

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- Peter 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 GAcollge411
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
Associations (Review 501(c) filings, 990 Returns,
Cooperative MOUs, etc.)
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.)*

*NCAA/Conference Obligations
GPC Athletics Equipment Audit*

- 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

*Economic Development
Develop Structure to Maximize “Marriage Making”
Capabilities*

- 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)

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 COMMITTEESINCE 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), Susan Ridley (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-Washingtoni@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
Consolidate Risk Management Operations
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 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

(BANNER)
Address Data Feeds into Consolidated Financial System
(BANNER)
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 RFQ for a new Master Plan
Release RFQ for professional planning services
Waste Management

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 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 Impacted be 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.