



Recommended Consolidations



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.

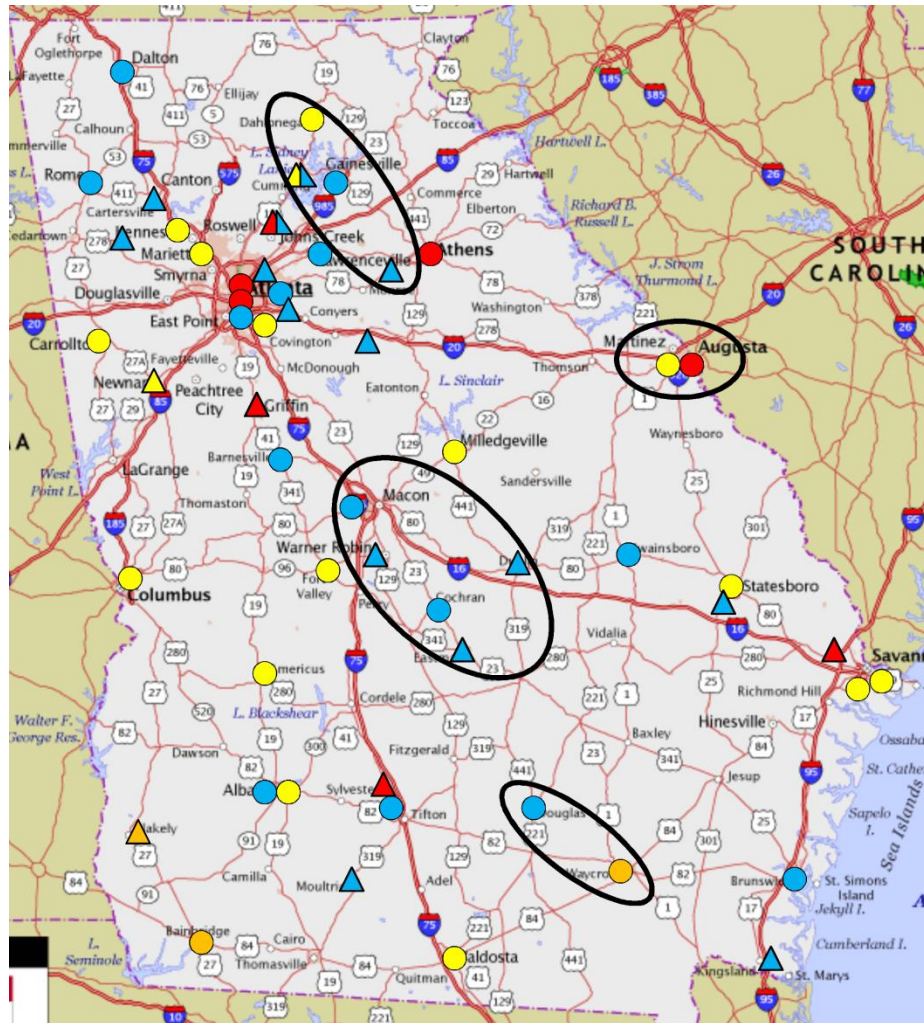
The purpose of campus consolidation is to increase the system's overall effectiveness in creating a more educated Georgia.



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.



- 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 2nd 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 21st 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



USG Consolidations: Phase II

Presentation to Board of Regents

November 12, 2013

Shelley C. Nickel



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Guiding Principles

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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



USG Consolidations: Phase III

January 6, 2015



Objective

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Georgia State University and Georgia Perimeter College Profiles

GSU

- Established 1913
- Fall 2014 Enrollment: 32,556
- Students from Metro ATL
- 2 campuses
- First-Year Retention: 81.17%
- 6 Year Graduation: 53.5% - increase of 4.2% since 2009
- 44% of transfers come from GPC
- FY14 State Appro: \$188,347,396

GPC

- Established 1964
- Fall 2014 Enrollment: 21,371
- Students from Metro ATL
- 5 campuses
- First-Year Retention: 60.9%
- 3 Year Graduation: 6.4%
- GSU is #1 transfer choice for students who transfer
- FY14 State Appro: \$52,092,226

“Creating A More Educated Georgia”



GSU & GPC Opportunities & Challenges

Opportunities

- Creates a modern urban university that balances needs for access as well as research and public service
- Creates opportunities for raising retention and graduation rates for associate degree seeking students with GSU’s proven success in this area
- Savings from eliminated duplicate positions and functions can be used to serve students
- Further scales a nationally-recognized model for student success and retention for students from all backgrounds
- Creates integrated pathways to degree spanning from initial general education to associate degree to bachelor’s degree completion
- Provides access and flexibility for students across the metro area
- Provides opportunities to target high-demand bachelor’s degrees to pockets of workforce need



GSU & GPC Opportunities & Challenges

Challenges

- Blending of institutional cultures
- Achieving efficiencies from seven locations will present operational challenges
- Budget issues at GPC need to be addressed

Georgia Perimeter College

Enrollment and Formula Earnings FY 2014 - FY 2016

FY 2014				FY 2015				FY 2016				Change FY 13 to FY 16		FY 2017	
Fall 2011 Headcount	FY 2012 Credit Hours	FY 2014 Formula Earnings		Fall 2012 Headcount	FY2013 Credit Hours	FY 2015 Formula Earnings		Fall 2013 Headcount	FY2014 Credit Hours	FY 2016 Formula Earnings		Student Gain (Loss) Headcount	Change in Credit Hours	Fall 2014 Headcount	
26,996	7.5%	3.9%	4,336,628	23,619	(14.3%)	(17.8%)	(12,065,613)	21,123	(11.8%)	(11.3%)	(\$9,872,049)	(3,990)	(20.8%)	21,371	1.2%



Implementation Principles

- Principles
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 - 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
 - Board action to approve implementation
 - Name new institution Georgia State University
 - Designate President Becker as implementation leader and President of New GSU
 - Create Campus Implementation Committee
 - Key stakeholders to include faculty, staff, students, administrators
 - USO Point of Contact
 - Establish Reporting Format / Key Indicators



USG Consolidations: Phase IV

November 10, 2015



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.

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5. Enhance regional economic development.
6. Streamline administrative services while maintaining or improving service level and quality.



Albany State University and Darton State College Profiles

ASU

- Established 1903
- Fall 2015 Enrollment: 3,492
- Students from SW Georgia
- First-Year Retention: 55.2%
- 6-Year Graduation: 39.7%
- 42% of transfers come from DSC
- FY 16 Original Budget: \$83,302,204

DSC

- Established 1963
- Fall 2015 Enrollment: 5,471
- Students from SW Georgia
- First-Year Retention: 68.7%
- 3-Year Graduation: 10.4%
- ASU is #1 transfer choice of students from DSC
- FY 16 Original Budget: \$61,264,039



ASU & DSC Opportunities

- Creates a university of nearly 9,000 students; largest institution of higher education in southwest Georgia
- Builds on Albany State's HBCU mission and DSC's access mission
- Creates a larger university that serves the needs of the community and region with a range of degrees
- Establishes a simpler path for associate-degree students to achieve bachelor's degrees
- Builds on recent agreements between ASU and Darton in areas like criminal justice, forensic science, and music education



ASU & DSC Opportunities

- Builds on the education collaborative among the public education organizations in the community
- Allows one institution to focus economic impact in the region and update curriculum to address regional workforce needs, for example, the recently approved logistics program at ASU.
- Responds to enrollment challenges by concentrating recruitment and retention resources in a single institution
- Reinvests savings from administrative efficiencies in programs to support student success



ASU & DSC Challenges

- Blending of institutional missions and cultures
- Declining enrollment and financial resources on each campus
- Modernizing academic offerings and administrative processes

Trends in Fall Headcount

Institution	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	% Change from Highest Headcount to Fall 2015 Headcount
ASU	4,176	4,473	4,653	4,663	4,275	4,260	3,910	3,492	(25.11%)
DSC	5,019	5,854	5,879	6,097	6,396	6,195	5,623	5,471	(14.46%)



ASU & DSC Challenges

- Blending of institutional missions and cultures
- Declining enrollment and financial resources on each campus
- Modernizing academic offerings and administrative processes



Implementation 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

- Board action to approve implementation
- Name new institution Albany State University
- Designate President Dunning as implementation leader and President of New ASU
- Create Campus Implementation Committee
 - Key stakeholders to include faculty, staff, students, administrators
 - USO Point of Contact
- Establish Reporting Format / Key Indicators