Consolidation Implementation Committee (CIC)
Minutes
August 7, 2017

Nessmith-Lane Conference Center Ballroom
Georgia Southern University Campus
1:00 p.m.

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I. Welcome and Opening Remarks – The meeting was called to order at 1:00 p.m.

President Hebert thanked committee members for all their hard work over the past few months in the consolidation process and noted there were 141 recommendations on the agenda.

President Frum expressed how proud she is of the committee members and OWG members from both institutions and the progress made thus far. She encouraged everyone to keep the momentum going.

II. Consolidation Business

None to report.

III. Review of OWG Recommendations

A. OWG 3-1: Organization and Structure – Co-chairs: Diana Cone (GSU) and Chris Curtis (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommend that the consolidated Georgia Southern University will offer the following academic degrees beginning in the Fall 2018 semester:** (See Degree Programs included at end of Consent Agenda)

The academic degree master plan was finalized during the academic workgroup retreat held on July 19-20, 2017 and reflects the work of the academic OWGs in determining the disciplinary curricula. Pending CIC approval, the degree plan will be submitted to the respective university curriculum committees and faculty senates for approval. More detailed curriculum plans for each degree

will be submitted to the curriculum committees and follow the same process for approval during the fall semester.

2. **Recommends maintaining Centers and Institutes with their current configurations and missions:**

   Any realignment of the existing Centers and Institutes depends in part on the academic organizational structure and the location of programs and offices. The OWG will re-examine the Georgia Southern policy on Centers and Institutes (approved in 2002), make amendments as necessary, and realign or make any necessary restructuring during the implementation phase.

B. OWG 3-9: Health Sciences – Co-chairs: Barry Joyner (GSU) and Anne Thompson (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends that the Armstrong Biology Anatomy and Physiology (A&P) sequence, BIOL 2081/L and 2082/L, and the Georgia Southern University Kinesiology sequence, (Human Anatomy and Physiology and Labs) KINS 2531/2511 and KINS 2532/2512, be retained as separate but cross-listed courses for satisfying the human anatomy and physiology sequence in the respective academic programs at each institution:**

   These courses are currently offered in different structures (4 credits at ASU and 3 + 1 credits at GSU) and academic units (Biology at ASU and SHK at GSU). ASU has prerequisite biology or chemistry course and minimum grade (C) requirements; KINS courses have no prerequisite grade or course requirements. Content has been customized to the unique needs of programs on each campus, and the courses are housed in different colleges for that reason. These courses should remain separate but should be cross-listed as they meet the needs of the separate degree programs.

2. **Recommends the two programs, the Master of Science in Kinesiology (MSK) at Georgia Southern and the Master of Science in Sports Medicine (MSSM) at Armstrong State, operate independently as two separate masters programs:**

   We believe there is a distinct academic experience currently offered by the MSK on the Statesboro campus and the MSSM on the Armstrong campus with both providing a unique opportunity for students and for Georgia Southern University.

C. **OWG 4-1: Core Curriculum –** Co-chairs: Curtis Ricker (GSU) and Delana Gajdosik-Nivens (ASU)

The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommends that the new Georgia Southern University, in support of the new Georgia Southern University mission and the general education of our students, adopt the Core Curriculum as listed below, pending curriculum decisions in disciplinary OWGs and approval by curriculum committees, faculty senate and the Council on General Education:** (See Core Curriculum included at end of Consent Agenda)

   OWG 4-1 was tasked with determining the courses and content of each core areas. The OWG 4-1 had representation consisting of faculty, Associate Deans and Deans. Each core area (A-E) was represented on the OWG by at least one person from each university. Many of the members of the OWG were also members of their respective university's General Education/Assessment Committees. This committee focused on combining the best of the core curricula from each institution, preserving the identity of each campus in the core and causing minimal disruption to students, faculty workload and facilities/space issues. Some courses have been removed from the Core at the current universities and some courses have been moved to different core areas to better align with the Core SLOs. Where noted, we have selected a particular course from a general education perspective, but, since the courses differ on each campus, they must subsequently be reconciled by the departmental OWGs to provide the final course name, number and course description. It was not possible to preserve every core course at each campus. We are proposing 2 new courses, one that is a combination and expansion of 2 Armstrong courses and one that is a core capstone course in Area B for sophomore students.

D. **OWG 5-1: Faculty Governance –** Co-chairs: Richard Flynn (GSU) and David Bringman (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommend consolidation of the two faculty senates with additional seats designated to represent the ARM and Liberty campuses based on Georgia Southern's current method of apportionment:**

It is important that there be one faculty senate for the new institution. Under the current apportionment method (spelled out in Article II of the current Georgia Southern Bylaws) there will be approximately twenty additional senators designated to represent the ARM and Liberty Campuses.

2. **Recommend consolidation of ARM Constitution and Bylaws with Georgia Southern Bylaws for consideration and passage by the 2017-18 Georgia Southern and ARM Faculty Senates:**

   Changes in bylaws must be approved by a 2/3 vote of both the Georgia Southern and ARM Senates. This OWG will present consolidated Bylaws to the Senates in the Fall of 2017 in time for the October meetings.

3. **Recommend consolidation of ARM Constitution and Bylaws with GS Bylaws for consideration and passage by the 2017-18 GS and ARM Faculty Senates:**

   Changes in bylaws must be approved by a 2/3 vote of both the GS and ARM Senates. This OWG will present consolidated Bylaws to the Senates in the Fall of 2017 in time for the October meetings.

4. **Recommend that elections for the consolidated New Institution Senate be organized by the GS and ARM Senates to be held early in the Spring Semester of 2018 for AY 2018-19. Officers must also be elected. Senates will determine status of currently sitting senators, recognizing that terms must be staggered:**

   A Consolidated Senate will require new elections.

E. **OWG 5-3: Faculty Processes/Resources –** Co-chairs: Diana Cone (GSU) and Donna Brooks (ASU)

   The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommend adopting current Georgia Southern University's Faculty Grievance policy for new consolidated institution:**

   The current Georgia Southern University's Faculty Grievance policy was deemed more robust; both institutions agreed to follow this policy.

F. **OWG 6-2: Tutoring and Testing -** Co-chairs: Cathy Roberts-Cooper (GSU) and Pat Potter (ASU)

The following recommendation was pulled from the agenda and sent back to the OWG for edits.

1. **Recommends the new institution limits students taking ACCUPLACER to no more than twice in a 12-month period:**

   Students take the ACCUPLACER exam to determine if they place into Learning Support for math or English. If a student takes the exam the first time and scores slightly below what is needed to exempt Learning Support or place into the next level of Learning Support then students are encouraged to study and take the exam a second time. If after two attempts the student still has not achieved the score they are looking for, it is highly unlikely the student will be successful at raising their score without a longer period of time dedicated to studying and/or re-learning of foundational content. This recommendation prevents chronic testers from repeating the exam on a weekly or monthly basis with zero to little improvement. Students are then advised on their Learning Support options at the new institution and their options for attending an access or two-year school (i.e. East Georgia, Ogeechee Tech, Savannah Tech). Currently, GA Southern limits students to taking ACCUPLACER twice a year; Armstrong has not set a limit.

G. **OWG 6-7: MOWR –** Co-chairs: Chris Caplinger (GSU) and Shannon Vo (ASU)

The following revised recommendation was approved by consensus of the CIC with no objections.

1. **Recommends the admission criteria for MOWR will be: 1) age 16, HS junior status, or permission of the director of Admissions; 2) HS GPA of 3.0; and 3) SAT combined score of 1050 and ACT composite of 20 to meet USG minimum standards.**

   This is a resubmission of an approved recommendation that aligned the MOWR admissions criteria to the freshman standards. This revision is necessary because the minimum state standards are higher than the anticipated newU admissions criteria for freshman.
   Criterion 1 is the current Georgia Southern standard, whereas Armstrong admits students at age 15; plan is to provide more direction for students seeking permission of director of the Office of Admissions. Criteria 2 and 3 are state minimum standards. The base test score for Criterion 3 is the current USG minimum standard listed in the Board of Regents Policy Manual.

(Student Affairs) Policy 3.2.6 *Special Admissions*.

H. OWG 8-1: Admissions – Co-chairs: Amy Smith (GSU) and Tobe Frierson (ASU)

The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommends one undergraduate admission requirement for new freshmen on the Statesboro and Armstrong campuses with additional access provided through the Eagle Incentive Program (to be offered on both campuses). Recommends the Liberty campus continue as an open-access option for local students. The OWG recommends adopting the following guidelines:**

	Regular Admit	**Eagle Incentive Program - Summer Entry with Guided Support**	**Liberty Campus**
SAT Total (old)	950+	880-940	Open Access
SAT Total (new)	1030+	960-1020	Open Access
SAT Minimums (old)	430 Critical Reading 400 Mathematics		Open Access
SAT Minimums (new)	24 Reading Test 22 Math Test		Open Access
ACT Composite	20+	18-19	Open Access
ACT Minimums	17 English; 17 Math		
HS GPA	2.5+	2.5+	Open Access

Currently all three campuses have different freshmen admission requirements. In order to ensure access and consistent enrollment, we recommend bringing the Statesboro and Armstrong campuses to a single standard using middle ground between the two current freshmen standards. International requirements will also be the same, ensuring TOEFL and IELTS are the equivalent of

domestic standards. Admission requirements for transfer and non-traditional students are currently the same at both universities, using USG minimums, and are recommended to remain as such. Because the Liberty campus serves a specialized population, they should remain an open-access option utilizing the USG's special University College designation.

I. **OWG 8-3: Registration, Degree Audit & Graduation –** Co- chairs: Velma Burden (GSU) and Kathy Platt (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends graduate students are charged a late fee in accordance with Board of Regents policy and guidelines. This charge will be in addition to the application fee if the graduation application is submitted after the published deadline:**

   Currently, the Jack N. Averitt College of Graduate Studies charges an additional late fee of $75 if the student submits the application after the deadline. This recommendation supports continuing this practice.

2. **Recommends that the consolidated university will use the same transcript paper and legend for all official transcripts:**

   From January 2018 through September 2018 Armstrong's legacy paper will be used with a note referencing the consolidation and name change.

3. **Recommends that the consolidated university establish procedures for managing student records in accordance with Board of Regents' policies:**

   No further explanation provided.

4. **Recommends that the consolidated university follow the current Georgia Southern policies and procedures for processing withdrawals (individual, limited, administrative, total, judicial, military, and medical withdrawals). Hardship withdrawals will be handled by the Dean of Students office. Retroactive withdrawals will be handled by the Provost's Office:**

   This recommendation is supported by OWG 8-2 Financial Aid and 14-5 Bursar. Individual course withdrawals will be initiated through the student self service portal. Total withdrawals will be considered by appropriate offices (Counseling Center, Student Accounts, Dean of Students, Provost's Office) and processed by the Registrar's Office.

5. **Recommends that the consolidated university follow a unified early registration procedure for all students:**

   The current registration times for Georgia Southern and Armstrong are based on hours earned and the needs of special populations. The new university registration time process will be a unified process determined by earned hours and special populations.

6. **Recommends that the consolidated university will follow the current Georgia Southern University's policies and procedures of processing end of term grades for fall, spring and summer semesters:**

   The new University will follow Georgia Southern University's policies and procedures and continue to have a centralized process within the Registrar's Office in order to monitor the collection of final grades and process the final grades at the end of each semester. The Registrar's Office will collaborate with the Provost's Office and the College Deans' offices to ensure all final grades will be submitted on time by the faculty.

7. **Recommends that the consolidated University hosts commencement ceremonies in the fall and spring semesters in Statesboro and Savannah:**

   A subcommittee will be formed to develop recommendations for ceremony details for future ceremonies.

8. **Recommends that the consolidated university keep the software currently used by Georgia Southern University's Office of the Registrar (Credentials eTranscript Ordering/Delivery System, Leepfrog CourseLeaf, DegreeWorks and Axiom/Axiom Web):**

   The recommendations submitted by OWG 15-2 Enterprise Applications regarding software managed by the Registrar's Office is supported by this OWG.

9. **Recommends developing a plan for consolidating the scribe in DegreeWorks in support of the recommendation of subcommittee BANNER 15-5:**

   OWG 8.3 will work with the Degreeworks subcommittee of BANNER 15-5 to implement the best model that will meet the needs of the campus community in the new university.

10. **Recommends that the consolidated university use Credentials Solutions as their electronic transcript service. Recommends that the university charge the same flat fee for an electronic transcript or a paper transcript:**

    Currently Armstrong charges a $5 fee for both paper copy and electronic transcripts. Georgia Southern charges an $8 fee for electronic transcripts and a $10 fee for a paper copy transcript. Since Armstrong has more hard-copy records that are not available to be sent electronically, we recommend the same flat fee for electronic and paper transcripts.

11. **Recommends that the consolidated university will follow Georgia Southern University's on-line application for graduation process for graduate students. DegreeWorks will be used as the official degree clearance tool:**

    The Jack N. Averitt College of Graduate Studies will coordinate the graduation clearance process and the Registrar's Office will confer degrees in BANNER.

12. **Recommends that the process of reviewing academic renewal for the consolidated university be shared between Undergraduate Admissions for new students and the Registrar's Office for continuing students:**

    This is the current process for Georgia Southern. Armstrong currently has academic renewal for a five year period whereas Georgia Southern utilizes a three year period. This recommendation is supported by OWG 8-1 Admissions.

13. **Recommends that the consolidated university follows Georgia Southern's attendance verification process:**

    This will allow the consolidated university to utilize the automated process that Georgia Southern currently uses. Guidance and training will be provided to faculty and staff.

J. **OWG 11-1: Properties (Housing) –** Co-chairs: Tina Adams (GSU) and Jessica Henderson (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **This OWG has confirmed there are no restrictions on real property deeds as a result of the consolidation:**

    Each foundation has real property. We have consulted with bond counsel to determine there are no restrictions on real property deeds with the Armstrong

State University or Georgia Southern University Properties/Housing Foundations.

2. **This OWG has confirmed there is no reversionary language identified on the property deeds for either Armstrong State University or Georgia Southern University Property/Housing Foundation:**

   Each foundation has real property. We have consulted with bond counsel to determine there is no reversionary language on real property deeds with the Armstrong State University or Georgia Southern University Properties/Housing Foundations other than the reversion to the Board of Regents at the end of the ground lease.

3. **Recommend that the boards of the Armstrong State University Properties Foundation and Georgia Southern University Housing Foundation perform due diligence on the merging of the foundations:**

   In accordance with this recommendation, both foundations will perform appropriate due diligence with board leadership from each foundation working together determining pathway and timing to merge foundations.

4. **At this time, no recommendations are made for changes in cost/funding sources for the PPV projects on either campus; it is anticipated that current funding sources will not change post consolidation. Further recommend that enrollment trends and operating expenses for the PPV projects be monitored closely and be proactive with proposals for modifications if needed:**

   Based on conversations with appropriate personnel, changes to fees that would impact funding sources for PPV projects are not anticipated thus no changes are necessary. Expenses are expected to be monitored and controlled so that PPV projects perform according to expectations.

5. **Recommend that the sole member of the Armstrong Properties Foundation LLCs be changed to the Georgia Southern University Housing Foundation assuming consolidation of the two foundations is approved as recommended. Also recommend continued discussion and consultation with bond counsel as well as counsel for the issuing authorities, the Savannah Economic Development Authority and the Development Authority of Bulloch County and all appropriate notifications be filed with MSRB in a timely manner:**

   Per other recommendations for the OWG and discussion with bond counsel, the properties foundations for Armstrong and Georgia Southern will consolidate

with Georgia Southern Housing Foundation being the surviving real estate foundation. The sole member of the LLCs in the Armstrong Properties Foundation will be changed to the Georgia Southern Housing Foundation. Appropriate notifications will be filed with MSRB as these action items take place.

6. **Recommend enrollment projections be monitored closely for each campus. In the event enrollment will not support the fee based PPV's each campus will be proactive to find a solution that will not negatively impact student fees:**

   The PPV proformas project conservative enrollment increases to support the debt on both campuses. All PPV's have adequate reserves to support possible decline in enrollment to meet the BOR 1.05 Debt Coverage.

7. **Recommends that the PPV currently housed under the Georgia Southern University Athletic Foundation, Inc. remain an asset under the Athletic Foundation:**

   The PPV held by the Georgia Southern University Athletic Foundation will be evaluated at a later time to determine if it is beneficial to move the PPV to the Properties Foundation.

8. **Per discussion with bond counsel for both foundations; no amendment to Form 8038 will be necessary in connection with the consolidation:**

   Form 8038-Information Return for Tax-Exempt Private Activity Bond Issues is filed at the time of issuance of the bonds. The consolidation of the two foundations will not change the borrower (the LLC) or the issuer (Savannah or Bulloch County Economic Development Authority) so no amendment is necessary.

9. **Per discussion with bond counsel for both foundations; no amendment to bonds or warranties in connection with the bonds be necessary in connection with the consolidation:**

   The consolidation of the two foundations will only change the sole member of the LLC, which will not result in any changes to existing bonds or warranties. All communication with the bondholders and market as a whole will be through the normal required reporting via EMMA (Electronic Municipal Market Access) through the MSRB (Municipal Securities Rulemaking Board) website.

10. **Recommend adherence to language as cited in BPM and bond documents for calculation of debt ratios for the results of operations for PPV Projects**

on both campuses and monitor debt ratio for the University as directed in budget reporting to insure compliance with BoR guidance:

The BoR BPM contains guidelines for calculation and reporting of debt ratios to be made to the BoR on an annual basis and requires that the Capital Liability Burden ratio be calculated for the University in conjunction with annual budget hearing. At least some of the bond documents also require a debt ratio to be calculated by the Foundation for the project LLC and communicated to the Trustee. Both the BPM and the bond documents provide definitions and instructions for the calculation of the ratio. Ratios for each University and PPV project have been calculated and will be monitored post-consolidation for compliance with BoR guidelines.

K. OWG 11-4: Athletic Foundation – Co-chairs: Kevin Bostain (GSU) and Jessica Henderson (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends that each endowment will be reviewed and it will be determined how the donors' intent can be fulfilled under the proposed new college structure:**

   All Endowment Agreements will be administered in accordance with the donors' wishes. In the event the purpose of the agreement becomes impossible to achieve (due to structural changes in colleges, etc.), the donor will be consulted with options that most nearly accomplishes the donors' purpose. If it is not possible to contact donor, funds may be used for related purpose closest to original intent of agreement.

2. **Recommends adopting the current bylaws from the existing Georgia Southern University Athletic Foundation:**

   Armstrong State University does not have a separate Athletic Foundation, therefore, the surviving entity will be the Georgia Southern Athletic Foundation. The Athletic program at Armstrong State University has been discontinued effective June 30, 2017.

3. **Recommends that any remaining Athletic Endowments remain with the Armstrong State University Foundation:**

   All Endowment Agreements will be administered in accordance with the donors' wishes. In the event the purpose of the agreement becomes impossible to achieve (due to structural changes in athletics.), the donor will be consulted

with options that most nearly accomplishes the donors' purpose. If it is not possible to contact donor, funds may be used for related purpose closest to original intent of agreement.

4. **Recommends that any Athletic Endowments that are held by the Georgia Southern University Foundation remain with the Georgia Southern University Foundation:**

   All Athletic Endowments held by the Georgia Southern University Foundation will be evaluated at a later time to determine if it is beneficial to the donors to move the endowments to the Athletic Foundation.

5. **Recommends that the PPV currently housed under the Georgia Southern University Athletic Foundation, Inc. remain an asset under the Athletic Foundation:**

   The PPV held by the Georgia Southern University Athletic Foundation will be evaluated at a later time to determine if it is beneficial to move the PPV to the Properties Foundation.

6. **The list of properties owned by the Georgia Southern University Athletic Foundation have been reviewed and identified. There is not an Athletic Foundation for Armstrong State University:**

   The Georgia Southern University Athletic Foundation is the sole member of one LLC for the PPV project of the Ted Smith Football Operations Center and the Stadium Expansion at Paulson Stadium.

   The Georgia Southern University Athletic Foundation is the owner of a Golf Practice Facility named Bennett-Ramsey Golf Center. This facility is 25 acres that includes a 3,000 square foot team clubhouse located at 1900 Hood Road, Statesboro GA 30458.

L. OWG 12-7: Video and Photography – Co-chairs: Gregg Sekscienski (GSU) and Bruce Habersham (ASU)

The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommend developing media workflows and organizational structures that ensure best integration into new university's communication and marketing priorities, pending departmental structure approval:**

By examining organizational and service-based distinctions within Marketing and Communications and the collaborations between communication/marketing media resources, create solutions that allow the best use of the resources to support the video and photographic goals of academic, athletic, institutional and the communications/marketing areas. Strategy will cover all three campuses.

M. OWG 13: HR, including Position Descriptions and Salary Bands – Co-chairs: Rob Whitaker (GSU) and Christopher Corrigan (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends the organizational charts for the new university be created and populated in accordance with the approved recruitment plan:**

   Following the approved recruitment plan, will provide guidelines to ensure consistency in populating the organizational chart for the new university.

2. **Recommends that a new holiday schedule be adopted. Multiple scenarios will be presented to the President for final decision:**

   A new holiday schedule will provide consistency for employees, regardless of primary location.

3. **Recommends normal operating hours of 8:00 a.m. to 5:00 p.m., Monday through Friday, with some departments/locations adopting different work schedules depending on their work needs:**

   Normal operating hours will provide consistency of service regardless of campus location.

4. **Recommends combining the major elements of staff and student hiring processes from both institutions:**

   Both institutions currently use PeopleAdmin for their staff and student applicant tracking systems. In Spring 2018, we will consolidate both applicant tracking systems to PeopleSoft Talent Acquisition Management (TAM) under oneUSG Connect. For the duration of 2017, Armstrong's PeopleAdmin link will be redirected to Georgia Southern's employment page and location of vacancies will be identified in postings.

5. **Recommends that the consolidated Georgia Southern University's Security Administrators review Internal Controls to ensure that individuals have the access that accurately reflects their respective job duties:**

As systems are consolidated in the new university it is important to ensure individuals have the level of access necessary to perform their respective job duties.

6. **Recommends a review of Georgia Southern University's and Armstrong State University's staff pay structures:**

   Upon completion of the new university organizational charts and development of new job descriptions, a salary review will be necessary to ensure proper alignment with established pay structure. A full salary review process will be commissioned after consolidation is completed.

7. **Recommends that, following the completion of the new university's organizational charts, job descriptions will be updated to reflect a multi-campus institution:**

   The new university being comprised of three distinct campuses will require job descriptions that denote primary work location.

N. **OWG 14-2: Business Operations and Contracts –** Co-chairs: Kim Brown (GSU) and Jessica Henderson (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommend utilization of a single operating bank account for the new university beginning July 1, 2018. The single operating bank account will be used to record all bank deposit and payment transactions regardless of source of funds, including Federal and State sponsored funds. This account will be used only for new university funds. Affiliated organization foundations will maintain their own separate bank accounts. The single operating bank account will be in the name of Georgia Southern University and be identified by the current Federal Tax ID number of Georgia Southern University as recommended by the USG finance consolidation team:**

   As reported in a previous recommendation from this OWG regarding bank accounts, both Armstrong and Georgia Southern currently maintain operating bank accounts with BB&T. Beginning January 2018 the two separate bank accounts will operate under the name and Federal Tax ID number of Georgia Southern until the two universities financial systems are merged using the A+B=A model effective July 1, 2018.

2. **Recommend the new university adopt the ONEUSG Connect standard and centralized employee insurance and other benefits administered by the USG Shared Services Center and their related service providers:**

   In January 2018, both Georgia Southern University and Armstrong will independently implement a new ONEUSG Connect Human Resources/Payroll system, which will be hosted and managed by the University System of Georgia IT Service and Shared Services Center. A component of ONEUSG Connect is the centralization and standardization of employee insurance and other benefits. Therefore, as a consolidated new university, no action is necessary to address employee insurance or other benefits other than implement ONEUSG Connect. The two separate ONEUSG Connect modules will be merged utilizing the model A+B=A beginning July 1, 2018, in coordination with the merging of other financial systems of PeopleSoft Financials and Banner Student Accounts

3. **Recommend following the USG Financial consolidation team model for timing and mapping of Armstrong balance sheet account balances to the new university using the previously approved model of A+B=A. Historical data will be maintained by USG ITS Division of Armstrong historical financial data with access being limited to the new university Associate Vice President – Finance and Budget Director. Data will be retained according to USG ITS data retention protocol and State record retention requirements:**

   Currently, all institutions utilizing the GA First PeopleSoft systems historical financial data is being retained by USG ITS. This data will continue to be maintained for the new university as well as the historical data for the prior separate institutions. Because this data has previously been audited by the Georgia Department of Audits no changes may be made to prior year data and access should be limited to assure accuracy and intent of use of previously audited data.

4. **Recommend that during the consolidation implementation phase, Georgia Southern begin a project to gradually implement the PeopleSoft Travel Expense reimbursement system across all divisions, which is currently in use by Armstrong:**

   Georgia Southern is currently manually processing travel expense reimbursements but it interested in a systematic, gradual by Division implementation of the USG ITS PeopleSoft Travel Expense system. Due to the size of the current Georgia Southern campus and following recommendations from institutions who have previously implemented this system a gradual implementation is recommended. Armstrong is currently utilizing this system to process travel expense reimbursements.

5. **Recommends continuing the use of the same merchant and credit card processing accounts for the new university because both Georgia Southern and Armstrong currently maintain bank accounts with BB&T and plan to continue banking with BB&T. The bank account name and related Federal Tax ID number on these account will be changed to Georgia Southern name and tax ID number, but the individual merchant account may remain in use:**

   Previous recommendations from various Finance OWG recommendations have addressed the benefit of both institutions currently operating bank accounts with the same bank. This recommendation is an additional benefit to the similar banking services.

6. **Recommend the daily interface schedule be continued in the new university as well to assure timely and efficient reporting of financial data. Currently both Armstrong and Georgia Southern interface financial transactions from Banner Accounts Receivable subsidiary system on a daily basis:**

   The system interface between Banner Accounts Receivable and PeopleSoft Financials functions must more efficiently and accurately if transactions are allowed to interface in a smaller daily batch. Daily interface protocol also provides more timely and accurate reporting of financial data, including reconciling of the Banner subsidiary system to the institutions financial system of record, PeopleSoft.

7. **No changes are required for the new university to continue operating in the Georgia First System module of PeopleSoft Financial system:**

8. **The Human Resources/Payroll ADP system will not be utilized in the new university. In January 2018, each institution will independently convert to a new USG standard ONEUSG Connect system for human resources and payroll processing. In July 2018, the two ONEUSG Connect systems will be consolidated using the previously accepted A+B=A model:**

   Subsequent to development of this OWG's task the decision was made by the USG team to convert Georgia Southern University and Armstrong to the new system prior to consolidation. Therefore, this task is no longer relevant.

9. **Recommend that sales tax collected from campus sales applicable for collection of sales tax be remitted monthly to the Georgia Department of Revenue under the name and current Department of Revenue Sales Tax number of Georgia Southern University. Sales tax collected by contracted**

campus providers will continue to be remitted by the applicable contractor using their respective State Sales Tax ID number:

Currently Georgia Southern University remits collected sales tax to the Georgia Department of revenue primarily because all Auxiliary functions are self-operated and are required by Georgia law to collection and remit applicable sales tax on the entities sales to students, faculty, staff and the public. Because Armstrong's services are contracted to private vendors they are not currently collecting or remitting sales tax to the Georgia Department of Revenue. For this reason, and for consistency in following the A+B=A module in other business operations and system we recommend using the current Georgia Southern University relationship with the Department of Revenue. Should future changes be made in operation of Armstrong contracted auxiliary services or other sales on the Armstrong or Liberty Center campus applicable sales tax will be collected and remitted as stated in the recommendation.

10. **Recommend that prior to merging the two institutions financial ledgers using the USG PeopleSoft conversion process and the A+B=A model, that all GAAP procedures as well as Georgia Department of Audits and Accounts (DOAA) required reconciliations be performed, reviewed and approved. Reconciliations and correction of identified reconciling items identified will assure the integrity of general ledger balances prior to merging the two systems and provide supporting documentation of converted balances. In addition, reconciled general ledger accounts and bank accounts all subsidiary financial systems of Banner AR, Assets and Purchasing/Accounts Payable modules must be fully reconciled at the point of system conversion:**

    The reconciling procedures recommended above are standard operating procedures required for all USG institutions and are in compliance with national standards provided by GAAP and GASB.

11. **PeopleSoft Department ID non-standard chartfield numbers will be developed following the new university organization chart when the org charts are finalized and approved. Following development of the new university department ID numbers the USG Finance team protocol will be used to map Armstrong PeopleSoft department ID to the new university structure. PeopleSoft project ID numbers will be manually converted as discussed in recommendation on PeopleSoft Tree structure. PeopleSoft account numbers are now standard and do not require consideration because the USG standard account numbers will be utilized in the new university:**

The development of non-standard chart string for use in the new university PeopleSoft financial system is largely guided by USG Financial team consolidation model, therefore, other than development of new department ID numbers, require minimal consideration or work for implementing the structure in the new university. Because the department ID number is critical for development of department budgets the design and structure of these numbers is directly related to the overall institution organization chart.

12. **Recommend manual conversion of PeopleSoft Trees, of adding applicable sponsored research and PPV PeopleSoft Project IDs to the new university PeopleSoft System Tree structure. PeopleSoft Trees will not be needed for the other parts of the PeopleSoft Chartstring of Department ID nor Account:**

    PeopleSoft Financial System project ID number is required for all sponsored grants. Because each sponsored grant contract is unique and separate from all other sponsored agreements none of Georgia Southern or Armstrong sponsored contracts will be merged. Therefore, separate and unique project ID numbers will be set up in the new university manually for each sponsored contract. Each project ID must be added to the PeopleSoft Tree structure for the monthly process of grant allocation and related sponsored billing process. Additionally, PeopleSoft project IDs are required by the USG Board office for individual PPV projects. The PPV project ID will also be manually added to the new university PeopleSoft Tree.

13. **The new university financial and business operations will continue operating under Generally Accepted Accounting Principles (GAAP), guidelines provided by the Governmental Accounting Standards Board (GASB) and standard internal control procedures. Additionally, all State of Georgia and University System of Georgia Financial policies and procedures will continue to be followed by the new university. Any procedures and process not governed by these various standard accounting requirement will continue to be reviewed by finance management to determine the USG System Best Practice and most accurate and efficient method:**

    Accounting procedures and processes are predominately governed by national standards boards and guidelines. Additionally, the State of Georgia and the University System provide further guidance on application of the national standards. There will be slight variances in how the different requirements are applied between the two current institutions, however, they are expected to be minor differences that will be addressed during implementation before merging the two financial systems on July 1, 2018.

Note: Two separate tasks of this OWG regarding Business and Accounting Procedures and Processes were considered and recommended as one because of the interdependence of accounting and business procedures.

14. **Recommend that the Touchnet Marketplace payment processing systems be implemented for the new university July 1, 2018 to coincide with implementation of all other related financial processing systems. In the new university this system will be interfaced and reconciled on a daily basis as it current is, in compliance with generally accepted accounting and internal controls practices:**

    This payment processing system is intricately related to other financial systems and must be converted and processed consistently with other systems in order to maintain integrity of the financial data.

O. **OWG 14-3: Procurement –** Co-chairs: Houston Kirkland (GSU) and Daphne Burch (ASU)

The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommend maintaining Georgia Southern University's current delegated purchasing authority (DPA) with the Department of Administrative Services (DOAS):**

   DOAS grants DPA limits to state agencies and universities for independently processing RFPs allowing no approvals necessary from the state. We recommend that Georgia Southern University continue to encourage and require training for their byers and CUPO so their DPA will be maintained.

P. **OWG 14-4: Tuition and Fees –** Co-chairs: Rob Whitaker (GSU) and Christopher Corrigan (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends student fees charged at each campus location will be determined as part of the annual student fee request proposal submitted to the USG Board Office in the fourth quarter of calendar year 2017. Student fees approved by the Board of Regents in their April 2018 meeting will be effective fall semester 2018. Prior to submission, in accordance with USG policy all student fees will be approved by student fee committees:**

The fees charged to students at each campus location may be dependent on the programs and services provided on each campus. Determination of individual fees will be proposed when program and service decisions have been finalized, but prior to the annual process of recommending student fees to the Board Office for academic year 2018-19.

2. **Recommends student fees related to a Public Private Venture (PPV) project will be determined as part of the annual student fee proposal submitted to the USG Board Office in the fourth quarter of calendar year 2017. Student PPV fees approved by the Board of Regents in their April 2018 meeting will be effective fall semester 2018. Prior to submission, in accordance with USG policy all student fees will be approved by student fee committees:**

   PPV fees are charged to students in relation to a specific PPV project and are a component of the overall project as well as project debt. Student fees related to a PPV project also must follow the USG policy regarding Student Fees and are reviewed by the USG Facility Office.

3. **The time line for assessing Fall 2018 tuition and fees as a consolidated institution is set by the USG IT Banner consolidation team. The conversion time line is set to allow students to begin registering for Fall 2018 courses in the consolidated Banner system beginning March 2018. The Banner Accounts Receivable Big Bang is scheduled for July 1, 2018, to be shortly followed by assessment of Fall 2018 tuition and fees. Prior to assessment of Fall 2018 tuition and fees, in compliance with BOR Policy 7.3.2 Student Fee and Special Charges, the new university will develop fee proposals by engaging students and related campus constituents in discussion and approval of each fee as well as reviewing prior year utilization of the fee revenue to support the intended purpose:**

   As stated above the process for determining the mandatory and elective fee rates will follow USG Board Policy 7.3.2. Institutions are required to submit student fee proposals to the Board Office in the fourth quarter of each calendar year. Application of the approved fees will follow the Banner data conversion procedure, which is managed by the USG Board Office IT staff and consultants. Tuition and fees are assessed based on a student registration for a specific term. The first consolidated academic term for the new university is Fall 2018. Tuition and fees for this term will be assessed in early July 2018 at the beginning of the new fiscal year.

4. **The granting of tuition and fee waivers will follow USG Board Policy 7.3.4, Out of State Tuition and Mandatory Fee waivers. Application of this policy will allow differing eligibility for certain waivers depending on the**

specific campus location. During the implementation phase of consolidation, the new university Bursar and Registrar will recommend eligibility of waivers as they specifically relate to individual campus locations. Waivers not specific to a campus location will be available to students at all campus locations when policy criteria are met. The actual application of waivers to a student's Tuition and Fee Account will be implemented by following USG System Best Practice for recording and reporting student tuition and fee waivers:

As presented in the recommendation above, tuition and fee waivers are governed by USG Board Policy. Individual student eligibility for specific waivers is determined collectively by the campus Bursar and Registrar. Actual application of approved waivers are recorded to a student's tuition and fee account by waiver rules in the Banner Student Accounts Receivable module. Various methods may be used to apply waivers to the Banner Student Tuition and Fee account. Currently different methods are utilized at Georgia Southern and Armstrong. The two methods are being evaluated to determine which method is most efficient and best fits USG established best practice for application of tuition and fee waivers.

5. **Recommends consolidated Banner fee tables and fee assessment rules will be manually established by the Bursar's Office following the time line established by the USG IT Banner conversion team to be available for fee assessment of Fall 2018 student tuition and fee charges:**

   The Banner OWG manages the conversion of data necessary to create the consolidated tuition and fee table rules in Banner necessary to assess student tuition and fee charges to the Banner Student Account beginning Fall 2018. Following final conversion of Banner Accounts Receivable data in July 2018 the previously developed tuition and fee rules will be utilized to assess charges for Fall 2018.

6. **In collaboration with the new university President, Provost, Vice President for Finance and the institution Budget Office regional university tuition rate recommendations will be determined and submitted to the USG Board Office annually. Generally, the Board Office deadline for submitting recommended tuition rates for undergraduate, graduate and professional programs is set in the later portion of the first quarter of the calendar year. Subsequently, tuition structure will follow the tuition rates approved by the USG Board of Regents of a regional university at the April 2018 board meeting to become applicable for fall semester 2018:**

   Tuition rates are approved by the USG Board of Regents annually during the April Board meeting for the upcoming academic year beginning in the Fall.

The new Regional University tuition rates will be approved for fiscal year 2019 at the April Board Meeting following the process discussed in the recommendation above.

7. **Current compiled list of student fees at each institution will be evaluated during implementation period to determine recommended fee for the institution in total as well as fees specific to individual campuses. A consolidated list of fee recommendations will follow USG Fee Policy for approval by the Board prior to the December 2017 deadline for application beginning with academic year 2018-19:**

   According to USG policy all student fees must be approved by or reported to the Board of Regents annually in preparation for the upcoming year's budget. A consolidated student fee listing will be submitted to the Board Office in preparation for Budget year 2019 for the new university.

8. **As a component of the institution wide annual student enrollment projection process, enrollment trends and related project revenues will be projected and evaluated. The enrollment impact will be determined and reported annually as part of the PPV 10 Year Projection reporting requirement to the USG Board Office:**

   Annually, ten year pro forma projections on each PPV project are prepared and/or updated with current enrollment and cost trends in order to project the overall impact on the institutions ability to service the debt related to each project. The 10 projections will be prepared, reviewed, evaluated and submitted to the USG Board Office for each PPV project held by the new university. Currently, an enrollment projection and management project is in progress for the consolidated institution. This enrollment projection work is necessary to debt service ability in the new university.

Q. OWG 14-5: Bursar – Co-chairs: Cindy Durden (GSU) and Patrice Kerner (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommend the campuses make scheduled deposits into a single operating bank account:**

   Both campuses currently contract with BB&T for banking services. Deposit procedures indicate cash receipts will be received at central locations on both campuses. Both institutions have armored service with Loomis Armored US, LLC to retrieve and deliver deposits to the banking institution. Georgia Southern has daily service and Armstrong's service is three days per week.

2. **Recommends that Armstrong and Georgia Southern timelines and major processes are consolidated into single timelines/processes in the previously approved A+B=A model. The A instance will be comprised of timelines and processes deemed necessary to support the business processes of the new university:**

   During the consolidation implementation phase of business processes, modifications to individual processes may be identified. If so, in consultation with finance and other related areas of the institution's management, modifications may be considered for implementation.

3. **Recommend using Williams & Fudge and TSI for past due account placements:**

   In order to maximize collection effectiveness, accounts are referred to a collection agency. Both campuses currently assign receivables to third party collection agency Williams & Fudge. This system will continue to be used in the New University. The NewU will assign 2nd placements with TSI.

4. **Recommend using Ellucian Banner Student Registration System module to manage student accounts. (including but not limited to AR and detail codes.):**

   Both campuses currently contract with Ellucian for student account management. This system will continue to be used in the New University. The New University has chosen an A(GS)+B(ARM)=A model. Armstrong's student account management (including but not limited to AR and detail codes) will be mapped to Georgia Southern's. The technical component to merge Armstrong and Georgia Southern Banner rest with other working groups.

5. **Recommend using Ellucian Banner Student Registration System module to manage student accounts. (including but not limited to AR and detail codes.):**

   Both campuses currently contract with Ellucian for student account management. This system will continue to be used in the New University. The New University has chosen an A(GS)+B(ARM)=A model. Armstrong's student account management (including but not limited to AR and detail codes) will be mapped to Georgia Southern's. The technical component to merge Armstrong and Georgia Southern Banner rest with other working groups.

6. **Recommend not liquidating Georgia Southern's Perkins Loan Program:**

   In order to offer students a low cost option to fund college expenses, it is recommended that the New University not liquidate Georgia Southern's Federal Perkins Loan Program. The program offers fixed interest rate loans even if national interest rates rise. In addition, Perkins offers loan forgiveness programs for student working in certain professions. The Georgia Southern Perkins loan fund will be used in the New University. (Armstrong previously liquidated their Perkins fund.)

7. **Recommend using Ellucian Banner Student Registration System to manage student account cashiering/receipting:**

   Both campuses currently contract with Ellucian for student account management (Banner.) This system will continue to be used in the New University. The New University has chosen an A(GS)+B(ARM)=A model. Armstrong's student account setup will be mapped to Georgia Southern's, allowing for cashiering/receipting through Ellucian Banner. The technical component to merge Armstrong and Georgia Southern Banner rest with other working groups.

8. **Recommends that Armstrong State and Georgia Southern systems are consolidated into a single system in an A+B=A model where A = Georgia Southern. The A instance will be comprised of modules licensed by both institutions and deemed necessary to support the business processes of the new university:**

   During the consolidation implementation phase, modifications to individual systems may be identified. If so, in consultation with finance and other related areas of the institution's management, modifications may be considered for implementation. The new university would retain licensing for the modules necessary to support the business processes of the new university. The technical component to merge Armstrong and Georgia Southern Banner rest with other working groups.

9. **Recommend using Ellucian Banner Student Registration System to manage student accounts (including but not limited to student contracts and exemptions.):**

   Both campuses currently contract with Ellucian for student account management. This system will continue to be used in the New University. The New University has chosen an A(GS)+B(ARM)=A model. Armstrong's student

account management (including but not limited to student contracts and exemptions) will be mapped to Georgia Southern's. The technical component to merge Armstrong and Georgia Southern Banner student contracts and exemptions rest with other working groups.

10. **Recommend using Touchnet Information Systems, Inc. Bill+Pay eRefunds to deliver Financial Aid and other student refunds:**

    Both campuses currently contract with Touchnet for electronically delivering student refunds. Students that do not have an electronic refund profile will receive a paper check from the University's accounts payable office. This system will continue to be used in the New University.

11. **Recommend using Ellucian Banner Student Registration System modules to manage student accounts. (including but not limited to: contracts, exemptions, cashiering/receipting, accounts receivables/detail codes and federal return of financial aid(R2T4):**

    Both campuses currently contract with Ellucian for student account management. This system will continue to be used in the New University. The New University has chosen an A(GS)+B(ARM)=A model. Armstrong's student account management setup will be mapped to Georgia Southern's. The technical component to merge Armstrong and Georgia Southern Banner systems and the decision on student fee amounts rest with other working groups.

    In addition, OWG 14-5 will develop a detailed plan identifying differences between Armstrong and Georgia Southern student account functions and which processes and procedures will be adopted by the consolidated institution.

R. **OWG 15-2: Enterprise Applications –** Co-chairs: Ryan Richardson (GSU) and Eric Lance (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends that the individual divisions be allowed to select the departmental accounting software to best suit their needs and is not considered the official financial system of records:**

   Both campuses currently allow divisions to select their own departmental accounting software (ie. Quicken, Quickbooks, etc.). Allowing them to continue using their current methods/software will be the least obtrusive

method for both IT Services and the division by minimizing time to train and time to implement.

2. **Recommends that the delivery of Student Ratings of Instruction (SRIs) for courses offered from the Armstrong/Liberty campuses and from the Statesboro campus will continue to utilize the same methods in use respectively during the 2017-2018 academic year. This means that for all courses taught on the Armstrong/Liberty campuses the SRIs delivery will use an online method and for courses taught on the Statesboro campus the SRIs delivery will use a face-to-face (paper) delivery except for courses designated otherwise. Otherwise designated Statesboro courses will deliver SRIs using the same online method used for Armstrong/Liberty courses. Any changes related to SRIs require approval of the Faculty Senate:**

   Questions concerning SRIs require Faculty Senate oversight. Details still to be decided are: 1 – a common instrument must be found that serves the entire, newly consolidated university and 2 – details of the delivery of the common instrument may change. The Faculty Senate may choose to amend or replace this stop-gap proposal. Should online delivery of SRIs become the method used, the very poor student participation will have to be addressed. Since neither Faculty Senate (at Georgia Southern or at Armstrong) meets during the summer it is not appropriate for us to choose a single delivery method (either online or face-to-face) at this time.

3. **Recommends that PeopleAdmin be used as the hiring system for Staff and Student Workers until the consolidation of OneUSG instances and availability of the OneUSG PeopleSoft Talent and Acquisition Management module in July 2018:**

   Both Universities currently use different implementations of PeopleAdmin for hiring management. In 2018 all Armstrong student worker hiring will be completed in the current Armstrong PeopleAdmin instance. With the OneUSG Connect consolidation and Talent and Acquisition Management module becoming available July 2018 new university wide hiring will be completed in OneUSG.

S. **OWG 15-3: General Support –** Co-chairs: Ashlea Anderson (GSU) and Pam Culberson (ASU)

The following recommendations, with an edit to recommendation #2, were approved by consensus of the CIC with no objections.

1. **Recommends to use the current Georgia Southern University Inventory Control policy and procedures for small asset inventory control. The**

adoption of an A+B=A model is proposed. The team will evaluate the current processes and systems to determine a new asset management life cycle:

Establishing policies and procedures for IT equipment valued at less than $3,000 will allow for accurate reporting of the consolidated small asset inventory. IT Equipment valued at $3,000 or more will be processed under the University System of Georgia's (USG) Business Procedures Manual Section 11.1 State Requirements for Equipment Inventory.

2. **Recommends to use the current Georgia Southern University Inventory Control policy and procedures for small asset inventory control. The adoption of an A+B=A model is proposed. The team will evaluate the current processes and systems to determine a new asset management life cycle:**

   Establishing policies and procedures for IT equipment valued at less than $3,000 will allow for accurate reporting of the consolidated small asset inventory. IT Equipment valued at $3,000 or more will be processed under the University System of Georgia's (USG) Business Procedures Manual Section 11.1 State Requirements for Equipment Inventory.

   The above recommendation was a duplicate of recommendation #1. The correct recommendation is listed below, which was read verbally by Mr. Stalnaker, and approved by the CIC:

   It is the recommendation of OWG 15-3 IT General Support to implement a new single print management software to be utilized at all locations for purposes of lab (student) printing and would utilize the current Georgia Southern University process of allowing each student a specified number of free printer points. This would represent an A+B=C model for purposes of the technology as Georgia Southern and Armstrong utilize different software/hardware solutions.

   The technology utilized at both universities for student purposes is costly and somewhat antiquated. Therefore it was determined to launch a new software as the standard for the new university which would provide higher uptime of lab printers; ability to generate detailed reports and a better mobile print experience. The team also determined that adopting the Georgia Southern strategy of a "no charge" approach for printing would cause the least amount of disruption.

3. **Recommends to establish a Memorandum of Agreement between Georgia Southern University and Armstrong State University which would allow access to key systems at each university as well as access sensitive data. Access will be needed for purposes of collaboration, testing and implementing IT systems for the new university:**

   The ability to access systems such as Banner on each campus is necessary not only for purposes of testing but as implementation moves forward for the new university.

T. **OWG 16-3: Disability Services and Testing –** Co-chairs: Debbie Perez-Lopez (GSU) and Kelly Woodruff (ASU)

   The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommends re-naming the department to the Student Accessibility Resource Center:**

   The OWG looked at current trends and determined that we would like to include accessibility in our department name, rather than disability, in order to place the focus on access which is in line with the social model of disability.

U. **OWG 16-4: Health Services –** Co-chairs: Diane Norris (GSU) and Andrew Dies (ASU)

   The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommends continue to manage the Health Center on the Armstrong Campus, utilizing the contract with Memorial Hospital through at least the Spring semester of 2018. A thorough assessment related to revenue utilization, space, expenses and staffing needs will be completed, followed by the development of a long-term management approach by the end of the Spring 2018 semester with proposed implementation of Fall 2018. The GSU Health Center in Statesboro will continue to be managed as a self-operated entity.**

   This evaluation period will allow the new Georgia Southern University to make an informed decision on the future of the Armstrong Campus Student Health Center. Further information on utilization, costs, fees collected, etc are needed to ensure a sound decision, from both a student and financial perspective.

V. **OWG 17-4: Student Activities/Student Life and Registered Student Organizations –** Co-chairs: Michelle Davis (GSU) and Lucero Aradillas (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends consolidate and align policies and procedures for student activities on each campus:**

   Each campus will utilize consolidated policies and procedures to manage their campus events and programming to ensure a thriving campus life on each campus, as well as ensure cross-divisional collaboration and partnerships.

2. **Recommends implement the use of Campus Labs software for Recognized Student Organizations on each campus:**

   The software is designed to provide a system for students and student organization advisors to manage and measure student engagement with connecting students to meaningful and guided opportunities that can be tracked on a co-curricular transcript. This system streamlines organization registration, renewal and election processes with customizable workflows and also features capability to track student participation at events and programs of all sizes.

3. **Recommends implement the Georgia Southern main campus WINGS incentive program for Recognized Student Organizations (RSO) and implement the main campus renewal process for RSO on all campuses:**

   The main campus WINGS incentive program and RSO renewal process will provide students involved in student organizations a streamlined support system and a method of accountability to maintain RSO status.

W. **OWG 17-5: Student Government Association –** Co-chairs: Patrice Jackson (GSU) and Andrew Dies (ASU)

The following recommendation was approved by consensus of the CIC with no objections.

1. **Recommends Student Organization allocations will be distributed according to University System of Georgia policies to eligible recognized student organizations. Allocations will be distributed based on the location of event and the student population predominantly served. Larger scale projects with participation of students on all campuses will be eligible to receive funding from both SGA funding boards:**

The recommendation is designed to ensure that student organizations that may have duplicity on campuses will also have access to funding as appropriate. In order to ensure that all students have access to the student activity fees they contribute, we will allocate funds to registered student organizations based on the students who will be served by their program or event. Events and programs occurring on the Liberty campus will be eligible to apply for funds from the Armstrong SGA funding board as it currently operates.

X. **OWG 17-8: Student Media –** Co-chairs: David Simpson (GSU) and Andrew Dies (ASU)

The following revised recommendations, with an edit to recommendation #2, were approved by consensus of the CIC with no objections.

1. **Recommends all student media administrative functions including budgets, training, and professional advising, be brought under the umbrella of the Office of Student Media. Each publication will maintain its own distinct student leadership structure:**

   Building on work already underway in the Office of Student Media, student media staff and stakeholders on each campus will be engaged to identify opportunities for greater engagement and community-building. That review will inform decisions on products to be offered and an advising structure to serve students on each campus. The intent of this recommendation is to maintain student leadership opportunity positions (i.e. Editor(s) in Chief) for each publication.

2. **Recommend all Student Media products be branded under the George-Anne name and look. The George-Anne will have one print publication with two editions: The George-Anne, Statesboro Edition and The George-Anne, Inkwell Edition. This will be implemented for Fall 2018. Previous editions of the Inkwell ~~should~~ will be archived for historical purposes:**

   The look and feel of the paper should be the same. Each community will receive information specific to their physical location. Due to the distance between the three campuses and the uniqueness of each campus, we will customize publications to reflect the student experience.

Y. **OWG 18-1: Campus Master Planning and Capital Projects –** Co-chairs: Wendy Woodrum (GSU) and Katie Twining (ASU)

The following recommendations were approved by consensus of the CIC with no objections. Recommendations #5 and #6 were pulled from the agenda and not approved by the CIC.

1. **Recommend initiating a current space study to reflect current utilization rates:**

   With the adoption of a new academic plan for the University, a space utilization study will be needed to determine current building usage and room usage and at what enrollment the University will "max out" space. The space utilization study should be used to inform the Campus Master Plan as it pertains to new construction and building renovation.

2. **Recommend consolidation of all construction projects under the existing Georgia Southern Facilities, Planning, Design, and Construction Office:**

   All existing projects will be tracked in one database and will be managed by the existing GASOU FPD&C Office.

2. **Recommend coordination with GSFIC at the end of December to modify existing legal documents, bond notes, etc:**

   Each institution has a number of projects that are funded from GSFIC state bonds and will have a number of documents that will need to be updated to reflect the new University. Written notice to GSFIC prior to January 2018 indicating the change in University name will be necessary.

3. **Recommend completion of a new University Campus Master Plan following the official consolidation:**

   Armstrong State University recently completed an updated Master Plan in January 2017. Georgia Southern University has recently completed an update to their master plan. With a new mission statement and new academic plan, it would be beneficial to undertake a new Comprehensive University Master Plan, rather than combining existing plans.

4. **Recommend consolidation of all real property and pertinent information for real property into one database:**

   Each institution maintains a current database of owned and leased property. All property and associated information should be compiled into one database with pertinent information tracked.

5. **Recommend review of all existing deeds:**

   Existing deeds will be reviewed, but no restrictions are anticipated.

Recommendation #5 was pulled from the agenda for further review.

6. **Recommend review of all existing deeds:**

   Existing deeds will be reviewed, but no reversionary language is anticipated.

   Recommendation #6 was pulled from the agenda for further review.

7. **Recommend combining current space inventories into the Georgia Southern BANNER instance:**

   All space has been validated on both campuses and BANNER has been updated to accurately reflect the current space. Consistent with the recommendation by OWG 15-5, all Facilities data will be reflected in the Georgia Southern instance of BANNER.

Z. OWG 18-2: Physical Plant – Co-chairs: Wendy Woodrum (GSU) and Katie Twining (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommend consolidating management oversight effective January 1, 2018:**

   The University will consolidate two facilities services department under one overall Facilities Services Division, with overall management based out of Statesboro, and daily operations groups assigned to the Statesboro campus and the Armstrong Campus. Duplicative positions will be removed unless deemed necessary.

2. **Recommend continuing current Event management, support, and logistics processes:**

   Events are handled differently on each campus. Until it is determined how the overall event management structure will look for the new University, OWG 18-2 recommends continuing current practices.

3. **Recommend continuation of current GASOU Fleet practices as it pertains to ownership of vehicles by departments. Recommend current Armstrong Fleet be transitioned over to GASOU fleet effective January 1, 2018:**

   Most Armstrong fleet is under the purview of Facilities Services, with the exception of several vehicles assigned to University PD. There are 5 rental

vehicles that will need to have appropriate ownership identified prior to transfer. Current Facilities fleet will remain under Facilities.

4. **Recommend responsibility for all GO Bonds asset tracking and records retention transfer to Georgia Southern's Facilities Planning, Design, and Construction office effective January 1, 2018:**

   Facilities PD&C will hold responsibility for all projects related to the new University. As such, responsibility for Bond tracking and records retention will fall to that office. Current bond records, etc. for Armstrong State University will be transferred to FPD&C effective January 1, 2018.

5. **Recommend establishing new Standard Operating Procedures for all M&O functions:**

   The consolidated Facilities Services Division will develop a new SOP manual for all M&O functions after benchmarking and comparing current operations. SOPs will be based on both best practices as outlined by APPA, and what best serves the students, faculty, and staff of the new University.

6. **Recommend using GASOU's established CMMS system (TMA) as the CMMS system for the new University effective July 1, 2018:**

   Armstrong has recently renewed their license with SchoolDude to provide CMMS systems through June 30, 2018. ASU will continue with SchoolDude for FY 2018 while working with GASOU's CMMS Manager to gather all necessary building and asset data and pre-load TMA in preparation for going live on the Armstrong campus on July 1, 2018.

7. **Recommend continuing current billing/accounting practices for M&O services through June 30, 2018:**

   The Facilities Services division at Georgia Southern University currently re-bills work orders and utilities for certain charges while Armstrong State University does not. Synergizing these processes at both campuses is contingent upon the integration of budgets, systems, and data driven by Financial Accounting and Information Technology. Additionally, many accounting allocations handled at the division level will be restructured in conjunction with the review of all contracts.

8. **Recommend establishing one consolidated Division of Facilities Services with management housed on the Statesboro Campus. Recommend daily Operations personnel be assigned to the Armstrong and Statesboro campuses, with coverage for other campuses as needed. Recommend**

continuous oversight in the form of weekly site visits by all management personnel to all campuses:

The consolidated Facilities Services Division will provide management and oversight of facilities maintenance for the new Georgia Southern. Personnel will be assigned to campuses as determined by the AVP of Facilities. A third party consultant was utilized to provide recommendations for streamlining services. The AVP of Facilities will be responsible for reviewing and assessing which recommendations to implement.

9. **Recommend maintaining current outsourced services through the end of the contractual term and re-evaluate services at that time:**

   Both universities currently outsource varying functions of their facilities services. A list of outsourced services will be compiled with end dates for those services. The newly re-structured Facilities Division for the new University will review those services and make a decision on how best to proceed for each service.

10. **Recommend revising all active project contracts listed under the name Armstrong State University to reference Georgia Southern University after January 1, 2018:**

    There will be a number of active projects held by Armstrong State University at the time of the official consolidation. Active contracts will need to be revised at that time to indicate the new name of the University and assure proper billing.

11. **Recommend maintaining current rental spaces:**

    All current rental spaces serve varying uses. The University will continue monitoring rental spaces and consolidate and/or terminate rental spaces as necessary.

12. **Recommend continued operation of current satellite locations, to include Coastal Georgia Center (USG facility used by Georgia Southern and Savannah State University and operated by Georgia Southern), Herty AMDC, and the Liberty Center:**

    Current satellite locations provide critical University functions and should continue operations for the foreseeable future. Use of these locations should be routinely reviewed to ensure they are still academically and financially viable.

13. **Recommend changing Armstrong Campus main campus signage to indicate the new University name no later than March 2018. Recommend interior signage changes as budget permits. This is consistent with the recommendations of OWG 12-4:**

    Armstrong Campus has new signage along Abercorn Street and along Apache Avenue. The current structure can remain, with a redesign of the cast stone panels and back-lit LED lettering to show the new University name. Interior building signage is still being changed out from Armstrong State University's name change several years ago - signage can be changed as savings are realized to indicate no University name at all (only room number).

14. **Recommend maintaining current rental agreements until renewal dates. Agreements should be reviewed for necessary changes at the time of renewal:**

    All current rental agreements do not contain use restrictions. All agreements will be reviewed at the time of renewal for any necessary changes.

AA. OWG 18-3: Environmental, Health, & Safety– Co-chairs: Kelly Close (GSU) and Katie Twining (ASU)

The following recommendations, except recommendation #2, were approved by consensus of the CIC with no objections.

1. **Recommend combining service contracts for Hazardous Waste, Bio-Waste, Universal Waste, Fire Suppression Systems, Fire Alarm Systems, Fire Extinguisher Systems, Special Suppression Systems and Chemical Fume Hood certifications. Recommend retaining separate service agreements for recycling and fire alarm monitoring:**

   ASU and GASOU have already consolidated the service agreement for fire extinguishers and special suppression systems effective July 1, 2017. GASOU will hold the contract and bill ASU until the institutions are financially consolidated in July 2018. All other service agreements are via POs - ASU and GASOU will start the process of transitioning to the same vendors starting July 1, 2017 for all other services, with the exception of fire alarm monitoring and recycling. These two services will be reviewed again for possible integration at a later date.

2. **Recommend combining service contracts for Hazardous Waste, Bio-Waste, Universal Waste, Fire Suppression Systems, Fire Alarm Systems, Fire Extinguisher Systems, Special Suppression Systems and Chemical Fume**

Hood certifications. Recommend retaining separate service agreements for recycling and fire alarm monitoring:

ASU and GASOU have already consolidated the service agreement for fire extinguishers and special suppression systems effective July 1, 2017. GASOU will hold the contract and bill ASU until the institutions are financially consolidated in July 2018. All other service agreements are via POs - ASU and GASOU will start the process of transitioning to the same vendors starting July 1, 2017 for all other services, with the exception of fire alarm monitoring and recycling. These two services will be reviewed again for possible integration at a later date.

Recommendation #2 was a duplicate of recommendation #1.

3. **Recommend reviewing, examining and correcting all known compliance and safety items on all campuses of the consolidated GASOU. Recommend establishing a schedule to begin inspecting and monitoring the compliance and safety of all areas of the consolidated GASOU to include Statesboro, Armstrong, Liberty, Coastal Georgia Center and Herty AMDC. Ensure adequate staffing to support this effort:**

   This task will require significant time and will be guided by the development of an Environmental Management System (EMS) for all locations. Corrections to all deficiencies will be based on the EMS and implemented equally across all locations. Environmental Compliance and Occupational Safety Issues will be identified through assessments over the next 18 months and sent to the appropriate departments for correction. This task will be on-going to stay on top of compliance.

4. **Recommend reviewing all policies, procedures, plans and programs over the next 18 months and adopting/implementing what works best for the consolidated GASOU:**

   Staff at both GASOU and ASU have devised a matrix of program areas. This matrix will be used to determine what policies, procedures, plans, and programs should be implemented on all campuses at the consolidated GASOU. The emphasis will be focused on having consistency across all campuses.

5. **A third party consultant was hired by Senior Leadership to evaluate the management and reporting structure for the consolidated GASOU. Information on EHS staffing, duties, and responsibilities for all campuses was provided to the consultant. The consultant will provide an organization and reporting structure for EHS to Senior Leadership:**

The consultant has taken the EHS information which included site visits and is developing an organization and reporting structure for the consolidated GASOU.

6. **Recommend reviewing all safety plans and programs over the next 18 months and adopting/implementing what works best for the consolidated GASOU to ensure a safe environment at all campuses:**

   Staff at both GASOU and ASU have devised a matrix of program areas. This matrix will be used to determine what policies, procedures, plans, and programs should be implemented on all campuses at the consolidated GASOU. The emphasis will be focused on having consistency across all campuses.

7. **The USG/EPA Self-Audit Agreement is over and campuses were tasked with implementing Environmental Management Systems (EMS):**

   The new GASOU will have a comprehensive EMS to cover environmental compliance and sustainability at all campuses.

BB. OWG 19: General Auxiliary Services– Co-chairs: Eddie Mills (GSU) and Greg Surrette (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends continuing to manage Conference and Events on the Armstrong Campus, utilizing the contract with Sodexo through at least the Spring of 2018. Continue to manage the GSU campus as a self-operated entity. This operation will need to be assessed thoroughly prior to implementing a long-term management approach:**

   Conference Services already exists as a self-operated unit under Housing within Auxiliary Services at Georgia Southern. Armstrong State has Conferences and Event Services managed by Sodexo within Auxiliary Services. Armstrong State also has the Road Scholar Program which is administered by Auxiliary Services. We'll need time to assess the best approach, prior to moving forward with a permanent structure.

2. **Recommends continue to manage Dining Services on the Armstrong Campus, utilizing the contract with Sodexo through at least the Spring of 2018. Continue to manage the GSU campus as a self-operated entity. This operation will need to be assessed thoroughly prior to implementing a long-term management approach:**

Dining Services already exists as a self-operated unit within Auxiliary Services in Statesboro. Armstrong's Dining Services is managed by Sodexo. We'll need time to assess the best approach, prior to moving forward with a permanent structure.

3. **Recommends continue to manage the Bookstore on the Armstrong Campus, utilizing the contract with Follett through at least the Spring of 2018. Continue to manage the GSU campus as a self-operated entity. This operation will need to be assessed thoroughly prior to implementing a long-term management approach:**

   The University Store already exists as a self-operated unit within Auxiliary Services in Statesboro. Armstrong's Bookstore is managed by Follett. We'll need time to assess the best approach, prior to moving forward with a permanent structure.

4. **Recommends Auxiliary Services Facility operations will continue to operate as-is within both campuses through at least Spring 2018, while a thorough assessment of operations takes place. This will include Preventive Maintenance Plans, Reconciliation in how departments handle M&O of PPV/GHEFA space, as well as analyzing outsourced functions, such as Mechanical, Electrical and Fire:**

   With PPVs existing in Athletics, Student Affairs and Auxiliary Services, the AVP of Facilities Services, in conjunction with the VP of Finance and Operations and the AVP for Auxiliary Services, will need time to assess the complete operation prior to proposing the best approach to move forward with a permanent structure.

5. **Recommend consolidating the Parking Department using an A + B = A model where Georgia Southern is A and Armstrong State is B:**

   The Georgia Southern Parking Department is a unit of Auxiliary Services and utilizes the AIMS system for parking management. The Armstrong State Parking Department is a unit of the Armstrong Police Department and utilizes the T2 system for parking management. Following the A + B = A model, the new consolidated Parking Department would be a unit of Auxiliary Services and utilize the AIMS parking management system. The main Parking Department office will be located at the Statesboro campus with a satellite office at the Armstrong campus, which would be under the same budget and management as the main office location.

CC. OWG 22-3: Office of Legal Affairs – Co-chairs: Maura Copeland (GSU) and Lee Davis (ASU)

The following recommendations, with an edit to recommendations #2 and #5, were approved by consensus of the CIC with no objections.

1. **Recommends that any prior Armstrong State University legal agreements be transitioned to the consolidated Georgia Southern University. Following consolidation, the OWG further recommends that all legal agreements follow standard contracting policies and procedures, including procurement processes, review by the Office of Legal Affairs, and execution by an authorized signatory of the consolidated Georgia Southern University:**

   All legal agreements will need to be in the name of Georgia Southern University following consolidation to be effective. Both institutions currently use similar contracting protocols, including State procurement provisions and review by the Office of Legal Affairs.

2. **Recommends that any prior Armstrong State University legal agreements be transitioned to the consolidated Georgia Southern University. Following consolidation, the OWG further recommends that all legal agreements follow standard contracting policies and procedures, including procurement processes, review by the Office of Legal Affairs, and execution by an authorized signatory of the consolidated Georgia Southern University:**

   All legal agreements will need to be in the name of Georgia Southern University following consolidation to be effective. Both institutions currently use similar contracting protocols, including State procurement provisions and review by the Office of Legal Affairs.

   The above recommendation was a duplicate of recommendation #1. The correct recommendation is listed below, which was provided by Ms. Maura Copeland at the meeting, and approved by the CIC:

   Recommends that following consolidation, any prior Armstrong State University and/or Georgia Southern University licenses, permits, governmental approvals, and clearances necessary to conduct business be transitioned to the consolidated Georgia Southern University (unless specifically retained in the name of Armstrong State University or its cooperative organizations). The OWG further recommends that all associated policies and procedures related to such licenses, permits, and governmental approvals, and clearances follow the applicable prior

Georgia Southern University process (or Armstrong State University if no applicable Georgia Southern University policy or procedure exists) until such time as new policies and procedures are generated for the new institution.

The new institution will need to hold a variety of licenses, permits, governmental approvals, and clearances in the name of "Georgia Southern University." These should be maintained under current procedures until the new institution reviews its processes to avoid falling out of compliance during the transition.

3. **Recommends that all outstanding contractual obligations with vendors be reviewed to determine whether the contract is needed for the new institution. For contracts that are not needed, the OWG recommends that the Office of Legal Affairs review to determine ability to cancel any obligations. For contracts that are needed, the OWG recommends that the contracts be transitioned into the name of the consolidated institution if necessary:**

   Contracts often require lead time to renew and/or cancel. This review will ensure a smooth transition without interruption of needed goods or services.

4. **Recommends that the consolidated Georgia Southern University follow the prior Georgia Southern University signature authority delegation policy, as amended to reflect correct signatory titles and institutional structure:**

   There is no existing comparable policy at Armstrong and the prior Georgia Southern University policy will need updating the reflect differences in titles and authority within the new institution.

5. **Recommends that any prior Armstrong State University institutional memoranda of understanding regarding cooperative organizations be transferred to the consolidated Georgia Southern University (unless specifically retained in the name of Armstrong State University or its of changes to cooperative organizations (including boards, governmental agencies, bondholders, and other interested parties):**

   Cooperative organization memoranda of understanding are required by University System policy and must be maintained for the new institution. In addition, interested parties and governmental entities will need to be notified of changes to remain compliant with regulations.

In the recommendation listed above, there were some discrepancies in the wording. The correct recommendation is listed below, which was provided by Ms. Maura Copeland at the meeting, and approved by the CIC:

Recommends that any prior Armstrong State University institutional memoranda of understanding regarding cooperative organizations be transferred to the consolidated Georgia Southern University (unless specifically retained in the name of Armstrong State University or its cooperative organization). The OWG further recommends that all appropriate entities be notified of changes to cooperative organizations (including boards, governmental agencies, bondholders, and other interested parties).

Cooperative organization memoranda of understanding are required by University System policy and must be maintained for the new institution. In addition, interested parties and governmental entities will need to be notified of changes to remain compliant with regulations.

6. **Recommends that following consolidation, the Executive Counsel of Georgia Southern University or designee serve as ex officio Secretary for each of Armstrong State University's cooperative organizations:**

   The By-Laws of Armstrong's cooperative organizations name its University Counsel as ex officio corporate secretary, and in order to provide continuity and support, an attorney from the staff of the Office of Legal Affairs of the consolidated Georgia Southern University can be designated to continue in those roles.

7. **Recommends that following the consolidation, the Executive Counsel of the consolidated Georgia Southern University or designee serve as the Custodian of Public Records for purposes of compliance with the Georgia Open Records Act:**

   The Georgia Open Records Act requires the identification of a Custodian of Public Records for purposes of receiving and fulfilling requests for access to public records. At both Armstrong and Georgia Southern this function has resided within the Office of Legal Affairs; at the consolidated Georgia Southern University the Office of Legal Affairs should house a single Custodian of Public Records for the entire institution.

DD. OWG 24: Economic Development, Government Relations and Community Engagement – Co-chairs: Kendria Lee (GSU) and Michael Toma (ASU)

The following recommendations were approved by consensus of the CIC with no objections.

1. **Recommends that a consolidated business research center be established in the Business Innovation Group of the College of Business Administration that integrates economic development research activity currently housed in Georgia Southern's Bureau of Business Research and Economic Development and Armstrong's Center for Regional Analysis:**

   Consolidation will significantly increase the number of potential partnerships for the new University. A structure that brings together the contacts and expertise of both universities business research centers, while taking into account the unique characteristics of the research agendas at each campus, will allow a coordinated effort that enhances opportunities, contributes to the efficient use of resources, and accomplishes strategic goals.

2. **Recommends a structure be established under the office of the Vice President for Advancement and External Affairs that integrates and supports the community engagement activities on-campus and off-campus at the three campus locations:**

   Consolidation will provide an opportunity for the new university to systematically reach out to the community in engagement activities. There will be an increased need to coordinate and brand university outreach efforts so as to maximize the intended effects of outreach activities to constituencies in the diverse communities and economies of southeast Georgia. A structure that brings together the contacts and expertise of both schools, while taking into account the unique character of engagement activities at each of the three campuses, will allow a coordinated effort that enhances opportunities, contributes to the efficient use of resources, and accomplishes strategic goals.

3. **Recommends a single point of contact be established under the office of the Vice President for Advancement and External Affairs that serves as the liaison to allow external entities to the university access to campus resources at the three campus locations:**

   Consolidation will provide an opportunity for the new university to continue to partner with external entities in Economic Development as there will be an increased need to effectively and efficiently grant access to campus resources. A structure that establishes a single point of contact for access to university resources in regards to economic development will allow a coordinated effort that will enhance opportunities and contribute to the efficient use of resources and accomplishment of strategic goals.

IV. Future CIC Meetings

Future meetings will be scheduled as needed.

V. Conclusion – The meeting adjourned at 1:30 p.m.