



USG Consolidations: Phase II

Presentation to Board of Regents

November 12, 2013

Shelley C. Nickel



Objective

The University System of Georgia is preparing students for the 21st century economy and citizenship. Today the System must look internally to ensure that it has a 21st century structure, providing a network of institutions offering the proper range of degrees and opportunities in research and service to students and faculty.

The purpose of campus consolidation is to increase the system's overall effectiveness in creating a more educated Georgia.



Guiding Principles

The following principles guided the consolidation analysis; each principle was considered equally in this analysis:

1. Increase opportunities to raise education attainment levels.
2. Improve accessibility, regional identity, and compatibility.
3. Avoid duplication of academic programs while optimizing access to instruction.
4. Create significant potential for economies of scale and scope.
5. Enhance regional economic development.
6. Streamline administrative services while maintaining or improving service level and quality.



Kennesaw State University and Southern Polytechnic State University Profiles

KSU

- Established 1963
- Fall 2013 Enrollment: 24,629
- Students come from Metro ATL
- First-Year Retention: 76.1%
- 6 Year Graduation: 41.52%
- 25% of transfers come from GPC
- Total FY14 Budget: \$271.3M

SPSU

- Established 1948
- Fall 2013 Enrollment: 6,549
- Students come from Metro ATL
- First-Year Retention: 75.3%
- 6Year Graduation: 36.5%
- KSU is #1 transfer choice for students who transfer
- Total FY14 Budget: \$71.6M



KSU & SPSU Opportunities & Challenges

Opportunities

- Expands the ability to create more work-force related degrees
- Opens the door for a wider array of student activities
- Trend toward duplication would be eliminated
- Allows for seamless transfer
- Combines resources to enhance responsiveness to regional economic and community development needs

Challenges

- Blending of institutional cultures



Implementation Principles

- Principles
 - Leadership – A clear, unified leadership structure shall be established and maintained
 - Simplicity – Consolidated institutions will merge functions and merge leadership positions; inefficient and complex reporting relationships will be avoided
 - Transparency – Consolidation results will be monitored and presented to interested parties
 - Lessons learned will be actively shared with all participating institutions
 - Maximize use of technology



Initial Steps

- Initial Steps
 - Create Campus Implementation Committee
 - Key stakeholders to include faculty, staff, students, administrators
 - USO Point of Contact
 - Designate President Papp as implementation leader
 - Establish Reporting Format / Key Indicators



Implementation Tasks

- Academic

- Coordinate with SACS
- Coordinate with program-based accreditation (business, education, etc.)
- Consolidate colleges – address departments in different colleges
- Address program/curriculum differences
- Streamline program offerings
- Statutes and Bylaws (faculty senate, committees)
- Faculty and Staff Handbooks
- Aware of/tracking conflicts of interest
- Aware of/tracking intellectual property
- Update faculty contracts
- Consolidate tenure and promotion processes and standards
- Address consolidation of “centers”



Implementation Tasks

- Student:
 - Set tuition strategy/approach
 - Merge information systems – address data governance and management
 - Coordinate with federal DOE for implementation of financial aid system
 - Revise Student Handbooks and Judiciary
 - Revise Bylaws (student government, student fee committee)
 - Combine Athletic Programs



Implementation Tasks

- External
 - Legislative relationships/support
 - Merge Foundations
 - Address any endowment restrictions
 - Alumni relations (separate alumni associations? Umbrella group?)
 - Branding
 - Messaging



Implementation Tasks

- Operations
 - Merge financial systems – fiscal year transition point
 - Merge payroll – calendar year transition point
 - Notice to MSRB and others as required for PPVs
 - Update rental agreements
 - Analyze impact on bonds
 - Coordinate with rating agencies
 - Ensure effective implementation of controls (flowchart, KPI, segregation of duties)



Implementation Tasks

- Operations (cont.)
 - Coordinate with State Auditor
 - Ensure adequate internal audit coverage
 - Consolidate risk management operations
 - Consolidate ethics hotline
 - Transition legal agreements
 - Review existing arrangements for efficiency; revise arrangements as needed
 - Address additional satellite campus issues
 - Transition IT security
 - Identify all reporting requirements; develop plan to ensure compliance



Proposed Timeline

- BOR considers recommendation to consolidate SPSU and KSU.
- Prospectus developed and submitted to SACS October 2014
- SACS considers approval of prospectus December 2014
- BOR considers approval of newly created Kennesaw State University January 2015
- First cohort of students attend the new university in fall 2015