

Georgia Perimeter College, Georgia State University

Consolidation Implementation Committee

Meeting to be held October 2, 2015

Centennial Hall, Georgia State University

10-2-15 RECOMMENDATIONS (CONSENT AGENDA)

[Committee 2: Business: \(reviewed & supported by Risa Palm\):](#)

1. Recommends developing a Uniform Area F Curriculum for all BBA Majors:

The Board of Regents requires a common curriculum within the institution. For all majors in the BBA degree a common set of foundation courses are applicable without meaningful differences available for any particular majors that would justify the delivery of alternative Area Fs.

2. Recommends that to the extent that other committees agree to expand the equivalent of GSU 1010 or modify GPCS 1020 into a comparable course for Perimeter students, business develop and deliver a common Freshman Orientation experience for all pre-Business students on the model developed by RCB:

Results from testing of the new student orientation program developed and delivered by RCB in the 2014 AY show statistically significant increases in students' perceived ability to select a major that they are comfortable with after the first semester. Earlier selection of their final major should decrease time to graduation, increase students involvement in extra-curricular, and increase positive identification with the academic experience at GSU.

3. Recommends the removal of / exclusion from Area F for BBA majors any Non-Core Requirements (Health, Phys. Ed., etc.):

In alignment with the recommendation of Committee 7, Committee 2 believes that these requirements will add to the credit hour total needed for graduation, slow progression to their degree, and reduce the amount of a student's program that can be supported through the Hope scholarship.

4. Recommends that, to the extent that Committee 7's recommendation for three Perspectives courses (PERS 2001, PERS 2002 and PERS 2003) is implemented, Perimeter faculty members will develop and deliver business-oriented Perspectives courses for pre-Business students on the model developed by RCB:

PERS classes in business facilitate earlier and better student decisions on major and career choices. They give students substantive course work in a particular discipline prior to entering the functional core significantly increasing their success in gaining post-Sophomore internships.

[Committee 4: Education: \(reviewed & supported by Risa Palm\):](#)

Recommends the status of the GPC 4-year degree for Sign Language Interpreters be dealt with by an ad hoc committee established by the provost and consisting of faculty from the relevant departments and then forwarded to the Senate Committee on Academic Programs:

GPC was approved by the BOR to offer a 4 year Sign Language Interpreting program. The committee was informed to wait on discussing this degree until a committee is established by the Provost.

[Committee 15-1: Faculty Credentials, Rosters, Workloads and Pay: \(reviewed & supported by Risa Palm\):](#)

1. Recommends that the appropriate office that issues faculty contracts reconcile the process for Aug. 2016:

Faculty contract wording at both institutions are highly similar; all that is needed to harmonize them is to resolve some wording.

2. Recommends that the new faculty roster be housed at the downtown GSU campus:

Since all faculty will be GSU faculty after consolidation, a complete faculty roster should be centrally located at the downtown campus. CIP codes need to be consistent so there is no confusion at the University administration level.

3. Recommends that representatives from both GPC and GSU responsible for CIP codes work together to ensure that CIP codes are consistent:

Since all faculty will be GSU faculty after consolidation, a complete faculty roster should be centrally located at the downtown campus. CIP codes need to be consistent so there is no confusion at the University administration level.

4. Recommends that there be one RAACA representative from the consolidated "new GSU":

The Regents Academic Advisory Committees have one representative from each college or university. Since we will be one university, we should have one representative from GSU, which can be selected from any college within GSU.

5. Recommends adopting existing GSU leave policies and that the existing GPC Professional Enhancement Leave Policy be reconciled with the GSU policy:

GPC Policies 433 and 434, which relate to professional enhancement leave for faculty should be reconciled with GSU's professional enhancement leave.

6. Recommends that the current GSU policy on faculty earning sick leave be adopted for faculty of the consolidated Georgia State University:

There are differing contract time limits i.e. 10 –month faculty contract at GPC and 9-month faculty contract at GSU which impacts the accrual of sick leave and this needs to be reconciled.

7. Recommends that GPC follow current GSU hiring procedures and policies for full and part-time faculty hiring:

Since all faculty will be GSU faculty after consolidation, one set of hiring procedures and policies is necessary. It will enable a smooth transition for GPC to continue to use the software already been using. A standardized faculty applicant tracking system should be sought to facilitate hiring at the University level.

8. Recommends that GPC's hiring process should be reconciled with GSU's hiring process:

Since all faculty will be GSU faculty after consolidation, one set of hiring procedures and policies is necessary. It will enable a smooth transition for GPC to continue to use the software already been using. A standardized faculty applicant tracking system should be sought to facilitate hiring at the University level.

9. Recommends that a faculty applicant tracking system be identified to be used on all GSU campuses:

Since all faculty will be GSU faculty after consolidation, one set of hiring procedures and policies is necessary. It will enable a smooth transition for GPC to continue to use the software already been using. A standardized faculty applicant tracking system should be sought to facilitate hiring at the University level.

10. Recommends adopting existing GSU grievance policy across the consolidated Georgia State University:

It is suggested that in grievance cases where the issue includes a matter related to a protected group and the grievance is of the nature that affects them as a protected group, the AA/EEO officer should be included in the process of hearing, investigating, and making decisions about the grievance. In the current language, the AA/EEO office is not mentioned.

11. Recommends for faculty files that have not been converted to electronic formats, that these files be housed at the Atlanta GSU campus:

Since all faculty will be GSU faculty after consolidation, a complete faculty file system should be centrally located at the downtown campus location. Converting paper files to e-files will reduce storage needs and will facilitate file sharing as needed.

[Committee 15-2: Faculty Honors and Awards: \(reviewed & supported by Risa Palm\):](#)

1. Recommends that the new GSU be allowed to nominate faculty and departments/programs for the research sector regent's award:

Regent's award nominations are accepted based on the "sector" of the university/college: (research universities, regional and state universities, and state colleges). GSU will maintain its research mission and should be able to submit nominees in that sector.

2. Recommends that faculty honors and awards continue to be funded by the foundation:

Faculty awards from Perimeter College should be evaluated to determine which awards will be supported by the University level foundation and which awards are deemed to be college level awards. YES (UPDATED RECOMMENDATION)

3. Recommends that all "new GSU" faculty attend the GSU new faculty orientation at the Atlanta campus and that Perimeter College new faculty also attend Perimeter College's new faculty orientation:

In addition to the University-wide New Faculty Orientation (NFO), each Georgia State college currently holds a NFO and it is suggested that Perimeter College continue theirs.

4. Recommends consolidating faculty honors and awards programs:

All University-wide recognitions (I.e. faculty awards, recognition of promotions and tenure, etc.) should be combined to result in one celebration. Perimeter College should determine their college level recognitions, and those programs should be at the college level.

[Committee 15-3: Promotion, Tenure and Faculty Development: \(reviewed & supported by Risa Palm\):](#)

1. Recommends revising the University P&T manual such that it includes and reflects Perimeter College access mission:

The Georgia State University P&T manual should include guidelines for ALL GSU faculty, including the teaching-focused faculty at GPC. Since schools within GSU have their own detailed P&T documents that supplement the university-wide document, it is

expected that GPC, as a school within GSU, will also have such a document that contains their specific P&T guidelines.

2. Recommends that the GPC and GSU faculty evaluation processes will be performed annually. The appropriate “college” of GSU will determine forms and timelines:

Currently each college establishes timelines for annual reviews, within their college, that meet the University deadlines. It is suggested that Perimeter College establish annual review dates that meet appropriate timelines for the University.

3. Recommends that all faculty development offerings be reviewed and where appropriate be open to the entire university:

The appropriate office(s) of faculty development on both campuses (Center for Teaching and Learning at GPC and Center for Instructional Innovation at GSU) have been in discussions. It would benefit ALL GSU faculty to have access to professional development offered at any of the GSU campuses.

[Committee 18: Admissions: \(reviewed & supported by Tim Renick\):](#)

1. Recommends revising the existing GSU MOU’s to include admission to Perimeter College as another option for students that do not meet the admission standard for the main Georgia State campus under the New University:

We want to offer our partners multiple admission pathway options for their students (two and four year).

2. Recommends that the two year TAG and articulation agreements be reviewed for continuation under the new Georgia State University:

GPC currently has more than 30 TAG agreements with USG and non-USG institutions in and out of state.

3. Recommends that at this time not to sever TAG and articulation agreements with other USG and non-USG four-year institutions:

The committee believes that students will still want other transfer options beyond Georgia State.

4. Recommends that an integrated marketing and recruitment approach, positioning Georgia State University holistically, with distinct pieces when appropriate for Perimeter College, in a similar manner to Emory University and Oxford at Emory:

While we recognize the importance of having marketing materials that appeal to all audiences, we also recommend creating separate recruitment pieces for the two year and four year campuses because the college and education experience is vastly different on

each. We will find and create opportunities to develop and leverage combined pieces for shared admission topics such as financial aid, etc.

5. Recommends exploring options to maintain a single Constituent Relationship Management (CRM) System – (In progress):

This will allow us to track our recruitment data and communication with students in a consistent and strategic manner.

6. Recommends that the SAT, ACT and TOEFL test score requirements and policies for GPC and GSU remain separate and distinct:

In most cases, GPC's test score requirements are much lower than GSU's. At GPC, SAT and ACT scores are used for placement and exemption purposes.

SAT/ACT requirements:

GPC does not require students to submit SAT or ACT scores for admission. When a student submit scores they are used for placement and exemption purposes. Applicants for admission to the bachelor's degree are required to submit test scores.

TOEFL requirements:

GPC like GSU does require non-English speakers to provide proof of English proficiency but their test scores requirements are much lower.

7. Recommends combining the cut scores and courses/credits hours awarded for the subject areas where there is alignment between GSU and GPC. The subject areas where there is not alignment, we recommend consulting with the academic departments from GSU and GPC to see if a common standard can be set where appropriate:

AP, IB and CLEP:

Evaluate to see if alignment of cut scores and level of course awarded is possible. At both GPC and GSU the academic department is responsible for AP, IB and CLEP cut score and credit hour awarding decisions. We have created a cut score and credit awarded matrix that shows which departments are not aligned. This summer we will ask these GSU and GPC departments to review and make a determination if alignment is possible.

8. Recommends developing a common LSP, testing and placement policy and practice using EPI (English Placement Index) and MPI (Math Placement Index) beginning fall 2016:

Beginning in fall 2016, the BOR is requiring all USG institutions to calculate an EPI and MPI for Learning Support and Testing purposes.

We will pull together a committee this summer to develop the common standard with LSP experts from both GPC and GSU.

9. Recommends that at the new university we centralize the processing, tracking and auditing to the Office of Undergraduate Admission of Lawful Presence and initial coding of the Tuition Classification decision (residency determination for tuition payment purposes):

Currently at GPC, these processes are handled by several different offices (Registrar and International Admission). Centralization of this processes will cut down on the inconsistencies and audit findings. Tuition Classification petitions will still be processed through the Registrar's Office.

10. Recommends that under the new university that a new Required High School Curriculum Deficiency policy and transfer credit policy be developed:

We will work with chair of Admissions and Standards and the University Advisement Center to establish these new policies.

11. Recommends maintaining separate associate's degree and bachelor's degree admission standards and policies for freshman, Transfer, Non-traditional, International, Transient, Dual Enrollment, Home-Schooled, Post baccalaureate, Seniors (GSU-62, GPC Prime timers) and should be published as such in our new catalog and the website:

Admissions standards and policies are distinct for associate and bachelor's admission.

12. Recommends that GPC and GSU maintain separate undergraduate GA College 411 XAP applications for fall 2016 admission. After the migration of data into a consolidated Banner production database in 2016, a single XAP application will be implemented:

We will be meeting with XAP within the next few weeks to get a sense of what the timeline and process will be to develop and implement a new GA College 411 application.

[Committee 40: Faculty Governance: \(reviewed & supported by Robin Morris\):](#)

Recommends that in Fall 2015, Georgia Perimeter College faculty prepare for full integration into the GSU University Senate by electing representatives to that body who will begin in January 2016:

Election in Fall 2015 will ensure that Perimeter College is prepared to participate fully in the functioning of the GSU Senate, including University Senate Committees, in spring 2016.

[Committee 36-1: Program/Project Management: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends continuing to use its existing BPM and Performance Metrics approach, as well as continuing to utilize the Process Based Leadership (PBL) methodology:

An assessment of GSU and GPC business processes and metrics was conducted in order to help determine the total number of processes. GSU currently has a strategy in place to define, measure, and manage the effectiveness of these processes within IS&T. GSU also uses the Process Based Leadership methodology for communications within the organization, accountability, and to measure performance.

This includes the development and maintenance of scorecards that contain performance metrics. Scorecards can be easily created and or updated to accommodate GPC personnel. By January, 2016 everyone will be using PBL. GPC staff will be provided access to PBL and trained prior to January, 2016.

2. Recommends continuing to use Georgia State University's existing portfolio and project management approach, as well as the Eclipse PMIS tool:

After an overall assessment, it was determined that the methodologies and procedures currently in use by GSU PMO were standard to PMI and did not need any change in order to be assumed by GPC. Common use of Eclipse will begin in January, 2016. Since GPC personnel currently use a different PMIS tool, all staff will be trained on GSU PMO policies and tools prior to implementation date.

[Committee 36-2: Client Support Services: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends the development of a comprehensive set of IT support tools that are shared by the team, regardless of GSU campus or college affiliation:

A consolidated IT Client Services organization should maintain a necessary and comprehensive set of support tools to provide appropriate services. All tool sets between the two institutions currently in use by each operating unit will undergo review. We will take advantage of opportunities to combine common tools, evaluate other tools for use across units where possible and identify new tools for the organization to replace obsolete ones. Said tools will be shared by the combined teams and used to facilitate services to all GSU campuses.

2. Recommends a unified desktop engineering service which offers campus wide desktop solutions that consistently evolve to meet business, customer, and support needs:

The desktop engineering team develops the images, tools and standards used by desktop support, classroom support and the service desk to ensure a consistent and productive user experience. Additionally, desktop engineering makes these services available to distributed IT teams to minimize duplication of effort, capital and operating expenses across the campus as a whole.

3. Recommends the creation of a unified model that facilitates consistent, high-quality desktop support across all GSU campuses:

A central set of computer standards and a core image, as well as a single toolset required for deployment, should be used to ensure consistency and stability across all GSU campuses. Standards of service and procedure will be influenced by documented "best practices" as well as the institution's hours of operation and the technical and non-technical resources available during this timeframe.

4. Recommends the development of a unified incident communication strategy:

GSU currently has a reliable incident communications strategy that has been proven effective and efficient. IT has agreed that the current strategy should be built upon to become the standard for a consolidated IT Client Services.

5. Recommends the creation of a shared knowledge management strategy that gives all of our IT support staff access to the same pool of consistent, accurate, and curated information:

Recommends that the Knowledge Resources subcommittee consolidate all technical documentation between both universities into a single solution platform. This will enable the access and visibility to all knowledge resources from one location to improve service delivery and IT support performance.

6. Recommends the development of a single, unified Service Desk team to act as single point of contact for GSU IT support, operating under established SLA guidelines conducive to the business unit:

Consolidating into a single, unified Service Desk team will enable the provision of elevated and expanded services while driving efficiencies through standardization, systems, tools and processes. A “one team approach” will also allow for transparency and quicker problem resolution through better collaboration and communication.

7. Recommends the implementation of a single ITSM tool shared by IT staff across GSU, regardless of campus or college affiliation.

A single, ITSM-based tool will provide customers with a single place to create new tickets as well as view the status of open tickets. It will enable the Service Desk team to gain consistency and control for enhanced visibility that improves service delivery and IT support performance.

[Committee 36-3: Enterprise Applications: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends consolidating the primary Student Information System (SIS) to a single solution utilizing the $A + B = A$ paradigm:

We recommend consolidating the primary SIS to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. A single SIS is required to operate many administrative units as a single institution (e.g., Financial Aid). We recommend the $A + B = A$ as each of the other options investigated do not present a viable option for a timely consolidation.

2. Recommends Student Information Systems (SIS) local modifications. We recommend an on-going analysis of both institutions' local modifications and incorporation of those from both institutions which maximize operational efficiency and facilitate the consolidation policy and business processes recommendations from OWG Committees 11, 13, 18, 20, and 31 (i.e., International Programs, RPG, Admissions, Calendar Schedule and Catalog, and Business Operations and Contracts):

Both institutions operate a highly modified SIS environment. The process to identify each institutions' modifications and analyze same for conflicts has been initiated and will continue throughout the consolidation. Many of the modifications are implemented in order to support institutional policy. As policy recommendations (with SIS modification implications) from other OWGs are approved, they will be incorporated into the work plan and implemented to support consolidated operations.

3. Recommends consolidating the enterprise course scheduling application to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the enterprise course scheduling application to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. Both institutions currently utilize the same solution. We recommend the A + B = A paradigm as Georgia State is on a most recent and feature-rich version and is currently utilizing the solution for room optimization.

4. Recommends consolidating the advisement applications, including degree audit, to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the advisement applications to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. Perimeter College students will benefit from advisement applications not currently in use at GPC. Both institutions currently utilize the same degree audit solution. We recommend the A + B = A paradigm as Georgia State has exponentially more programs implemented within their degree audit solution.

5. Recommends consolidating the electronic transcripts application to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the electronic transcripts application to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions currently utilize different solutions. We recommend the A + B = A paradigm consolidating on Georgia State's solution as GPC's contract is up for renewal and GSU's solution is the preferred solution of both institution's registrars.

6. Recommends consolidating the international student and visa tracking applications to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the international student and visa tracking applications to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions currently utilize different solutions. GSU implemented a new solution during FY2015 moving away from the solution now in use at GPC. The new solution offers many productivity improvements for staff responsible for tracking international student visa and managing Sevis compliance. We recommend the A + B = A paradigm consolidating on Georgia State's solution as the preferred solution of both institution's department heads for international student services.

7. Recommends consolidating the textbook adoption application to a single solution utilizing the A + B = B paradigm:

We recommend consolidating the textbook adoption application to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions currently utilize different solutions. GSU is utilizing an in-house developed custom solution while GPC is utilizing a newly developed solution from our common bookstore vendor. We recommend the A + B = B paradigm as it represents a more feature-rich solution.

8. Recommends consolidating the student conduct application to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the student conduct management application to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. GPC does not presently have a solution while GSU is in the process of migrating to a new solution. We recommend the A + B = A paradigm.

9. Recommends consolidating the document management application to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the document management application to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions currently utilize the same solution integrated with the primary SIS solution supporting several enrollment management functions. We recommend the A + B = A paradigm following that of the primary SIS in order to minimize the cost, level of effort, and impact on overall consolidation schedule.

10. Recommends consolidating the student portal application to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the student portal application to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. GPC does not presently utilize an SIS-integrated portal solution while GSU has recently completed an upgrade to the most recent version. We recommend the A + B = A paradigm as it will provide Perimeter College students access to student dashboard (i.e., key enrollment management data).

11. Recommends consolidating the career services application to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the Career Services management application to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. GPC recently contracted with the same vendor GSU implemented during FY2015. We recommend the A + B = A paradigm.

12. Recommends consolidating the payment processing applications to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the payment processing applications to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions currently utilize the same solutions integrated with the primary Student Information System (SIS). We recommend the A + B = A paradigm following that of the primary SIS in order to minimize the cost, level of effort, and impact on overall consolidation schedule.

13. Recommends consolidating the Payroll and Benefits solutions to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the Payroll and Benefits solutions to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions currently utilize the same solutions. We recommend the A + B = A paradigm integrating Perimeter College faculty and staff into the GSU Payroll and Benefits solutions.

14. Recommends consolidating Financials applications to a single solution utilizing the A + B = A paradigm:

We recommend consolidating the Financials applications to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions

currently utilize the same solutions with GSU utilizing additional components for sponsored research. Based on this, we recommend the A + B = A paradigm.

15. Recommends consolidating IAM solutions to a single solution utilizing the A + B = A paradigm:

We recommend consolidating IAM services to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. GSU has a significantly more robust IAM infrastructure contrasted with that of GPC. Many of the applications this committee has recommended be consolidated are provisioned (i.e., users are created and single sign-on enabled) by GSU's IAM infrastructure. Leveraging GSU's IAM solutions will greatly simplify and reduce the level of effort associated with these consolidations. Based on this we recommend the A + B = A paradigm for IAM.

16. Recommends consolidating enterprise email to a single solution utilizing the A + B = A paradigm:

We recommend consolidating enterprise email to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. Both institutions utilize Microsoft's email services. We recommend the A + B = A paradigm for email. GSU's Identity and Access Management (IAM) architecture will enable the most cost and schedule effective creation of Office 365 accounts for all Perimeter College students, faculty, and staff.

17. Recommends consolidating fundraising applications:

We recommend consolidating Advancement applications to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. Both institutions utilize the same vendor for advancement applications. The vendor's product roadmap presents several alternative at present (i.e., a new major version of the solution). We recommend evaluating the vendor's alternative solutions in developing the appropriate consolidation strategy.

18. Recommends parking solutions to a single solution utilizing the A + B = A paradigm:

We recommend consolidating parking solutions to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. We recommend the A + B = A paradigm at the preference of both Auxiliary Services organizations.

19. Recommends consolidating card solutions utilizing the A + B = A paradigm. Perimeter College students, faculty, and staff will be issued GSU PantherCards. The current card system utilized at GPC will be phased out over time as proprietary hardware (i.e., door locks) are phased out:

We recommend consolidating card solutions to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution. The institutions currently utilize differing card solutions. The two card systems will be integrated and the current card system utilized at GPC will be phased out over time as replacing the proprietary hardware (e.g., door locks) calls for a longer-term consolidation.

20. Recommends consolidating application support organizations and business processes providing uniform support for enterprise applications across all campuses:

We recommend consolidating application support organizations and business processes to maximize operational efficiency, minimize administrative and overhead expenses in support of the strategy of a single administrative body supporting the consolidated institution.

[Committee 36-4: Enterprise Computing Technology Infrastructure: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends obtaining a comprehensive list of Inventory of assets (servers, storage, systems tools) to be used as the basis of determining combined infrastructure capability and areas of potential duplication as candidates for cost reduction:

GSU and GPC maintain assets including servers, storage and network devices and associated management.

2. Recommends development of strategy to support infrastructure integration of enterprise systems:

There are common enterprise applications used to support operations at GSU and GPC. The recommendation is to develop a strategy for integration of these common applications and determining the necessary infrastructure to support these systems. The development of the strategy would include the following:

- Obtain a list of applications and services that will be consolidated.
- Obtain requirements for systems that will be consolidated and use as the basis of new infrastructure.
- Purchase additional hardware/software if necessary to accommodate the needs of the consolidated systems.

3. Recommends consolidating email systems:

In collaboration with OWG 36.3, email systems for both institutions should be consolidated for the combined institution. See recommendation provided by 36.3 for further details.

4. Recommends integration of Authentication Systems:

The recommendation is to integrate authentication systems such as Active Directory and LDAP utilizing the A+B=A model for the new university.

5. Recommends address system security:

Server security standards for the integrated systems in support of the consolidation should be reviewed to ensure compliance with the information security standards as provided by the Board of Regents. Standard operating procedures and processes should be formalized to reflect the updated the standards and published in the IT organization's central repository.

6. Recommends that the new university adopt a single deployed software license for support and maintenance of consolidated systems:

Collect inventory of software licenses for both institutions. Cross walk with inventory of systems that will be consolidated and which systems will remain. Review software renewal boundaries and if applicable receive updated quotes. Determine overlap of coverage and costs. Review which software packages will be allowed to be "grandfathered" with support of the BOR to the new institution.

7. Recommends identifying other (non-mission critical) IT systems and developing consolidation method (merge, replace, retire):

Identification of non-mission critical IT systems should be identified and a determination of whether the systems will be consolidated, replaced or retired along with the supported strategy for achieving the desired outcome.

8. Recommends addressing data governance and management:

See recommendation provided by 36.3 for further details.

9. Recommends consolidating the Enterprise Primary and Secondary Data centers at both sites to provide seamless, highly available, and highly reliable services to the faculty, staff, students, graduates, alumni, and guests:

Determine overlap of coverage and costs. Develop plan for migration of critical services to primary data center. Create timeline and the budget for relocation and resource needs. Review of current DR and BC strategy will be conducted to support the decisions of which data centers will remain after consolidation.

10. Recommends account creation (identity management) and consolidation:

The strategy for the creation identity management will be lead by OWG 36-3. The identities would flow into backend authentication systems such as Active Directory and LDAP directory services for access to campus services and solutions. The backend systems will be consolidated to support a centralized authentication strategy for the new university.

11. Recommends reviewing backup strategy to determine ideal policy and review policy and practice and determine which products will be adopted:

Create a matrix of backup strategy for critical and non-critical applications.
Review backup strategy to determine ideal policy and practice.

12. Recommends that overlapping IT Serviced contracts be renewed under one contract title and deprecated systems will have their corresponding contract terminated:

Collect inventory of software and hardware contracts for both institutions. Cross walked with inventory of systems that will be consolidated and which systems will remain. Review software renewal boundaries and if applicable receive updated quotes. Create timeline and list of conversions, deletes, and add. Produce a budget review and TCO.

[Committee 36-5: IT Financial & Administrative Services: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends that the IT Financial and IT Administrative Services units adopt the existing GSU IS&T processes and procedures that will align accordingly with OWG 30: Budget; OWG 35: HR; and OWG 32: Procurement; regarding recommendations and decisions for systems, processes, and procedures for the institution:

Once final decisions are communicated by the above mentioned OWG's and a final consolidated IS&T organizational chart has been released, this work group will develop and implement plans to adjust business processes and procedures as appropriate.

2. Recommends the expansion and usage of the Georgia Perimeter College, Position Management System within the new (combined) IT Financial and IT Administrative Services department:

The Position Management System is a human resource database that houses vital financial employee data in a single environment; this system is currently utilized by Georgia Perimeter College. This database will meet the needs of the new institution by providing a consolidated view and utilization of employee data and financial information.

[Committee 36-6: Information Security: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends that GSU adopt the Gartner Information Security Governance (ISG) model. This includes establishing governance bodies with clear goals, scopes of control and guidance, and ensuring the appropriate level of membership in these bodies is maintained over time:

Appropriate information security governance is a key indicator of a mature information security program. Effective information security and risk governance primarily consists of a set of well-defined processes and activities, executed and overseen by appropriate governance forums. These forums establish accountability and authority, establish responsibility, delegate authority, and assures governance through compliance monitoring and reporting, which are essential to a healthy, respected information security program.

2. Recommends that GSU adopt the ACUPA model for policy development, which aligns with the NIST standards, BOR IT Handbook, and GTA policy models in use currently. It is also recommended part of this initiative should include a comprehensive review, consolidation and reconciliation of all current security policies for both institutions:

The current method of policy development and formatting is not aligned with industry best-practices. This model calls for developing separate, distinct documentation for standards, processes, procedures and/or guidelines which support and implement the higher level, broadly worded policies. This facilitates ease of communicating and socializing the policies, life-cycle management, and maintenance of these documents.

3. Recommends that USG contract with a commercial Managed Security Services Provider (MSSP) for operations security monitoring and incident management:

Due to the low maturity level of the USG Cyber Security program, and a dearth of in-house personnel with the required skillsets, GSU management should invest in contracting of a commercial managed security service. To provide the same level of expertise, knowledge, and experience, GSU would have to make a substantial long-term investment in talent development, salary, and fringe for several FTEs. Utilizing an MSSP immediately closes the gap that currently exists in the InfoSec team's ability to deliver in the important function.

4. Recommends that GSU utilize the Gartner ITScore methodology to conduct assessments of organizational security domains for security program maturity analysis and planning:

A program maturity assessment is crucial to identifying gaps and risk across six security and risk management domains. GSU information technology and business professionals in these areas can use the Gartner-developed ITScore methodology and its accompanying diagnostic tool to make crucial advances in the maturity of our programs and practices.

The domains to be assessed consist of Information Security, Privacy, Compliance, Risk Management, Identity and Access Management, and Business Continuity Management.

5. Recommends the development of a strategic plan to guide the direction of the information security practice:

Strategy planning is a key component of an effective information security program. While the basic elements of strategic security planning are similar to that of any strategic planning process, there are specific best-practice techniques that are unique to the security discipline. A strategic plan is vital to ensure the security program is aligned with the strategic business goals and key objectives.

6. Recommends that a risk assessment be performed on all colleges and business units:

A risk assessment should be conducted on all colleges and business units to gain an understanding of the risk, from their perspective, to their critical assets. The risk assessments will follow the NIST standard for assessing risk to information systems and applications. A customized risk register will be developed for each of the colleges and business units, in order to track the mitigation and remediation of identified risks.

7. Recommends that GSU InfoSec develop a training and education plan for department security practitioners, including training for the planned extended security team and ISO's within the colleges, business units, extended IT and IS&T:

In support of the plan to utilize personnel within the various colleges, business units, distributed IT teams, and within IS&T, training for the various security disciplines will be required. Outside of IS&T and the distributed IT personnel, most of the individuals that will be part of the extended InfoSec team will not possess the knowledge and skills to perform in these capacities. The training will be targeted and limited to the knowledge set needed to be able to fulfill their roles within the overall scheme of the extended InfoSec team concepts.

8. Recommends that a comprehensive review of all current Information Security projects and initiatives for both institutions be conducted:

This review will allow for identifying projects and initiatives currently underway or planned, to determine if there exists any overlap or redundancies. In addition, decisions can be formulated based on the review, as to which projects or initiatives to continue moving forward with, those to place on hold for later implementation, and those that should be killed altogether.

9. Recommends that the Change Management function within IS&T should be realigned within the organization and moved from the InfoSec office where it currently resides, to the PMO function:

Change managements daily effectiveness can only be optimized if it is positioned correctly within the organization. This should be a position of trust, one where friction, uncertainty, and mistrust is not perceived, by the rest of the organization. A key function of change management is to monitoring the portfolio of organizational changes, including changes to systems, applications, etc. Therefor it should be situated as a cross-enterprise entity, which understands the potential impacts of changes on each audience or area, which the PMO office is positioned, suited, and to handle.

10. Recommends a review of all security-related tools and solutions being utilized throughout the enterprise at both institutions. This review should be conducted within the areas of IT, including enterprise systems, network and infrastructure, application development, client services (helpdesk support and desktop engineering), and the project office, to get overall consensus. Second phase review will be extended to the distributed IT units:

A review of security-related tools will allow for a clear understanding of the potential combined capabilities of both institution in this regard. First phase review will also allow for discovery of redundant tools, tools not being used, and tool sets that might need to be expanded upon to cover the newly combined institution. Sharing the results of the review will also help the differing areas within IS&T understand the tools in the overall inventory, that may benefit their operations.

11. Recommends that GSU invest in a commercial Web Application Firewall tool for protection of the web and application development, and production environments:

A commercial WAF implemented to protect GSU's web and application tiers will greatly enhance and automate the security of these environments and reduce manual task associated with the current security model. The WAF analyses all user access to critical web applications and protects their data from attacks. It learns the normal behavior of applications and correlates this with threat intelligence to provide superior protection. It identifies and acts upon dangerous traffic that slips through current defenses. The WAF virtually patches web applications, development platforms, and the server OS, closing gaps in our current process.

12. Recommends that GSU invest in a commercial Database Activity Monitor, a proactive, automated protection, audit, and compliance tool:

Currently, neither of the two institutions have any purpose-built, automated database protections in place. A DAM tool will enhance our operational efficiency and increase security by helping us to demonstrate compliance through automated process, audit analysis, and customizable reports across all database platforms. It accelerates incident response and forensic investigation with centralized management and advanced analytics. Some key capabilities, which will benefit GSU, include streamlining compliance activities to save time and money, discovering hidden risks and costs, managing and auditing user access, monitoring all traffic for protection and compliance and discovering and mitigating database vulnerabilities.

13. Recommends that GSU invest in a Security Information Events Monitor (SIEM) tool, used in security operations for malicious threat detection, aggregation and correlation, alerting, and logging:

The SIEM is an extremely vital tool, considered standard to good security and central to a layered, defense-in-depth strategy. Currently, neither GSU nor GPC have these solutions deployed. The security information and event management (SIEM) tool provides the ability to apply security analytics to event data in real time for the early detection of targeted attacks and data breaches, and to collect, store, analyze and report on log data for incident response, forensics and regulatory compliance. A SIEM tool and supporting logging infrastructure, will allow us to take a holistic approach to security intelligence, log management, and network, user and endpoint monitoring and forensics, with advanced security analytics, providing for complete end-to-end cyber threat lifecycle management.

14. Recommends that GSU invest in a content-aware Data Loss Prevention (DLP) tool:

DLP is a strategy for making sure that end users do not send sensitive or critical information outside of GSU's network. The term is also used to describe software products that help our network administrators control what data end users can transfer outside of the network. Content-aware DLP technologies are those that perform content inspection of data at rest or in motion, and can execute responses — ranging from simple notification to active blocking — based on policy settings. These solutions support sophisticated detection techniques that will help address critical data protection requirements for confidential FERPA, HIPAA, payment card, and many other data sets as defined by our classification standards. These technologies are packaged for desktops and servers; as physical and virtual appliances for monitoring networks; and as agent software for data discovery.

15. Recommends that IS&T select and standardize on a unified asset lifecycle management platform. This solution must include automated asset discovery; have the ability to identify all manner of network-connected devices; and be utilized as an enterprise configuration and vulnerability management tool:

Proper asset lifecycle management is vitally important to the effort of securing a very large IT enterprise such as that which exists at GSU. GSU and GPC are currently on disparate asset platforms, however, GPC has recently deployed an effective solution where GSU continues to struggle in this vital area. Without proper asset management and device identification, gaps in security are created, device configurations are not standardized or managed for security, and vulnerabilities are not remediated. The institution should standardize and unify this vital tool for IT operations and security.

16. Recommends that GSU and GPC standardize on an endpoint security solution that meets the compliance requirements of the BOR IT Handbook, and which also covers security best practices for computing endpoints:

GSU and GPC are currently operating two disparate endpoint security solutions, and should standardize onto a single platform, for many compelling reasons. Foremost due to the requirements of the BOR IT Handbook, which call for minimum requirements and capabilities, including asset discovery and inventory, anti-phishing, spyware and anti-virus, host intrusion prevention, whitelisting/blacklisting, firewalling, encryption management, software management, removable media, mobility management, remote management gateway, cloud security management, compliance verification for FERPA, HIPPA, PCI, etc.

17. Recommends investment in a network firewall and switch audit tool to automate and simplify security operations including troubleshooting, auditing and risk analysis, allowing for optimization of the configuration of firewalls, routers, load balancers and web proxies to ensure security and compliance:

A firewall analyzer and audit tool provides for visibility and analysis of complex network security policies across physical, virtual and cloud environments. This tool will be especially helpful for consolidating the network infrastructure of the two institutions. It will help centrally manage and troubleshoot network security policies; visualize complex networks with dynamic network topology maps; cleanup and optimize firewall and router policies quickly and efficiently (extremely helpful while bringing the networks together); identify and mitigate risky firewall access control rules; and easily enforce network segmentation, to name a few.

18. Recommends that GSU networking and infrastructure, design and implement a new network for the newly consolidated institution, allowing for a move away from the legacy designs of old, to a modern network, designed and built with security at its core, to defend against modern malware and the way networks are attacked today:

GSU's network is a legacy design with little to no segmentation, or a 'flat' network, harkening back to the earliest days of client/server networks. This design is very difficult to defend, even by older standards of malware and network attack tactics. GPC's network is an improved design, but also considered legacy by today's standards, as it is not designed to deal with the way modern malware work against legacy defenses. GSU should move to a modern network design, utilizing the new technologies available, which will greatly enhance network security and our ability to defend against attacks, not only external, but internal attacks as well.

19. Recommends that GSU unify on a common security-training platform for delivery to meet awareness, training, and education needs and requirements:

Both GSU and GPC have deployed the same security awareness training solution but they are currently not unified. GSU should consolidate the training platform and expand upon the solution offerings to accommodate multiple modes of training, for the various target groups requiring awareness, training, and education.

20. Recommends that GSU standardize on a coherent device-naming scheme:

Neither institution currently has a standard naming scheme for devices connecting to the network. This causes many issues that negatively affect performance and efficiency for daily operations and productivity, complicating troubleshooting, equipment deployment, documentation, and automation efforts. Having a standard naming convention is a vital part of IT operations and security. It should apply to all devices, including but not limited to network switches and routers (including interfaces), wireless AP's, security tools (firewalls, etc.), servers/desktops/other endpoints. A consistent nomenclature for identifying buildings and rooms should be part of the scheme. The naming scheme should also be comprehensible, extensible, derivable, self-documenting, and unique. Benefits include using logic to quickly identify objects, ease of auditing, faster network debugging, faster security response, faster implementation of new devices and more.

[Committee 36-7: Network, Telecom, Wireless, Video Surveillance, Internet: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends establishing inner-office telephone dialing using 6 digits between campuses:

Today GSU employs an Avaya telephone system and GPC a Cisco system. Both systems are Voice over IP (VoIP) enabled. The new consolidated institution should employ one (1) common phone system as part of an enterprise wide unified communication platform. Until a common system is implemented, a tie-trunk connection will be installed between institutions. All current direct dial numbers at GSU & GPC will not change and will seamlessly route to end destination based on preassigned dial prefix.

2. Recommends that one logical design be created that will support a link between Georgia State University and Georgia Perimeter College that will be used to enable data transport needed for communication:

Once connectivity is established between institutions, GSU & GPC can then utilize both campus locations for Business Continuity and/or Disaster Recovery sites in the event of an internet connectivity outage. There are anticipated charges necessary to enable internet resilience.

3. Recommends that one logical design be created that will support a consolidated network connection between Georgia State University and Georgia Perimeter College that will enable GSU SSID authentication and wireless access across all campus locations:

Today GSU and GPC both use the IEEE 802.11n standard and RADIUS authentication. The new consolidated institution should employ one (1) common wireless system as part of an enterprise wide wireless platform.

4. Recommends that one logical design be developed establishing a link between Georgia State University and Georgia Perimeter College that will enable the necessary data transport needed for communication between the two institutions:

The means of accessing each universities internal resources is the same connection used by faculty, students and staff to go out to the internet. Thus there might be some issues with overutilization. To eliminate possible utilization issues, a dedicated connection between the campuses would help to alleviate that possible risk. Because of the relationship already established by both institution through Peachnet, obtaining a data connection from Peachnet appear most prudent at this time. GSU and GPC therefore should install two (2) 10gig circuits within designated datacenters. This should include a firewall. There is an initial installation cost as well as ongoing monthly recurring charges for maintaining these connections.

5. Recommends that one logical design be created that will enable a network connection between Georgia State University and Georgia Perimeter College that will feature local recording, video data transport for camera viewing and video retrieval from all cameras throughout both campuses:

Today GSU and GPC both used the same video surveillance management system. The new consolidated institution should employ one (1) common security camera system as part of an enterprise wide video surveillance platform. GSU Police Department will remain the primary customer/authority for both institutions.

[Committee 36-8: Academic Technology/Center for Instructional Innovation: \(reviewed & supported by Phil Ventimiglia\):](#)

1. Recommends that Georgia State University form a partnership with Information Technology Services to define and develop data reporting strategies for the learning management system that meet the needs of the new institution:

ITS is currently engaged in efforts to deliver LMS data to USG institutions. They are currently providing a daily feed of LMS grade book data to Georgia Perimeter College. Georgia State University needs access to additional LMS data to further develop retention-focused initiatives. By partnering with ITS, Georgia State University can ensure that they are able to access the data that they need and can lend their expertise in data-driven retention programs to ITS which benefits all schools within the University System of Georgia.

2. Recommends that the BrightSpace by D2L consolidation follow the A+B=C model on an existing BrightSpace by D2L Instance:

A new Brightspace by D2L environment, “C”, allows for the learning management system to represent the new institution with appropriate configurations, integrations, and branding. Working with a new BrightSpace by D2L environment will allow for pre-go live testing that does not impact any current production environment. When each

institution is migrated to the new Brightspace by D2L environment two years of course content will be moved. Student data will not be migrated to the new environment, but will be available in the previous environments one year after the completion of the consolidation.

3. Recommends that each campus retain its classroom, learning space and collaboration space technology and move towards a cohesive user experience across all learning spaces through the annual refresh process:

Allows the new university to continue to offer services with no disruption.

4. Recommends that event services at the combined institution remain supported with the same methods as is currently offered:

Allows the new university to continue to offer services with no disruption. Georgia Perimeter College currently manages the technology setup portion of an event through central IT.

5. Recommends continuing to offer the current training and professional development portfolio of both institutions until offerings can be reviewed based on viability, needs analysis, and a subsequent prioritization resulting from the consolidation:

Allows the new university to continue to offer services with no disruption.

6. Recommends that open-access, centrally managed labs at both institutions, such as the mediaSPOT, jagSPOT and Digital Aquarium continue to provide services such as equipment checkout and training to students until services can be reviewed based on the needs of the combined institution:

Allows the new university to continue to offer services with no disruption.

7. Recommends consolidating all similar existing enterprise licensing related to learning technologies to one agreement per vendor:

All enterprise vendors are to be notified through this fiscal year renewal process (or prior to July 1) of the intent to merge licenses, the effective licensing date for the new institution, any relevant information with regard to projected FTE/Seats required, adjusted standard renewal/anniversary date of July 1 to align with FY budgets (if not already), request any needed legal amendments or contract changes that may be required, and quote for future budgetary purposes.

8. Recommends that digital signage services maintain its current management, configuration, and support structure until the needs of the new University have been determined:

Allows the new university to continue to offer services with no disruption. Georgia Perimeter College's digital signage is managed by the central Information Technology

offices. The responsibility for digital signage at Georgia State University follows a distributed model.