GPC/GSU Consolidation Implementation Committee
Operational Working Groups: Leadership and Responsibilities

(Responsibilities are in Italics)

This document lists:

• the Committees (and sub-committees) where most of the work of consolidation will be accomplished, as well as the two co-chairs for each committee, one each from GSU and GPC;
• the 22 functional areas into which the committees are divided, as well as the functional area coordinators;
• the points of contact in the University System of Georgia’s Central Office (USO) for the functional area coordinators;
• the division of the 900 plus responsibilities identified on the USG’s Consolidation Tracker (these are shown in italics), to which more will undoubtedly be added by the committees as they pursue their work.

A. Overall University Structure- Coordinators, Presidents Becker and Watts; USO Contacts: Shelley Nickel (Shelley.Nickel@usg.edu) & Houston Davis (Houston.Davis@usg.edu)

COMMITTEE 1: University Structure

GSU Co-Chair- President Becker
GPC Co-Chair- President Watts

1-1. Overall Structure
   Determine Campus-Wide Functional Units

1-2. College Structure
   Determine College Structure and Address Department Locations

1-3. Vision and Mission
   Develop New Vision and Mission Statement

1.4. Oversight of the Consolidation Process
   Receive progress reports, information, and recommendations from the Coordinators with respect to the Operational Working Groups

B. Academic Degrees and Programs- Coordinator, Risa Palm GSU Provost/VPAA;
USO Contacts: Linda Noble (Linda.Noble@usg.edu) & Teresa Joyce (Teresa.Joyce@usg.edu)
COMMITTEE 2: Business
GSU Co-Chair- Bill Bogner, Associate Dean Robinson College of Business
GPC Co-Chair- Tina Philpot, Interim Dean of Business

Streamline Program Offerings

COMMITTEE 3: Arts & Sciences/Math and Computational Sciences
GSU Co-Chair- Carol Winkler, Associate Dean of Arts and Sciences
GPC Co-Chair- Paulos Yohannes, Dean of Science

Streamline Program Offerings
Consider Course Specific Fees

COMMITTEE 4: Education
GSU Co-Chair- Joyce Many, Associate Dean of the College of Education
GPC Co-Chair- Susan Cody, Dean of Social Science

Streamline Program Offerings
Streamline Kinesiology programs
Streamline Sign Language Interpreter Programs
Consider Childcare Facilities

COMMITTEE 5: Nursing and Health Professions
GSU Co-Chair- Lynda Goodfellow, Associate Dean, School of Nursing and Health Professions
GPC Co-Chair- Sheila Garland, Dean of Health Sciences

Streamline Program Offerings

COMMITTEE 6: Inventory of Programs, Authorized Degrees, Delivery Modes, Assessment etc.
GSU Co-Chair- Michelle Brattain, Chair of Senate Committee on Academic Programs
GPC Co-Chair- Marla Calico, Interim Dean of Humanities and Fine Arts

Develop Common Assessment Instruments and Cycles
Develop Institutional Curriculum Approval Processes
Complete an Update Inventory of Academic Programs/Authorized Degrees
Develop a Uniform Course/Instructor Evaluation Instrument
Determine Syllabi Requirements
Review Student Surveys & Revise Admin Processes

C. Related Non-Degree Academic Responsibilities- Coordinator Tim Renick, Vice Provost, VP for Enrollment Management & Student Success; USO Contact(s): Linda Noble (Linda.Noble@usg.edu), Joyce Jones (Joyce.Jones@usg.edu) & Houston Davis (Houston.Davis@usg.edu)

COMMITTEE 7: General Education and Core Curriculum

GSU Co-Chair- John Medlock, Assistant Dean, College of Arts & Sciences
GPC Co-Chair- Stuart Noel, Dean of English

Combine Curricula where appropriate
Look at use of online system
Develop common Area B requirements
Create Common Student Learning Outcomes for Gen Ed and Area F
Submit Any Changes to USG Council on General Education
Determine any Non-Core Requirements (Health, Phys. Ed., etc.)
Review and reconciliation of Area F curricula (Shared by Gen Ed/Core group and college committees)

COMMITTEE 8: Advising, Mentoring, Tutoring and First Year Programs

GSU Co-Chair- Allison Calhoun-Brown Assistant Vice President for Student Success
GPC Co-Chair- Nate Holmes, Director of Advising

Develop Common Advising Processes and Procedures
Ensure Academic Tutoring Services are Provided on Both Campuses
Review and make recommendation re Mentoring Services on Both Campuses appropriate to mission and context
Consolidate First Year Programs into One Admin. & Operating Structure
Learning Support (coordinated with Committee 18)
Review and make recommendations about transient students from 4 year divisions of GSU to Perimeter College (with Committee # 18)
COMMITTEE 9: On-Line Education (Academics)

GSU Co-Chair- Michael Galchinsky, Director of APR and Distance Ed.
GPC Co-Chair- Margaret Ehrlich, Dean of Mathematics and of the Online Campus

Develop structure, function and role of Distance Education
(in consultation with Committee 17)
Combine Online Course and Program Offerings
Identify eCore Role

COMMITTEE 10: Honors Programs

GSU Co-Chair- Larry Berman, Dean Honors College
GPC Co-Chair- Jeff Portnoy, Director of the Honors Program

Coordinate Honors Programs

COMMITTEE 11: International Programs

GSU Co-Chair- Jun Liu, GSU Associate Provost for International Initiatives
GPC Co-Chair- Veronique Barnes, Director of International Student Admissions and Advising

Consolidate International Programs into One Admin. & Operational Structure
Determine extent of incoming and outgoing international activity.
Review, reconcile and revise policies on international initiatives and services
Reporting SEVIS information to Homeland Security and maintain proper legal status for all international students on F1 or J1 Visa
Coordinate with Homeland Security

COMMITTEE 12: Library

GSU Co-Chair- Tammy Sugarman Interim Dean of Libraries
GPC Co-Chair- Julius Whitaker, Executive Director of Library Services

Merge Library Operations and Staffing
Revise Library and Learning Resources Section for SACSCOC Prospectus
Review, Reconcile, and Revise Library Policies
Submit Updated Job Descriptions for Classified Positions to HR Review
Reconcile, and Revise Library Goals and Develop Joint Goals
Ensure library Systems and Client Interfaces are a Priority in IT Pipeline
Review, Revise, and Consolidate Library Websites
Keep Planning to Consolidate Print and e-Resources
Negotiate with Vendors
Review GPC Special Collections/Archives – Consolidate or Retain
Costs: Determine GALILEO database pricing models
Meet with Library Directors to discuss details, develop issues checklist; hear from Ex Libris data team and evaluate lessons learned from TCSG
Access: Establish contact who will speak for new institution
Notify vendors of impending changes
Plan for and work with BOR for Voyager Consolidation

COMMITTEE 13: Retention, Progression, and Graduation (RPG)
GSU Co-Chair- Allison Calhoun-Brown, Assistant Vice President for Student Success
GPC Co-Chair- Don Pearl, Associate Vice President of Academic Affairs for College Completion

Develop Joint Complete College Georgia Submission
Address Textbook Policies across Campus
Review and make recommendations about Learning Support Program (LSP) appropriate to mission and context
Combine prior learning Assessment efforts
Revise Orientation Programs to be Appropriate for New University
Review and make recommendations about Early College and Dual Enrollment programs

COMMITTEE 14: Assessment of Institutional Effectiveness
GSU Co-Chair- Pete Lyons, Associate Provost for Institutional Effectiveness
GPC Co-Chair- Susan Finazzo, Dean of Institutional Effectiveness

Develop Assessment Methods to be used after Consolidation is Finalized
Develop Common ACADEMIC PROGRAM Assessments and Cycles
Develop Area F student learning outcomes
Coordinate with program-based accreditation entities
Review student surveys and revise administrative processes
Create Assessment Instruments as needed for academic programs and non-academic units.
Review and Revise Faculty/Staff Surveys, and Determine Schedules

D. Faculty Affairs- Coordinator: Risa Palm Provost/VPAA;
USO Contacts: Linda Noble (Linda.Noble@usg.edu), Marion Fedrick (Marion.Fedrick@usg.edu) & Kimberly Ballard-Washington (Kimberly.Ballard-Washington@usg.edu)

COMMITTEE 15: Faculty Affairs
GSU Co-Chair- Lynda Brown-Wright, Associate Provost for Faculty Affairs
GPC Co-Chair- Pamela Moolenaar-Wirsiy, Director, Center for Teaching and Learning

15-1. Faculty Credentials, Rosters, Workloads, Pay

Determine Processes and Procedures for Hiring Full and Part-time Faculty
Merge Current Faculty Rosters
Transfer Faculty Files to One Location (near Consolidation Date)
Determine Consolidation Impact on Faculty and Faculty Workloads
Update Faculty Contracts
Combine Faculty Grievance Processes
Determine Membership Regents Academic Advisory Committees
Consolidate faculty leave program

15-2. Faculty Honors and Awards
Consolidate Faculty Honors and Awards Programs into a Single Program
Consolidate nomination processes for the regents awards
Consolidate foundation funded awards
Combine New Faculty Orientations and Fall Faculty Conferences
Address faculty development opportunities and requirements

15-3. Promotion, Tenure, and Faculty Development
Evaluate and determine appropriate levels of consistency in Promotion and Tenure Policies and Procedures
Develop faculty evaluation processes (timeline and forms) appropriate to mission and context
COMMITTEE 16: Research, Scholarship, Creative Activity, Grants, and Sponsored Operations
GSU Co-Chair- Jim Weyhenmeyer, VP for Research and Economic Development
GPC Co-Chair- Glenn Pfeifer, Director of Grants and Sponsored Programs

Remain Aware of and Track Intellectual Property
Address Consolidation of and Requirements for University Research Centers and Institutes
Consolidate to a Standard Non-Disclosure Agreement, Research Agreement, Copyright Policy, Intellectual Property Policy, etc.
Protect Any Retained GPC Trademarks, Copyrights, Patents, etc.
Institutional Review Board Processes
Transfer GPC Sponsored Research to Georgia State University
Determine implications for IDC and establish appropriate positioning with respect to Federal negotiations.
Address Grants and Sponsored Projects Compliance Requirements for Human Subjects Research
Address Research, Scholarship and Creative Activity related to Grants/Contracts
Address Grants and Sponsored Projects Operations (Pre-award and Post-award)
Determine implications for fringe benefit rate calculations including vacation payout under the new GSU
Decide Mgmt. and Reporting Structure for EHS, including Points of Contact
Identify Environmental Compliance and Occupational Safety Issues (including reviewing all environmental studies and surveys, including any Phase I and Phase II reports; obtaining copies of all environmental permits and permit applications of GPC; obtaining copies of any notices, complaints, suits, or similar documents sent to, received by, or served upon GPC)
Address & Consolidate Service/Consulting Contracts (Waste, Lab Hoods, etc.)
Amend USG/EPA Self-Audit Agreement with Consolidation Changes
Identify Environmental Mgmt. System Requirements for Multiple Campuses
Integrate Environmental & Occupational Safety Policies, Plans, etc.
COMMITTEE 17: Technology Enhanced Education and Testing Center (Technology for On-line Education)
GSU Co-Chair- Phil Ventimiglia, Chief Innovation Officer
GPC Co-Chair- Margaret Ehrlich, Dean of Mathematics and of the Online Campus

Consolidate Testing
Combine online course technologies and solutions

E. Student Enrollment- Coordinator: Tim Renick Vice Provost, VP for Enrollment Management & Student Success;
USO Contacts: Joyce Jones (Joyce.Jones@usg.edu) & Curt Carver (curt.carver@usg.edu )

COMMITTEE 18: Undergraduate Admissions, Transfer, Transient Policies and Recruitment
GSU Co-Chair- Scott Burke Assistant Vice President for Undergraduate Admissions
GPC Co-Chair- Danny Bellinger, Interim Director of Admissions

Combine Articulation Agreements with TCSG, USG and Other Institutions
Determine SAT/ACT Requirements
Develop Common Transfer, Transient, and Other Policies
Integrate Recruiting Practices and Materials
Learning support (coordinated with Committee 8)
Testing and placement
Consolidate Admissions, Policies and Procedures
Fit/gap application(s) on GAcollege411
Work with XAP to update new application(s)
Update branding through user center in XAP
Pushing Admissions data into Banner (Axiom/NolijTransfer)
Migrate to production
Review and make recommendations about transient students from 4 year divisions of GSU to Perimeter College (with (and recommendation from) Committee # 8)

COMMITTEE 19: Financial Aid
GSU Co-Chair- Louis Scott, Director of Financial Aid
GPC Co-Chair- Robin Winston, Director of Student Financial Services

Consolidate Financial Aid Functions and Coordinate with U.S. DOE
Begin Preparing the eAPP
Make decision on Perkins Portfolio Liquidation or Adoption
Reconcile Financial Aid ASAP
Coordinate Funding Streams and Scholarship Funding
Coordinate with Homeland Security
Streamline Policies and Procedures
Coordinate with DOE on requirement for closeout of award years 1415 and 1516

COMMITTEE 20: Calendar and Schedule; Ceremonies; and Preparation of Merged Catalogues
GSU Co-Chair- Shari Schwartz, University Registrar
GPC Co-Chair- Tarrah Mirus, Registrar

20-1. Calendar and Schedule
Create a Common Academic Calendar

20-2. Ceremonies
Determine Location and Frequency of Graduation Ceremonies
Combine Honors Day Activities
Commencement Traditions
Consolidate Graduation Policies and Procedures

20-3. Preparation of Merged Catalogues
Merge Catalogues

20-4. Registration
Review and revise registration business practices, policies and procedures
Consolidate Registration Policies and Procedures
Consolidate Classroom and Event Space Management
Determine Grade Reporting Processes
Address Student Records Policies and Procedures
Develop Transcript Specifications
Consolidate FERPA Training
Address Security Issues - Records

20-5. Clock, Course and Room Scheduling
Develop Common Class Schedule
Ensure a Unified Course Schedule is Prepared by Upcoming Semester

F. Advancement, Development, and Alumni Affairs- Coordinator: Walter Massey, GSU Vice President for Development and Alumni Affairs/President of the Georgia State University Foundation;

USO Contacts: Tom Daniel (Tom.Daniel@usg.edu) & Kimberly Ballard-Washington (Kimberly.Ballard-Washington@usg.edu)
COMMITTEE 21: Alumni Affairs; Advancement Services, including Donor Relations; and Fund-Raising
GSU Co-Chair- Christina Million, Associate Vice President for Development
GPC Co-Chair- Jeff Tarnowski, Vice President of Advancement

21-1. Alumni Affairs
   Merge or Retain Separate Alumni Associations
   Consolidate or Retain Membership Perks
   Consolidate or Retain Membership Special Interest Categories (e.g., Life Insurance, Car Insurance, Financial Services, Class Rings, etc.)
   Consolidate or Retain Vendor Contracts
   Consolidate alumni relations programs, activities, and operations structures

21-2. Advancement Services, including Donor Relations
   Consolidate Advancement Services and Donor Relations
   Consolidate or Retain Separate Annual Funds
   Consolidate or Retain Georgia Perimeter College Retiree Association (Obtain Status/Legal Structure of GPC Retiree Association)
   Consolidate or Retain Separate Vendor Agreements (e.g. RuffaloCody, Razor’s Edge, etc.)
   Coordinate Scholarship (application, award and funding) process
   Consolidate Advancement Services and Donor Relations
   Consolidate Development Information Services

21-3. Fund-Raising
   Consolidate Fund-Raising Efforts

G. Athletics- Coordinator: Charlie Cobb GSU Director of Athletics;
   USO Contact: Houston Davis (Houston.Davis@usg.edu) & John Fuchko
   (john.fuchko@usg.edu ) Athletic Review Committee

COMMITTEE 22: Sports, Scheduling, and Scholarships
GSU Co-Chair- Charlie Cobb, Athletics Director
GPC Co-Chair- Alfred Barney, Athletic Director,

   Determine future state and configuration of Athletic Programs
   Review any GPC Athletics’ Employment Contracts
   Review any GPC Athletics’ Game Contracts
   Review GPC Athletics’ Facilities
   Review GPC Athletics’ Major Vendors (e.g., CLC, IMG, Apparel Rights, Sponsorships Agreements, etc.)
H. **Diversity & Inclusion Programs/Activities**- Coordinator: Linda Nelson, Assistant Vice President Human Resources; USO Contacts: Teresa Joyce (Teresa.Joyce@usg.edu) & Felita Williams (Felita.Williams@usg.edu)

**COMMITTEE 23:** Diversity & Inclusion Programs and Activities  
GSU Co-Chair- Linda Nelson, Assistant Vice President Human Resources  
GPC Co-Chair- Amanda Reddick, Director of Human Resources for Affirmative Action/EEOC and Compliance Officer

*Consolidate Diversity and Inclusion Programs and Activities*

I. **Economic Development and Community Relations**- Coordinator: Robin Morris, GSU Associate Provost for Strategic Initiatives; USO Contacts: Tom Daniel (Tom.Daniel@usg.edu), Mark Lytle (Mark.Lytle@usg.edu), Amanda Seals (Amanda.Seals@usg.edu) & Charlie Sutlive (Charles.Sutlive@usg.edu)

**COMMITTEE 24:** Government and Community Relations; Community Engagement and Economic Development  
GSU Co-Chair- Julie Kerlin, Director of Government and Community Affairs  
GPC Co-Chair- Clelia Keen, Director of Government Relations

24-1. **Government and Community Relations**  
*Review, revise and reconcile government and community relations systems, structure and processes.*  
*Develop and Maintain Legislative Relationships and Support*  
*Merge or Retain Legislative Contracts (Federal/State/Local)*  
*Review Gov’t Advocacy Expenditures*

24-2. **Community Engagement**  
*Identify Community Engagement Undertakings at Both Institutions*  
*Integrate Institutional Community Engagement Efforts*  
*Develop Structure to Maximize and Publicize Community Engagement*

24-3. **Economic Development**  
*Align Institutional Economic Development Efforts with USG Efforts*  
*Identify Institutional Capabilities Most Likely to Aid*
J. Media and Marketing - Coordinator: Don Hale, GSU Vice President Public Relations and Marketing Communications; USO Contact: & Charlie Sutlive (Charles.Sutlive@usg.edu)

COMMITTEE 25: Marketing focusing on Promotion
GSU Co-Chair- Don Hale, GSU Vice President Public Relations and Marketing Communications
GPC Co-Chair- Barbara Obrentz, Chief Public Information Officer and Director of Marketing

25-1. Marketing
- Develop Rebranding Initiatives and Revised College Seal
- Create Integrated Public Relations Plan

25-2. Media Relations
- Coordinate Communications on Consolidation Announcements Coordinate Communications to Announce Regents’ Actions
- Coordinate and Review News Releases on Consolidation
- Ensure that communications plan addresses the need for both internal and external public relations
- Create Communications Plan to get messaging out internally and externally
- Conduct monthly meetings with all PR personnel to assess communications

25-3. Publications and Collaterals
- Review and audit key publications
- Develop production schedules and budgets for key publications and collateral.
- Propose town hall or other internal communications efforts to educate the campus community.
- Update university style guide and visual identity program
- Print Campus Maps and Promotional Materials
- Audit Georgia Perimeter publications and digital content
- Incorporate Georgia Perimeter into admissions recruitment marketing communications

25-4. Social Media
- Consolidate and Invigorate Social Media Presence and Impact

25-5. University Website
Create and Implement comprehensive mobile strategy including mobile web, mobile web and native application.
Create and implement internal communications digital strategy including both Student Portal and Faculty & Staff Intranet
Create content strategy
Create a new Website, Photo, and President’s Letter
Finalize Creation of Joint Website

K. **Research and Service Foundations**- Coordinator: Jim Weyhenmeyer, GSU Vice President for Research and Economic Development;
USO Contact: Kimberly Ballard-Washington ([Kimberly.Ballard-Washington@usg.edu](mailto:Kimberly.Ballard-Washington@usg.edu))

**COMMITTEE 26:** Research and Service Foundations Operations and Integration
GSU Co-Chair- Jim Weyhenmeyer, GSU Vice President for Research and Economic Development.

GPC Co-Chair- **NO NEED FOR THIS COMMITTEE SINCE THERE IS NO PARALLEL STRUCTURE (RESEARCH AND SERVICE FOUNDATION) AT GPC**

*Merge or Retain Separate Foundations*

L. **University Foundations**- Coordinators: Presidents Becker and Watts;

USO Contacts: Kimberly Ballard-Washington ([Kimberly.Ballard-Washington@usg.edu](mailto:Kimberly.Ballard-Washington@usg.edu)), Susan Ridley ([Susan.Ridley@usg.edu](mailto:Susan.Ridley@usg.edu))

**COMMITTEE 27:** University Foundations Operations and Integration
GSU Co-Chair- President Becker
GPC Co-Chair- President Watts

*Merge or Retain Separate Foundations (501(c)(3) Status Changes; 990 Returns; Audit Reports; etc.)*
Address Endowment Restrictions (Temporarily Restricted and Permanently Restricted) & Tax-Exempt Bond Liabilities
Identify Cost/Funding Sources for Changes Foundation Must Make on PPVs
Consider Responsibility of 5 Year Facilities Condition Assessments
Consider Essentiality of Each PPV Project
Analyze of PPV Insurance Coverage to Insure Adequate Continuous Coverage
Consider Opportunities for Economy of Scale on PPV Projects
Consider refinancing to Lower Cost to Students
Discern any Change to Foundation Impact on Existing PPVs or Financing
Discern any Impact on Foundation Bylaws
Consolidate or Retain Vendor Contracts (e.g., Razor’s Edge, Investment Manager Agreements, etc.)
Consolidate or Retain Bank Accounts (Approval Account Signatory Approvals)
Consolidate or Retain Corporate Card Accounts
Review Minute Books for Directors’ Meetings and Committee Meetings and Actions by Written Consent for past 3 years
Obtain Status of Clarkston Library (‘Jim Cherry Learning Resources Center’) – Naming Restrictions/Donation Restrictions

M. Legal Affairs Issues- Coordinator: Kerry Heyward, GSU University Attorney; USO Contacts: Burns Newsome (Burns.Newsome@usg.edu), Nels Peterson (nels.peterson@usg.edu) and Kimberly Ballard-Washington (Kimberly.Ballard-Washington@usg.edu)

COMMITTEE 28: Legal Affairs and Handbooks
GSU Co-Chair- Kerry Heyward, GSU University Attorney
GPC Co-Chair- Leslie Ann Dunn, J.D., Assistant Professor of Business

28-1. Division of Responsibilities
Merge Statutes/Bylaws
Review and Revise Institutional MOUs
Transition Legal Agreements
Review Levels of Authority Granted to Senior Administrators
Get Info to Federal Agencies & Others re Cooperative Organizations, MOUs
Obtain a list of any prior, pending, or threatened (a) unfair labor practice charges or complaints against GPC before the EEOC or any other federal, state, or local labor relations board; (b) faculty or staff grievances against GPC; (c) arbitrations or mediations proceeding against GPC; or (d) litigation against GPC
Obtain copies of all internal, external, or USG Audit Reports concerning GPC over past 3 years (including any Management Responses)
Obtain a description by project of all work performed by outside counsel for GPC over past 3 years (including copies of all bills)
Obtain a description of all GPC Hotline calls over past 3 years
Review any consent decrees, judgments, or other decrees or orders, settlement agreements, and other agreements to which GPC is a party or by which it is bound requiring or prohibiting future activities
Obtain a schedule of all material licenses, permits, registrations, governmental approvals and clearances obtained, pending or otherwise, required for the conduct of business of GPC (and its affiliated organizations)
Obtain a complete list of loss and claims experience over the past 3 years
Review GPC Clery Act Annual Reports for past 3 years
Review GPC Georgia Open Records Act policies and procedures
Coordinate with DOAS to revise workers compensation claims goals and revise workers compensation premium billing
Merge University Handbook
Merge Faculty Handbooks
Merge Staff Handbooks
Merge Student Handbooks
Identify “student” policies at GPC and GSU
Identify office on each campus that owns or is responsible for each student policy
Coordinate with Committee 20-3 (Preparation of Merged Catalogues) of the Student Enrollment Functional Area (E) to insure consensus in describing policies as student, faculty
Review comparable student policy from each campus and, after consultation with each office that “owns” the policy, recommend whether the New U should adopt the GSU or GPC policy as currently written or should write a new policy to merge the current on
If a new policy is recommended the OWG should write it with input from the offices of ownership.
Determine and make recommendations regarding which student policies must be included in the New U student handbook
Determine what other university-wide policies must/should be included in the New U student handbook.
Determine what other information must/should be included in the New U student handbook.
Determine the format of the student handbook for New U, whether it is on-line, printed, or both
Make recommendations regarding how the New U Student Handbooks should be distributed to all students
N. **Auxiliary Services** - Coordinator: Jerry Rackliffe GSU Senior VP for Finance and Administration;
USO Contacts: Joyce Jones (Joyce.Jones@usg.edu) & Vikki Williamson (Vikki.Williamson@usg.edu)

**COMMITTEE 29:** General Auxiliary Services
GSU Co-Chair- Beth Jones, Associate Vice President Finance and Administration
GPC Co-Chair-Craig Lipsey, Director of College Services

- Address Bookstore Inventories
- Determine Bookstore Policies
- Transfer Bookstore Inventory to One Campus
- Integrate Copy Centers
- Develop Shuttle/Parking Program
- Integrate Campus Card/Badging
- Integrate Food Services- Pouring Rights
- Integrate Postal Services including inter-campus mail delivery
- ATMs
- MARTA Program
- Integrate Vending Contracts
- ID Cards (w/ Financial Services Ties)
- Integrate Point of Sale Systems
- DOAS: Address Insurance and Purchasing
- Consolidate all IDs: Employee, Student, Parking, etc.
- Determine Requirements to Participate in Student Health Insurance Program
- Address Shipping & Receiving, including Inter-Campus Mail Courier Service

O. **Business and Finance** - Coordinator: Jerry Rackliffe GSU Senior VP for Finance and Administration;
USO Contacts: John Brown (John.Brown@usg.edu), Vikki Williamson (Vikki.Williamson@usg.edu), Julie Harris (jharris@ssc.usg.edu) & Becky Prince (bprince@ssc.usg.edu)

**COMMITTEE 30:** Budget
GSU Co-Chair- Denise Floyd, Manager Budget and Planning
GPC Co-Chair- Amy Jurgens, Assistant Vice President of Financial and Administrative Affairs

- Address Budget Preparation Process (PeopleSoft)
- Determine whether a common or separate database will be used (PeopleSoft)
- Consolidate iStrategy Systems (PeopleSoft)
Address Allocations
Address issues related to historical and new - access and retention PeopleSoft
Determine changes to PeopleSoft trees
Address non-standard chartfields – dept, account, project, et al
Address speedtypes, speedcharts

COMMITTEE 31: Business Operations and Contracts
GSU Co-Chair- Bruce Spratt, Associate Vice President and Comptroller
GPC Co-Chair- Diane Hickey, Interim Executive Vice President of

Financial and Administrative Affairs
Transfer Assets
Transfer Bank Accounts (Approve Bank Signatory Approvals)
Send Notice to MSRB and Others as Required for PPVs
Coordinate with Georgia Department of Audits and Accounts
DOAA: Address FDMRs, full audits, consolidated reports, etc.; set timeframes
SAO: Address State CAFR, reporting for SEFA, TIGA, CAP, et. al.
OST: Address Bank Accounts and Other Banking Matters (Approve Bank Signatory Approvals)
Federal: Coordinate with IRS, Grants, Foundations, DUNS, FEI, etc.
Coordinate with Georgia Department of Revenue
Coordinate with Rating and Lending Agencies
Address Insurance & Benefits Vendors (Communications & Standardization)
Determine Authorized Signatures
Create New Checks
Address Investment Accounts
Standardize Business Procedures and Processes
Develop Accounting Processes and Procedures
Merge Financial Systems (PeopleSoft)
Set Business Unit Number (Create New One? Keep Old One?) (PeopleSoft)
Determine Changes to Delivered Reports (PeopleSoft)
Insure Integrity of Financial Information (PeopleSoft)
Determine Changes to PeopleSoft Trees (PeopleSoft)
Address Non-Standard Chartfields (Dept., Account, Project, etc.) (PeopleSoft)
Address detail codes- Student Registration System
Address Data Feeds into Consolidated Financial System
Address Issues Related to Historical & New Access and Retention (PeopleSoft)
Address Credit Card and Merchant Accounts (integrate TouchNet payment program (Suggestion from Committee 29 General Auxiliary Services)
Accounts Payable
Travel
Student Accounts (Bursar Office)
1099/1098T/1042 Reporting
Sales Tax Reporting
Records Retention - location access only (policy = BOR)
Accounting and Reporting
MRR, GSFIC Accounting (Facilities or Controllers)
Asset Management
Agency Accounts
Merge Student Fee Structure
Coordinate with Vocational Rehabilitation

**COMMITTEE 32:** Procurement
GSU Co-Chair - Michael Davidson, Director of Business Services.
GPC Co-Chair - Jim Barnaby, Director of Logistical Services

Merge Purchasing Process and Procedures (including Contract Review Process and E-Verify Compliance Process)
Address Purchase Orders- Existing, New, and Encumbrances (PeopleSoft)
Competitive Solicitation Processes
Address Vendor Codes (PeopleSoft)
Address State Approvals for RFPs- Purchasing Issue
Determine Procurement Systems Consolidation Requirements (PeopleSoft, ePro, GeorgiaFirst Marketplace, P-Card/Works)
Determine Procurement and Contracting Reporting Systems Requirements (PeopleSoft, iStrategy, SAS, P-Card/Works)
Merge Common Purchasing Systems
Address vendor codes
Vendor Registration and Vendor Database Cleanup and Consolidation

**COMMITTEE 33:** Tuition and Fees
GSU Co-Chair - Jerry Rackliffe, Senior VP for Finance and Administration
GPC Co-Chair- Jamie Fernandes, Associate Vice President of Financial and Administrative Affairs

*Develop Tuition Structure*
*Determine Student Fee Charges between Institutions*
*Determine Student Cohorts that will be Charged Fees Related to PPVs*
*Determine Enrollment Projections Impact on PPV Pro Formas*
*Determine online course e-tuition rates, online student fee waivers, and e-tuition waivers for TAP, GA residents over 62 and GRA’s/GTA’s*

P. **Facilities and Physical Plant**- Coordinator: Jerry Rackliffe, GSU Senior VP for Finance and Administration; USO Contact: Alan S. Travis (alan.travis@usg.edu)

**COMMITTEE 34: Campus Master Planning and Physical Plant**
GSU Co-Chair- Ramesh Vakamudi, Associate Vice President for Facilities.
GPC Co-Chair- Scott Hardy, Director of Facilities Operations

34-1. **Campus Master Planning**

*Review and Evaluate Current Campus Master Plans*
Consolidation teams need to review and evaluate current institutions campus master plans for applicability to transition to the new consolidated Institution mission. As the new institution is defined, a new master plan, based on the consolidated mission
*Address additional satellite campus issues*
*Prepare and review draft RFO for a new Master Plan*
*Release RFO for professional planning services*

34-2. **Physical Plant**

*Provide required Notices on all PPVs; i.e.*
to EMMA and others of material change to bond issue
*Initiate Building Inventory Validation (Addresses and description of each GPC Building, whether owned or leased; obtain copies of all agreements/leases and related documentation, including, title papers, title insurance policies, appraisals, surveys, etc.)*
*Specifically, obtain details regarding GPC’s Newton Campus, which involves a donation of land from the Arnold Fund, and which is owned by the GPC Foundation. One building is leased with E & G funds and another (including baseball/softball facilities) is leased with student fees.*
Specifically, obtain details regarding GPC’s lease of its Lakeside Center (1975 Lakeside Parkway, Tucker, Georgia 30084)

- Merge and Review Space Inventories
- Make Changes to Existing Bonds/Warranties
- Identify Responsibilities for GO Bonds
- Asset Tracking and Records Retention
- Work with GSFIC on Changes to Necessary Documentation (Letters)
- Revise Active Contracts once Consolidation is Completed
- Consider Cross Training for Smooth Transition & Higher Delegated Authority
- Identify Restrictions on Real Property Deeds
- Identify any Reversionary Language in Property Deeds
- Understand What Real Property Campuses Own
- Address Use Restrictions on Rental Agreements
- Identify Restrictions on Donations for Naming
- Consider and Implement Consolidation of Rental Space
- Understand What Real Property Foundations Own
- Identify and Reconcile Differences in Handling M&O
- Develop Naming Protocols for Buildings
- Change Signs on and off Campuses
- Address all Out-Sourced Services, and Make Them Coincide
- Consolidate Preventive Maintenance Plans, including for PPVs
- Identify Functional Duplication between Campuses (Supervisors, Tech., etc.)
- Re-implement Mgmt. Systems: M&O Billing/Accounting, Tracking, etc.)
- Reconcile Differences in How Depts. Handle M&O of PPV/GHEFA Space
- Reassess Outsourced Functions for PPV/GHEFA (Mech., Elec., Fire, etc.)
- Reconcile Replacement Reserves Accounts for PPV Capital Improvements
- Address Maintenance Contracts for Plant Equipment, HVAC, Trash, etc.
- Consolidate Preventive Maintenance Programs
- Determine if 8038 Filings Need to Be Amended for PPVs
- Understand How Debt Ratios get Calculated
- Determine if Institutions Accept Pre-Funding Commitments to Begin Projects
- Obtain Copies of all Certificates of Occupancy

Q. **Human Resources**- Coordinator: Jerry Rackliffe, GSU Senior VP for Finance and Administration;
USO Contact: Marion Fedrick (Marion.Fedrick@usg.edu), Becky Prince (bprince@ssc.usg.edu) & Julie Harris (jharris@ssc.usg.edu)

COMMITTEE 35: HR, including Position Descriptions and Salary Bands
GSU Co-Chair- Linda Nelson, Linda Nelson, Assistant Vice President Human Resources
GPC Co-Chair- Jim Rasmus, Executive Director of Human Resources and Payroll Services

   Establish Process and Procedures for Hiring
   Establish Process RIFs
   Combine Org Charts
   Create new position descriptions
   Establish workweek schedule for 12 month faculty and staff
   Determine Need for Salary Adjustments
   Ensure Effective Implementation of Controls (Flowcharts, Segregated Duties)
   Establish Process and Procedures for Determining Staff Seniority
   Consolidate or Retain Staff Grievance Processes
   Human Capital Reporting
   Consider inter-institutional transfers of personnel prior to merger (if appropriate)
   Address personnel issues
   Review and revise faculty/staff employee engagement surveys and determine and determine schedule
   Review insurance / benefit offerings and plan for consolidation
   Review and revise Institutional MOU’s (if appropriate)
   Create Common Holiday Calendar
   Life Style Perks

R. Information Technology- Coordinator: Phil Ventimiglia, GSU Chief Innovation Officer;
USO Contacts: Curt Carver, Jr. (curt.carver@usg.edu), Jim James (Jim.James@usg.edu), Becky Prince (bprince@ssc.usg.edu), Julie Harris (jharris@ssc.usg.edu) & Vikki Williamson (Vikki.Williamson@usg.edu) & Rich Loftus (Rich.Loftus@usg.edu)

   GSU Co-Chair- Phil Ventimiglia, GSU Chief Innovation Officer;
   GPC Co-Chair- Mark Hoeting, Assistant Vice President/CIO

36-1 Program/Project Management-Co-Chairs: Rockie L. Pitts(GSU); Janice Maxwell(GSU); Dawn Davis(GPC)
Establish a Consolidated PMO in alignment with the Strategic Plan of the New University
Institute a consolidated portfolio management approach with defined Project Management Methodology & Procedures
Define consolidated project management methodologies, forms/reports, tools (PMIS- Eclipse and Team Dynamix), etc.
Recalibrate Goals, Scope and Resources
Build team
Plan Training for Team and External Resources
Inventory of All Functional & Technical Business Processes Impacted
Prioritize Business Processes
Update Process Maps and SOPs
Determine How PBL will be Impacted as a Result of the Consolidation
Identify New / Update Performance Metrics We Must Measure
Implementation of New / Updated Performance Metrics

36-2 Client Support Services- Co-Chairs: Mark Zimmer (GSU) Dexter Banks (GPC)
- Unify Service Desk Operations
- Unify Desktop Support Operations
- Unify Classroom / AV Support Operations
- Unify Desktop Engineering Strategy
- Consolidate and Optimize Ticketing Systems (BMC Footprints)
- Consolidate / Share Support Toolset(s)
- Unify Incident Communications Strategy and Toolset
- Consolidate Knowledge Resources

36-3 Enterprise Applications-Co-chairs: John Bandy (GSU) Ken Quattlebaum, and Chris Burge(GPC)

**Inventory** applications in use at both institutions including but not limited to:
- Administrative Systems (PeopleSoft)
- Enrollment Management Systems (CRM)
- Student Info Systems (Banner, DegreeWorks)
- Advancement Systems
- Institution Websites
- Collaboration Systems
- Other Institutional Application
- Identity & Access Mgmt
- Email
- ID Card Services
Develop business requirements stemming from **policy and business process** consolidation strategies (i.e., coordinate with Student Enrollment (E), Advancement (F), Media and Marketing (J), Auxiliary Services (N), Business and Finance (O), Human Resources (Q), Student Services (V) committees.)

Develop Consolidation **Roadmap** (which apps must be consolidated and when)

Develop Consolidation **Plan** (for each app)

**Execute** Consolidation Plan

**Develop Support Strategy**
- **Organizational** (i.e., **People**) Strategy
- **Business Processes**

Committee 36-4 Enterprise Computing Technology Infrastructure
Committee Co-Chairs: Kelly Robinson(GSU) and Chris Burges(GPC)

**Inventory of assets** (servers, storage, systems, tools)
**Development of strategy to support infrastructure integration of enterprise systems** (Banner, Peoplesoft, Data warehouse, etc)
**Consolidate email system**
**Integration of authentication systems** (ex: AD/LDAP)
**Address system security**
**Consolidate software licenses**
**Identify other IT systems and develop consolidation method** (merge, replace, retire)
**Address data governance and management**
**Development of data center consolidation strategies**
**Account creation (identify management) and consolidation**
**Review backup strategy to determine ideal policy and practice**
**Review of IT service and maintenance contracts**

Committee 36-5 IT Financial & Administrative Services
Committee Co-Chairs: Kevin Lipford(GSU) Pamela Dillard and Alan Bryan

**Consolidate/unify people and processes for the following functions:**
1. Budget
2. HR
3. Asset Management (Add GPC Counterpart)
4. Contract/License Administration
5. Procurement
6. Accounting & Financial Reporting
7. Billing/Collections (includes Telephone Billing)
8. Telephone Operators
9. Office Management

**Merge Internal Financial Resources, People, and Processes**
**Merge Internal HR Resources, People, and Processes**
**Merge Internal Office Management Resources, People, and Processes**
Committee 36-6: Information Security Program
Committee Co-Chairs: Whitfield Samuel(GSU) and Renard Flot(GPC)

**Information Security Program Consolidation**
- Program Security and Risk Management Maturity Assessment
- Establish and formalize Information Security Governance
- Develop Expanded Risk Assessment Plan
- Perform IT Infrastructure Risk Assessment
- Develop Strategic Plan for Information Security Program
- Scale Risk Assessment to Business Units (Data Owners and Stewards)
- Build Team
- Plan Training for Team and External Resources

Committee 36-7 Network Telecom Video Surveillance
Committee Co-Chairs: Noel Small(GSU) and Chris Burge(GPC)

Plan then design Networks Integration
Investigate Network Account needs based on department access requirements
Develop Firewalls Requirements (Security Policies)
Identify connectivity requirements (What are we connecting to do?)
Determine total bandwidth requirements
Work with PeachNet to explore connectivity options
Identify dark fiber availability at each core site
Determine total bandwidth requirements
Identify Ocularis Version and add-on components (including 3rd party)
Identify IP Address ranges used
Network Design of Video Surveillance system
Determine Wireless Infrastructure Requirements
Wired and Wireless Authentication for Students and Employees
Review of IT service and maintenance contracts
Inventory and Review of GPC infrastructure

Committee 36.8 Academic Technology / Center for Instructional Innovation
Committee Co-Chairs: Julian Allen(GSU) and Tracy Adkins

**Project Management Office Consolidation**
Consolidate Catalog of eLearning Tools between institutions
Develop Instructional Support Strategy
Unify Classroom Design Strategy
Unify Classroom Support Strategy
Unify Technology Training Strategy
Unify Faculty Development Strategy
D2L
Academic Systems and Integrations (CampusPress, VoiceThread, Blackboard Collaborate, Lynda.com, etc)
Early Alert/Retention Solutions (PASS)
Faculty Support Services (CII/ideaSPOT, equipment loans, instructional design services, multimedia development services, professional development programs, events, etc)
Student Support Services (trainings, labs, events- Campus MovieFest, etc)
Student Technology Fee Process
Software Licenses

S. **Risk, Audits, Safety, and Security**- Coordinator: Jerry Rackliffe Senior VP for Finance and Administration;
USO Contacts: John Fuchko III (John.Fuchko@usg.edu), Bruce Holmes (Bruce.Holmes@usg.edu) & Alan S. Travis (Alan.Travis@usg.edu)

**COMMITTEE 37:** Public Safety and Security and Emergency Planning and Communication
GSU Co-Chair- Connie Sampson, Chief of Police
GPC Co-Chair- Nicholas Marinelli, Chief of Police

**37-1. Public Safety and Security**
- Consolidate Campus Security and Police Policy/Procedure Manual
- Contact DOE to Address Clery Act Reporting Requirements
- Coordinate Meeting with All Chiefs to Discuss Best Practices
- Discuss Public Safety Responsibilities & Authorities for Combined Operations
- Identify new FTE Requirements for Dispatch, Patrol, and Investigation
- Make Decisions on Campus Police Management Structures
- Plan Transition Training and Workshops to Assist Key Supervisors
- Integrate Vehicle Fleet
- Coordinate with DOAS to Revise Compensation Claims Goals
- Coordinate with POST Agency Name Changes and/or Close Outs
- Identify Radio & Phone Communications Operations for GCIC/NCIC Access
- Review Mutual Aid Agreements with President; Present to BOR for Approval
- Review GPC Clery Act Reports for past 3 years
- Identify GPC Campus Security Authorities
- Review GPC Timely Notice Policies and Procedures
Consolidate into PantherAlert System  
Communications Center Relocation & Operation to include radio system usage & contracts

37-2. Emergency Planning and Communication

Combine Emergency/Behavioral Response Teams and Notification Systems  
Review Existing Mass Communication Systems and Contracts  
Maintain Existing Emergency Operations, and Put New Plans in Place  
Consolidate Campus Safety Plans and Train Where Required

COMMITTEE 38: Risk Management, Audits, and Occupational Safety/Compliance
GSU Co-Chair- Sterling Roth  
GPC Co-Chair- Kwabena Boakye, Director of Internal Audit

Ensure Adequate Internal Audit Coverage  
Evaluate Open Audit Issues for Completion  
Notify Institutions about Consolidated Ethics Hotline  
Determine a new Hotline URL  
Determine costs of consolidating hotline and how to budget it  
Determine conversion process for existing hotline complaints, triage, etc.  
Select which hotline telephone number to use  
Identify a hotline administrator  
Select individuals to make up triage committee and who receives case reports  
Select escalation contacts to be called in case of critical report  
Update user names and contact info on hotline portal  
Create new hotline awareness materials  
Develop timeline for distribution of new awareness material  
Convert old hotline cases to new hotline vendor  
Make recommendations on the Internal Audit Structure of the Consolidated University  
Make recommendations on the Risk Management Structure of the Consolidated University  
Establish ERM Framework  
Identify project champion  
Identify project owner  
Establish steering committee  
Identify Key Objectives  
List key objectives.
Prioritize objectives
   Select objectives for assessment

Identify Key Risks
   Brainstorm and assess risks (this can be done annually or as needed).
   Assign highest ranking risk (key risks) to a risk owner

Manage Risks
   Identify current controls and mitigation requirements
   Develop mitigation plan for key risks
   Conduct quarterly meetings to review status

T. Shared Governance- Coordinator: Robin Morris, GSU Associate Provost for Strategic Initiatives;
   USO Contacts: Linda Noble (Linda.Noble@usg.edu) & Marion Fedrick (Marion.Fedrick@usg.edu)

COMMITTEE 39: Administrators Governance
   GSU Co-Chair- Edgar Torbert,
   GPC Co-Chair-

   Determine Structure
   Determine Membership on Regents Administrative Advisory Committees

COMMITTEE 40: Faculty Governance
   GSU Co-Chair- Laura Fredrick, Chair, Senate Executive Committee
   GPC Co-Chair- Debra Denzer, Chair of the GPC Faculty Senate

   Determine Structure
   Hold Elections
   Integrate Bylaws re Faculty Governance and Committees

COMMITTEE 41: Staff Governance-
   GSU Co-Chair- Charles Gilbreath, Chair, GSU Staff Council
   GPC Co-Chair- Kara Kennebrew, Chair of the GPC Staff Senate

   Determine Structure and Policies
   Hold Elections

U. Student Organizations and Student Life- Coordinator: Doug Covey, Vice President for Student Affairs;
   USO Contact: Joyce Jones (Joyce.Jones@usg.edu)

COMMITTEE 42: Student Organizations and Student Life
   GSU Co-Chair - Becca Stout, Associate Vice President Student Affairs
   GPC Co-Chair - Matthew Robison, Dean of Students, Clarkston
42-1. Competition Teams (Non-Sports)
   Consolidate and Integrate
   Define CTNS with the purpose of clearer understanding of placement within the new GSU
   Determine the organizational/reporting structure used at both institutions for CTNS
   Determine which organizational/reporting structure (or umbrella office) best serves CTNS
   Make recommendations for funding source(s)
   Make recommendations for physical location(s) of CTNS
   Make recommendations for physical location(s) of administration (if applicable)
   Plan and conduct a workshop or retreat to facilitate understanding and buy-in by students and others involved with CTNS

42-2. Club Sports, Intramurals, and Recreational Sports
   Move entire committee to 43-5

42-3. Greek Life
   Consolidate and Integrate

42-4. Preserving Traditions and History
   Maintain, Consolidate, and Integrate
   Identify and Promote Key Issues and Items in GSU and GPC History

42-5. Registered Student Organizations and Student Activities
   Determine Registration Process for Student Organizations
   Determine Faculty Leadership of Student Organizations and Clubs
   Consolidate GPC’s Newspaper
   Determine overall service structure related to student organization services
   Discuss software platforms used for organizations and determine how to consolidate (OrgSync and Collegiate Link)
   Recommend positions and reporting structure
   Determine physical locations of services
   Discuss areas that are not included anywhere in the process (Leadership programs, Multicultural Services for students, International Services for students, volunteer programs, Student Media, Student activity award programs, Activities Board structure)
   Student Organization policies (how to start, how to renew, requirements to be an officer/member, how to secure funding, reservations for campus space, year-end reporting, training sessions, etc.)
   Faculty advisor policies
Student Organization Manual/Student Organization Advisor Manual
Maintain, consolidate and integrate student programming boards
Revise Student Activity Fee Committee Bylaws

42-6. Student Government Association
Combine SGA
Revise SGA Bylaws

42.7. Health
Combine Health Centers and Services

42-8. Counseling and Testing
Combine Counseling and Testing Centers

42-9. New Student Orientation
Consolidate and Integrate

V. Student Services- Coordinator: Doug Covey, GSU Vice President for Student Affairs;
USO Contacts: Joyce Jones (Joyce.Jones@usg.edu)

COMMITTEE 43: Student Services
GSU Co-Chair- Darryl Holloman, Dean of Students
GPC Co-Chair- Coletta Carter, Assistant Vice President of Student Affairs

43-1. Career Services
Combine Career Services, including Interest Assessment and Placement

43-2. Disability Services and Testing
Combine Disability Services and Resources

43-3. Housing
Address Housing Policies and Eligibility
Determine How Operation and Mgmt. of Housing Will Be Conducted
Determine Residency Requirements for Student Housing
Ramp Up Marketing Strategies for Housing
Integrate Housing

43-4. Student Conduct and Academic Integrity
Combine Student Disciplinary Report Databases
Revise Judiciary Processes

43-5. Club Sports, Intramurals, and Recreational Sports
Consolidate and Integrate Programs and Services-

43-6 Trio
Consolidate and Integrate Programs and Services
OTHER RESPONSIBLE GROUPS/INDIVIDUALS

Board of Regents

BOR Approval for Consolidation Prior to Submission of Prospectus to SACS
BOR Approval to Consolidate Post-Submission of Prospectus
Provide Letter on BOR Letterhead to New Institution to submit to SACS with Prospectus
Select University Name, Mascot, and Colors
Coordinate Communications on Final Name Changes
BOR and Using Agency are Additional Insured for All Consultants

Consolidation Implementation Committee

Determine Campus-Wide Functional Units
Determine College Structure and Address Department Locations
Develop New Vision and Mission Statements

Mark Becker/Rob Watts
Consider Inter-Institutional Transfer of Personnel Prior to Merger
Remain Aware of and Track Conflicts of Interest
Review Capital Projects for Alignment with New Institution

Randy Stuart
Consultant on coordination and oversight of consolidation Process

Ed Rugg
Coordinate with SACS
Address SACS Requirements for Faculty Governance
Consult on SACS documentation, site visit preparation and submissions.