



# Recommended Consolidations



# Objective

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

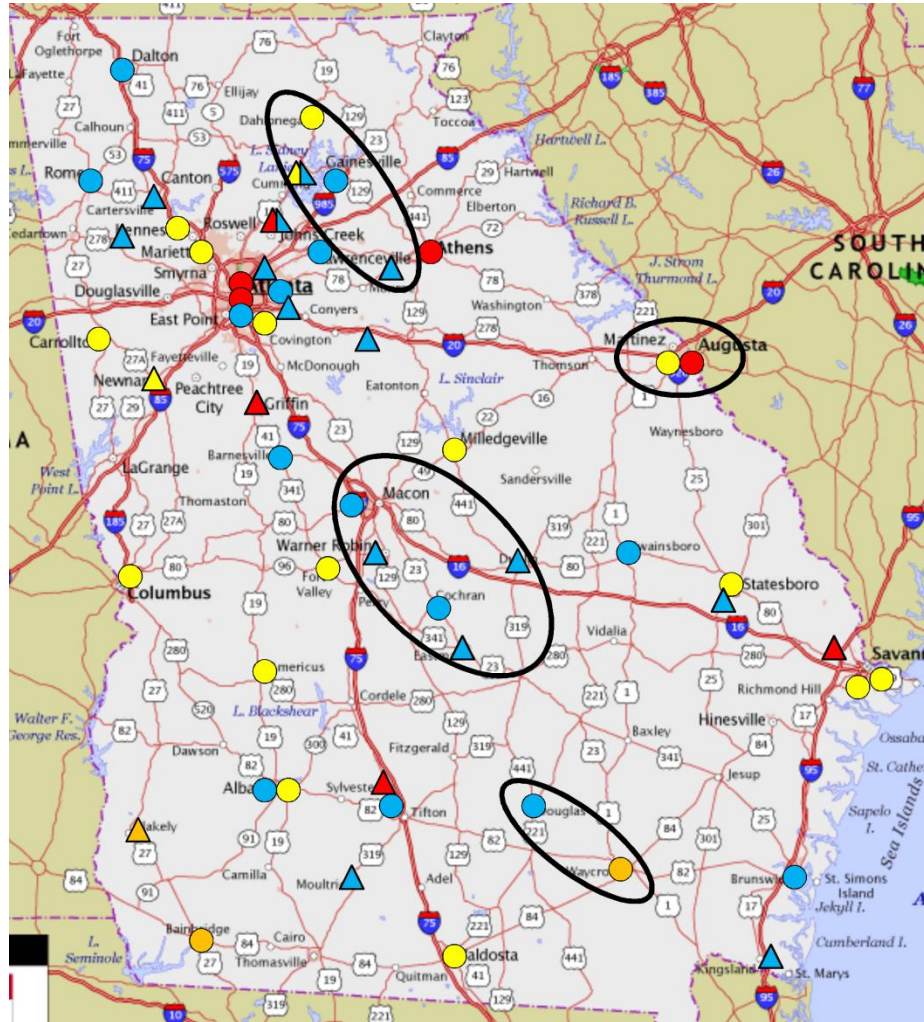
The purpose of campus consolidation is to increase the system's overall effectiveness in creating a more educated Georgia.



# 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.



- Research University
- Comprehensive University
- State College
- Two Year College
- △ Owned Branch Campus/Center
- Recommended Consolidations



## Recommended USG Consolidations January 2012

Creating a More Educated Georgia



# Waycross & South Ga. Profiles

## Waycross College

- Established 1970
- Fall 2011 Enrollment: 964
- 42.6% from Ware County
- First-Year Retention: 53.9%
- Three-Year Graduation: 20%
- FY11 Degrees Conferred: 105
- Total FY12 Budget: \$8.6M

## South Georgia College

- Established 1906
- Fall 2011 Enrollment: 2,270
- 26.3% from Coffee County
- First-Year Retention: 47.9%
- Three-Year Graduation: 12.2%
- FY11 Degrees Conferred: 251
- Total FY12 Budget: \$20.3M



# Waycross & South Ga. Opportunities & Challenges

## Opportunities

- Creates an institution of over 3,000 students by combining the two smallest USG institutions, enabling economies of scale while maintaining college access for south Georgia students.
- Aligns two institutions with very similar missions and program offerings in the region.
- Increases opportunities to hire for key needs. Through economies of scale, there is the capacity for needed higher education enterprise professionals with appropriate expertise and experience levels.
- Builds on existing collaboration between the two institutions.
- Combines resources to enhance responsiveness to regional economic and community development needs.
- SGC is already the 2<sup>nd</sup> most popular transfer destination for Waycross – being part of same institution streamlines this process for students. Availability of SGC residential facilities will further support future student needs.

## Challenges

- Blending of institutional cultures.



# Macon State & Middle Ga. Profiles

## Macon State College

- Established 1965
- Fall 2011 Enrollment: 5,702
- 60% enrollment from Houston and Bibb
- First-Year Retention: 53.2%
- Three-Year Graduation: 3.2%
- FY11 Degrees Conferred: 846
- Includes Warner Robins campus
- Total FY12 Budget: \$56M

## Middle Georgia College

- Established 1884
- Fall 2011 Enrollment: 3,424
- 38.2% enrollment from Laurens, Dodge, and Bleckley
- First-Year Retention: 53.1%
- Three-Year Graduation: 9.5%
- FY11 Degrees Conferred: 502
- Includes Dublin Center and Eastman campus
- Total FY12 Budget: \$35.8M



# Macon State & Middle Ga. Opportunities & Challenges

## Opportunities

- Creates an institution of nearly 10,000 students with five campuses that provides a strategic, comprehensive approach to meeting the higher education needs of middle Georgia students.
- Creates opportunity for a seamless pipeline for student transfer. Macon currently is the second most popular transfer destination for Middle Georgia students.
- Provides greater access to workforce-oriented baccalaureate degrees to meet regional needs, e.g., health informatics, nursing.
- Aligns Middle Georgia's aviation mission with Macon State's strong military partnership, to meet the region's economic development needs.
- Recognizes and meets the need for a coordinated approach to public higher education in Macon and the middle Georgia region.



# Macon State & Middle Ga. Opportunities & Challenges

## Opportunities (cont.)

- Increases opportunities to hire for specialized needs. Through economies of scale, there is the capacity for needed higher education enterprise professionals with appropriate expertise and experience levels.

## Challenges

- Effectively balancing existing baccalaureate programs.
- Achieving efficiencies from five de-centralized locations will present operational challenges.



# Gainesville & NGCSU Profiles

## Gainesville State College

- Established 1966
- Fall 2011 Enrollment: 8,569
- 69.1% enrollment from Hall, Gwinnett, and Forsyth
- First-Year Retention: 61.4%
- Three-Year Graduation: 11.7%
- FY11 Degrees Conferred: 882
- Total FY12 Budget: \$56.5M

## North Georgia College & State University

- Established 1873
- Fall 2011 Enrollment: 6,067
- 35.9% enrollment from Forsyth, Hall, and Gwinnett
- First-Year Retention: 79.9%
- Six-Year Graduation: 49.2%
- FY11 Degrees Conferred: 1,203
- Total FY12 Budget: \$65M



# Gainesville & NGCSU

## Opportunities & Challenges

### Opportunities

- Creates an institution of nearly 15,000 students that provides a strategic approach to meeting the higher education needs of students in the northeast Georgia region.
- Provides a broad spectrum of academic programs from associate to graduate degrees in a student-friendly, seamless system. Students from both institutions already share a similar geographic origin and transfer between both institutions.
- Increases access to educational attainment and enrollment opportunities in significant growth and population area of the state.
- Efficiently expands baccalaureate and graduate offerings in Gainesville while allowing for increased enrollment, e.g., teacher education, foreign languages.
- Capacity for on-campus growth is limited at North Georgia. The consolidation provides additional capacity in Gainesville.



# Gainesville & NGCSU

## Opportunities & Challenges

### Opportunities (cont.)

- Builds on a strong foundation of collaboration and partnership that already exists as reflected in North Georgia's and Gainesville's program offerings in Cumming and Gainesville.
- Increases opportunities to hire for specialized needs. Through economies of scale, there is the capacity for needed higher education enterprise professionals with appropriate expertise and experience levels.
- Combines resources to enhance responsiveness to regional economic and community development needs.

### Challenges

- The institutions currently serve student populations with differing levels of college readiness. Balancing access and college completion will be a challenge to address during implementation.
- Watkinsville campus will be maintained; however, implementation will need to consider how to best optimize the role of that campus.



# Augusta & GHSU Profiles

## Augusta State University

- Established 1925
- Fall 2011 Enrollment: 6,741
- 67.5% enrollment from Columbia and Richmond
- First-Year Retention: 68.5%
- Six-Year Graduation: 24.5%
- FY11 Degrees Conferred: 1,097
- Total FY12 Budget: \$69.6M

## Georgia Health Sciences University

- Established 1828
- Fall 2011 Enrollment: 2,948
- 16.5% enrollment from Columbia and Richmond
- First-Year Retention: N/A
- Six-Year Graduation: N/A
- FY11 Degrees Conferred: 840
- Total FY12 Budget: \$632.4M



# Augusta & GHSU

## Opportunities & Challenges

### Opportunities

- Reflects a bold move to create a new university that builds on the strength of two institutions with distinct missions.
- Creates a 21<sup>st</sup> century research institution that provides high quality and comprehensive undergraduate programs and top-tier health education and research that meets regional and statewide needs.
- Continues to support the access mission which is vital to regional needs.
- Allows for growth of research efforts to spur economic development and facilitate knowledge transfer.
- Offers a wide array of undergraduate programs in liberal arts and professional fields.



# Augusta & GHSU

## Opportunities & Challenges

### Opportunities (cont.)

- Recognizes geographic proximity (~2 miles apart) .
- Builds on strong community support.

### Challenges

- Significant differences exist in institutional mission, organization, and governance.
- Complexity associated with current Health System structure would be further complicated by integration.
- Branding and identity issues exist.



# 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.
  - Oversight – The Regents’ Special Committee on Consolidation shall oversee consolidation efforts and results.
  - Transparency – Consolidation results will be monitored and presented to interested parties. Lessons learned will be actively shared with all participating institutions.
  - Maximize use of distance education.



# Initial Steps

## Initial Steps

- Chancellor forms Implementation Groups for each of the consolidations
  - Key stakeholders to include faculty, staff, students, alumni, foundation, community leaders
  - USO Point of Contacts: Steve Wrigley and Shelley Nickel
    - Designate President as implementation leader
    - Establish Reporting Format / Key Indicators



# Implementation Tasks

- 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
    - Update faculty contracts
    - Consolidate tenure and promotion processes and standards
    - Address consolidation of “centers”



# Implementation Tasks

- Implementation Tasks:
  - Student:
    - Combine Athletic Programs
    - Determine 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)



# Implementation Tasks

- Implementation Tasks:
  - External
    - Legislative relationships/support
    - Name of institution
    - Address Foundation and Alumni Group Issues
    - Address any endowment restrictions
    - Branding (mascots, school colors)
    - Messaging



# Implementation Tasks

- Implementation Tasks:
  - Operations
    - Merge financial systems including payroll
    - Update contractual and rental agreements
    - Analyze impact on bonds
    - Ensure effective implementation of controls (flowchart, KPI, segregation of duties)
    - Coordinate with State Auditor
    - Ensure adequate internal audit coverage
    - Consolidate risk management operations
    - Consolidate ethics hotline



# Implementation Tasks

- Implementation Tasks:
  - Operations (cont.)
    - Transition legal agreements
    - Transition IT security
    - Identify all reporting requirements; develop plan to ensure compliance