parent-plus loan, have created a hardship for students to afford to complete their degree.	\$1 million
	Personnel	Appropriately credentialed, highly qualified faculty are needed to reduce the current teaching overload in high demand programs. Additional faculty are needed in support of general education activities.	\$550,000 Salary + benefits
		One individual with external grant-writing abilities is needed to facilitate successful proposal writing within all departments.	\$103,200 Salary + benefits
	Professional Development	Travel funds are needed for faculty and	\$200,000 annually

Division	Unmet Need	Description of Need	Estimated Cost
		students to participate in professional workshops and conferences. Adequate funding would allow for professional development training at both the national and international levels.	
Laboratory Schools	Technology Infrastructure	The university operates three (3) schools at the secondary education levels. These schools are used as feeders into university programs. They also serve as a means of preparing teacher education students in the College of Education. Classrooms needs to be updated with SmartBoard technology, upgraded computers and software, and	\$250,000
	Office Supplies and Equipment	Adequate supplies and office equipment are needed to properly furnish classrooms in the lab schools, to include file cabinets, musical instruments, and equipment for science labs.	\$250,000
	Scholarships for elementary, middle & high school students	Many deserving children in the local area could benefit from a resourceful education provided under a university laboratory school. Since areas in north Louisiana are among the poorest in the nation, tuition is a major deterrent to increasing enrollment in the lab schools.	\$500,000
		TOTAL	\$8,088,200
Student Affairs	Technology Infrastructure and Upgrades	Computers and software upgrades are needed in several units within the Division.	\$30,000
	Office Equipment & Supplies	Dymo-Label Writer 450 Duo & Supplies will expedite the labeling process for letters being sent to potential students.	\$500 equipment \$400 supplies
		Printers and copiers are needed to facilitate work in the areas of Admissions, Clubs & Orgs., & Labs in Residential Life.	\$7,500
		Commercial washer and dryer to accommodate teams laundering uniforms at least weekly. Campus teams and spirit groups can enhance the longevity of their uniforms with proper care. This reduces the expense of replacing uniforms.	\$10,000
		General office supplies are needed to produce high quality recruitment pamphlets and brochures. Additionally, supplies are needed for everyday use in completing university tasks.	\$25,000
	Recruitment Call Center	A Call Center will facilitate recruitment and admissions of potential students in a more timely fashion. The Center will be operated by trained volunteers. Funding is needed to provide telephones and	\$3,000 Telephones \$9,000 Computers & Software

Division	Unmet Need	Description of Need	Estimated Cost
		computer equipment in the center to accommodate six staffers.	
		During the past couple of years, the number of international students enrolling at the university has dropped precipitously from a few years prior. This decline is due in large part to budget reductions that have affected travel opportunities to foreign countries. A travel budget is needed for domestic and international recruitment visits.	\$55,000
	Personnel	In order to maintain enrollment at acceptable levels in spite of increasing admissions criteria, and other barriers to access, additional staff are needed in Student Affairs to assist with recruiting, processing, and counseling prospective students.	\$500,000 Salary + benefits
		With the reduction in staff due to layoffs and unfilled positions, personnel have had to assume many additional responsibilities with no additional pay or pay increases since 2008. Merit increases are needed to maintain an experienced staff to ensure a high level of efficiency.	\$250,000
	Scholarships & Stipends	Stipends are needed to pay students to serve as tutors, particularly in math and English courses. Scholarships (in the form of out-of-state fee waivers) will enhance the ability to recruit students into one of several spirit groups on campus.	\$570,000
	Professional Development	In order for staff to remain current on policies and best practices, professional development is essential. Funds are needed for staff to travel to conferences and workshops, and to pay for on-line webinars that helps to refine their skills and to remain current in their field.	\$40,000
		TOTAL	\$1,500,400
Finance and Administration	Personnel	The Finance and Administration (F&A) area has lost several critical personnel over the past several years. The positions within the offices of budget, contract administration, and human resources have not been replaced. F&A is in need of the following staff persons Budget Director (\$100,000), Two (2) additional human resources staff (\$90,000) contract administrative assistant (\$40,000)	Salary + benefits \$300,700

Division	Unmet Need	Description of Need	Estimated Cost
	Technology Infrastructure & upgrades	F&A is in need of several software additions, upgrades and training in the areas of accounting, contract administration, human resources, property control, university police, and facilities management	\$ 300,000
		TOTAL	\$600,700
Institutional Advancement	Personnel	The Institutional Advancement area has lost several personnel essential to implementing and maintaining a strong capital campaign and fundraising strategy. Institutional Advancement is in need of the following staff personnel: VP of Institutional Advancement (\$125,000), Director of Development (\$90,000), 3-4 communications and public relations staff (\$200,000)	Salary + benefits \$535,400
	Technology Infrastructure & upgrades	Institutional Advancement is in need of several software additions, upgrades and training relating to prospect recruitment, alumni/donor records, and locating services.	\$250,000
	Alumni Recruitment	In order to adequately advance and maintain alumni & corporate giving to GSU it is essential that staff are capable of traveling to not only alumni events but also training to stay abreast of best practices in the area of advancement.	\$200,000
		TOTAL	\$985,400
President's Divisions	Personnel	An Executive Assistant to the President is needed to facilitate day to day operations in the office on behalf of the President.	Salary + benefits \$129,000
		Total	\$129,000
Department of Athletics & Compliance	Personnel in Compliance Office	2 additional staff persons are needed in the compliance office to ensure compliance with all institutional, conference, and NCAA policies that relate to recruitment, financial aid, academic and athletic eligibility of student athletes. Assistance is also needed to monitor practice, travel and contest participation of all student athletes.	Salary + benefits \$111,000
	Staff Personnel in Department of Athletics	Nine (9) additional staff persons are needed in the Department of Athletics to ensure that strategic initiatives designed to support all areas of the programs are met. Positions needed are Assistant AD for Promotions & Marketing, Special Events Coordinator, Assistant Sports Information Director, Accounting Specialist, Learning Specialist, Coordinator of Academic Enhancement,	Salary + benefits \$424,000

Division	Unmet Need	Description of Need	Estimated Cost
		Director of Ticket Operations & Business Manager, Assistant Strength & Conditioning Coach, Assistant Sports Medicine Manager	
	Coaching Personnel in Department of Athletics	Three (3) assistant coaches are needed to supervise, plan, and coordinate practice times, and to facilitate game preparation and all travel arrangements.	Salary + benefits \$94,000
	Scholarships	Adequate funds are needed to provide athletic scholarships to students desiring to play any of the NCAA division sports offered at the university. Attracting students into athletic programs facilitates the university's enrollment goals	\$1.9 million
	Technology Infrastructure & upgrades	Computer lab equipped with 20 computers and academic enhancement software to facilitate learning for student athletes.	\$55,000
	Other equipment	Running Board for Basketball, Jumbo Trons for Basketball Arena and Football Stadium. These digital boards will provide an avenue to highlight players and to advertise sponsors.	\$2,500,000
		Upgrade playing floor for Volleyball to meet NCAA & Conference requirements; Repair Scoreboard for Volleyball arena	\$20,000
		Soccer Fence and Soccer Sideline Covers are needed to secure soccer playing field and increase player safety.	\$45,000
		Install lights on the Softball field to allow evening games. Evening games increase attendance, and enhance players academics by reducing the amount of time players miss from classes during day games.	\$35,000
		Baseball field and Dugout upgrades are needed to stop flooding in current facility and reduce injuries.	\$115,000
		Total	\$5,299,000
Office of Internal Audit	Personnel	In order to adequately fulfill <i>Goal 6: Develop processes to improve operational management of the University</i> , and <i>Goal 7: Ensure organizational efficiency</i> , the Office of Internal Audit (OIA) needs to fill the Staff Auditor position. The OIA is responsible for determining that the University's overall systems of internal control and the controls in each department or activities under audit are adequate, effective, efficient and operating within compliance. Additional staff is needed to satisfy these goals.	Salary + benefits \$64,500

Division	Unmet Need	Description of Need	Estimated Cost
		Total	\$64,500
Office of Media Relations & Communications	Personnel	Adequate staffing is needed to enhance the brand and marketing capabilities of the university.	Salary + benefits \$300,000
		Total	\$300,000
Office of Institutional Planning, Assessment and Effectiveness (OIPAE)	Technology Infrastructure & upgrades	Organized submission and management of student work into TracDat through iWebfolio. Students in the College of Education Teacher Education Program will be able to transfer their work for evaluation and scoring into the edTPA template in iWebfolio; thereby allowing faculty members the convenience of scoring and reporting student projects and learning outcomes into one database. SPSS software license to ensure each staff member in the OIPAE has access.	\$20,000-implementation and training (\$45/year cost per student usage fee to be paid by students) \$10,000
	Personnel	Research Associate- an individual with a background in quantitative and qualitative statistics. This individual will take the lead role to provide statistical analyses of data compiled for reporting to institutional constituents.	\$51,600 Salary + benefits
	Professional Growth and Training	Specialized SPSS training. SPSS is a statistical software package needed to facilitate institutional research and assessment functions. Individuals will train at their particular levels of understanding of the software, i.e. Introduction to SPSS, Data Management & Manipulation with SPSS, Mastering SPSS. This training will allow expanded data analysis to include more formal statistical data analysis and reporting.	\$30,000/ 3 courses registration & travel for two staff members who will provide on-campus training to faculty & staff.
	Equipment and Supplies	Ability to produce large quantities and various sizes of professional-quality documents for dissemination. The Office of Planning, Assessment and Effectiveness designs and produces documents for distribution during the Bayou Classic, Fall and Spring Convocations, Summer Retreat, and other occasions. On-campus production will be more convenient and cost effective.	\$46,400 (color copier, ink and additional supplies)
		Total	\$158,000

✚ **Total assessment of current unmet needs:**

Category	Amount of Funds Needed
Scholarship/Fellowships	\$ 3,970,000
Computer Hardware, Software & Infrastructure	\$ 2,655,000
University Personnel	\$ 6,668,400
Research Funding	\$ 50,000,000
Deferred Maintenance	\$ 57,566,368
Other Needs (Laboratory and other equipment, supplies, professional development and training, etc.)	\$ 3,831,800
<i>TOTAL NEEDS ASSESSMENT</i>	<i>\$124,691,568</i>

**Grambling State University
An Institutional Review of Unmet Needs**

December, 2013

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